



Groupe ICHEC - ISC St-Louis - ISFSC

Enseignement supérieur de type long de niveau universitaire

How can migrants, refugees and asylum-seekers through skill
development and employment be integrated in Greek
society by means of a centre for displaced persons in Athens,
Greece?

T h e A N K A A P r o j e c t

Mémoire présenté par
Line DIDELOT

Pour l'obtention du diplôme de
**Master en Gestion de l'Entreprise –
Tridiplomation**

Année académique 2017-2018

Promoteur:
Madame Catherine DAL FIOR



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“Build with the tools you have, not the cards you were dealt”

The ANKAA Project



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List of acronyms

AFM	Tax identification number in Greece
AMKE	Astiki Mi Kerdoskopiki Eteria (civil non-profit company in Greece)
ASBL	Association sans but lucratif (non-profit organisation)
BAAS	Be Aware and Share
CEEP	European Centre of Employers and Enterprises providing Public Services and services of general interest
CESRT	Chios Eastern Shore Response Team
CSDP	Common Security and Defence Policy
D4R	Donate 4 Refugees
EASO	European Asylum Support Office
ECRE	European Council on Refugees and Exiles
EU	European Union
Europol	European Union Agency for Law Enforcement Cooperation
Frontex	European Border and Coast Guard Agency
GDP	Gross Domestic Product
GGD	General Government Gross Debt
IBM	Integrated Border Management
IDP	Internally displaced person
ILO	International Labour Organization
IOM	International Organization for Migration
IRO	International Refugee Organization
ISIS	Islamic State of Iraq and Syria
KPI	Key Performance Indicators
LUNA	Liquid Unrestricted Net Assets
MDM	Médecins du Monde
MSF	Médecins sans Frontières
NFE	Non-formal education
NFI	Non-food items
NGO	Non-governmental organization
NRC	Norwegian Refugee Council
OECD	Organisation for economic Cooperation and Development
SME	Small and medium-sized enterprises
SMH	Salvamento Marítimo Humanitário
UAPME	European Association of Craft, Small and Medium-Sized Enterprises
UNHCR	United Nations High Commissioner for Refugees
WAHA	Women and Health Alliance

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Introduction

According to Greek Council for Refugees (2018), 58,661 refugees applied for international protection in 2017 in Greece. The so-called “refugee crisis” has put millions of people in dire situations, with inhumane living conditions and precarious legal situations marked by uncertainty. Every refugee has a uniquely personal story, but according to Antonio Guterres, the U.N. High Commissioner for Refugees, they share one common attribute: “the courage not only to survive, but to persevere and rebuild their shattered lives” (Redmond, 2005, para.9). It is exactly this resilience that first motivated the founding team of the ANKAA Project to put in place a project that fosters integration and restores independence.

Before explaining the research question and the approach taken in this thesis, the justification behind the subject of integration in Greece through the creation of a non-profit called ANKAA Project will be explained.

After working as a volunteer in Greece for over two years with displaced persons, the issue of migration has always been very important to me.

My experience on Chios, a so-called “hotspot”, where asylum seekers are forced to live in detention facilities, lined with barbed wire and guarded by riot police, allowed me to observe a number of important gaps in the asylum procedures as well as the way in which other organisations and projects function.

The policy of containment for refugees on frontier islands like Chios has had widespread consequences; not only on the accessibility of international protection and human rights, but on the type of life that refugees are condemned to from the first day that they enter Europe. It has increased the stigma attached to the already burdensome label that refugees are forced to bear. On the islands, and across mainland Greece, people have been forced to live in camps for over a year, subjected to what can seem like a perpetual state of social welfare and dependency. People are transformed into “beneficiaries”, with little say or choice in their daily life. Individuality is replaced with a case number; dreams and ambitions with the daily struggle to retain a sense of dignity while it is constantly eroded by those who determine your fate. The dependency on services is crippling and hard to shift.

Therefore, we decided to start the ANKAA Project, a registered non-profit in Luxembourg, in order to open a centre for vulnerable adults (including refugees, migrants, asylum-seekers, and Greek people in need) with a focus on vocational training, skill development, employment, and education. The ANKAA Project aims to create an environment that will facilitate individuals to question and expand their knowledge and opportunities, rather than dictate a strict structure of aid. We want individuals to be

supported in creating options for themselves through education, skill-building, and self-conscious engagement with personal, societal, and international issues. Through this, we hope to enable an atmosphere that promotes positive integration between the multiple cultures and nationalities involved in this situation.

This research is aimed at finding the answer to the following question:

How can migrants, refugees and asylum-seekers, through skill development and employment, be integrated in Greek society by means of a centre for displaced persons in Athens, Greece?

To begin, I will analyse the context of migration; namely the historic evolution of migration and contemporary migrant flows. Secondly, I will provide an overview of the different policy instruments put in place in Europe as well as the social and economic situation in Greece, with specific reference to its employment sector. Finally, I will briefly review a series of dominant integration theories and relate them to my analysis. In the second part of this thesis, I will explain my scientific posture as a researcher as well as how I will collect the necessary data and how it will be analysed. As this research paper is based on a precise project, my method will be abductive through qualitative and quantitative research. A survey has been conducted with possible future centre users. Informal interviews with refugees currently living in Athens were necessary to better understand their situation in Athens. Furthermore, business owners in Athens were also interviewed to get the opinion of the Greek society on the current context of the city and its impact on their business and private life. The third and main part will lay the fundament of the ANKAA Project itself. In form of a social business plan, this part will explain the mission and vision, as well as the beneficiaries targeted by the project, its services provided, the outcomes and lastly, the financial projections.

PART I: Context

The first chapter presents the theoretical context of the thesis. Firstly, we will introduce the topic of migration; its historical evolution and the situation in Europe today. Secondly, we will present the social and economic context of Greece and provide an explanation as to how migration is affecting the country. Lastly, we will explain some relevant integration theories, before moving on to the methodology and the practical study upon which this thesis is based: the ANKAA Project.

Migration

Migration is a prevalent and globalised phenomenon today. The topic of migration pervades international media coverage and continues to dominate contemporary political discourse. Politicians arguing against migration often claim that migrants fail to properly integrate, or deliberately maintain different cultures and religions that could ultimately threaten their nation's sovereignty or national security (Castles, de Haas, Miller, 2014, p.4). Donald Trump's recent efforts to reduce the number of immigrants exemplifies the way in which migration issues are subsumed into broader debates on national security (Jacobs, 2017). Against this backdrop of divisive political rhetoric, we are confronted by tragedies of people drowning while trying to cross the Mediterranean ocean in order to reach safety (Khomami, 2017). This section of this thesis is about the history and context of migration and how it affected people in the past and the present. Furthermore, we will clearly define the difference between a migrant, an asylum-seeker, and a refugee. Then, we will examine the current situation of migration in Europe by analysing the main European policies regulating migration.

1. Migration and history

Migration has always been a vector of social, economic, and cultural change. Migration increases the cultural and ethnic diversity of host countries and feeds into the polemic regarding the changes migration brings to countries (Castles et al., 2014, p.4).

No country today can declare that it was not affected by migration. Language similarities in Asia and Europe are a testament to the prevalence of migration throughout history (International Organization for Migration (IOM), 2004). Most often, migration was closely linked to conquests and invasions (IOM, 2004). In Europe, migration has given rise to extreme right-wing, anti-Islam, and anti-immigrant parties. In recent years, a certain move to the right regarding political decisions in many European countries can be observed. Often overlooked in these debates is the fact that migration improves human and economic development through financial remittances (Castles et al., 2014, p.1).

Throughout history, people moved in search of new opportunities in order to escape poverty, conflict, or environmental degradation (Castles et al., 2014, p.5). The first wave of European colonisation, beginning with the discovery of new territory by European explorers, represents a watershed in migration history. During this period, the reasons for migration were purely economic and strategic. The leaders of that time were establishing their political and strategic power, and were seeking access to supplies, commodities, and raw materials (IOM, 2004).

During the Industrial Revolution, the emergence of new technologies led to the mechanization of production processes, triggering the displacement of millions of people. In the 19th century, around 17 million people left Europe, mainly from rural to urban areas within and across borders. During this time, the first legal frameworks for migration were established (IOM, 2004).

The Second World War was an important turning point in migration history. Due to the devastation in Europe, many people moved within Europe but also to countries like the United States, Canada, Australia, and Argentina. During these times, host countries considered migration as a necessary tool for the development of their countries. Legal frameworks were established to encourage migration through reception centres and training programmes (IOM, 2004).

In 1946, the Constitution of the International Refugee Organization (IRO) was adopted. This organization was in charge of identifying, registering, and offering solutions and assistance for displaced persons. During that time, there were three main settlement patterns. People were placed under government selection schemes, sponsorships, or placed by employers according to their skills and qualifications (IOM, 2004).

In the 1950's, the countries of the southern hemisphere became refugee-generating states and, because of exclusion, border controls, and the discriminatory terms of trade, a movement of "apartheid" developed in the northern hemisphere (Hoerder, 2005). The IRO was replaced by the UNHCR in the year 1951. In the same year, the Migration Conference was held and recommended to establish a common platform to facilitate migration movements (IOM, 2004). Today, governments face a multitude of challenges due to the complexity of migration. There are so many different forms of migration and strategies of movement have become more diverse (IOM, 2004). In 2008, during the global economic crisis, many states, including those experiencing low numbers of new arrivals, implemented more severe restrictions on immigration control. However, the levels of xenophobia and prejudice cultivated by these actions was disproportionate to the level of impact it had on migration flows.

Often overlooked is the fact that “most migration is not driven by poverty and violence: international migration requires significant resources, and most ‘South-North’ migrants come neither from the poorest countries nor from the poorest social classes. Many migrants benefit from the opportunities of a globalized economy for mobility as highly qualified specialists or entrepreneurs.” (Castles et al., 2014, p.6).

2. Key definitions

The terminology in the field of migration is very complex. Therefore, I will explain the different terms in detail:

Refugee

The Convention of 1951 Relating to the Status of Refugees and the Protocol of 1967 have clearly defined the term “refugee”. This definition will be applied throughout this paper. A refugee is a person that has a;

“well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinions, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country; or who, not having a nationality and being outside the country of his former habitual residence as a result of such events, is unable or, owing to such fear, is unwilling to return to it.” (United Nations High Commissioner for Refugees (UNHCR), 2010, p.14)

The Cartagena Declaration on Refugees of 1984 adds that all the “persons who have fled their country because their lives, safety or freedom have been threatened by generalized violence, foreign aggression, internal conflicts, massive violation of human rights or other circumstances which have seriously disturbed public order” (Puyana and Arraut, 1984, p.34).

Asylum-seeker

An asylum-seeker is an individual who has sought “international protection but whose claims for protection have not yet been determined” (World Bank, 2017, p.34).

Migrant

According to IOM, a migrant is;

“any person who is moving or has moved across an international border or within a State away from his/her habitual place of residence, regardless of (1) the person’s legal status; (2) whether the movement is voluntary or involuntary; (3) what the causes for the movement are; or (4) what the length of stay is.” (IOM, 2018, para.1)

This definition is not adapted for this paper. According to this definition, there is no distinction between an internally displaced person (IDP), a refugee and a migrant. Therefore, we will not apply this definition in this paper.

According to UNHCR, migrants voluntarily choose to leave their country, not because of persecution or a direct threat, but because they are expecting a better future for themselves. They want to improve quality of life by employment, education or other reasons. The distinction between refugee and migrant is very important as European policy distinguishes between refugees and migrants in policy and practice (Edwards, 2016).

IDP's

Internally displaced persons, called IDPs are;

“persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized State border.” (United Nations, 2004, p.1)

Stateless persons

According to the 1954 Convention relating to the status of Stateless Persons, a stateless person is someone “who is not considered as a national by any State under the operation of its law.” (UNHCR, 2014, p.6)

Although there are clear definitions for the different categories, it is not always easy to make the distinction between a migrant, an asylum-seeker, or a refugee. In the part of this paper regarding the ANKAA Project itself, I will refer to all the above categories as “displaced people”. The project aims to help people that are in need, regardless of their nationality or the stage they are at in their asylum procedure. Therefore, there is no need to distinguish between refugees, migrants, asylum-seekers, or stateless people. In my opinion, this categorization is simply a matter of terminology. In the end, all the “categories” come to Europe to strive for a better future. However, poverty is not considered a sufficiently strong motive to welcome migrants arriving to Europe's shores.

3. Migration today

There are two dominant migration routes used to reach Europe today: The Central Mediterranean route and the Eastern Mediterranean route. The two distinct routes exhibit significant differences with respect to the gender, age, and country of origin of the people crossing (Crawley, Duvell, Sigona, McMahon and Jones, 2016). The journey to Europe enhances a nexus between routes, policies, and smuggler strategies. On the Eastern route, there has been an increase in the mortality rate, which raises questions about border controls, rescue activities, and the criminalisation of NGOs and volunteers working on the Greek islands (Crawley et al., 2016). As the ANKAA project will be established in Athens, the Eastern Mediterranean route is of more significance to this study and has therefore been selected for analyses in this section.

The Balkan Route

Most people that arrived in Greece in 2015 tried to continue their journey to other European countries such as Macedonia, Serbia, Croatia, and Slovenia, to then continue from there to central Europe (Hungary, Austria, Germany and Sweden) (Triandafyllidou, 2015, p.3). The map below shows the movement out of Turkey and the onward movement from Greece and Bulgaria.

Figure 1: Movement out of Turkey and Onward Movement from Greece and Bulgaria



Source: UNHCR. (2017). *Desperate Journeys – Refugees and migrants entering and crossing Europe via the Mediterranean and Western Balkan Routes*. Retrieved from <http://www.unhcr.org/58b449f54.pdf>

There is a “complex movement in terms of the routes taken, the number of countries crossed, the mix of regular and irregular movement within the whole journey and the points of the journey at which the services of a smuggler are engaged” (Crawley, 2016, p.12).

Who is on the move today?

In Greece, official statistics show that the main nationalities arriving in 2017 were Syrians (41%), Iraqis (19%), Afghans (12%), and Pakistanis (4%) (IOM, 2018, p.10). In 2015, 78% of the people arriving in Greece had secondary or university education and 87% of them were in employment prior to coming to Europe (Crawley et al., 2016, p.1).

Why are people moving?

World Bank (2017) outlines that “forced displacement is about survival” (World Bank, 2017, p.44). Although the motivations for migrating to Europe are complex and varied, the main ‘push-factors’ consist of security risks. Case studies carried out by the World Bank found that violence has the strongest correlation with the decision to flee. Genocides, civil wars, and widespread violent crimes compel individuals to flee (World Bank, 2017, p.45); for example, conflict in Syria associated with the rise of ISIS (Islamic State of Iraq and Syria). A majority of those that left from Syria left “because the violence had become intolerable and because they feared for their safety and that of their families” (Crawley, 2016, p.11-12). Some people were forced to flee because they were targeted on account of their involvement, or the involvement of one of their family members, in political activities (Crawley, 2016, p.11). Another reason for leaving are economic factors such as poverty inequality, and low institutional developments (World Bank, 2017, p.46). There are also people on the move as a result of food insecurity and unemployment (Crawley et al., 2016, p.7). Individuals consider economic factors when evaluating their situation in their place of origin, their prospects in the future host country, the nature of their assets, and the affordability of their journey (World Bank, 2017, p.46).

Social networks and community ties have a substantial influence on an individual’s decision making. Factors such as the strength of social networks, participation in community organizations and peer decisions influence people to stay in or leave a country (World Bank, 2017, p.47). People are more likely to move if their networks can advise them on how to relocate successfully, which reduces the costs and the uncertainty linked to displacement (World Bank, 2017, p.47).

The study of Crawley et al. (2016) challenges the relationship between the so-called ‘push’ and ‘pull’ factors of migration. It is often assumed that refugees and migrants

move to particular countries because of favourable policies regarding employment, welfare, education, or housing. This would mean that the people who move are well informed about the different migration policies and practices across all the Member States of the EU and that they can fully understand the implications of these policies (Crawley et al., 2016, p.8). However, the study shows that refugees and migrants often only have partial information, and that decisions on where to go are often made spontaneously along the route (Crawley et al., 2016, p.8). The most important priority for most migrants is to reach a country where they can feel safe (Crawley, 2016, p.12).

The International and European response to the refugee crisis

Since the beginning of the refugee crisis in 2015, migration has become one of the European Union's top priorities. In this section, we will examine the salient initiatives, procedures, and policies taken by the European Union. Due to the scope of this master thesis, we cannot explain all the initiatives in full detail, but we will give a brief overview on the general functioning of the EU regarding migration. The objective of Europe's asylum policy is to reconcile the procedures linked to asylum in the Member States of the EU to establish a common framework by offering appropriate status to any asylum applicant that requires international protection, and to ensure compliance with the principle of non-refoulement (European Parliament, 2018, p.3). The principle of non-refoulement is the cornerstone of the 1951 United Nations Convention Relating to the Status of Refugees. It states that "No Contracting State shall expel or return ("refouler") a refugee in any manner whatsoever to the frontiers of territories where his life or freedom would be threatened on account of his race, religion, nationality, membership of a particular social group or political opinion" (UNHCR, 2010, p.30).

1. European Migration Agenda

The European Commission adopted the European Migration Agenda in 2015. The European Migration Agenda formulates the steps that the EU should take in order to address the challenges presented by the unprecedented levels of migration into Europe. In order to ensure the collaboration of all Member States in their approach to tackling this issue, six immediate action points were devised:

- Search and rescue efforts must be intensified through tripling the budget of Frontex operations (European Commission, 2015, p.3).
- Better use of information to identify and target smugglers (European Commission, 2015, p.3).
- Use of the EU's emergency response system to trigger a temporary distribution scheme for people in need of international protection. The new redistribution criteria for the Member States are based on size of population, GDP, past numbers of asylum seekers, and of resettled refugees and the unemployment rate. (European Commission, 2015, p.4).
- Implementation of a new common approach in order to grant protection to displaced persons in need of protection, the so-called Resettlement. This new resettlement scheme needs to cover all Member States based on new distribution criteria (European Commission, 2015, p.4).
- Partnerships with third countries through allocated funding, so these countries do not need to bear the brunt of displaced refugees alone. A Common Security and Defence Policy (CSDP) will be established to dismantle smuggling and trafficking

networks and to address the causes of irregular migration (European Commission, 2015, p.5).

- Set-up of a 'hotspot' approach to support the frontline Member States. EASO, Frontex and Europol will collaborate to identify, register, and fingerprint incoming migrants. Through increased funding by €60 million, the EU supports the "reception and capacity to provide healthcare to migrants in the Member States under particular pressure" (European Commission, 2015, p.6)

In addition to these immediate short-term action points, the EU outlined four pillars to improve their response to migration. These include:

- Reducing the incentives for irregular migration by addressing the root causes of irregular and forced displacement in third countries, fighting against smugglers and traffickers, and returning irregular migrants to their home countries (European Commission, 2015, p.7-10)
- Border Management – saving lives and securing external borders (European Commission, 2015, p.10).
- Europe's duty to protect: a strong common asylum policy by coherently implementing the Common European Asylum System and the Dublin system (European Commission, 2015, p.12).
- A new policy on legal migration by establishing a well-managed migration and visa policy, effective integration, and maximising the development benefits for countries of origin (European Commission, 2015, p.14).

2. UNHCR

The UNHCR, the Office of the United Nations High Commissioner for Refugees, was created in 1950 in accordance with the 1951 Convention Relating to the Status of Refugees. The initial objective of the organisation was to help and find solutions for displaced people after World War II. This convention was a milestone for the treatment of refugees and their access to rights and standards. Today, UNHCR is considered as one of the world's principal humanitarian agencies earning two Nobel Peace Prizes in 1954 and 1981 (UNHCR, 2014, p15).

UNHCR's role has evolved in recent decades. The main purpose of their work remains the responsibility of protection. They are working on promoting and extending international frameworks to strengthen the asylum system, to improve standards, and to create sustainable solutions. (UNHCR, 2014, p. 17). Values and principles are central to the UNHCR, who have stated that without the support of the agency, thousands of refugees would be unassisted and unprotected (Loescher, 2001, p.28). UNHCR has been very successful in what they do, but they also have some failings. Slow and inadequate

emergency response at times has put a huge number of refugees at risk. They do not have an autonomous resource base and have limited competencies which limits their ability to respond to future migration crises. The Agency will always be limited by questions of sovereignty of countries and norms that “preclude intervention in the domestic affairs of these states” (Loescher, 2001, p.28). Often, the organisation finds itself in political situations where it doesn’t have the right resources nor the mandate to deal with it. UNHCR is often shaped by the interests of major governments and donors (Loescher, 2001, p.28).

UNHCR representatives deal with emergencies from a logistical point of view rather than considering different factors that include the failure of politics, the development process, or ethnic relations (Loescher, 2001, p.29). Their main activities consist of assisting actors on the ground through the provision of food, shelter, and medicine. Generally, UNHCR focuses on aid delivery with a quantitative measurement of success. This can mean that the protection of human rights is sometimes neglected. This is also due to the fact that quantitative impacts are more difficult to sell to big donors (Loescher, 2001, p.29). Although protection was once the main priority of UNHCR, this is no-longer reflected in practice. Today, there is a considerable need for a well-considered and consistent policy on refugee advocacy. UNHCR should therefore reassess their current position and use their influence to become the international ‘watchdog’ on asylum and balance the protection needs of refugees with the concerns of states (Loescher, 2001, p.30).

3. Policy Instruments

This section of the paper will analyse the main legal policies adopted in the European Union.

The temporary relocation system

The EU relocation system has been the topic of many controversial debates since the beginning of the European refugee crisis. It is a system created to redistribute asylum-seekers between EU member states. This system was established under the EU-Dublin system, which will be examined further in the next section; “The temporary system introduces a new ‘distribution key’ model of allocating responsibility between member states on the basis of new criteria, which include GDP, population, unemployment, etc.” (Carrera, Blockmans, Gros and Guild, 2015, p.5). Under this system, the member states of the EU agreed to relocate 160,000 persons, residing in both Italy and Greece, who are in need of international protection from their native countries. The first relocation flights took place in October 2015. For three months, 54 asylum-seekers were relocated from Greece and 130 from Italy to countries that include Finland, France, Germany, Luxembourg, Spain, and Sweden (Carrera et al., 2015, p.6). The following table shows

how many asylum-seekers were granted relocation to different countries in Europe against the number of people who were actually relocated.

Table 1: Member States' Support to Emergency Relocation (As of 16 February 2018)

Member States	Relocation		Total of relocations	Total responsibility regarding the relocation of asylum-seekers	%
	Relocated from Italy	Relocated from Greece			
Austria	29	/	29	1,953	1.48%
Belgium	465	700	1,165	3812	30.56%
Bulgaria	10	50	60	1302	4.61%
Croatia	22	66	88	968	9.09%
Cyprus	47	96	143	320	44.69%
Czech Republic	/	12	12	2,691	0.45%
Estonia	6	141	147	329	44.68%
Finland	779	1,202	1,981	2,078	95.33%
France	550	4,394	4,944	19,714	25.08%
Germany	4,908	5,371	10,279	27,536	37.33%
Hungary	/	/	0	1,294	0.00%
Ireland	/	810	810	600	135%
Latvia	34	294	328	481	68.19%
Lithuania	29	355	384	671	57.23%
Luxembourg	249	300	549	557	98.56%
Malta	67	101	168	131	128.24%
Netherlands	940	1,755	2,695	5,947	45.32%
Poland	/	/	0	6,128	0.00%
Portugal	340	1,192	1,532	2,951	51.91%
Romania	45	683	728	4,180	17.42%
Slovakia	/	16	16	902	1.77%
Slovenia	81	172	253	567	44.62%
Spain	234	1,124	1,538	9,323	14.57%
Sweden	1,390	1,656	3,046	3,766	80.88%
Norway	816	693	1,509	995	151.66%
Switzerland	913	580	1,493	1,080	138.24%
Liechtenstein	/	10	10	10	100%
TOTAL	11,954	21,767			

Source: European Commission. (2018). Member States' Support to Emergency Relocation Mechanism. Retrieved from https://ec.europa.eu/home-affairs/sites/homeaffairs/files/what-we-do/policies/european-agenda-migration/press-material/docs/state_of_play_-_relocation_en.pdf

The table conveys that the relocation process is not proceeding according to the European Union's agenda. The first column shows the countries included in the relocation scheme. The second and third columns show how many people were relocated from Italy and Greece to other Member States. The fourth column shows the number of people each country is supposed to accept as outlined in the relocation scheme. The last column shows the percentage of people that were accepted by different countries according to their quotas. As seen above, Ireland, Malta, Norway, and Switzerland fulfilled their quotas.

The Dublin Regulation

The so-called Dublin III regulation is the basis of a method to decide which Member State should process the claim of asylum of a new person arriving in Europe. This EU Regulation was established first in 1997 and was replaced by a revised version in 2014 (British Refugee Council, 2015, p.1). The main objective of the Dublin III Regulation, part of the Common European Asylum System (CEAS), is to define the country responsible for processing an international protection application. The goal is that there is only one Member State evaluating the application in order to discourage multiple applications. The Regulation put in place a list with hierarchical criteria for instance family considerations, or to whether the asylum-seeker has entered the EU legally or illegally (European Council on Refugees and Exiles (ECRE), 2016, p.1).

In recent years, this regulation has been criticized by multiple NGO's, UNHCR, and academics. The need for a substantial reform has been voiced on multiple occasions. Some of these criticisms include the lack of a mechanism allocating fair responsibility, extensive administrative procedures, and a disregard for the individual circumstances of the applicant. Unfortunately, this often results in applicants being put into detention, long delays in procedures, and separation from family members (ECRE, 2016, p.1).

The failings of Dublin are that the regulation was not designed to ensure a shared responsibility of Member States, or to consider the individual preferences of applicants. Moreover, the situation presents severe inequality concerning the conditions in reception centres, access to protection, and the possibilities for integration in different Member States. The EU wants to implement a stricter policy with consequences for asylum-seekers moving illegally between Member States, by implementing more complex procedures (ECRE, 2016, p.2). ECRE recommends that the whole approach to migration needs to be reconsidered and re-adjusted. The Dublin System needs to be protective and fair to all parties in order to generate understanding, trust, and compliance (ECRE, 2016, p.3).

The hotspots approach

The hotspot approach concerns more problematic settings in Italy and Greece. This system entails agencies like Frontex, Europol, and EASO to screen the new arrivals by identifying, fingerprinting, and registering them, to provide them with information and assist them in their applications for international protection or to remove irregular immigrants (Carrera et al., 2015, p.7). In Greece, hotspot centres are located on the islands of Lesbos, Chios, Leros, Samos, and Kos.

According to the European Commission, “the hotspot approach is a tangible operational achievement and a concrete example of the principles of solidarity and responsibility in responding to the pressure faced by Greece and Italy” (European Commission, 2016, p.1). Amnesty International’s report that “women, men and children languish in inhumane conditions, sleeping in flimsy tents, braving the snow and are sometimes the victims of violent hate crimes” in the hotspots stands in stark contrast to the European Commission’s statement (Gogou, 2017).

These hotspots can be considered as a mechanism to identify and sort the new arrivals in Europe. People are often left in limbo, awaiting transit and relocation or rejection and deportation for long periods of time. Asylum seekers in the hotspots are stranded, detained and/or put-back to this thoroughly implemented policy instrument (Ansems de Vries, Guild and Carrera, 2016, p.4).

Numerous instances of human rights violations in the hotspots have been recorded (Gogou, 2017). NGOs highlight the lack of protection, overcrowding in the camps, and unsanitary conditions. Civil society organisations are often denied access to sites managed by military and/or police (Ansems de Vries et al., 2016, p.6). The Luxembourgish Embassy requested an official visit to the hotspots in Greece in the summer 2017. Their request was also denied. Refusal to accept official visitors suggests an initiative to hide the poor conditions in the camps on these islands.

EASO and the Asylum procedure

When people arrive in the Greek hotspots, they can apply for asylum and their applications will be evaluated on a case-by-case basis. The EU, international legal requirements, and the principle of non-refoulement are considered in decisions on the applications. Applicants have individual interviews, assessments, and the right to appeal. In some cases, Member States are even allowed to reject an application without examining it in detail. There are two possibilities for declaring an application inadmissible: because of the first country of asylum (when a person has already been recognized as a refugee in another country) or because of the safe third country (when a person has not received official protection, but when this safe country can provide access to protection for this person) (European Commission, 2016).

EASO, in cooperation with the Greek Asylum Service, processes asylum applications under the border procedure (European Asylum Support Office (EASO), 2017, p.5). EASO's principles clearly outline chain of command and service-oriented performance duties. However, their principles clearly lack an acknowledgement of individuality and a concern for human rights. This raises concerns regarding the conditions under which EASO makes decisions on asylum cases. According to Kris Pollet, a senior legal and policy officer at the European Council on Refugees and Exiles, EASO lacks transparency and it is not clear what role the agency is fulfilling (Laurens, 2015).

Frontex

Frontex is the EU border control agency. Their main objective is to help European countries to secure their borders and keep up with changing trends in border control. Due to its important yet controversial role in the European response to the refugee crisis, its role will be briefly explained. The official name for Frontex is the European Agency for the Management of Operational Cooperation at the External Border of the Member States of the European Union. The agency was founded in 2004 and has its headquarters in Poland (Frontex, 2015, p.4).

Border control helps to ensure travellers meet the requirements for legal entry, to combat cross-border crimes, and to prevent the import of illegal arms, counterfeit medicines, and endangered species among other things (Frontex, 2015, p.6). The EU implemented the IBM (Integrated Border Management) concept which includes not only border checks and border surveillance, but also risk analysis and intelligence on criminal groups, detection, and investigation of cross-border crime, the four-tier access-control model, inter-agency cooperation, and coordination of the Member States' and EU activities (Frontex, 2015, p.12). The four-tier access-control model comprises of the countries outside the Schengen area, the countries bordering the area, the borders itself (land, sea and air), and the Schengen area itself (Frontex, 2015, p.14).

Frontex has many different roles that can be split into five categories. They conduct Research and Development through new technologies, monitor the situation and do risk analysis, deploy a response team for joint operations at the border, offer training for border guards and assist countries with the return of people who have no legal possibility to stay in Europe.

Safe third countries

The EU has adopted a list of safe third countries. The main purpose is to designate countries as 'safe countries', which means that nationals from those countries are not considered as refugees and the deportation procedure can be applied by the authorities. This does not mean that their applications for international protection get refused

directly or treated as unfounded, but it is significantly more difficult for an applicant to be accepted. In this context, we will also consider the EU-Turkey deal. Both parties agreed to cooperating in the support of Syrian nationals under temporary protection and migration management, and to address the crisis created by the situation in Syria (Carrera et al., 2015, p.8).

EU-Turkey Deal

On the 18th of March 2016, the EU and Turkey agreed on the EU-Turkey Deal to end irregular migration from Turkey to the European Union, and to generally target the flow of migration from Turkey to Europe (McEwen, 2017, p.21). This deal is still considered a highly controversial policy. Today, it is considered a success by some and a failure by others. According to Kirisci, Turkey can be considered an “illiberal democracy”, meaning that it holds relatively free elections but on other topics displays policies linked with authoritarian regimes. It is ironic, that such an ‘illiberal’ country is called to help ‘liberal’ Europe in managing the influx of refugees and asylum-seekers (Kirisci, 2016).

What are the main points both partners agreed on?

From 20 March 2016 on, all irregular migrants arriving in Greece need to be returned to Turkey (European Commission, 2016). The main objective was to reduce the number of irregular migrants coming to the EU and the loss of life in the Aegean Sea, while providing legal and secure routes to the EU. An irregular migrant includes all those that do not qualify for asylum, as well as those coming from a safe third country which in this instance is Turkey. (McEwen, 2017, p.21). Besides, for every Syrian citizen returned to Turkey, the EU must accept another Syrian seeking asylum from Turkey. European leaders portray the EU-Turkey deal as a success, measured solely on the fact that the number of irregular arrivals to Europe decreased. The promise of a meaningful, safe, and legal way out of Turkey remains unfulfilled (Gogou, 2017).

Turkey is responsible for preventing new sea or land routes for irregular migration and when the influx of irregular migrants has been reduced, a Voluntary Humanitarian Admission Scheme will be activated. In return, Turkey will get the acceleration of the fulfilment of the visa liberalization roadmap for Turkish citizens and the EU will allocate additional €3 billion to the initial €3 billion until the end of 2018. Lastly, both partners agree to make efforts to improve the humanitarian conditions in Syria. According to the European Commission, protection is ensured for people in Turkey, specifically Syrians. (European Commission, 2016).

The deal can be considered a “failure in terms of the EU’s ethical and legal commitment to refugee protection” (McEwen, 2017, p.22). The EU-Turkey Deal has shifted the responsibility to front-line countries such as Greece, where the number of arrivals registering for asylum has increased. Before the deal, asylum-seekers continued to other, wealthier EU countries. Due to the deal, asylum-seekers are blocked entry to the

EU and so Greece has become a final destination for people. As a result, Greece is overwhelmed with the huge influx of people and the duty to process asylum applications quickly, whilst other Member States are reluctant to offer support. This results in refugees being forced to live in inhumane conditions, waiting on answers from Greece's backlogged system (McEwen, 2017, p.22). Due to the fact that Greece has to bear the direct and indirect costs of the reception of asylum-seekers, the Deal can aggravate the ongoing economic crisis and therefore, the EU's economy (McEwen, 2017, p.25).

The EU-Turkey Deal shifted the responsibility from Europe to Turkey, a country that is already housing 3 million refugees. However, Turkey has begun to return refugees to Syria, in direct violation of international law. Refugees in Turkey are often living in unacceptable conditions without access to clean water, emergency medical services, or protection. The EU-Turkey Deal also violates the 1951 Refugee Convention by preventing refugees from claiming refugee status in the EU (McEwen, 2017, p.23).

4. Challenges

In the words of Cicero, "Epistola non erubescit", the policies implemented need to be assessed and evaluated to examine the extent of their application in practice (The Latin Library, n.d.).

These policies present many challenges.

Firstly, they try to attempt a fair share of solidarity on an institutional, legal, and financial level in asylum and external border policies. However, these measures do not treat the root causes of the migration crisis. The new relocation scheme tries to take more criteria into account. However, many observers criticize the current Dublin system for the disproportionate amount of pressure this system puts on frontline EU member states. Furthermore, many grassroots and civil society organizations criticize the reception facilities and conditions on the hotspots that are deficient most of the time. Many countries criticize the current Dublin system as it is dysfunctional and ineffective and, needs reforms to ensure a fair dispersal of asylum seekers amongst the Member states (Carrera et al., 2015, p.13).

From this overview, it can be deduced that there is no unified approach to integration. According to the European Parliament, "the EU's competence in the field of integration is limited" (European Parliament, 2018, p.11). As instruments of integration, they consider the European Migration Forum, a Website on Integration and the network of National Contact Points on Integration. Besides, in 2016, the European Commission drafted up a policy framework and practical steps to facilitate integration (European Parliament, 2018, p.11). The use of the term 'crisis' to describe the recent influx of refugees into Europe indicates the level of urgency and fear ingrained into standard

discourse surrounding refugees. Evocative of danger and threat, the term 'crisis' works to normalize and, in certain cases, legitimize the view that refugees constitute a 'problem' that necessitates exceptional measures. (Ansems de Vries et al, 2016, p.2).

Today, the quick policy instruments the EU is implementing are often in conflict with the democratic rule of law and fundamental human rights and the personal details of an asylum applicant (Ansems de Vries et al, 2016, p.2). Due to these policy instruments, we are assisting today at a multiplication of borders which leads to fractured and changing trajectories for migrants. People are not just facing the challenges of the border controls, checkpoints, and fingerprinting, but they have to face limitations in their movement because of the natural environment (Ansems de Vries et al, 2016, p.2).

Country Profile: Greece

In order to better understand the context of this project, we will briefly examine Greece, as well as the social and economic issues that the country currently faces. Awareness of the context and the unique challenges it presents is central to the success of any emerging project. As the ANKAA Project will focus mainly on education and employment, it is important to analyse and understand the employment sector in Greece. In order to set up a project linked to integration through skill-development and employment, we need to consider the state of the employment sector and issues such as unemployment and undeclared work in Greece.

Greece has been a Member State of the EU since 1981. Today, it is considered a 'bailout country', and is therefore forced to increase taxes on households and SMEs. In 2010, it became clear that Greece's financial problems required urgent EU support. The EU implemented a package in order to assist the Greek government and reduce the risk of contagion to other Member States (Karantinos, 2013, p.7). Furthermore, the EU recommended cutting expenditure in essential areas such as education, research & development, and healthcare. Unfortunately, these policies resulted in increased poverty, a precarious employment sector, higher unemployment rates, and social inequalities (Alonso, 2017, p.3).

1. Economy

Since 2009, Greece has been confronted with a deep fiscal and economic crisis (Organisation for Economic Co-operation and Development (OECD), 2017, p.1). In 2015, Greece had the highest level of General Government Gross Debt to GDP ratio (GGD) at 176.9%. Furthermore, the GDP per capita dropped to 29% lower than the EU-28 average in 2015. However, we should consider that the GDP is just an economic measure and not a measurement of the well-being of a country (Alonso, 2017, p.1). The country needs a new economic policy to boost investments and economic growth in order to lower the unemployment rate (Alonso, 2017, p.2). After a period of recession in 2015, the Greek economy saw slight improvements in the year 2016. This positive growth rate is mainly due to private consumption and investments (Monokroussos, Anastasatos, Stamatiou, Dimitriadou and Gogos, 2017). Furthermore, the composition of government expenditures changed. On one side, the expenditures in health and government services, more precisely debt servicing, as a share of GDP decreased. Simultaneously, expenditures in social protection and economic affairs increased, while expenditures in defence, housing, and community amenities remained unchanged (OECD, 2017, p.1).

2. Employment

The Greek Labour Market was considered one of the most regulated and rigid before the financial crisis. During the years from 2010 to 2012, the labour market conditions deteriorated, and the Greek government had implemented some reforms in the area of employment protection and wage-setting. Some of the most important reforms included allowing employees and employers to agree on less favourable wages, reducing the minimum wages in the private sector, implementing measures to boost part-time work and flexible work time schemes, and introducing shorter periods of notice to terminate work contracts (Karantinos, 2013, p.6). These reforms have transformed the labour market to one of the most flexible in the EU and decreased the labour costs as a result of salary cuts (Karantinos, 2013, p.6). Greece has implemented government cutbacks to tackle the financial crisis (OECD, 2017, p.1). The main sector confronted by job losses is the industrial sector. The manufacturing, the construction and the hospitality sector have also experienced employment contractions. This has meant that the agricultural and service sectors account for a higher share in total employment (Karantinos, 2013, p.8). Those who are self-employed were not as strongly affected. Furthermore, many employers were forced to convert full-time contracts into part-time contracts (Karantinos, 2013, p.8). In 2017, the trade, tourism, and transport sectors recorded an employment increase of 7.5%. Other areas like industry, professional services, information, and communication services also recorded an increase in employment opportunities. Meanwhile, the financial and agricultural sectors experienced a decrease in jobs. (Zsolt, 2017, p.3).

3. Unemployment

Unemployment is a major issue in Greece. In 2014, the unemployment rate was 27.8%. The demographic groups most affected by unemployment are people between 45 and 64 years of age and young people between 15 and 24 years of age (Alonso, 2017, p.1). Another issue is the fact that nine out of ten unemployed Greeks do not receive unemployment benefits and almost three quarters of Greeks without a job are unemployed for more than a year (Alonso, 2017, p.1). Besides, Greece has a very high level of long-term unemployment (>12 months), which was at 72.6% in the third quarter in 2016, which is a concern for employment and productivity growth (Monokroussos et al., 2017, p.1). This high-level of long-term unemployment is a major concern for labour market recovery and labour productivity because it “leads to an obsolescence of human capital” (Monokroussos et al., 2017, p.4). The eligibility for unemployment benefits expires after twelve months of unemployment in Greece, which increases the poverty risk for those facing long-term unemployment (Karantinos, 2013, p.9). There are around 350,000 families in which no member of the family is working, and the country is confronted with the phenomena of ‘brain drain’ (emigration of highly trained or qualified people from a particular country). Unemployment has pushed around 300,000

highly-skilled professionals to leave the country (Alonso, 2017, p.2). Severe structural factors such as labour market mismatches, inadequate labour mobility, and insufficient skill supply mean that the erosion of skills and stigma, Greece's high rate of unemployment, and long-term unemployment are likely to persist (Karantinos, 2013, p.10). The low-skilled-intensive sectors play a big role when it comes to the development of unemployment in Greece. Due to the collapse of the housing market and the decrease in disposable income, the construction and retail trade sectors suffered severely.

4. Poverty

According to a scientific study by the Cologne Institute of Economic Research (Alonso, 2017), the poverty rate has increased by 40% from 2008 to 2015. This study used a new poverty index which includes the deprivation of material goods, quality of education, underemployment, and access to healthcare. More than one out of three citizens experiences conditions of poverty or social exclusion (Alonso, 2017, p.2). According to a study by a non-government research and analysis organization, 15% of the Greek population lived in extreme poverty in 2015. As stated in the study, "the extreme poverty line ranges from 182€/month for a single person in semi-urban or rural areas living in a privately own home, to 905€/month for a couple with two children living in Athens and paying rent or mortgage" (Alonso, 2017, p.2). In comparison to other European countries, Greece's in-work poverty rate is one of the highest. As usual, education plays a crucial role when it comes to poverty outcomes. University graduates present the lowest risk of poverty, whereas people with pre-primary, primary, and low secondary education have the highest rate (Karantinos, 2013, p.11).

5. Undeclared work

Greece has a relatively high rate of undeclared work. This has caused problems for the collection of tax revenue and social security contributions. Undeclared work causes risks for the workers regarding the lack of social security, protection of rights and possibilities for career paths (International Labour Organization (ILO), 2017, p.1). As a non-profit setting up a project to promote integration through skill-development and employment, there is a need to understand the context of undeclared work in Greece because immigrants constitute one of the most at-risk groups in relation to undeclared work (Karantinos, 2013, p.10). In Greece, the term "undeclared work" refers to "any paid activities that are lawful as regards their nature, but not declared to the public authorities, in breach of the rules" (ILO, 2017, p.1). However, under-declared work, which refers to the illegal employer practice of salary under-reporting, is also prevalent (ILO, 2016, p.24). This is carried out by paying two salaries to an employee; a declared official wage and an undeclared wage to avoid paying full tax and social contributions (ILO, 2016, p.30).

Magnitude of the undeclared economy

There are different ways to approach and estimate the magnitude of undeclared work in Greece. According to the Multiple Indicators Multiple Causes method, the size of the undeclared economy in Greece accounts for approximately 25% of GDP. One of the main reasons is the high-level of self-employment and the large quantity of smaller companies. Greece has the highest level of self-employment in the EU (ILO, 2017, p.2). Other approaches estimate that the undeclared economy accounts for more than one-third of official GDP, or that 46.7% of the labour force is part of the undeclared economy (ILO, 2016, p.23). Each of the different methods used to define the size of the undeclared economy do not ascertain specific figures, but rather they provide a range of estimates presenting different measurements utilised by academics and policy-makers (ILO, 2016, p.22). Undeclared work is most prevalent in sectors that include agriculture, construction, distributive trades, hotels, and restaurants (European Commission, n.d., p.1).

Nature of undeclared work

The undeclared economy is composed of the following: 67.3% is waged employment, 10.2% is undeclared self-employment and 22.5% is paid favours for close social relations (ILO, 2017, p.4). There is no social group that is affected most. However, young people, those with financial difficulties and professional groups such as lawyers, doctors, and accountants benefit more from undeclared work (ILO, 2017, p.4). As stated before, the main reasons for undeclared work are the “high level of self-employment and large share of micro- and small enterprises in Greece” (ILO, 2016, p.24). The SMEs dominate the economy and account for more than 99% of all the companies (ILO, 2016, p.24). According to the ILO, undeclared work is most prevalent among farmers and the construction sector.

Drivers of undeclared work

In general, undeclared work is more prevalent in countries with lower GDP per capita, higher public-sector corruption, lower quality governance, lower expenditure on labour market interventions, and lower social expenditure (ILO, 2017, p.5). Undeclared work increases when the failings and imperfections of formal institutions creates an asymmetry between state morality and citizen morality. State morality refers to the laws and regulations whereas citizen morality refers to the citizen’s norms, values, and beliefs regarding the acceptability of these laws and regulations. The trust in the authorities by Greek citizens is eroding and this distrust results in the prevalence of undeclared work and the failure of the fiscal authorities to meet their tax receipt goals (ILO, 2016, p.31). The undeclared economy is greater if the level of public sector corruption is greater and the quality of governance is lower. Greece should aim to reduce unnecessary state interventions and combat the persistent institutional weaknesses, as the level of public

sector corruption is an incentive for many workers to engage in undeclared work (ILO, 2016, p.34). According to the European Commission, the tax system is one of the main reasons for the magnitude of the undeclared economy (European Commission, n.d., p.1). However, this is disputed by other studies that reveal that there is little evidence of a correlation between higher tax rates and a higher level of undeclared work (ILO, 2016, p.36).

Integration Theories

As the main topic of my master thesis is migration and the implementation of a centre to facilitate the integration of displaced people, our focus is on the topic of refugee integration.

1. What is integration?

Refugee integration is multi-dimensional. In order to truly understand the different factors associated with integration, holistic investigative research is required. Owing to the limited scope of this thesis, I will present the main theoretical framework regarding integration based on the work of scholars who are experts in this particular field of study.

According to Jeff Crisp (2004), local integration is a means to address and find sustainable solutions to refugee problems. It is a process with three dimensions. First, on the legal level, it is concerned with granting a wider range of rights and entitlements to migrants by the host government. Second, the economic process resulting in the improvement of migrant's sustainable livelihoods and the attainment of a higher degree of self-reliance. This dimension wants to lead migrants to be less reliant on state and humanitarian aid (Crisp, 2004, p.1). Lastly, local integration aims to enable migrants to "maintain their own identity, yet become part of the host society to the extent that host population and refugees can live together in an acceptable way" (Crisp, 2004, p.2). The two last dimensions will also be addressed by the efforts of the ANKAA Project.

The distinction between integration and assimilation is accepted by researchers across the field. The general consensus among scholars is that minority communities should not be obliged nor expected to change in order to be absorbed into one homogenous dominant culture (Scottish Refugee Council, 2010, p.2). For Robinson, integration is a "chaotic concept" understood in a variety of different ways. Castles et al. expresses that it is difficult to decide on a single, generally accepted definition or model for refugee integration (Ager and Strang, 2008, p.167).

According to Tom Kuhlman (1991), the integration of migrants implies that they maintain their own identity while simultaneously becoming part of the society of their host country. Kuhlman agrees on the fact that integration has a multitude of dimensions involving social, economic, political, psychological, and cultural dimensions (Kuhlman, 1991, p.4).

According to Bosswick and Heckmann (2010), there are four different models of integration. First, there is structural identification, which represents the procurement of rights and access to main institutions. Second, the authors discuss cultural integration,

which refers to the acquisition of competencies of the host culture and society. This does not only affect refugees, but also the host culture. Furthermore, interactive integration refers to the social links, bridges, and networks immigrants create in the host country. Lastly, identificational integration outlines the evolution of a 'sense of belonging' to the main institutions in the host country (Scottish Refugee Council, 2010, p.2).

The European Commission's 'Handbook on Integration' defines eleven common principles for immigrant integration policy in the European Union. First, integration needs to be considered as a dynamic, two-way process by all immigrants and residents of the European Union. According to the Handbook, employment is one of the key elements in the integration process and a factor impacting the participation and contribution immigrants make to their host society (Niessen and Huddleston, 2009, p.159).

Cooke and Spencer (2010) emphasize the importance of the role of civil society organisations in integration. Community level organisations and activities have an immense impact on the level of integration of immigrants (Scottish Refugee Council, 2010, p.5).

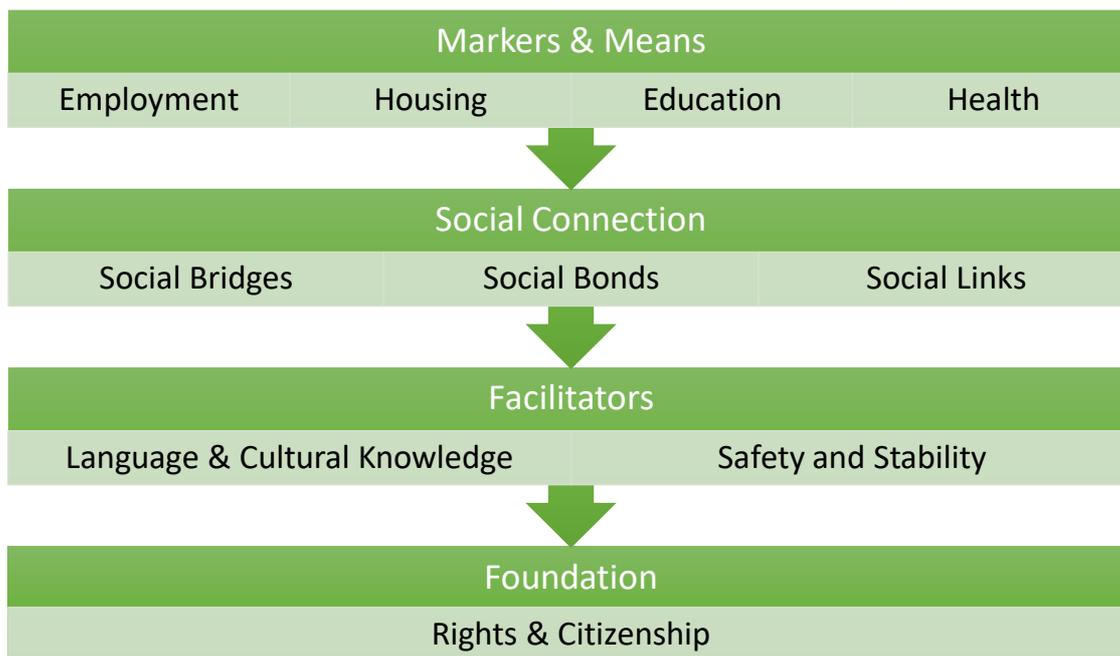
Both Threadgold and Court (2010) state that before we can enter into a discussion on refugee integration, we must first define how the concept of integration is understood in the host society. Both authors emphasize the link between labour integration and the effect on welfare integration (Scottish Refugee Council, 2010, p.6).

Pennix (2015) divided integration into four dimensions: cultural, social, economic, and political integration. Cultural integration refers to the knowledge of the host country's language, an understanding of its ethics, and an understanding of its fundamental norms. Social integration is related to all aspects of inclusion into education and wellbeing systems. Economic integration refers to the way into the labour market while political integration refers to political participation and the right to vote (Rai, 2015, p.41).

2. Domains of Integration

The main model used to explain integration in this paper will be the model developed by Ager and Strang. The authors identify certain key elements related to perceptions of what constitutes 'successful' integration. We will present in more detail the different aspects of the conceptual framework.

Figure 2: A conceptual framework defining the core domains of integration



Own conception based on the source: Ager, A. and Strang, A. (2008). Understanding Integration: A Conceptual Framework. Journal of Refugee Studies, Volume 21 (n°2), pp. 166-191.

Markers and Means

The authors identify four areas indicative of successful integration: employment, housing, education, and health. These areas are considered markers of integration as well as a means to support the achievement of integration.

Employment

Employment is one of the most widely researched areas when it comes to integration. The Swedish Presidency of the European Union has highlighted employment as the most fundamental factor of integration (Scottish Refugee Council, 2010, p. 12). Access to employment influences the promotion of economic independence, planning for the future, meeting members of the host community, the opportunity to develop language skills, restoring self-esteem, and the encouragement of self-reliance (Ager and Strang, 2008, p.170). According to the European Commission, “early employment significantly enhances immigrants’ long-term labour market success” (Scottish Refugee Council, 2010, p. 13). An issue regarding employment opportunities is the non-recognition of qualifications and work experience. Many refugees are not able to provide proof of previous qualifications, and in some cases, their proof is not recognized by employers or institutions. Therefore, refugees are often confronted with underemployment. Key aspects of integration are vocational training and further education to foster employability, more specifically to enhance language and work skills. This will benefit the refugees themselves, their families, and the communities in which they will resettle (Ager and Strang, 2008, p.171).

Housing

Housing has a positive impact on the overall physical and emotional well-being of refugees and their ability to feel 'at home' (Ager and Strang, 2008, p.171).

Education

People are enabled to become more engaged and active members of society through education by providing skills and competences (Ager and Strang, 2008, p.172). Ager and Strang stated that schools are one of the most important places of contact between local members of communities (Ager and Strang, 2008, p.172).

Health

An important resource for active engagement in a new society is good health and reliable access to healthcare. However, language difficulties, a lack of information about services available, and gender and cultural perceptions of healthcare may present problems for specific groups (Ager and Strang, 2008, p.173).

Social Connection

Social connections play a fundamental role in driving the process of integration at a local level and are considered as facilitators to remove barriers to integration (Ager and Strang, 2008, p.177). There are three different forms of social relationships. Social bonds relate to the relationships one has with family and co-ethnic, co-national, and co-religious or other forms of groups. Social bridges are the relationships with other communities, and social links signify relationships with the structures of the state (Ager and Strang, 2008, p.178). Many refugees interviewed by Ager and Strang valued the proximity to family to be able to share cultural practices and maintain traditional patterns of relationships. Relationships with "like-ethnic group" contribute towards effective integration and appear to have health benefits (Ager and Strang, 2008, p.178). Generally speaking, an integrated community helps its members to participate equally, in its activities and pastimes (sports, college classes, political activity, religious worship, and community groups), without prejudice (Ager and Strang, 2008, p.180).

Facilitators

Speaking the language of the host community is central to the process of integration. However, the issue of translation can also present challenges for the host country. In order to foster community integration, there is a need to reduce barriers to key information through the provision of material translated into the languages spoken by refugees. Besides, integration processes and outcomes can be enabled through mutual understanding between different cultures. Refugees should have knowledge of national and local procedures, facilities and customs, and the host communities should have a

knowledge of the different circumstances and cultures of refugees (Ager and Strang, 2008, p.182). Moreover, safety and security are common themes related to integration. A sense of personal safety is important for refugees to feel integrated (Ager and Strang, 2008, p.184).

Foundation – Citizenship and Rights

The definition of integration developed by a country depends on the country's sense of identity, its cultural norms and values, and understanding of nationhood (Ager and Strang, 2008, p.173). The concept of citizenship is commonly used in literature related to refugee integration. Carl Levy differentiates four models of citizenship: imperial, ethnic, republican, and multicultural (Ager and Strang, 2008, p.174). The articulation of refugee rights is the foundation of integration. These rights may include human dignity, equality, freedom of cultural choice, justice and security, and independence. (Ager and Strang, 2008, p.175).

3. European approach to labour integration

The European Commission and the European Social Economic partners, as the European Trade Union Confederation, BusinessEurope, CEEP, UEAPME, and EUROCHAMBERS, agreed on a partnership in 2017 for integration to offer opportunities for refugees (European Commission, 2017, p.1). This partnership is based on three main principles. First, labour market integration should be promoted because employment is a fundamental aspect in society (European Commission, 2017, p.2). Second, this kind of integration should be beneficial for refugees and companies, the workforce, the economy, and the society of the host country (European Commission, 2017, p.2). In order to successfully integrate refugees through labour market integration, a multi-stakeholder approach is required, “involving public authorities, employment services, Social and Economic partners, business organisations, chambers of commerce and industry, skilled crafts chambers, companies and workers, public services’ employers, education and training providers, and civil society organisations” (European Commission, 2017, p.2). In this partnership, the European Commission drafted several initiatives and best practices to facilitate labour market integration. The EU should facilitate the identification, assessment, and the documentation of competences, skills, and qualifications, and organise mentoring programmes for refugees to integrate and/or to support their skill development. Besides, offering pre-recruitment and on-the-job hiring are important for promoting labour market integration (European Commission, 2017, p.3). Employers and vocational trainers need to be supported in hiring refugees, and refugees should get all the necessary information on the rights and duties of their job and access to employment. Lastly, inclusion and non-discrimination at the workplace must be promoted (European Commission, 2017, p.3).

PART II: Methodology

The methodology incorporates the research design and method, as well as the various approaches selected to collect data for the theoretical and practical aspects of this study.

After explaining the research design, strategy, and approach, I will shed light on how to proceed with the data analysis and outline the limitations of this research.

Scientific posture

Before undertaking academic research, a clear scientific posture for the logic of reasoning is required. This thesis is based on an abductive approach. The abductive approach utilizes both inductive and deductive reasoning (Alrajeh, Fearfull and Monk, 2012), and moves constantly between the theory and the observation of the empirical reality. The theoretical expectations are therefore constantly revised from the findings of continual observation. This observation is fine-tuned by a continuous dialogue of the theoretical dimension (Coman et al., 2016, p.26). The abductive approach intends to help social researchers to make new discoveries using logical and methodological processes (Reichert, 2009).

Another transversal question that arises at the initial stage of research is the level of analysis. Generally, one can identify three different levels: micro, meso, and macro (Coman et al., 2016, p.30). Due to the complexity of the subject of migration and integration, this research spans all three of the aforementioned levels. Micro-level analyses examine individuals' behaviour and attitudes. For the purposes of this study, we will analyse the users of the future centre: displaced people. We will consider their backgrounds and their living conditions. Furthermore, we will examine the employment and educational opportunities available to people in order to create a profile of the beneficiaries impacted by the project.

Meso-level analyses study groups and organisations (e.g. political parties, communities, social movements, NGOs etc.). To understand the context in which the project will function, an assessment of the existing organisations and available services is required. Macro-level analyses examine structures on the national, social, economic, cultural, and institutional level. Prior to establishing an organisation, one must understand the national and international context. Therefore, I will provide a brief analysis of Greece and its employment sector. Due to the complexity of bureaucracy and extensive legal obligations in Greece, the institutions operating within this political context will also be evaluated.

Research design

The research design of this paper is exploratory, because the approach to integration adopted by the ANKAA Project will be implemented, continually monitored, and evaluated on a one-year basis. Additionally, various integration theories and models have been examined to gain a better understanding of the issues at stake. There are four main components influencing the research process. As a researcher, there is a need to adapt to the boundaries of the real world while also considering relevant theory (Alrajeh et al., 2012). The literature review of this research will analyse the current context of migration in Europe, with specific reference to Greece. Migration today is a complex and ever-changing phenomenon. Migration flows are constantly fluctuating. Therefore, statistics are subject to change. For instance, the number of refugees in Greece in January 2018 could be entirely different by May 2018. There are numerous statistics on the number of refugees in Greece and Europe, but each organisation bases its numbers on different indicators. Some do not take migrants into account, or the people currently undergoing the relocation process. It is therefore of utmost importance to precisely and accurately define each of the relevant groups: refugees, migrants, IDPs, and asylum-seekers. Secondly, the boundaries in the empirical world should be addressed in the study (Alrajeh et al., 2012). While exploring the topic of integration through employment and skill development, the issue of undeclared work must also be considered. In this case, the theory could help to define the boundaries. Thirdly, the role of the framework is of utmost importance to link the theory with evidence; “Empirical findings could help to guide the research, but the researcher needs to be open to many possibilities” (Alrajeh et al., 2012). The case study of this thesis, the ANKAA project itself, is evolving alongside this research, impacting the research design. The data collected throughout the study will help us to achieve a balanced approach in meeting the ends of both the beneficiaries and the local Greek community.

Research Method

For the purpose of this study, both quantitative and qualitative research will be conducted. To better explain and understand the framework used for this research and, more precisely, for the ANKAA Project itself, we use a schematic representation (see below). Due to the characteristics of the ANKAA Project asbl, the entity can be considered as a non-profit and therefore, it requires a social business plan. The following framework combines the methodology of a social business by Sibieude Thierry and Trelle-Kane Marie (2011) with the Business Model Canvas by Alexander Osterwalder and Yves Pigneur (2011). The third column represents the different methodological tools used in the different dimensions of the framework. The research method chosen for this paper is a mix between quantitative and qualitative research. The quantitative approach is used to obtain the profile of the beneficiaries of the project. The qualitative approach is used to obtain opinions from local business owners on the current situation in Greece

as well as with regards to the question of integration through employment. The combination of both methods will provide us with an in-depth insight into both perspectives; that of the refugees, migrants, and asylum-seekers, as well as that of the Greek population. The quantitative research has been carried out through a survey conducted with the refugee population and the qualitative research has been conducted through interviews with local business owners in Greece. The methodological tools will be explained in more detail in the data collection part of this paper.

Figure 3: Methodological framework for the ANKAA Project

<h1 style="text-align: center;">ANKAA PROJECT - SOCIAL BUSINESS</h1> <h2 style="text-align: center;">Commercial & Non-commercial activities</h2>		
Social Business Plan	Business Model Canvas	Methodological Tools
Social need & Project charter	Value Proposition & Key Activities	Problem-Tree Analysis
Opportunities Analysis & Market Study	Key Resources & Customer Segments	Survey (Beneficiaries), Analysis of existing structures & Interviews (local business owners)
Implementation strategy & Business model	Customer Relationships, Key Partners & Channels	Logical Framework Approach
Action Plan & Financial projections	Cost Structure & Revenue Stream	
Social & Environmental Impact		Logical Framework Analysis
Opportunities & Threats		SWOT Analysis

Own Conception

Data Collection

The quantitative data has been gathered through an online survey for refugees, migrants, and asylum-seekers in Greece (see appendix 1). These results have been followed-up by semi-directive interviews. As described by Beth L. Leech, “semi-structured interviews offer a combination of flexibility and structure that ‘can provide detail, depth, and an insider’s perspective” (Leech, 2002, p. 665). This form of qualitative data gathering will reveal the respondents’ approach to employment and demonstrate how the ANKAA Project could be complementary to their own approach and give them the support they need in order to integrate into Greek society. The criteria for the interviewees are laid out in Table 1.

The criteria will likely leave a small number of refugees suited for the follow-up, semi-directive interviews. The interviews took place during my internship in Greece and were voice recorded, with the consent of the interviewees. All interviewees were asked if they prefer their responses, as well as their personal details, to be kept confidential. The survey was in English and was translated into three other languages; Arabic, Farsi, and French. These four languages are the primary languages spoken by the beneficiaries, allowing me to access the greatest sample of people possible. The interviews have been conducted in English, but I had the possibility to be accompanied by a translator (Arabic and Farsi) if needed.

In the early stages of the research process, it became apparent that respondents felt uncomfortable with formal interviews. I therefore adapted my approach and carried out interviews in a less-formal manner; for example, in a social setting such as a coffee shop. The change in the structure of the approach had a positive impact on the respondents, who felt at ease and were more forthcoming about discussing their situation.

How many people are needed to have a representative sample for the survey?

In order to ascertain the necessary sample size for the survey, one must consider the total number of potential beneficiaries. I decided to take into account the whole number of refugees, migrants, and asylum-seekers currently living in Greece when determining the number of potential beneficiaries, because the situation in Athens is reflective of the broader Greek context. According to UNHCR estimates as of 30 September 2017, there were 45,614 refugees and migrants in Greece (UNHCR, 2017). Based on this number, with a confidence level of 95% and a margin of error of 5% (SurveyMonkey, 2018), I would need to interview a sample of 381 people to ensure that my survey is admissible.

Calculation:

“A standard survey will usually have a confidence level of 95% and margin of error of 5%” (SurveyMonkey, 2018). To calculate the sample size, I based myself on the following formula:

$$Sample\ Size = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p(1-p)}{e^2 N}\right)}$$

Population Size = N / Margin of error = e / z-score = number of standard deviations a given proportion is away from the mean (Desired Confidence Level = 95% → z-score = 1.96) Distribution of 50% = p¹

¹ Distribution reflects how skewed the respondents are on a topic. “In the survey world, it is almost always safest to stick with a 50% distribution, which is the most conservative.” (SurveyMonkey, 2018)

$$Sample\ Size = \frac{\frac{1.96^2 \times 0.5(1 - 0.5)}{0.05^2}}{1 + \left(\frac{1.96^2 \times 0.5(1 - 0.5)}{0.05^2 \times 58,661}\right)} = 380,95$$

Due to the scope and time of this thesis, the survey was conducted with 120 people, and followed-up by 10 interviews with refugees in Athens. This data was then linked to official UNHCR statistics to verify if the profile of beneficiaries presented in my survey matches official data.

The data gathered through the interviews and the surveys will provide the main source of information from which to adapt the activities and projects of the centre to the beneficiaries' skills and talents, and their needs and competencies.

Table 2: Inclusion & Exclusion Criteria of Research Sample (Interviews)

<p>Inclusion Criteria</p>	<p>Is considering staying and living in Athens (temporary and permanent) As the centre will be based in Greece, skill development activities and employment opportunities will be targeted towards people staying in Athens.</p> <p>Has left his or her contact In the survey, respondents are given the option to provide their contact (WhatsApp number and/or E-mail) to do follow-up interviews.</p> <p>Is over the age of 18 The centre will only target adults, due to the complexity and legality of working with minors.</p> <p>Shows the willingness to look for a job The centre's main area is education and employment. Therefore, there is an expectation that the respondent is looking for a job.</p>
<p>Exclusion Criteria</p>	<p>Doesn't want to stay in Greece and is not looking for a temporary job while waiting There is no interest in employment in Greece at this time.</p> <p>Hasn't left his contact As the survey is anonymous, without leaving a number or e-mail address, I do not have a possibility to contact him or her.</p> <p>Is under the age of 18</p> <p>Level of education No degree is required to participate in the semi-directive interviews.</p>

	<p>Nationality/ethnicity/gender/sexual orientation</p> <p>Factors such as nationality and gender are not important as the study aims to understand the employment and educational history of the beneficiaries as well as future possibilities and opportunities</p>
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The needs and talents of the beneficiaries are evaluated in accordance with the needs of Greek society. This was carried out by means of an analysis of the employment sector and the willingness of local business owners to hire migrants, refugees, and asylum-seekers.

Following this, I approached local Greek business owners to examine their willingness to hire a migrant, refugee, or asylum-seeker. This is a qualitative approach by preparing an interview guide with the purpose of approaching business owners in Athens. The main objective is to ask people if they would be open to the idea of employing one of the centre’s participants. If so, to what extent and under what conditions. This is extremely important for the functioning of the centre to prepare the beneficiaries for employer’s expectations, or to see if there is a need to find different options (i.e. starting their own business or methods of accessing the Greek educational system).

Selection of the local business owners

The local business owners with whom the interviews have been conducted are sampled from different sectors to mirror the broad range of skills that the participants of the centre possess. Due to the scope of this thesis and its limited timeframe, I selected seven local business owners to interview. For the process of selection, language was a key factor. For the sake of simplicity, I chose business owners that have an adequate level of English. To identify and contact them, I used my network of Greek people to get recommendations. Afterwards, I approached the business owners in their businesses. The outline of the interview can be found in the appendix 3.

Table 3: List of interviewed business owners in Athens

Name of the Interviewee	Name of the business	Kind of business
Katarina		Coffee place
Dimitris P.		Little food shop
T.	Econous	Electrical and Mechanical Projects (construction)
S.	Astradigital	Mechanical engineer
Kostas C.	Athens Walk	Guided tours in Athens
Konstantinos Petridis	GreKodom	Real Estate
Vassia Ioannou	Funky Gourmet	Restaurant

Both approaches were combined with field research alongside volunteers, humanitarian workers, and authorities familiar with the situation. Having an overview of the projects that are already in place in Athens is extremely important in order to adjust to the concept of your project. By collaborating with other organisations working in Athens, we strive to provide every individual with the information needed to access the broad range of services available to them in Athens. This includes general information about the city itself (transport, communications), services for asylum seekers (legal, medical and psychological support), and where to avail of food, clothes and other NFIs. The initial interviews were conducted with volunteers and professionals working in NGOs active in Athens (Norwegian Refugee Council, Help (Mosaico House Project), Hope Café...) and with the Vice-Mayor of Athens.

To conclude, the methodology of this thesis is based on the approach and ethos which informs our daily work in the ANKAA centre. Rather than silencing the voices of refugees or reducing them to beneficiaries of aid, we support them in transforming their experiences and insight into innovative and sustainable solutions. Rather than measuring their vulnerability, we wish to foster their ideals, skills, values and resilience.

Data Analysis

In the previous chapters, secondary data was collected and presented based upon the research question of this thesis. Primary data has been obtained through the survey with potential beneficiaries of the project, as well as through interviews with local business owners. In the next step, both approaches; the theoretical framework and the empirical study, need to be combined and analysed in order to implement the ANKAA Project.

The main objective of the data analysis is to build a project that holds the water. The empirical findings were used to adapt and tailor the project to the needs of both the beneficiaries and the local population. The survey was analysed by using basic statistical methods, combined with existing statistics and profiles, in order to define the profile of beneficiaries. Notes of the interviews with local business owners were transcribed to proceed with the analysis. Due to the complexity of the subject and the numerous interviews that need to be undertaken (follow-up interviews with displaced people and interviews with local business owners), I used a colour code while transcribing the interviews. This colour code helped to distinguish between different criteria and various aspects of the interview.

Table 4: Colour codes for the data analysis

	Dimensions	Colour Code
Interviews with local business owners	Evaluation of the current situation	Text Highlight
	Links to the employment sector	Text Highlight
	Likeliness to hire a displaced person	Text Highlight
	Expectations to a future employee	Text Highlight
Follow-up interviews with displaced people	Education Background	Text Highlight
	Employment Background	Text Highlight
	Personal situation regarding job opportunities, language...	Text Highlight

Limitations

The main limitations of my research methods can be divided into two different categories.

For the quantitative research; the survey, the language barrier is a limitation to attend to the expected number of respondents. The survey has been translated into three different languages, but unfortunately without means of verification of the quality of translation. Besides, to approach displaced people through social media, which was the first step, is not always the most professional way to conduct a survey. Therefore, I collaborated with some centres for displaced people to get their approval to approach their beneficiaries directly to collect data. Another limitation was the design of the survey. Due to the fact that it is an online-survey and most displaced people just possess a smartphone and not a laptop, the design on the smartphone was not always so clear, and some people did not complete the survey. Other common limitations in quantitative research include a small sample size and therefore, the non-representativeness of the sample.

For the qualitative research, the interviews with local business owners, it is not possible to conclude the findings as representative of all business owners in Athens. Due to the scope of this thesis, I will interview seven business owners, so these interviews cannot be used as a general conclusion on the opinions of all the business owners in Athens. It can only give an indication on the likelihood of them hiring a displaced person. A general limitation of this master thesis is my personal subjectivity. As a volunteer, active in this context for over two years, it was a challenge to remain objective regarding the procedures in the European Union and specifically, Greece.

PART III: The project

The implementation of the ANKAA Project is the core of the thesis. This chapter will present the various approaches that were carried out, as well as their respective results, in order to implement a social business plan that takes into account the needs of displaced people and those of local business owners.

This chapter is structured in six sections, based on the methodology of Thierry Sibieude and Marie Trelle-Kane. The first section consists of an analysis of the social need and a presentation of the project charter. It will therefore define the value proposition and the key activities of the organisation using a Problem-Tree analysis. In the second chapter, an analysis of the opportunities and a market study defining the key resources and customer segments will be presented. This analysis will be based on the survey and interviews with beneficiaries, the analysis of the existing structures, and the interviews with local business owners in Athens. The third chapter will outline the implementation strategy and the business model which then defines customer relationships, and key partners and channels, using the logical framework approach. The fourth chapter explains the action plan and financial projections defining the cost structure and revenue streams. The fifth chapter will highlight the social and environmental impacts of the project based on the logical framework analysis. The final chapter will define the opportunities and threats based on a SWOT analysis.

Social Need and Project Charter

Before defining the needs of beneficiaries, it is important to analyse the current issues that they face. We will first analyse the issues of refugees, asylum-seekers, and migrants, as well as the current humanitarian system in Greece. We will then analyse how the ANKAA Project's mission and vision intends to counter these issues.

1. Current Issues

In 2015, the influx of refugees from Turkey to Greece experienced an unprecedented increase. As thousands lost their lives at sea, international media coverage of the dangerous routes people were taking to find safety soared, framing it as a crisis in need of urgent support. However, instead of creating mechanisms for safe passage, European governments responded by closing the Balkan borders and introducing the EU-Turkey deal, effectively trapping thousands of asylum seekers and refugees in Greece, a country ill-equipped to manage the scale of humanitarian need. Billions of euro have been allocated to this situation; for food supplies, shore support, NFI provision, and emergency housing. Yet, many fear that this response, albeit necessary, has inadvertently created an environment of dependency, which may create additional problems if and when the large-scale international funding stops. The need to ensure individuals are equipped with the right tools to build lives for themselves was one of the motivations behind the founding of the ANKAA Project.

The Greek Council for Refugees records over 58,000 displaced persons who applied for protection in 2017 in Greece (Greek Council for Refugees, 2018). Athens and its surrounding area records over 7,000 displaced persons who have come to Greece to seek asylum (UNHCR, 2017). The collapse of the financial institutions in 2009 has left Greece facing extreme economic and social challenges. The crisis, which peaked in 2015, remains unresolved. Greece's unemployment rate is currently double that of every other EU member state (Alonso, 2017, p.1). This creates considerable obstacles for refugees seeking employment, education, and opportunities to integrate in Athens.

In Athens, many are left at a disadvantage when, after spending time on the islands, they find few opportunities to rebuild their lives and create a sense of stability and sustainability for their futures. Most refugees in the Greek capital live in camps, UNHCR accommodation, or temporary squat housing, meaning they have little to no regular communication and interaction with the local community and few possibilities to start to form their own network. This creates a disconnection and hinders the development of opportunity. Without language or transferrable skills, many continue to live in under-served camps and temporary accommodation without education or employment, and with no clear direction for their futures.

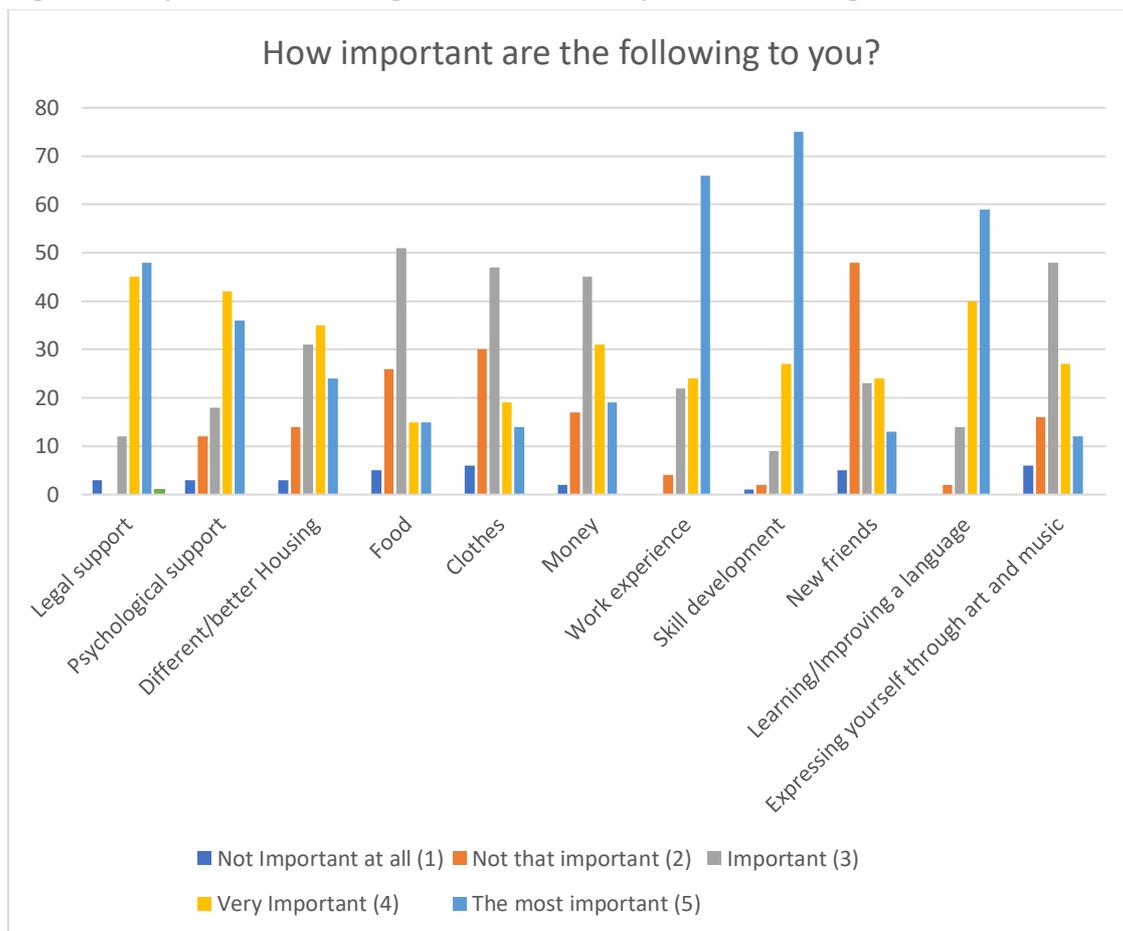
Although intended as a protection strategy, the model of ‘temporary solution’ aid utilized by many of the organizations providing emergency relief is one whereby dependency is inevitable (Ingleby, 2005, p.30). Long-term planning can be extremely challenging in an ‘emergency state’, with numerous variables that often create reactive rather than proactive action. Lack of planning prevents the implementation of effective strategies that function to empower people. As a result, brave, resilient, and creative people are reduced to beneficiaries of aid; forced to wait in dire conditions in detention centres and camps for indefinite periods of time.

Problems identified with the structure of humanitarian aid include a disproportionate focus on cost and time efficiency and immediate results, a lack of long-term impact and solution planning, and that it can constrain and hinder development as oftentimes strategies execute structures of dependency (Haavisto and Kovacs, 2014, p.612). One of the major issues in Athens is the lack of long-term planning. People are constantly responding to things in a ‘state of emergency,’ therefore, lack of consistency, efficient communication, and organisation can often lead to short term solutions. These solutions are often the answers to issues that require long term planning with strong goals aimed at creating opportunities to develop sustainable solutions. Programmes and supply chains supported by inconsistent funding and the efforts of independent short-term volunteers can lead to a lack of cohesion with programmes, methods, and strategies constantly changing. This can in turn hinder constructive progress and development.

The United Nations World Commission on Environment and Development defines sustainable development as “meeting the needs of present without compromising the ability of future generations to meet their own needs” (Haavisto and Kovacs, 2014, p.612). Humanitarian aid often operates in unstable and uncertain settings, which creates challenges for sustainable development.

A survey has been conducted with refugees, migrants, and asylum-seekers asking them to rank the following (legal support, psychological support, different/better housing, food, clothes, money, work experience, skill development, new friends, learning/improving a language and the possibility to express yourself through art and music) according to their importance and giving them the option to add other items. The answers of 117 respondents are summarized in the chart below.

Figure 4: Importance for refugees of different aspects concerning their lives in Athens



This graph clearly states that for refugees, asylum-seekers and migrants, work experience, skill-development and learning/improving a language are the most important aspects in their lives right now.

The respondents also had the option to add some items to the list. Their responses included the following:

- Health and Safety
- To live free from discrimination
- Learning how to communicate with people
- To be treated as a human (mentioned by three different respondents)
- Love and empathy
- Awareness

A shorter survey, conducted with volunteers working with refugees, asylum-seekers, and migrants asking (cf. appendix 1): “What are the changes you noticed from the first time you volunteered in Greece to now? (regarding the needs of refugees, migrants or asylum-seekers, their mentality, the situation itself in Greece and Europe...)”, brought similar results to the one conducted with future centre users. One volunteer claims that

we are moving "from emergency situation to a stagnant situation. The needs for the people that are changed...people need work, money, a life, a future, etc." (Survey conducted with volunteers, 2017).

Another volunteer states:

"One year ago the situation was still addressed more as an emergency situation. The way in which refugees were received and arriving off each boat was still with the thought that people would move through. So overall the mindset of people was still hopeful. The difference to now is that there is a much greater level of desperation in relation to the stagnancy of the situation when we are talking about mental health. The "Athens dream" has cracked and broken as people realized actually often it is worse than the island (Chios for example). I have watched people really decline as they realize that unless they achieve what for many is the impossible and make it out illegally, then this place will be what they must make of as "home"." (Survey conducted with volunteers, 2017)

Another volunteer with experience working with different projects in Athens says:

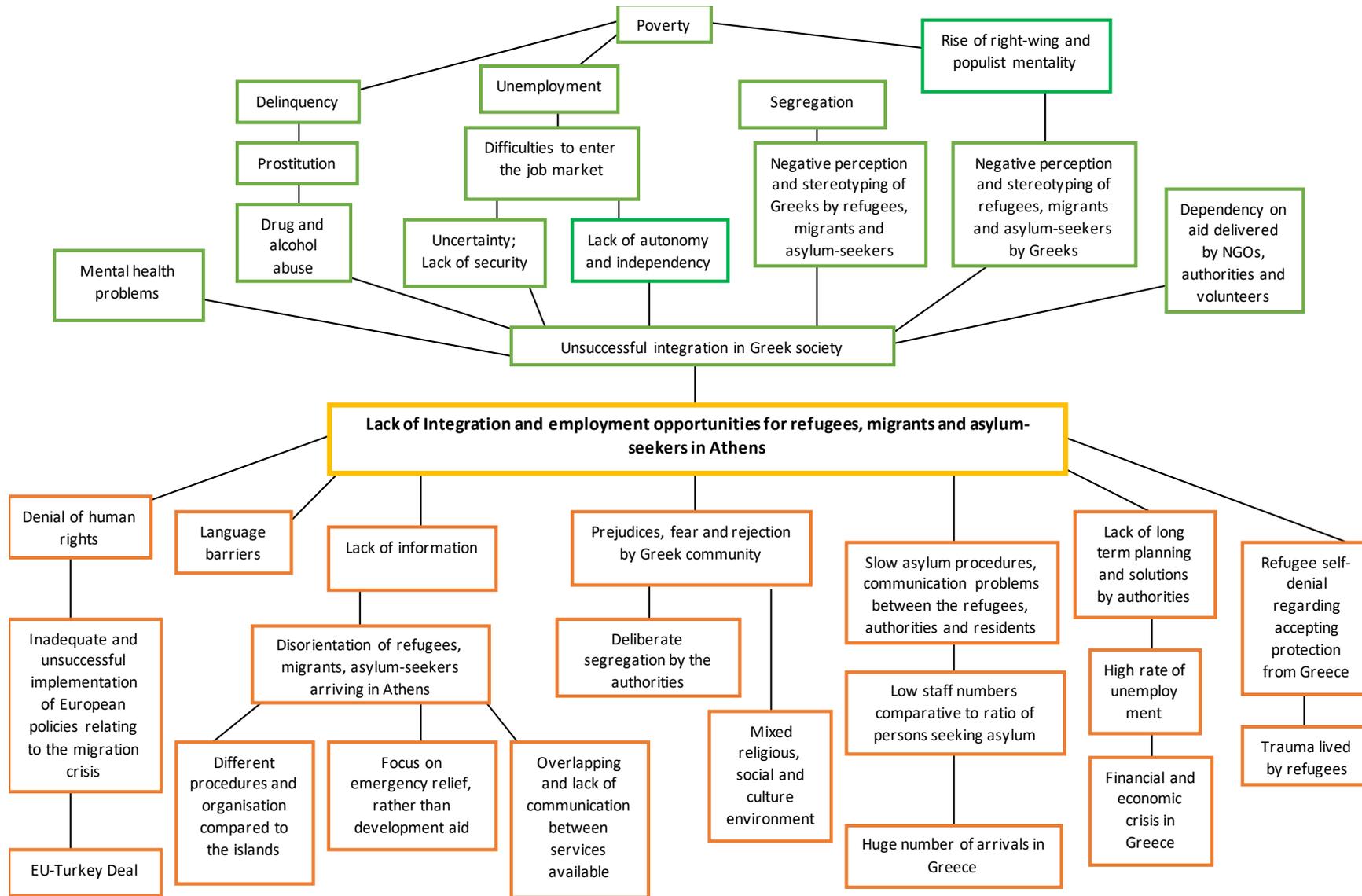
"The people I've met here had a roof to sleep, could accord food and were involved in social spaces. But a lot of them were bored about their days here, this was even more fuelled when they couldn't speak English. They wanted to have a job and feel useful but it's difficult to find a work in Greece even with papers. They are waiting for a long and undetermined time and that is the more difficult to handle: find new objectives when your situation is not regular." (Survey conducted with volunteers, 2017)

And a last opinion:

"I see people becoming more distressed and seriously depressed, many people that I first met 20 months ago were optimistic and resilient despite their traumatic experiences. However, it is increasingly difficult for people to feel any hope for a positive future with a safe home and the opportunity of education or employment. People feel abandoned and as the months and years go by I see their self-esteem diminished by living in terrible conditions and feeling unwanted." (Survey conducted with volunteers, 2017)

The ANKAA Project aims to take the needs of beneficiaries into account, linking it with the current situation of Greece and the asylum-system.

Problem-Tree Analysis



2. Mission Statement

The ANKAA Project Mission Statement is the following:

To facilitate the participation and integration of refugees in the Athens community after displacement by breaking the cycle of disempowerment with self-led workspaces and a supportive network.

3. Vision

ANKAA aims to work towards a cooperation of individuals from different backgrounds working together to create opportunities that facilitate active participation and integration. The project fosters economic sustainability through personally tailored programs for education, language learning, and vocational training for employment and entrepreneurship. The main goal is to break the cycle of disempowerment by providing resourced workspaces to showcase, develop, and share skills. The community is based on a co-operative network model that brings people together to work towards mutual goals that are economically, socially, culturally, and educationally sustainable and beneficial to all users.

Figure 5: Flowchart representing ANKAA Project's vision



4. Objectives

ANKAA will establish a strong network from within the centre, which involves a group of long-term, committed, experienced individuals working to create a bottom-up structure that incorporates the voices of all participants in the centre. ANKAA will work with individuals on tailored programmes that are supported by coherent and consistent resources. By focusing on goal-orientated material that specifically addresses the ambitions of each individual, we believe people can begin to focus on opportunities that will allow them to create solutions for themselves which are self-sustainable and not dependant on the infrastructure of the project, or any other humanitarian actor.

For this strategy to be successful, ANKAA recognises the absolute necessity of providing coherent and clearly presented information alongside consistent support that is well organised. This support will be initiated and upheld by coordination roles within the centre. Our coordinators will be a group of individuals with context specific experience and knowledge, and they will be responsible for ensuring every member of the centre has a voice. Their role will be facilitation, not governance. By ensuring our coordinators are long-term, they will have the time and capabilities to work towards set goals and systematic changes that rushed, ad hoc projects cannot. Our coordinators will be representatives from both the refugee and Greek communities here in Athens, and they will be selected based on their skills and experience.

In order to achieve ANKAA Project's vision, the following will be put in place:

- Facilitating a space where everyone is simultaneously a teacher and a scholar; achieved via an exchange of skills, life experience, and culture between displaced people and the communities in which they are building futures.
- Providing a space that includes a culinary arts department, trade and carpentry workshop, IT lab, film and photography department, a barbershop, a fashion and tailor department, language courses, a gym and an exhibition room.
- Supporting these skills with access to vocational training and course modules that emphasise analytical thinking and suggest pathways to education and employment opportunities.
- Providing strong cooperative links and a referral system, in coordination with other actors working on the ground in Athens, to create channels in which people can address their basic needs and furthermore, avail of psychological, medical, and legal support.
- Creating alternative platforms for the voices and talents of participants via online networks and community involvement.
- Creating a project that provides constant, efficient, and organised resources to create a self-sustainable dynamic that supports communal integration and cooperation.

Opportunities Analysis and Market study

1. Capacities of the team

The ANKAA Project ASBL is a non-profit organisation founded in Luxembourg in October 2017.

Involved in the refugee crisis since January 2016, the founders consist of a team of nine people who came together following their work as independent long-term volunteers with different grassroots organisations on Chios, a small Greek island 7km off the coast of Turkey. Their backgrounds include Law, Teaching, Finance, Film, Middle Eastern Studies, Humanitarian and Community Development, Carpentry, Culinary Arts, Marketing, and Sound Engineering. After spending two years learning, watching, and working in this situation, the team is uniquely qualified with context-specific experience and knowledge.

Their work has included shore support and landing management, creating distribution and outreach strategies, and supporting individual cases to connect people to relevant actors and resources. These actors include A Drop in the Ocean, BAAS, NRC, IOM, UNHCR, Samaritan's Purse, SMH, WAHA, CESRT, Refugee Law Clinic, Metadrassi, Red Cross, Refucomm, Save the Children, Praxis, and People's Street Kitchen. This has allowed them to gain experience of the different systems and how they function to support issues related to minors, men, women, psychological support, medical assistance, provision of non-food items, education, legal support, and case management.

By working with people long-term, the team grew to know the people in the camp and began to coordinate and work alongside residents of the camp. As independent volunteers, the team strived to improve communications and the flow of information between humanitarian actors on the island and the people in the camp.

2. Beneficiaries

Direct beneficiaries

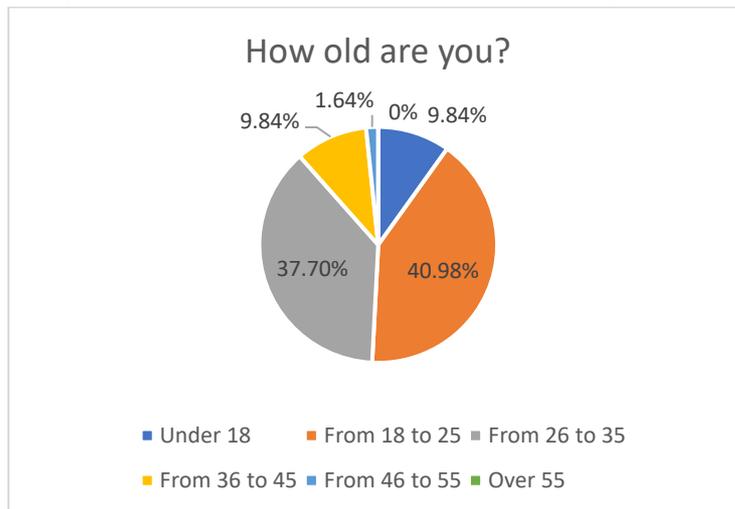
The ANKAA Project aims to integrate all the different actors involved in the reality of the 'refugee crisis'. Our direct beneficiaries are firstly refugees, migrants, and asylum-seekers, and secondly, the local Greek community members. By including Greek people in our project, as actors who are interested in the running of activities and/or who are beneficiaries also in need, we ensure equity and an inclusive, welcoming environment. We recognise that the success of integration depends on the participation of both parties. Given the circumstances of hardship faced by both groups, it is understandable that both may hold negative perceptions regarding the other. Rather than acting in a dismissal manner, we want to generate dialogue and acknowledge the reasons why

these perceptions exist. By asking both actors to work together towards mutual gain, we are thereafter actively challenging stereotypical and preconceived notions and perspectives.

A survey conducted with refugees, migrants, and asylum-seekers sheds light on the profile of future centre users. The survey was answered by 122 respondents: 109 men and 13 women. According to the UNHCR's (2018) most recent statistics, there are 40.4% men and 22.3% women in Greece. The fact that the survey respondents are disproportionately male can be attributed to factors such as traditional gender norms and cultural differences, as well as barriers such as lack of available childcare, which can often isolate women.

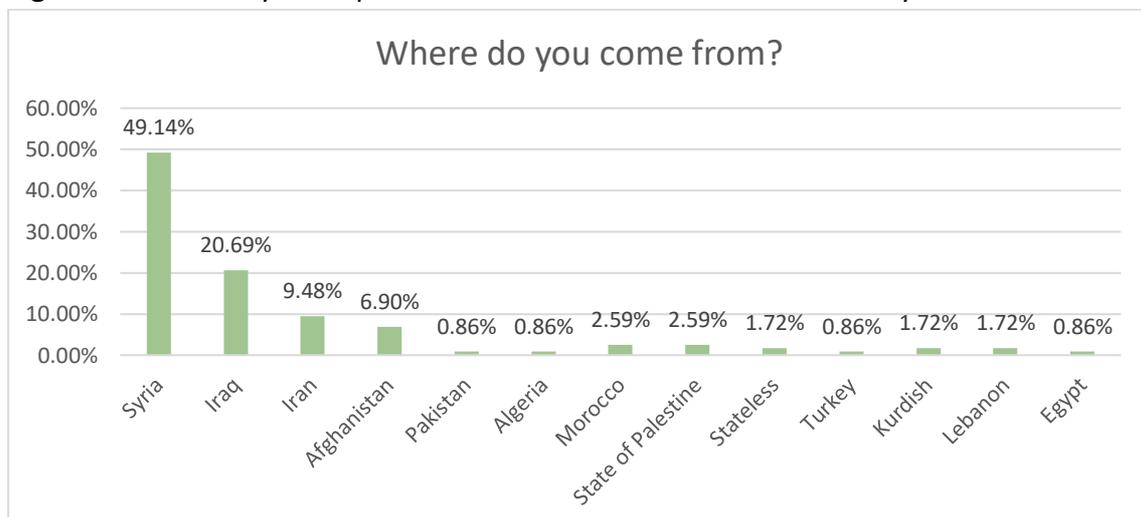
Age

Figure 6: Age of respondents of the future centre users survey



Nationality

Figure 7: Nationality of respondents of the future centre users survey



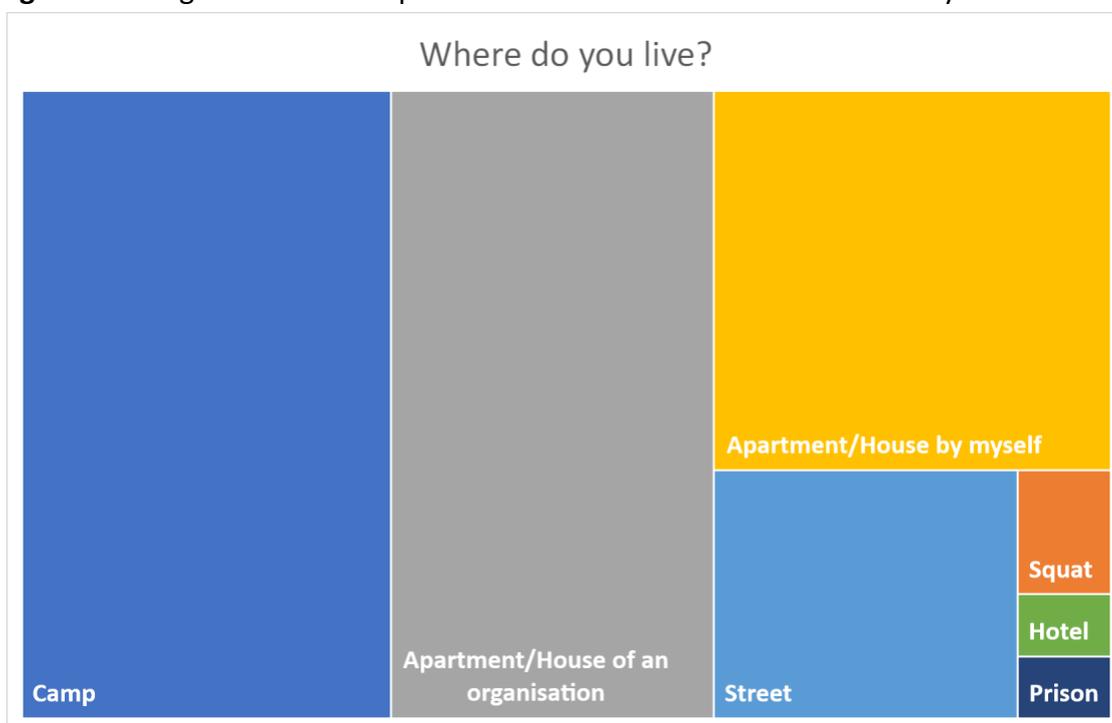
Comparing this with the data of official UNHCR statistics, the results are similar. According to UNHCR (2018), the most common nationalities of sea arrivals (since 1 January 2017), are Syrians with 41.1%, Iraqis with 20.8% and Afghans with 11.6%.

Living situation in Greece

To the question, “how long have you been in Greece”, almost 60% answered that they are more than one year in Greece which shows that most of the people are long-term in Greece, and need and want to rebuild their lives.

The question about their housing situation brought the following answers:

Figure 8: Living situation of respondents of the future centre users survey



Education and Work Experience

75.2% of the respondents have studied in their home country and 84.6% were employed in their home country.

The following list will give some of the studies or jobs that respondents had in their home country.

Table 5: List of studies and jobs of respondents from the future centre users survey

Studies	Jobs
- Finance	- Gold shop keeper
- Nursing school	- Nurse
- Business Administration	- Air-conditioning company
- Science	- Police officer

<ul style="list-style-type: none"> - Mathematics - Geography - History - Trade and economics - Electronic engineering - Education - Law - Agricultural Technology 	<ul style="list-style-type: none"> - Event Manager - Builder, Construction work - Teacher - Textile sector - Agricultural sector - Waitress - Translator - Chef in a restaurant - Restaurant owner - Carpenter - Graphic Designer - Tour guide - Bakery - Pharmacist assistant - Shop assistant - Warehouse operative
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Skills and Talents

At one point of the survey, respondents were asked which skills and talents they have and which skills and talents they want to learn. The following graphs indicate the skills/talents that at least ten respondents claim to have and the skills/talents that at least 10 of the respondents want to learn.

Figure 9: Skills and talents of respondents of the future centre users survey

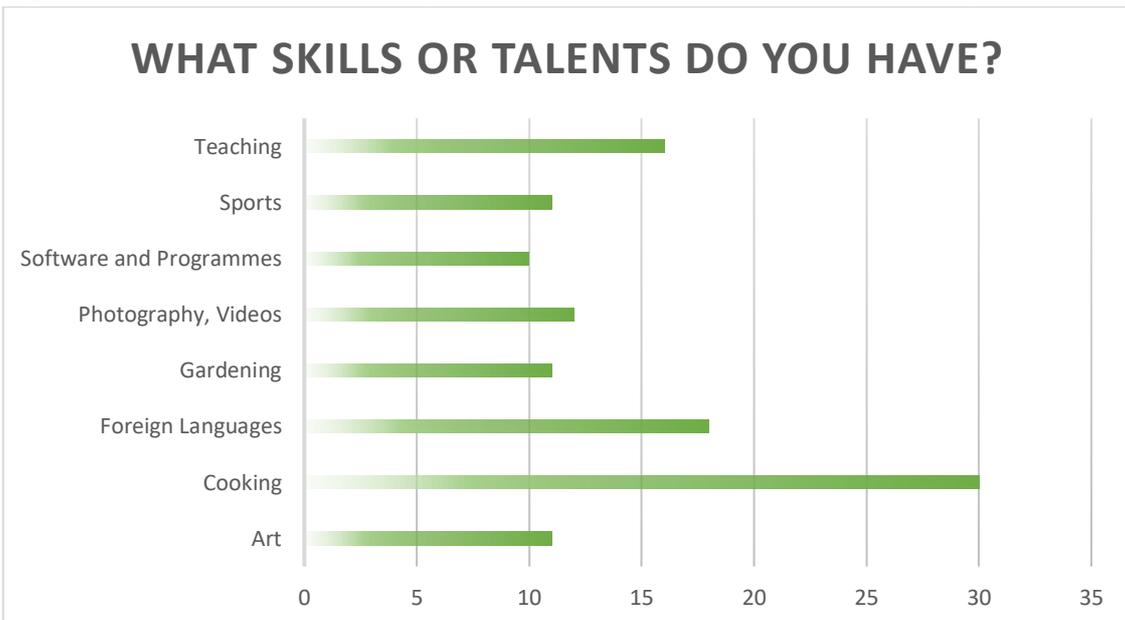
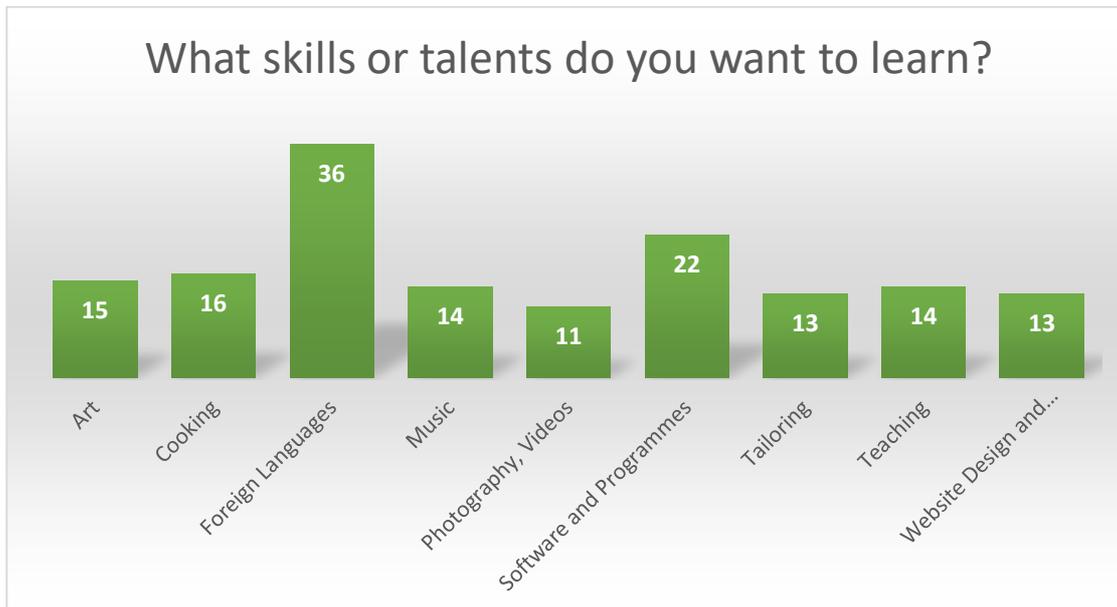


Figure 10: Skills and talents respondents of the future centre users survey want to learn



The different departments ANKAA will offer, as shown in the above charts, are linked to the beneficiaries' needs, aspirations, and skills. The different workspaces will be explained in more detail in the following chapter.

Indirect beneficiaries

Our foundation is built upon the creation of a self-sustainable structure. Consequently, our indirect beneficiaries are the clients that will acquire and/or purchase the final products of the different activities (woodwork, tailoring...), and the wider national and international community who are not directly involved.

Emergency aid response and media representation surrounding the "refugee crisis" creates a very specific dialogue regarding asylum seeker and refugee identity. It is one that reduces individuals to nothing more than beneficiaries of aid; labelled 'vulnerable'. Using the various platforms provided in our centre, participants will empower themselves to break away from this stigmatisation. As they regain confidence in their futures, they will realise the full potential of their skills; thus enabling them to re-build their lives in the new societies they settle in. This will be reflected as more and more individuals are given asylum and begin to integrate. Our intent is that the welcoming culture of our centre and the local community will, as it becomes known, spread to include the wider international community; indirectly benefiting even those outside of Greece.

3. Projects and organisations in Athens

The entire project will be supported by a strong network of private individuals, groups, project ambassadors, organizations, businesses, employers, and educational institutions. This will enable improved communication and the flow of information, access to professional training, links to employment, and further education opportunities, funding, material donations, expertise, and general support. The ANKAA Project is committed to building relationships on both local and international levels, as it recognises the importance of a strong, communicative, and efficient network to ensure real outcomes for the space and its participants.

The following table will present a non-exhaustive list of the main actors (teams, organisations, projects) in Athens, and their main services offered.

Table 6: Non-exhaustive list of main actors in Athens

Name	Services
Aitima	<ul style="list-style-type: none"> - Legal aid - Social counselling - Material aid
Apostoli	<ul style="list-style-type: none"> - Shelter for unaccompanied minors - Medical and social services - Reception and hosting - Psychological support - Occupational therapy - Material aid
Arsis	<ul style="list-style-type: none"> - Legal aid - Tax consultancy services - Social counselling - Psychological support - Shelter - Youth support centres - Creative workshops - Greek language courses
Asylum Service (Attica Office)	<ul style="list-style-type: none"> - Reception, investigation and Decision-making concerning asylum applications submitted in Greece.
Babel	<ul style="list-style-type: none"> - Day centre for psychological support/psychiatric care - Social counselling
Caritas Athens Refugee Program	<ul style="list-style-type: none"> - Meals and material aid - English/Greek language courses - Psychological and social support
Centre for Life	<ul style="list-style-type: none"> - Social support - Psychological support - Legal aid - Day centre for the support of people living with HIV/AIDS

City of Athens Homeless Shelter (Social Solidarity Centre)	<ul style="list-style-type: none"> - Meals - Shelter - Basic necessities - Medicines
Doctors of the World (MDM)	<ul style="list-style-type: none"> - Medical care in Open Polyclinics - Social pharmacy - Social and psychological support - Shelter for vulnerable groups - Mobile units for vulnerable populations - Damage reduction program for addicts - Intercultural mediation
Doctors Without Borders (MSF)	<ul style="list-style-type: none"> - Medical care - Social counselling - Psychological support - Medical rehabilitation program for torture victims - Basic necessities
Earth Refugees	<ul style="list-style-type: none"> - Centre promoting environmental and societal awareness
Ecumenical Refugee Programme	<ul style="list-style-type: none"> - Legal aid - Legal and social counselling
Equal Society	<ul style="list-style-type: none"> - Meals - Social support
Greek Council for Refugees	<ul style="list-style-type: none"> - Legal aid - Social support - Greek and English language courses
Greek Forum of Refugees	<ul style="list-style-type: none"> - Information on refugee rights - Raising awareness of the public and the authorities
Group of lawyers for the rights of refugees and migrants	<ul style="list-style-type: none"> - Legal information - Legal aid
Hellenic Red Cross	<ul style="list-style-type: none"> - Information & Support - Multifunctional centre for social support & integration of refugees - Distribution of humanitarian aid
Helping Hands	<ul style="list-style-type: none"> - Meals - Program for women with children - Baths and washing of clothes, clothing and other goods - English-Greek language courses - Medical aid
IOM Athens office	<ul style="list-style-type: none"> - Voluntary return & integration - Resettlement - Combatting human trafficking, - Health
IRC	<ul style="list-style-type: none"> - Cash Money Programme

KETHEA Mosaic	<ul style="list-style-type: none"> - Psychological support & Counselling during drug rehabilitation for addicts and families
Khora	<ul style="list-style-type: none"> - Social Centre in Athens
Klimaka	<ul style="list-style-type: none"> - Day centre and shelter for applicants for asylum and refugees with mental disorders - Social support - Psychological support, psychiatric care
Medical Intervention	<ul style="list-style-type: none"> - Medical services - Psychosocial support
Metadras	<ul style="list-style-type: none"> - Training and certification of interpreters - Interpretation services for the procedures of asylum application and first reception, in hospitals - Escorting minors from detention centres to proper shelter - Guardianship of unaccompanied minors - Legal support for unaccompanied minors & temporary accommodation - Certification of victims of torture - Free support of third country nationals who wish to return to their countries of origin
National Centre for Social Solidarity (EKKA)	<ul style="list-style-type: none"> - Shelter for refugees - Hostel for women victims of violence (psychosocial support) - Direct social aid services (social support)
Network of Social Support for Refugees and Immigrants (DIKTIO)	<ul style="list-style-type: none"> - Social support - Legal aid - Greek language courses - interventions for the rights of refugees and immigrants
Nostos	<ul style="list-style-type: none"> - Meals - Shelter - Psychosocial Support - Education - Labour Counselling - Intercultural Mediation
Orange House	<ul style="list-style-type: none"> - Housing and Food Centre for women and children - Education activities
OutReath	<ul style="list-style-type: none"> - Information on services available in and around Athens
Positive Voice – Greek Associations of HIV Positive Persons	<ul style="list-style-type: none"> - Peer-to-peer support line - Shelter - Clothing - Social assistance
Praxis	<ul style="list-style-type: none"> - Medical care - Basic hygiene services - Psychological and social support - Labour counselling and promotion to labour market - Legal counselling

	<ul style="list-style-type: none"> - Complementary support services - Housing program
Refucomm	<ul style="list-style-type: none"> - Provision of reliable, up-to-date asylum information
Refugees Welcome	<ul style="list-style-type: none"> - Housing Initiative for refugees
Sunday School for Migrants	<ul style="list-style-type: none"> - Education
The Greek Ombudsman	<ul style="list-style-type: none"> - Public services, such as ministries, tax offices, customs offices, urban planning authorities, jails, schools, Greek embassies, etc. - Local government units and their enterprises - other legal persons governed by public law, legal persons governed by private law, public companies and companies whose administration is directly established by the state, via administrative act or as a shareholder
The Home Project	<ul style="list-style-type: none"> - Shelter for children in Athens - Basic needs support - Psychological support - Advocacy
UNHCR Office in Greece	<ul style="list-style-type: none"> - To ensure that the fundamental rights of the refugees are upheld, including their ability to apply for asylum and their right not to return against their will to a country where they fear persecution. - To promote international agreements concerning refugees, - Material aid; food, water, shelter, medical care
Youth & Lifelong Learning Foundation	<ul style="list-style-type: none"> - Shelter - Legal aid - Social and psychological support - Interpretation services - Meals - Greek language courses

The ANKAA Project is currently reaching out to potential partners in Athens, and throughout the world. Many individuals from the Athens community, both Greek and Refugee, have joined the team to lead workspaces, teach courses, help create economic opportunities, and assist in the renovation, and day-to-day running of the space. Grassroots projects have also reached out with their own project ideas and opportunities for collaboration are currently being assessed. One example of this is a woman from England, with materials, an industrial sewing machine, a design for a climber's chalk bag, and an established online market, who will come and work with the tailors to develop their skills, create this design, and utilise this established entrepreneurial opportunity. The ANKAA network is essential in the facilitation and creation of opportunities for employment and education, which will in turn allow the ANKAA project to become self-sustainable.

There are different forms of partnerships regarding the ANKAA Project.

Form of Partnership	Explanation
Funding & Support	These are general partners mainly supporting ANKAA Project with funding and donations.
Referral System	These partners refer possible centre users to the Project and or the ANKAA Project refers people to them in case they have specific needs that the project cannot support.
Teachers and Programs	These partners provide the project with teachers and courses in their specific fields of expertise.
Partnership offering services	These partners provide their services in the ANKAA centre, and therefore fully integrate the project.

During the last weeks and months, ANKAA Project has reached out to many possible partners and teams on the ground and has now a steady base of trustworthy partners.

Table 7: Current partnerships of the ANKAA Project

Form of Partnership	Confirmed Partners
Funding & Support	<ul style="list-style-type: none"> - Donate 4 Refugees (General) - Help Refugees (General) - Catch a Smile (General) - Flair (Barber Department/Material) - Changes Hair Studio (Barber Department/Tuition) - Banque de Luxembourg
Referral System	<ul style="list-style-type: none"> - Kitab: Education tutoring - Aitima: Legal support - Steps: Food and housing - Velos Youth Centre: users - The Maker Space: - Forge: users - LGBTQI Collective - Mazi Housing Project
Teachers and Programs	<ul style="list-style-type: none"> - Generation 2.0: Employment opportunities - Social Hackers: IT Lab - Giving for a Better Future: Language
Partnership offering services	<ul style="list-style-type: none"> - Scrap COOP: Carpentry and Construction Workshop - Permaculture for Refugees: Gardening, Environment and Sustainable Future - Libraries without borders - SOFFA: Tailoring/Social Enterprise - Atelier de l'Espoir: Bike Repair and Upcycling Shop

	<ul style="list-style-type: none"> - We need books: Refugee-Led Library - Echo Refugee Library: Library/links to higher education opportunities - Free Movement Skateboarding - Musikarama: Music recording Studio & Music classes - Solomon Project: Media - Astrolab: IT Lab
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4. Employment in Athens

As the focus of the ANKAA Project is on vocational training, education, and employment opportunities, research into local businesses in Athens has been conducted. The focus is to get an insight from actual employers and employees working in Athens about the economic crisis, and its impact on their lives. It is important to know how the “refugee crisis” affected businesses in Athens, and evaluate what possibilities and opportunities exist for displaced and underprivileged people to integrate into the labour market.

First, we need to analyse the different issues business owners in Athens are facing, to get a complete understanding of the current situation in Greece. Issues stemming from the financial crisis pervade all aspects of Greek society and economy, but some sectors were affected more severely than others. As for instance, Kostas from Athens Walks, a business in the tourism sector offering guided tours through Athens for tourists visiting the city, was less affected by the crisis than for instance a company active in the real estate business. Another issue, clearly affecting businesses, is the current taxation system in Greece. According to K. owning a coffee place in central Athens, “The tax system in Greece, pushes businesses to do tax evasion” (Interview with K., 2018).

To the question “As an employer, if a very competent displaced person (refugee, migrant, asylum-seeker, Greek person in need) applies for a job within your business, would you hire him?”, most of the business owners responded positively. A majority of them would like to integrate refugees, asylum-seekers, migrants and people in need in their business and in the society but raised concerns about the difficulties to do so. You can only hire people that have formally received their status and received their asylum-seeker card. So, a person, still in the process, in Greece for over a year and waiting in this limbo, cannot have a declared work position. Due to difficult procedures, this makes it very difficult for refugees to get a proper legal job, and often they turn to undeclared, underpaid jobs. According to the law, asylum-seekers have access to the labour market, but in practice; “it is very difficult to provide people not coming from an EU-country with a job” (Interview with Kostas, 2018).

In this consideration, the financial crisis plays an important role. High unemployment rates and the fact that many Greek workers were laid off during the crisis, makes the access to legitimate declared work very difficult for Greek people, and especially for displaced people. Besides, in order to work in Greece or rent a place, you need a Tax Registration Number. According to M., a registered refugee from Afghanistan, “it takes a lot of time and the procedures are difficult to get a tax number in Greece as an asylum-seeker” (Interview with M, 2018). According to the Greek Council for Refugees (2017), refusals for AFM for refugees include “the refusal to accept as a permanent residence the person’s accommodation in a reception facility, and an artificial requirement of a written certification by the Asylum Service to confirm the applicant’s right to work” (Greek Council for Refugees, 2017). “I tried to hire somebody from South America, it took two years to get all the necessary paperwork for a work visa, so I don’t know how it will work with refugees”, states Kostas, the CEO of a flourishing tourism business. “We are waiting, waiting, waiting. We are waiting for housing. We are waiting for food. We are waiting for work. Greece is a country of waiting”, states I., a refugee from Iran.

Another concern of the financial crisis raised by many business owners are the social repercussions; “You often feel lonely. Many of my friends left the country to find a better future” (Interview with S., 2018). If “you have less money than before, or your friends you normally go out with, do not have money anymore, how can you have a social life?” (Interview with Kostas, 2018). Many people have lost their jobs, which isolates them from the rest of society, because they do not have the needed purchasing power to continue their social activities with their friends and family. Besides, the people working in the family need to finance the people that are not working anymore, which creates a financial burden and difficult family relations. In general, through the different interviews conducted with refugees, asylum-seekers, migrants and business owners in Athens, we can see that the legal framework regarding employment for displaced people is not put into practice and comes with a lot of difficulties for both sides. Greece is a country in the middle of an economic crisis, facing austerity measures putting small businesses in difficulty when it comes to taxation. Many young, highly-skilled people emigrated from the country to other places in Europe, a high unemployment rate, and a high rate of corruption makes it difficult to find employment for Greek people and refugees coming from the Middle-East and Asia.

Implementation strategy and Business Model

1. Production Process

As the ANKAA Project will offer goods and services to the public, this chapter will explain how the project is organised in order to provide sustainable solutions to centre users, as well as for the project itself.

The ANKAA Project provides different workspaces for skill exchange, collaboration, vocational training, and social enterprise. The main aim is to develop, share, and showcase skills. The workspaces will function as education spaces during the morning hours, where students will collaboratively learn a skill and finish the course with an end-product. The materials produced for educative purposes will be re-assigned into the project and its different departments to work towards creating an entity which is not solely dependent on external contribution, but which can begin to sustain itself from within. Meanwhile, in the afternoon/evening period, the workspaces will be open to participants for their own personal use. The workspaces will be self-led, informed by the ethos that everyone is both a scholar and a teacher, and where everyone has a voice that is equally recognised. ANKAA is responsible for providing constant, efficient, and organised resources to the spaces to ensure the sustainability of the project, whilst the people involved in each department are responsible for shaping each workspace and making decisions together. In this chapter, we will present the different departments, how they will function, and the trainings and activities that each department will offer. In a next step, the production process will be presented and supported by the example: to create and sell a table.

Culinary Arts

Specific training and skill exchange in this department will allow chefs to enhance specific skills and less-experienced individuals to acquire kitchen management and cooking experience. Comprised of a professional kitchen, cafe, and dining area; the space will open as a restaurant on Saturday evenings for guests residing in and visiting Athens.

The following activities and trainings will be offered:

- Cooking Courses
- Barista Training and Customer Service Skills
- Management and the Food Industry
- Centre cafeteria and café area
- Restaurant and exhibition space
- Links with local shops and restaurants
- Partnerships with food industry professionals for further employment opportunities
- Community development and street outreach support

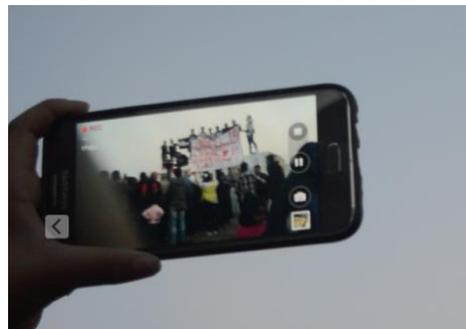


Media Department

Our media department will be equipped with the tools to train people in media and technology. By providing the equipment to train people in filming, photography, and software use, students can create material that expresses both individual and collective opinions, ideas, and stories. Training and involvement in online platforms will create pathways for people to share their work with different audiences on an international and local level. Our film, photography, and media department will be active in creating material that challenges representations and focuses on social and cultural reflection, and self-expression with the aim of conveying dynamic perspectives and stories.

The following activities and trainings will be offered:

- Filmography
- Photography
- Journalism and Advocacy
- Media and Film Studies
- Radio
- Editing and Software Training (Premium Pro, Aftereffects, Ableton)
- Training in Social Media (online networks and platforms)

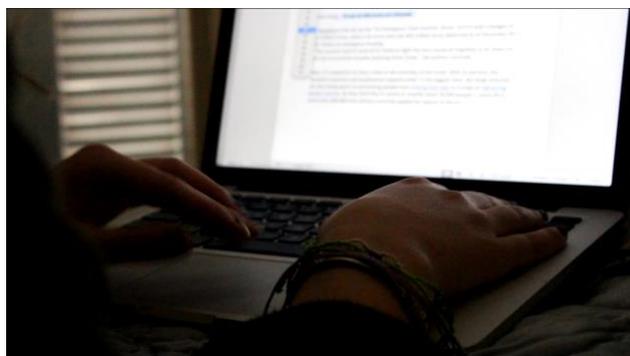


IT Lab

The most rapidly expanding job market in the world today is technology. Trained individuals will find endless opportunities in areas such as information or engineering technology. Our IT Lab will provide any member of the network who is willing with basic IT training for everyday use. Whilst links, online networks, and personally tailored tuition will allow interested individuals to pursue ambitions towards careers in technology.

The following activities and trainings will be offered:

- Basic Computer Literacy
- Software Training
- Coding and Programming
- Coder Dojo: Make an App
- Pathways to further education
- CV and Cover Letter Writing
- Support with online applications
- Training in online markets and social media



The Tailor's Workshop

The Tailor's Workshop is a workspace for people to use the necessary tools to create, teach, learn, and seek economic opportunities.



The following activities and training will be offered:

- Clothes Design
- Entrepreneurship
- Basic tailoring and sewing courses
- Training in online markets and platforms

Barbershop

If you can cut hair, you can provide a skill that is applicable in every culture and community.

- Barbers of different levels of experience practising together and teaching one another
- Courses and Training from the beginning
- Platform to create networks within Athens and further afield
- Entrepreneurship

Example: A man named Mustafa

Trained as a barber in his native country, Mustafa now cuts men's hair in the camp he lives in for a few euros. He has been forced to live in a camp for almost two years awaiting his asylum procedure. He speaks five sentences in English and can order a coffee in Greek. This man was trained to work solely with men's hair. As a member of ANKAA, he can use our space to develop language, basic IT skills (CV making, email etc.), improve his skill (potentially learn to work with hair dye or women's cuts), and learn about working conditions (tax, laws, rights etc.). Meanwhile, he can teach his trade to others in the centre and use the space as a platform to build his network (within the refugee, Greek and international community). As he progresses, his efforts will allow him to create opportunities for himself (employment, language, education, accommodation) which can assist him to integrate in Greece.

The Language School

The ability to communicate in the language of one's host society is necessary in order to access the labour market. It is the most essential and basic asset when integrating into a different system and society. Feedback from people who have sought to learn languages since arriving in Greece describe language courses as unorganized and lacking basic structure, which hinders improvement. The ANKAA Project proposes to counter this by creating a language programme that is strict, consistent, and goal-orientated. Classes will have a maximum of 15 students and will run in block programmes that last one month. We propose that with six hours of concentrated classroom work a week, a

student can improve a whole grade level in four weeks of tuition (i.e. Complete Beginner to Advanced Beginner, or Advanced intermediate to Proficiency). Our syllabus will be designed to teach both English and Greek. Many syllabi used for teaching language courses are often quite basic, lacking complex material, and teaching aids. Rather than presenting students with basic content, the materials and classroom aids used in teaching will be relevant to the students. By considering the lives and interests of our students, language teaching will open opportunities for discussion. Teaching aids will introduce broader social and cultural issues, which will be developed as the level of language improves. We will ask our teachers to make a minimum commitment of one month, so students will have consistency and cohesion in their learning. The syllabus will be centralised and available to teachers before they begin teaching in the space. Through language, students will begin to advocate for themselves, thus relieving limitations faced when striving to fulfil individual ambitions.

Example: A man named Mohammed

Mohammed speaks Arabic and can communicate in basic Turkish, English, and Greek, but he is unable to read or write in any language. His learning of all four languages has come from listening and speaking throughout his work in Syria and onwards during his journey to Athens. He is a trained and talented chef, who has received full asylum in Greece. Yet he moves in and out of jobs which pay him a poor salary. As part of the ANKAA network, he will be fully supported in learning to read and write. Furthermore, he will improve his spoken language and computer skills in a basic IT course. After this, he will be able to apply for a broader range of jobs as he will be able to read and respond to food dockets, menus, work documents, etc. He will also be able to complete online applications, create his own CV, and communicate via email, which will facilitate him in accessing a more expansive job market and allow him to attain economic stability.

Wood Workshop run by Scrap COOP

Trade and craft skills translate across all borders. Scrap Cooperative aims to create a collaborative workshop space, initially focusing on carpentry, electric work, upholstery, metalwork and craft making.

- Teaching and Learning
- Designing and Building
- Collaboration & Independent Pursuits and Growth
- Community Development and Support



Example of the Production Process: "Make a table"

Our Production Process - How to make a table

Material Sourcing

The main goal is to create through up-cycling. Wood will be provided by scavenging through Athens and links with companies. Other materials, like screws will be provided by the ANKAA Project.



STEP
01



STEP
02

Design Process

The team designs the table together according to its function and the need.

The Production

The table will be created either during teaching hours all together, or privately during free workspace hours.



STEP
03



STEP
04

The Sale #1

If the table belongs to ANKAA, it will be sold during fundraising events, exhibitions, or made to order..

The Sale #2

If the table belongs to a centre user, ANKAA will provide the necessary support to be sold through online platforms, markets...

STEP
05



2. Implementation and functioning

The ANKAA Model

The ANKAA Project will not function using a top-down perspective. Rather, the team aims to utilize a bottom-up structure which incorporates the voices of participants across all departments and activities. To implement this in a clear and organized manner, we will initiate a gradual start-up of two months in which the model can organically grow to realization and therefore, the individuals who are the most qualified for and committed to the positions can be selected.

Figure 11: Organizational Chart of the ANKAA Project



Committee

The Committee corresponds with the Board of Directors of ANKAA Project asbl. They are the only members of the association and bear the responsibility for the success of the project.

Requirements

They are 100% committed to the organisation and believe in its aims and success. They have participated in shaping the project since its beginnings and have made the project what it is today.

Responsibilities

- The Board is responsible for keeping the organisation on track to fulfil its mission and meet its aim and goals. They ensure the values and vision of the organisation are respected at all time.
- Structure of the organisation: decisions on altered/new departments and other major changes in the structure of the project.
- They oversee the developments of the project and make decisions regarding the overall function of the project. However, they are not involved in making day-to-day operational decisions.
- Review and approve the annual budget, verify that funding is being effectively and efficiently used ensuring spending is in accordance to donors' wishes.
- Decide on the repartition of funds between the departments → Finance Coordinator subject to approval from the board.
- Fundraising: updating ANKAA's fundraising strategy and the responsibility of the organisation's sustainability – they have an active role in raising awareness and funds.
- They meet once every two months.

Status

Committee member is not a paid position.

Committee members may undertake a coordinator position but are not obliged to.

Project Coordinators

ANKAA Project has developed 10 key positions that need to be filled to ensure the centre is sustained in an organised and efficient manner. These roles will be taken by persons best qualified and will not discriminate against refugees, Greek persons, or any other persons to fill the role. All roles are designed to be flexible and will inevitably entail overlap with others to provide assistance when necessary.

Furthermore, the individuals who have this responsibility will ensure they have a clear understanding that should they leave, their position must be filled with an appropriate replacement. The new coordinator/facilitator designated will be inducted through a handover process that will ensure the next person receives equal training and understanding of the project.

The project coordinators oversee all programs of the project and ensure the centre operates effectively and to its targets on a day-to-day basis.

Requirements

They communicate with their team, as well as other departments. They involve everybody in the decision-making and, have the aims and vision of ANKAA always in mind.

Responsibilities

- Coordination and program management: they work with all people involved in the department organising and maintaining resources.
- Decisions: they run focus groups and keep open communication with all participants. They meet with their department once every two weeks and make sure decisions are taken collectively.
- Department development: they work constantly on improving the department and giving light to people's ideas and talents.
- Outreach: they make links for employment on national and international level and, cultivate long-term partnerships. They constantly look out for potential partners, teachers or students.
- Finances: They keep track of their finances and report to the Finances Coordinator.
- Fundraising: They work actively in collaboration with the committee on fundraising strategies and means of sustainability relevant to their department (fundraising events, grant proposals, selling of products).
- The heads of departments meet every two weeks. They work in constant collaboration with each other, report on their activities and, exchange ideas and opinions.

Status

These positions are paid. Coordinators are obliged to work 35-40 hours a week and are involved in the day-to-day running of the centre, as well as maintaining good communication and reporting to the committee.

A person may decline the payment for their position if they wish to fill the role on a voluntary basis.

The minimum time commitment for a coordinator is three months.

Participants

Participants include students and instructors. All participants in the centre have one or several roles in the department(s) that they have the most interest in and subsequently they work together with the coordinator to make the department a success.

People take on the responsibilities that they are ready for and execute the tasks they are most qualified for. Participants take part in focus groups and have their say in every decision involving them, their department, their courses and, the activities they take part in.

Modules

Trade and skill courses will be geared towards clear and practical goals, so students are motivated and have something to actively work towards. For example, a carpentry course maybe called “Make a Table.” This way students will learn carpentry skills and have a product outcome at the end of their course material. This will apply to all courses across different departments. Other examples include; “Make an App”, “Learn word processing to create your own personal CV”, “Make a short film”, “Learn to become a Barista”, “Make bread”, “Design, sew, and create an outfit”, “Cut a man’s hair”, etc. These are examples of some of our courses which will engage students in learning a skill cooperatively with a group, whilst also presenting an individual end-product as a goal to work towards.

Pathways and Routes to Employment

While our modules will present basic goals in which to work towards, the courses will be personally-tailored so that students will then be encouraged to learn about how to apply learned skills to a dynamic market. This will include education in using online platforms, markets, and outlets. We will also address job applications, CV and cover letter writing, and interview preparation. Furthermore, we will encourage students to research and educate themselves on the workplace and labour markets within Greece and further afield. The project will work individually with people to enhance existing skills and develop new ones that can improve employment opportunities in any given field. For example, if a person has a high level of spoken English but struggles to find work translating, we will work with them on interpretation skills. Furthermore, we will encourage them to take an advanced English course, a basic computer course (word, cv making, email, PowerPoint etc.) and, to learn more about the labour market in Greece and specific conditions of employment (tax, contracts, minimum wage etc.). By taking the time to educate and prepare oneself, the individual can become more adaptable and autonomous in decision-making and skill application.

Education

While students will be encouraged to develop practical skills, we will also create an environment of critical and analytical thinking. Discussion sessions will focus on subjects that provoke thought and encourage people to exchange ideas and opinions in an open and accepting environment, while also presenting different perspectives that challenge common lines of thinking. Subjects will include education on Greece (history, culture, economic collapse, migration), on Europe, and individual countries within the European Union. Furthermore, we will also address social and cultural issues as well as media representations.

By creating links with universities and organisations that support open access education, we will provide opportunities for students to explore further education, and to learn about the different options that are available to them throughout Europe if they endeavour to re-enter education on a formal level. We will support students with a platform in which to improve their skills for university or other institutional applications. They will do this by improving language, connecting with online platforms, learning more about the culture and society of their host community, and by developing certain skills that will improve individual prospects for an application process.

Links/referral system

Our centre will focus on goals and wants to provide a platform that offers people access to cultural and social resources, and education that can facilitate autonomous re-establishment of stability in an individual's life. However, to have the energy to sustain efforts at attaining goals, a person must feel that they also have a strategy to address their basic needs. By creating strong links and a referrals system supported by good communication with other actors working in Athens, we will show people reliable paths to addressing their basic needs. The ANKAA Project recognizes that specialized rehabilitation (specifically for persons who have experienced high levels of trauma, torture survivors and/or with chronic medical issues) and treatment services, alongside general medical consultation are required within the context to facilitate recovery. Links will also function to provide people with broader access to information, and access to basic necessities such as food, clothes, and other NFIs (non-food items).

Wellness

We recognize the importance of having energy to sustain efforts at attaining goals. Therefore, we will provide three facilities that encourage a more stable lifestyle. The first being a kitchen that will provide one meal per day to everyone in the centre. This will involve an hour where everyone who is signed into the centre for the day taking courses is invited to eat and enjoy a social hour. The second facility will be a quiet room where people are welcome to relax, listen to music, or nap for an hour or two per day between courses. The third facility is engagement with a physical activity (whether it is basketball, dancing, football, yoga etc.). By addressing these needs at a basic level, we aim to encourage people to apply some form of stability and schedule in their private lives outside of the centre.

Media Platforms

We will create and become involved in alternative platforms for the voices and talents of people in the centre via online networks and community involvement. Links with projects throughout the world will allow people to share their stories, opinions, and ideas with different communities. Our film, photography, and media department will be

active in creating material that challenges representations and focuses on social and cultural reflection and self-expression with the aim of conveying dynamic perspectives and stories.

3. Business Model Canvas

<p>Key Partners</p> <ul style="list-style-type: none"> • Funding & Support: D4R, Help Refugees, Catch a Smile, BdL, Flair, Changes Hair Studio... • Referrals: Kitab, Aitima, Steps, Velos Youth Centre, The Makerspace, Forge, LGBTQI Collective, Mazi Housing Project... • Teachers and Courses: Generation 2.0, Social Hackers, Giving for a better Future • Service in the centre: Scrap COOP, Libraries without borders, Permaculture for Refugees, SOFFA, Atelier de l'espoir, We need books, Echo Refugee Library, Free Movement Skateboarding, Musikarama, Solomon Project... 	<p>Key Activities</p> <ul style="list-style-type: none"> • Vocational Training • Education • Employment Opportunities • Referral system • Advocacy 	<p>Value Proposition</p> <ul style="list-style-type: none"> • Personally-tailored programs • Providing sustainable solutions for the project and beneficiaries • Self-led project • Integration through skill-development, education and employment opportunities • A cooperative network with ANKAA as umbrella organisation • Collaborative learning 	<p>Customer Relationships</p> <ul style="list-style-type: none"> • Dedicated personal contact for donors and other organisations • Messaging: WhatsApp, Messenger... • Online schedules 	<p>Customer Segments</p> <p>Direct beneficiaries: Displaced and underprivileged people</p> <ul style="list-style-type: none"> • Refugees and Asylum-seekers • Migrants • Greek people in need <p>Indirect beneficiaries</p> <ul style="list-style-type: none"> • Possible customers acquiring products created in the centre • Greek people visiting the space during restaurant nights • Companies • General Public through advocacy
<p>Key Resources</p> <ul style="list-style-type: none"> • Strong network and referral system • Team with different skills and backgrounds • Teachers • Funding 	<p>Channels</p> <ul style="list-style-type: none"> • Social Media: Facebook, Instagram, Website, Twitter, Honorabl.com • Information sessions • E-mail • Word of Mouth • Online selling Platforms • Events in the space 			
<p>Cost Structure</p> <ul style="list-style-type: none"> • Rent and Utilities • Insurance • Renovation and set-up costs • Registration fees, banking fees, shipping costs • Functioning costs: WIFI, phone, stationary, utilities • Kitchen project costs 		<p>Revenue Streams</p> <ul style="list-style-type: none"> • Private donations • Foundations • Organisations and companies • Revenue generated by sale of products • Revenue generated by events and exhibitions 		

Action Plan and Financial Projections

This part of the business plan will explain the action plan of the ANKAA Project and its financial projections, including its finance policy, the total annual budget, the departmental budgets, as well as the current funding situation and fundraising strategy.

1. Action Plan

Table 8: ANKAA Project’s action plan from April 2017 until today

Action	Person in charge	Timeframe	Comments
Needs Assessment	Committee (Founders of the ANKAA Project: Sara, Line, Billie, Aislinn, Salomé, Niamh)	April 2017 – August 2017	<ul style="list-style-type: none"> - Regular meetings between founders and other organisations to evaluate the needs of beneficiaries - Active research through surveys, interviews, questionnaires and meetings
Concept Development	Committee	June 2017 – August 2017	<ul style="list-style-type: none"> - Evaluation of the research - Working groups to link people’s needs with the Greek context and available resources - Decision on the nature and objectives of the project - Definition of the target group
Registration of the non-profit	Sara and Line	October 2017	<ul style="list-style-type: none"> - Registration of the ANKAA Project Asbl in Luxembourg - Set-up of bank account
Finalization of the concept	Committee	October 2017 – December 2017	<ul style="list-style-type: none"> - First contact with authorities and multiple projects/organizations on the ground in order to develop a project meeting the needs of displaced and underprivileged people in Athens
Search for Financing	Committee	January 2018 – today	<ul style="list-style-type: none"> - Contacts with possible donors - Inquiry letters for foundations
Search for a building		January 2018 – March 2018	<ul style="list-style-type: none"> - Fixation of building criteria - Contact of real estate agencies - Signature of a lease: March 2018

Legal Procedures in Greece	Billie, Sara, Line	January 2018 – today	<ul style="list-style-type: none"> - Registration at the Ministry of Migration in Greece - Registration as AMKE (non-profit) - Hiring of an accountant - Regular meeting with our pro bono Greek lawyer
Partnerships	Committee and Scrap COOP members	February 2018 - today	<ul style="list-style-type: none"> - Active research for possible partners to create a cooperative model in the centre
Renovation of the building	Committee, Scrap COOP, future beneficiaries	April 2018 – June 2018	<ul style="list-style-type: none"> - Electricity - Plumbing - Painting - Set-up of a professional kitchen - Roof repair works
Social Media Strategy	Media Coordinator	April 2018 – today	<ul style="list-style-type: none"> - Set-up of a media strategy - Video editing - Updating the website - Launch of a Crowdfunding campaign
Centre Opening	The whole team	Mid-June 2018	

2. Finance Policy

Set-Up Period

During the set-up and renovation period, the following are the priorities when it comes to money spending decisions, which is due to the financial situation of ANKAA:

- Building rent & utilities
- Renovation material
- General building needs

Everything related to fixed costs (registration fee, banking fees, etc.), do not need to be discussed in a meeting, because these costs are mandatory to be able to move forward with the project. Each purchasing decision above 50€ is taken together as a team. If an individual needs money for a particular purchase, this individual should talk to the Finance Coordinator and specify what item is needed and provide a quote of the item (normal price and a cheaper option). Nobody should make any purchase that they expect to be reimbursed by ANKAA unless this has been agreed in advance in line with the above procedures. At the end of the day, the team sits together and discusses about the different options existing based on the financial situation of ANKAA, security and value for money. When it concerns renovations, the team should directly take a decision

together. If the decision concerns any additional purchase, the committee comes together and will decide on it and inform the individual in the next 48 hours. Any other purchase needed for any department should be written down and discussed about at a later stage. At this stage, ANKAA does not have a budget for any department.

General Running Period

ANKAA must always act in a way that ensures best use of the donated money in terms of impact on displaced people, security and value for money.

General Functioning

All generated money by ANKAA or donated to ANKAA goes through the Finance Coordinator. Every amount that exceeds the established departmental budget, must be agreed on by the coordination team regarding the priority of the expense and the financial situation of the organization. The purchase decision must be voted on and only be made if there is a clear majority in favour. If there is any doubt, or no majority, the decision comes back to the committee, that will then make the final decision.

For every single purchase, independent of the amount, invoices/receipts are required, handed over the Finance Coordinator and then kept centrally. If the seller doesn't provide a receipt, the person in charge of the purchase will have to ask the seller to fill out a prepared receipt of ANKAA; only for bookkeeping purposes.

Donations

Donations are treated as reserved; where a donation has been made for a specific purchase or beneficiary group, and unreserved; where a donation has been made for the general work of the team or at the team's discretion. The wishes of the donor must be considered and respected.

Where a specific donation or funding source has been used, the donor should be informed of the purchase, and where appropriate, photo evidence should also be sent privately.

Where a donation is reserved for a purpose which is no longer required, the donor should be contacted and explained the shifted needs of the project, offered their money back, or the chance to alter the focus of their donation. Reserved and unreserved funds should be recorded in such a way as to offer evidence to the donor that any money has been spent in accordance with their wishes.

Volunteers Private Funds

Volunteers should not make purchases that they expect to be reimbursed by ANKAA unless this has been agreed in advance in line with the above procedures.

Holding of Funds

If a situation arises where an individual holds funds that are the property of ANKAA, then the account holder should ensure that they are able to evidence that all transactions have been carried out in line with this policy. A spreadsheet should be kept up to date by the account holder, or another coordinator showing cash in, cash out and cash balance with the date of any transaction being recorded. The account holder should hold all invoices relating to the transactions undertaken and make these available for inspection at any time.

Departments

The Finance Coordinator establishes, in close collaboration with each department coordinator, a monthly allocated budget for each department. The different department coordinators have the responsibility to manage the budget accordingly in collaboration with the support of the members of the department. Every amount that exceeds the budget must be agreed on by the coordination team regarding the priority of the expense and the financial situation of the organisation.

Every item created in the ANKAA Centre during *teaching hours* (in the morning) belongs to ANKAA and its proceeds will be used to sustain the project long-term. The needed material allocated in the budget used during these hours is provided by ANKAA.

During the *Open Workspace hours*, individuals can use the different workspaces to work on their own projects. Material from the teaching hours might be used during this time. The missing material needs to be sourced by the individuals themselves with the help of ANKAA. Every item created belongs to the individual that created it and any generated profit goes to the individual himself.

The income generating departments are the following:

- Culinary Arts Department
- Barber Shop
- Tailor
- Workshops: Wood and Metal, with additions

Kitchen

Every user of the centre will be provided with a free meal and a free coffee or tea per day.

Restaurant

For the Saturday “Restaurant” evenings, people coming for a meal will donate a certain minimum amount agreed on with the Kitchen Coordinator, taking into account the different costs regarding the preparation of the meal. The generated donations will go

back to the ANKAA project and be used to pay for building rent, utilities and food sourcing, and therefore lead to the long-term sustainability of the project. A partner organisation will donate a dedicated amount to the people that worked during the evening in order to contribute to their transport expenses and cover part of their general living expenses. This mechanism will always go through the Finance Coordinator.

Barber Shop

This department is not an income generator for ANKAA, but for the people working in this department. During the open workspace hours, all income generated goes to the people working in the barber shop. People using the space will need to sign a membership/volunteer agreement to be able to use the space.

Reserves – Exit Policy

ANKAA should always have access to sufficient funds to satisfy any existing creditors, and to fulfil the exit policy requirements. If there are insufficient funds available, no purchases should be made until such time as further donors have been successfully identified. ANKAA needs to ensure that a minimum of 6 months rents with utilities should be available on the bank account, equalling 24.000€. (6 x (2400€ (rent) + 1600€ (utilities))).

ANKAA exists to meet the needs of the people in Athens and the users of the centre. If this need no longer exists, the team may no longer be required, and should be wound up. ANKAA will ensure that if this point is reached, no debts should be left that leave other individuals or organisations financially damaged. The committee and the team of coordinators should decide on a majority, at a recorded meeting that this point has been reached. At all times, ANKAA should have a record of outstanding debts, as well as a note of costs which will be incurred during the winding up period. These costs will include, but may not be limited to:

Rent for notice period (3 months at €2400, equalling a total of €7200)

Outstanding bills to suppliers (to be calculated at point of winding up)

Any financial assets remaining after ANKAA is wound up should be offered back to donors or distributed for the good of beneficiaries of the centre, with the agreement of donors. Any reserved donations, not yet spent, should be offered back to the original donor, and not considered as available to fund exit costs.

Coordinators

Ten key positions need to be filled to ensure the centre is sustained in an organised and efficient manner. These roles will be taken by persons best qualified and will not discriminate towards welcoming refugees, Greek persons or other nationalities to fill the role. All roles are designed to be flexible and will for certain entail overlap with others to provide assistance when necessary. Furthermore, the individuals who have

this responsibility will ensure they have a clear understanding that should they leave, their position must be filled with an appropriate replacement. The new coordinator/facilitator designated will be inducted through a handover process that will ensure the next person receives equal training and understanding of the project.

Coordinator Roles

- Communication and Marketing (1)
- Personally-Tailored Programme Assessment and Case Management (1)
- Finance coordinator (1)
- Language and Education coordinator (1)
- Culinary Arts coordinator (1)
- Centre coordinator (1)
- Tailor Department Coordinator (1)
- Barber Department Coordinator (1)
- IT and Media coordinator (1)
- Workshop coordinator (1)

Table 9: Estimated Coordinator Living Expenses

Items	€/month
Housing (including utilities)	200€
Basic living costs	150€
Communications	10€
Transport (monthly pass)	40€
Total	400€

Partnerships

Projects, individuals, external actors using our premises and wanting to establish a partnership, need to contribute by paying a monthly membership in order to keep the centre running and therefore contributing to building rent and utilities. Donations organised by partners, transferred to the ANKAA Project bank account will be used in accordance of the needs of the project and not solely for the department itself.

The amount will be set according to the size of area used by the partner and the number of days it will be used. For the calculation, the rent, utilities, WIFI, cleaning costs, general functioning costs will be taken into account. A Full-time membership is for partners who want to use their space during the whole week, while the centre is open. A Part-Time membership is for partners using the space a maximum of three days/week.

Table 10: Amounts for different monthly memberships

	Full-Time Membership	Part-Time Membership
General Fee	20€	10€
Contribution to Rent and Utilities ² (per sqm)	4€	2€
Contribution to general functioning Costs (per sqm)	2€	1€

Example:

Basic Monthly Fee for 1 Sqm	26€	13€
Basic Monthly Fee for 5 Sqm	50€	25€
Basic Monthly Fee for 10 Sqm	80€	40€

A project using a space of 5sqm full-time will need to pay 50€ per month. monthly estimate for costs of electricity and water will be added to this fee. A library project will not be charged with extra utilities cost. A tailor project that uses 5 sewing machines 8 hours per day will be charged extra for electricity. This amount will be calculated/estimated with the electricity company based on the usage of the space.

² This is the general contribution to rent and utilities. For every partnership, a fixed estimate for electricity and/or water will be evaluated regarding the usage of the space.

3. Current Budget

ANKAA Project - Budget				
PROJECT EXPENSES			PROJECT INCOME	
General Running/Start-up Costs	Price/month €	Price/year €	General Running/Start-up Costs	€
General Building Costs	5,140.00	61,680.00	Private Donations	28,281.16
Rent	2,400.00	28,800.00	Foundations	0.00
Agency Fee	206.67	2,480.00	Organisations	8,664.45
Utilities (Electricity, Water, Gas)	1,600.00	19,200.00	Companies	7,500.00
Insurance for building	100.00	1,200.00	Crowdfunding	2,124.26
Renovation & Decoration	833.33	10,000.00		
General Functional Costs	340.00	4,080.00		
Website, E-mail, Social Media	10.00	120.00		
Wifi, Project phone	30.00	360.00		
Printing & Stationary	200.00	2,400.00		
Utilities (Toilet paper, cleaning products...)	100.00	1,200.00		
Other Set-up Costs	169.50	2,034.00		
Shipping	125.00	1,500.00		
Banking Fees	4.50	54.00		
Car Expenses	20.00	240.00		
Medical Emergency Kit	20.00	240.00		
Unexpected Costs	564.95	6,779.40		
TOTAL GENERAL RUNNING COSTS	6,214.45	74,573.40	Total Income by donations	46,569.87
DEPARTMENT COSTS				
Culinary Arts	Price/month €	Price/year €		
Kitchen Project	2,273.25	27,279.00		
Kitchen Equipment	612.50	7,350.00		
Café Project	670.00	8,040.00		
TOTAL	3,555.75	42,669.00		
IT Lab & Media Department	Price/month €	Price/year €		
IT Lab	240.83	2,890.00		
Media Department	218.75	2,625.00		
TOTAL	459.58	5,515.00		
Trade & Design	Price/month €	Price/year €		
Wood Workshop	351.29	4,215.50		
Tailor & Design	170.83	2,050.00		
Barber Shop	83.33	1,000.00		
TOTAL	605.46	7,265.50		
Education & Employment	Price/month €	Price/year €		
Material	100.00	1,200.00		
TOTAL	100.00	1,200.00		
Creative Space	Price/month €	Price/year €		
Music Instruments and related Material	20.00	240.00		
Reading Material	0.00	0.00		
Arts & Crafts Material	20.00	240.00		
TOTAL	20.00	240.00		
TOTAL DEPARTMENT EXPENSES	4,740.79	56,889.50		
ADMINISTRATIVE EXPENSES				
	Price/month €	Price/year €		
Registration Fees	80.00	960.00		
Lawyer Fees	41.67	500.00		
Accountant Fees	50.00	600.00		
Translation Fees	50.00	600.00		
Financial contributions for coordinators (10 positions)	4,000.00	48,000.00		
Financial contributions for teachers	300.00	3,600.00		
Unexpected Costs	452.17	5,426.00		
TOTAL	4,973.83	59,686.00		
TOTAL PROJECT COSTS	15,929.08	191,148.90		
REMAINING COSTS		144,579.03		

4. Detailed Departmental budgets

CULINARY ARTS - Budget					
EXPENSES			INCOME		
KITCHEN PROJECT	Price/month €	Price/year €	KITCHEN PROJECT	Price/month €	Price/year €
Furniture of the Kitchen (Quote by a second-hand kitchen retailer)	612.50	7,350.00	Donation for Kitchen furniture by Luxembourgish Bank	612.5	7,350.00
Equipment of the Kitchen (plates, cuttlery, pots, pans...)	500.00	6,000.00	Donation from Catch a Smile for Kitchen Equipment	450.00	5,400.00
Food Supplies	1,920.00	23,040.00	Food Supplies	0.00	0
Food Supplies (Dry Food)	720.00	8,640.00	Donations of Dry Food	0.00	0
Food Supplies (Fresh Food)	1,200.00	14,400.00	Money Donations for Fresh Food	0.00	0
Unexpected Costs	303.25	3,639.00	Donations for Restaurant Evenings	0.00	0
TOTAL COSTS	3,335.75	40,029.00	TOTAL INCOME	1,062.50	12,750.00
Remaining Costs		27,279.00			
CAFE PROJECT	Price/month €	Price/year €	CAFE PROJECT	Price/month €	Price/year €
Furniture of the Coffee Corner	66.67	800.00	Donation ?	0	0.00
Equipment of the Coffee Corner	33.33	400.00	Donation from Catch a Smile for Café Equipment	100.00	1,200.00
Food Supplies	600.00	7,200.00	Food Supplies	0.00	0
Food Supplies (Coffee, Tea, Sugar)	400.00	4,800.00	Donations of Coffee, Sugar	0.00	0
Food Supplies (Milk)	200.00	2,400.00	Money Donations for Milk etc.	0.00	0
Unexpected Costs	70.00	840.00	Donations for Coffee Corner	0.00	0
TOTAL COSTS	770.00	9,240.00	TOTAL INCOME	100.00	1,200.00
Remaining Costs		8,040.00			

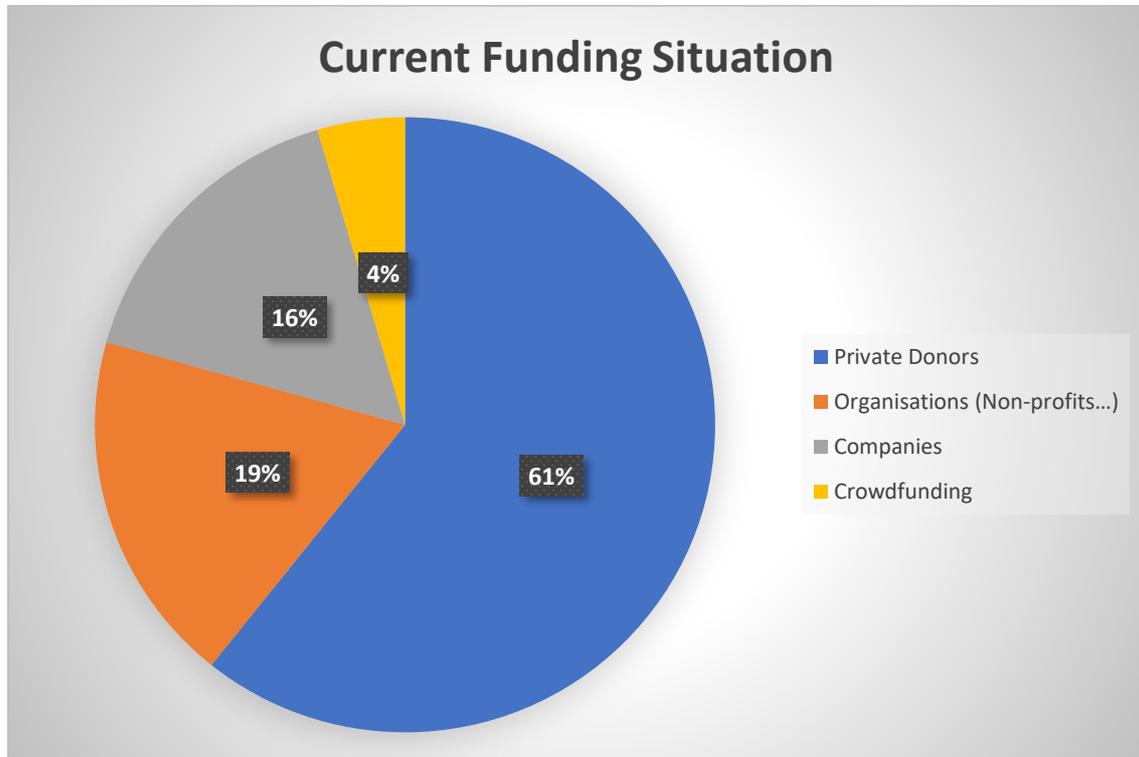
IT Lab & Media Department - Budget					
EXPENSES			INCOME		
IT LAB	Price/month €	Price/year €	IT LAB	Price/month €	Price/year €
20 Computers (basic PC or laptops)	666.67	8,000.00	20 Computers donated from Slovenia	666.67	8,000.00
2 iMac Computers (at a discounted rate)	150.00	1,800.00			
Basic Office Software	8.33	100.00			
Udemy/Lynda Subscription	32.67	392.00			
Hard Drives (4)	25.00	300.00			
Unexpected Costs	82.50	990.00	Donations for Restaurant Evenings	0.00	0
TOTAL COSTS	907.50	10,890.00	TOTAL INCOME	666.67	8,000.00
Remaining Costs		2,890.00			
MEDIA DEPARTMENT	Price/month €	Price/year €	MEDIA DEPARTMENT	Price/month €	Price/year €
2 Nikon DSLRs	108.33	1,300.00			
Lens Kit	29.17	350.00			
Adobe Suite Subscription	50.00	600.00			
Equipment (tripods, recorders, mics...)	500.00	1,500.00			
Unexpected Costs	31.25	375.00			
TOTAL COSTS	218.75	2,625.00	TOTAL INCOME	0.00	0.00
Remaining Costs		2,625.00			

Tailor Department					
EXPENSES			INCOME		
Tools & Utilities	Price/month €	Price/year €	Tools & Utilities	Price/month €	Price/year €
Sewing Machines (5x)	125.00	1,500.00	Sewing Machines donated by Catch a Smile	125.00	1,500.00
Equipment (needles, scissors, threads...)	50.00	600.00	Equipment donated by Catch a Smile	33.33	400.00
Fabrics	200.00	2,400.00	Fabrics donated by Catch a Smile	125.00	1500
Spare parts for maintenance	41.67	500.00			
Unexpected Costs	37.50	450.00			
TOTAL COSTS	412.50	5,450.00	TOTAL INCOME	283.33	3,400.00
Remaining Costs		2,050.00			

Wood Workshop					
EXPENSES			INCOME		
Tools & Utilities	Price/month €	Price/year €	Tools & Utilities	Price/month €	Price/year €
Tape Measure	20.83	250.00	Tools & Utilities donated from the Landlord	250.00	3,000.00
Pencil	4.17	50.00	Tools & Utilities donated from Luxembourg		1,200.00
Right angle/Square	3.33	40.00	Financial donation confirmed for Miter Saw		500
Hand Saw	4.17	50.00			
Set of Wood chisels	8.33	100.00			
Hand plane	5.00	60.00			
Knife	2.08	25.00			
Basic cordless screwdriver	4.17	50.00			
Electric Drills (5)	83.33	1,000.00			
Jigsaw	4.17	50.00			
Circular saw	8.33	100.00			
Electric planer	8.33	100.00			
Machine shop tools	41.67	500.00			
Drill Bits (25x)	8.33	100.00			
Ear Portection (15)	6.25	75.00			
Hammers (10)	4.17	50.00			
Masks (15)	6.25	75.00			
Googles (15)	6.25	75.00			
Gloves (15)	6.25	75.00			
Electric Saw (2)	33.33	400.00			
Welder (2)	25.00	300.00			
Miter Saw	41.67	500.00			
Other (screws, drills...)	40.00	480.00			
Material	Price/month €	Price/year €	Material	Price/month €	Price/year €
Wood	200.00	2,400.00			
Timber	100.00	1,200.00			
UNEXPECTED COSTS	67.54	810.50			
TOTAL COSTS	742.96	8,915.50	TOTAL INCOME	250.00	4,700.00
Remaining Costs		4,215.50			

5. Current and Future Funding Situation

Figure 12: Current funding Situation (15th of May 2018)



The ANKAA Project does not receive any official money or direction from the government or through ECHO (European Civil Protection and Humanitarian Aid Operations). This kind of centre is only possible when we get many actors together to form a network. We rely fully on private donations and subsidies, along with the support of other teams and organisations.

At this moment, 24.36% of the project is funded, mainly through private donors from all around the world. As ANKAA aims to be self-sustainable, the figure on the following page will show how the funding situation is expected to look in six months' time.

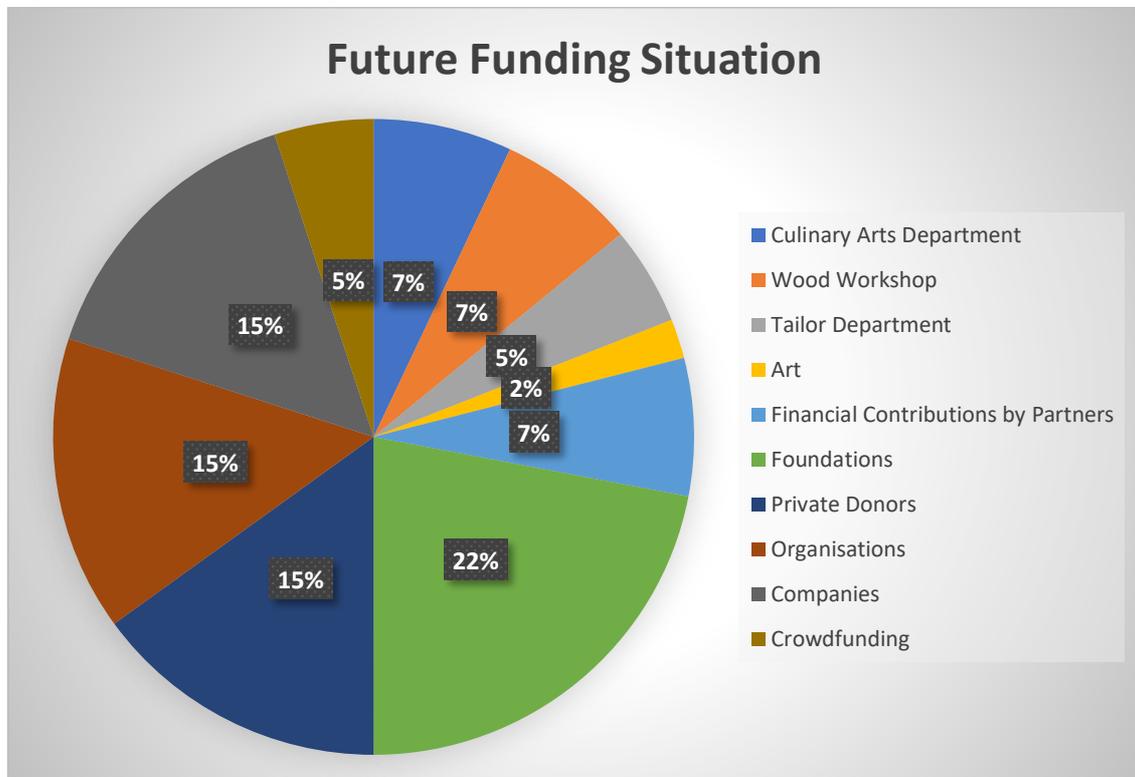
There are three different elements that are required and are of utmost importance to reach the target. First, every department needs to generate income for the project. During teaching hours, items created in the centre belong to the project. They will be sold and the proceeds will be used to sustain the project long-term. For instance, the kitchen department will function on Saturday nights as a restaurant, open to the public in order to sustain the kitchen and its expenses long term. Every department will work out a strategy on how to make itself as self-sustainable as possible. Second, ANKAA is creating strong links and partnerships, not only for classes, but also for financial contributors. For example, the Luxembourgish organisation, Catch a Smile, is a long-

term partner of ANKAA regarding financial donations and volunteers. Besides, ANKAA is creating a strong network in order to find regular, monthly donors. One action put in place is offering people to donate 100€ per month in order to finance the meals for all centre users for one day a month. A lunch meal costs 40 cents, so in order to feed 250 people, 100€ per day is needed.

Third, in order to reach a sustainable financial situation, foundations and organisations have been contacted. The team has established a list of foundations all around the world, that were contacted since the beginning of the concept planning until today. Getting grant approvals from foundations takes time, but we are hopeful that in the next month, we will have some feedback from the approximately 35 foundations and organisations contacted.

Besides, we must mention that ANKAA was able to get funding for 24.36% without the centre being open. Solely selling an idea and a concept made it possible to reach the current amount. However, often donors want to see how a project runs and its impact before deciding to donate. Opening the centre would therefore put ANKAA in a position where it could reach out to a bigger potential donor list of organisations, foundations, and entities.

Figure 13: Future funding Situation based on a self-sustainable model



Social and environmental impacts

ANKAA Project is active in different areas working to impact the lives of centre users, society and the environment.

1. Sustainability

ANKAA proposes to implement a yearlong strategy that works on extensive programmes with people to challenge the outcomes of ‘temporary solution’ aid dependency. The project aims to create outcomes that empower people and allow them to access the necessary tools to build self-sustainable futures for themselves. Sustainable livelihoods will be encouraged by providing language and skill development, access to clear and reliable information, and by fostering an environment of self-reliance and independence in each program.

Furthermore, ANKAA Project tries to implement the basic principles of the circular economy while developing a sustainable model. We aim at building long-term resilience, generating business and economic opportunities and therefore generating environmental and societal benefits. In every department and workspace, strategies like reuse, repair, upcycling, and recycling are put in place. For example, the wood used in the wood workshop comes from material found in the city of Athens, sourced by the members and users of ANKAA. Bakeries and restaurants are contacted to source their leftover food in the evening for the people in the centre for the following day.

2. Entrepreneurship

By structuring the project’s network based on a cooperative model, people are given the chance to learn, teach, create, and produce. Through links with actors, the formation of networks, and vocational training, the individual can find opportunities for economic sustainability. ANKAA proposes to pair the necessary resources for skill development with personally tailored programmes to not only improve skill knowledge, but to create opportunities for the individual to turn their skills into effective strategies that result in entrepreneurship.

3. Community Participation

The ANKAA Project fosters active involvement in the local community of Athens. Links to local businesses will allow people to train or get work experience, while links to markets will present opportunities where products may be sold. Intensive Greek language courses taught by local community members will encourage participation in the local community. English language courses and links with online networks will encourage participation in the international community as well. The culinary department will run the kitchen as a restaurant once a week, inviting members of the

local community to come and eat. The centre will also engage in a food run for the homeless in the surrounding area of the centre once a week. Our space will be open to any member of the local community who wishes to be involved and all users of the centre will be encouraged to get involved and participate with platforms that access both the local and international communities.

4. Wellbeing

By providing links and access to reliable information that helps people to address their needs (food, NFI, psychological, legal, medical), ANKAA will support good wellbeing and encourage people to sustain their needs autonomously so that interactions do not rely solely on cultural mediation. Resources that facilitate one substantial meal a day, physical exercise, education, repose, and a productive outlet for skill development will also facilitate a focus on rehabilitation and recovery.

5. Advocacy

Today, we can see how the narrow stereotypes of refugees as victims serve to encourage humanitarian practices that reduce refugees to voiceless victims, enabling policies and regulations that dehumanise refugees. The ANKAA Project believes that humanising representations of refugees are the most powerful tool against xenophobia and the political agreements that criminalise asylum seeking. The centre, as a space that does not condemn refugees to voiceless victims, is the ideal platform from which to create advocacy campaigns and representations that challenge perceptions of refugees as victims or threatening outsiders and work towards breaking the cycle of disempowerment.

6. Environment

Environmental awareness will be consistent in the centre's activities as well as within external projects generated outside of the centre. We recognise that in a situation such as this, when basic survival needs are a priority, it is easy to disregard and/or forget the need for ongoing environmental awareness. A reminder of the importance to not overlook the impacts of climate change and environmental degradation will be instilled in the centre users by staff and encouraged by other users. This will be done through using recycled materials, correctly sorting waste management, limiting electricity and water impact, active signage, creation of a green space, and many other mechanisms.

4. Key Performance Indicators

There are many ways to measure the success of a non-profit, but most of the time it is all about impact. Most of non-profits base their KPI's solely on fundraising metrics

(Brownlee, 2018). However, as a non-profit, with a specific mission and vision, you want to reach a specific target and need to measure the impact you have on your beneficiaries and/or the public. Yes, fundraising and donors have certainly an important position in the influence and impact of a non-profit, but you can lose your ultimate goal when focusing solely on fundraising (Brownlee, 2018). As the ANKAA Project is not up and running yet, this part of the thesis will just present the different KPI's used for measuring the impact of the project but will not go into detail on what impact the project already have.

The ANKAA Project has established a list of KPI's that will be used for measuring the impact in different areas, that will be presented in the following table.

Table 11: Key Performance Indicators of the ANKAA Project

Area of measurement	Key Performance Indicators	Possible means of measurement
Financial Health	<ul style="list-style-type: none"> • Liquid Unrestricted Net Assets (LUNA) • Months of rent on hand • Income generated by the department as the % of budget needed for that department 	<ul style="list-style-type: none"> • Accounting Sheets (Cash balance, bank account...)
Fundraising & Development	<ul style="list-style-type: none"> • Average contribution per donor • Average contribution size growth (long-term indicator) • Number of funders/donors by type (corporate, foundation, individual, crowdfunding campaign...) • Donor retention rate (i.e. repeat donors from year to year) • Diversity of funding sources (% of total for each type or certain types) • Material donations secured 	<ul style="list-style-type: none"> • Excel sheets tracking financial contributions, material donations and the type of donor
Programs & Service Delivery	<ul style="list-style-type: none"> • Number of users served • Program attendance, enrolment and completion • Number of people finding employment (internships, job interviews...) • User satisfaction rate • Changes in knowledge, skills, abilities and/or behaviours (e.g. pre- and post-scores) • Number of users involved in leadership positions 	<ul style="list-style-type: none"> • Statistics of the registration software • Attendance sheet • KAP survey • Number of work contracts • Activities sheets • FGDs with beneficiaries and facilitators • Questionnaires on specific activities

		<ul style="list-style-type: none"> • Feedback sessions (individually and/or group sessions) • Observation: Attitudes, wellbeing, behaviour
Human Capital	<ul style="list-style-type: none"> • Coordinator turnover/retention rate • Coordinator/Teacher/Volunteer satisfaction • Hours of staff training 	<ul style="list-style-type: none"> • Statistics of the Centre Coordinator • Satisfaction surveys
Marketing & Communication	<ul style="list-style-type: none"> • Website page view and bounce rates • Social Media Activity • Media placements and press coverage • Average response time to requests and messages • Number of media updates per week • Amplification rate (Number of social media posts shared by a third party) 	<ul style="list-style-type: none"> • Statistics of the website (Google Analytics) • Counting the number of retweets, shares, repins, reblogs...
Outreach & Advocacy	<ul style="list-style-type: none"> • Number of events held • Percentage of activities where community feedback is requested • Number of people reached through events and social media 	<ul style="list-style-type: none"> • Attendance sheets of the different events
Risk Management & Governance	<ul style="list-style-type: none"> • Registration in Greece completed • Necessary permits acquired • Committee composition (e.g. skill sets and represented groups) • Coordinator composition (e.g. skill sets and represented groups) 	<ul style="list-style-type: none"> • Interviews for the different coordinator positions based on skills and experience

5. Logical Framework Analysis

The logical framework is a tool that provides a clear overview of the different objectives of the project, as well as the activities put in place to reach these goals (Practical Concepts Incorporated, 1979). Besides, the following framework will give an overview on how the different impacts of activities can be verified and therefore measured.

Global Objective: Foster integration and access to education, vocational training and employment for vulnerable adults

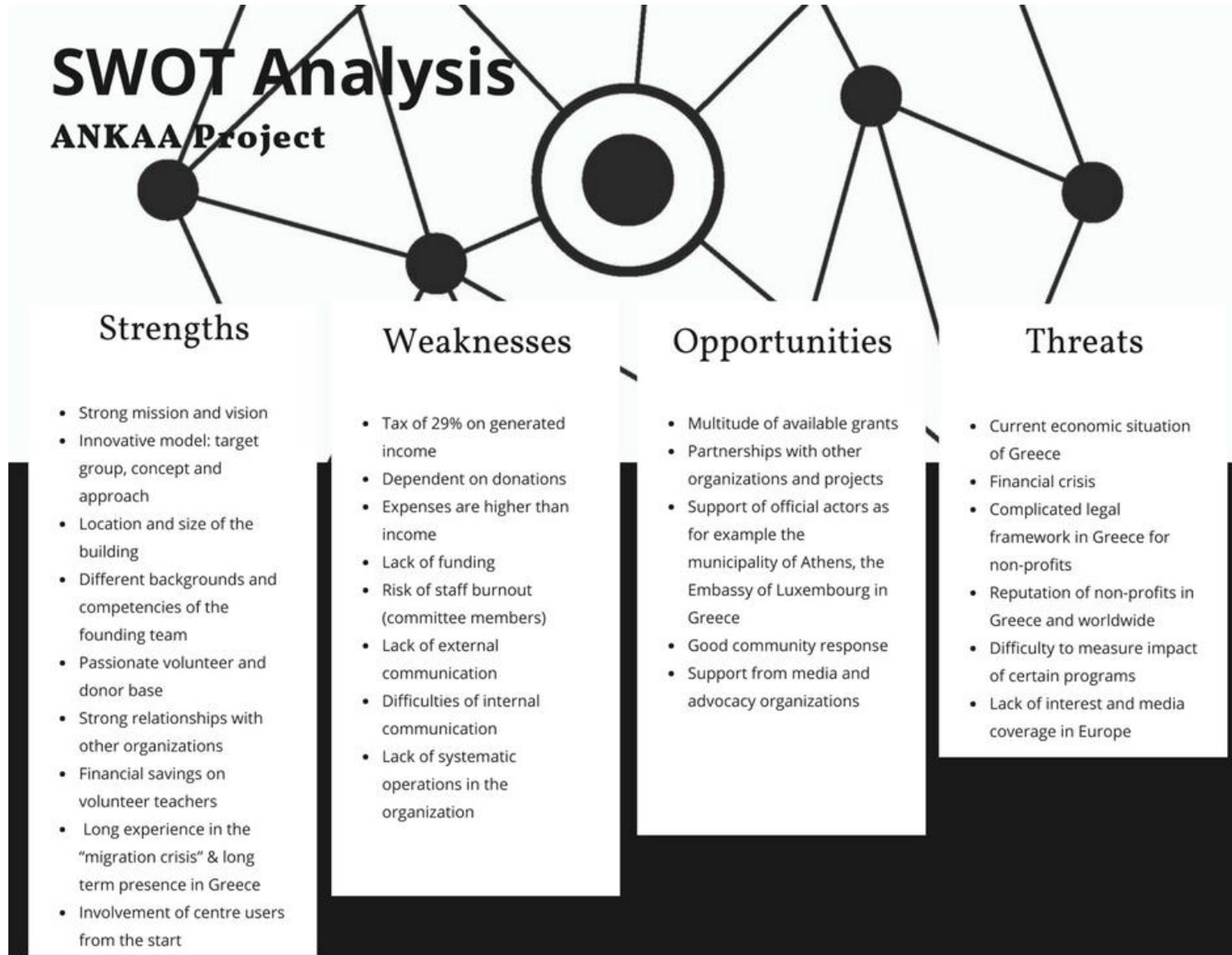
Target Group: Displaced and underprivileged adults (refugees, asylum-seekers, migrants, Greek people in need) living in the surroundings of Athens

Specific Objective	Outputs	Main Activities	Measurable Indicators	Means of verification
Enable and provide opportunities for education and pathways to employment	<p><u>Enhancement of education opportunities</u></p> <ul style="list-style-type: none"> - Improvement of NFE - Active teaching and learning is facilitated; users are allowed to be both students and teachers - Vocational training offer is enhanced and complement the ongoing vocational training - Access to innovative formal and non-formal teaching and learning materials customized to theirs needs (languages, topics, level of expertise etc.) - Empowerment with the resources accessible to them and feel free to use it on their own for self-learning/training - Users are enabled to set up their own structure in the learning process (method, rhythm, resources) - Users have access to a space offering different ways, approaches, methods, tools, resources for teaching and learning - Teachers have access to resources enabling personally tailored programs and differentiation in accordance with the user's needs, capacities and limits 	<ul style="list-style-type: none"> • Use of online platforms • Online education and training: Coursera • Language classes (Greek, English and mother tongue) • Interpreter training • Basic IT skills training: Word, Excel, PowerPoint, CV writing, etc. • Further IT skills (software training, coding, etc.) • Science classes (history, geography, biology, environment, health & nutrition, etc.) • First aid classes • Art and culture workshops (producing music, videos and art, presentation about different cultures, etc.) 	<ul style="list-style-type: none"> • Number of people using the workspaces in the centre • Number of people obtaining employment • Number of people getting certification for language • Number of people getting a job interview • Number of people getting an internship • Number of people starting their own business • Number of people continuing further education in a university or high-school • Number of products designed and created 	<ul style="list-style-type: none"> • KAP survey • Attendance sheets • Number of work contracts • Activities sheets • Monitoring visits • FGDs with beneficiaries and facilitators • Questionnaires on specific activities • Feedback sessions (individually and/or group sessions) • Observation: Attitudes, wellbeing, behaviour • Interviews with companies employing centre users • Interviews with universities accepting centre users

	<p><u>Increase opportunities to enter the job market</u></p> <ul style="list-style-type: none"> • Access to information on job research and professional training in Greece • Access to information on career choices • Access to technological devices allowing the improvement of basic IT skills and creating support for employability • Access to online platforms • Information on job research and professional training in Greece • Access to information on career choices • Development of life skills useful for creativity, professional orientation and/or daily life • Improvement of the command of Greek and English (as well as other languages if relevant) • Empowered through accessible resources • Self-learning and IT editing 	<ul style="list-style-type: none"> • Vocational training workshops: wood workshop, kitchen, tailor, barber... • Media education (social medias, journalism, advocacy, blogging, etc.) • Free use session enabling self-guided and independent learning 	<ul style="list-style-type: none"> • Number of people developing a new skill • Number of people attending a workshop/course 	
<p>Enhance integration opportunities through networking and leisure activities</p>	<p><u>Resilience improvement</u></p> <ul style="list-style-type: none"> - Enable self-empowerment, autonomy, responsibility, self-management - Facilitator for giving and raising the voices of the users - Increase of self-esteem and dignity - Capacity of visioning a future - Promoting a structured environment - Support for psychosocial development - Enabling problem-solving strategies 	<ul style="list-style-type: none"> - Activities that provide exchange and collaboration (Teamwork) - Reading out loud - Cultural debates - Discussion sessions - Theatre - Poetry - Karaoke - Movie projection - Board games (chess, etc.) 	<ul style="list-style-type: none"> - Number of people using the workspaces in the centre - Number of art productions (paintings, poems, debates, theatre pieces...) - Number of exhibitions and events 	<ul style="list-style-type: none"> - KAP survey - Attendance sheets - Activities sheets - Monitoring visits - FGDs with beneficiaries and facilitators - Questionnaires on specific activities

	<ul style="list-style-type: none"> - Reduction of self-harm and substance misuse through leisure and educational services - Entertainment, distraction, leisure, sense of normalcy <p><u>Fostering protection and personal development</u></p> <ul style="list-style-type: none"> - Development of creativity and self-expression - Feeling of freedom, safety and respect - Adapted resources for learning in accordance with the users' needs, capacities and limits - Access to information concerning rights, asylum procedures, etc. <p><u>Reinforce and enhance social cohesion and integration</u></p> <ul style="list-style-type: none"> - Improve communication and dialogue skills - Facilitate communication through a common language - Develop community spirit - Develop further social skills - Enable interaction through a resourced space - Cultural exchange and mediation - Foster cooperation and collaboration - Improve an understanding of other communities (different ideas, values, etc) 	<ul style="list-style-type: none"> - Access to library (books in various languages) - Arts and craft - Human rights information sessions, awareness campaigns etc. - Free use moments of the space 	<ul style="list-style-type: none"> - Number of people taking initiatives and leadership roles - Number of people involved in the planning and development of activities (discussion groups, debates...) 	<ul style="list-style-type: none"> - Feedback sessions (individually and/or group sessions) - Observation: Attitudes, wellbeing, behaviour
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SWOT Analysis



Conclusion

Throughout my experiences as a volunteer, working in refugee camps, setting up a kitchen to feed homeless people in Thessaloniki and a creative centre providing refugees opportunities to express themselves through art and music, as well as emergency response for new arrivals on the European shores, the detrimental effect the current asylum system and structure of humanitarian aid on people fleeing war and persecution was evident.

The refugees and asylum seekers I have encountered in Greece constantly describe the conditions that they are forced to live in as 'inhumane' or 'dehumanising'. Paradoxically, however, the feelings of humiliation and degradation expressed by refugees living in camps are consistently attributed to the dynamic of inequality that is so deeply ingrained in structures of humanitarian aid. The longing "to be treated with dignity as a normal human being" (Interview with J., 2018) was emphasized repeatedly. The need to create an alternative system of support for displaced and underprivileged individuals that empowers individuals was the motivation behind the ANKAA project; its practical implementation was the starting point of this thesis.

The founding members of the ANKAA Project recognised the need for an initiative that harnesses the potential of displaced individuals in Greece in order for them to create economic opportunities for themselves. The project's overarching aim is to ensure that individuals become independent from the structures that, as demonstrated throughout this thesis research, dehumanise, and disempower the people that they are designed to protect. Adhering to a strict self-led, structure as opposed to a traditional top-down approach, led exclusively by international volunteers, was therefore integral to the project.

Throughout the research and development phase of the ANKAA project, the need for both structured and accessible opportunities for integration were repeatedly affirmed. The findings of this research and the conclusion reached is that displaced and marginalised communities require sustainable routes into employment, such as education and vocational training; evidence suggests this will help them to regain their independence.

The first chapter, 'Context', described the circumstances of asylum seekers who have arrived to Greece since March 2016. As well as examining the factors necessary for successful integration, the research focused on the difficulties the centre's target community have faced throughout their journeys, as well as the complex, continually evolving European legal asylum frameworks. Furthermore, the social, political, and

economic issues Greece has been experiencing since the 2009 financial crisis are explored. Some argue this has been exacerbated by the ongoing refugee crisis.

Analysis of the European Union's current policy instruments- interventions made by governments and authorities -overwhelmingly exposed a system based on emergency response and an absence of sustainable solution-based frameworks. Priorities are the protection of European borders, rather than how to successfully integrate people arriving in European countries. The analysis also highlights what appears to be a number of significant failures in the European system and the policy instruments it has employed, particularly the EU-Turkey statement. The agreement aimed to provide refugees with legal and safe ways to reach Europe, but many have died making the sea crossing from Turkey to Europe since the statement was implemented in March 2016. The European legal framework essentially reduced people to numbers and cases that need to be processed; their humanity is lost in this system.

The methodological approach of this research was abductive, meaning to constantly move between theory and practice. The research and construction of this thesis took place alongside the theoretical and physical development of the ANKAA Project itself. Every aspect of the development of the project was constantly informed and challenged by academic theory, the current socio-political and economic situation in Greece, and the insight of the centre's target communities.

In order to be able to implement a concept that considers displaced people's needs as well as that of the host society, interviews were conducted with a number of individuals from both refugee and Greek communities. These semi-structured interviews supported the overall research by providing insight into the issues that Greek's themselves face in accessing the labour market, particularly amidst a climate of economic insecurity.

Refugees and asylum-seekers often didn't acknowledge the necessity to pursue sustainable solutions regarding employment, many consider Greece as a transit country on their way to another European country. However, some interviewees recognised the need for employment. This was seen to be especially important for people who have already spent a long period of time in Greece and have received international protection. Therefore, these interviews further emphasised the need for a project focusing on the provision of vocational training and employment and education opportunities that provide displaced people with sustainable solutions for their future.

The practical section of this thesis outlines the social business plan of the ANKAA Project: its mission and vision statement, the variety of services provided, its financial projections and the means of measuring its impact.

The ANKAA Project, based on a cooperative model, brings together a variety of actors operating in Greece and combines their specific skills to create sustainable solutions for the displaced population. For example, a Greek social enterprise (KINSEP) a tailoring business, will shift their workplace to the ANKAA centre, offer training and provide declared jobs for skilled people. A defining approach of ANKAA is that of offering centre users personally tailored programs, designed according to each individual's skills, needs and aspirations.

The development of the ANKAA project was time-consuming and labour-intensive. Acquiring the necessary information on how to set-up a non-profit in Greece, accounting principles, and the legal permits was a difficult task. After realising that without an accountant and lawyer it would be impossible to setup a successful project, the necessary steps were taken to develop a strong and sustainable working model. A prevalent issue was that a number of projects in Greece opened their services in response to an emergency situation and had not always considered the legalities. The ANKAA Project is committed to complying with the Greek legal system, a long-term aim is for the project to be led by the community itself, therefore ensuring adequate legal assessment is crucial.

Today, the project prepares to open its doors and prove if it can reach its targets and positively impact the community as it intends. The project itself aims to be sustainable without external support, meanwhile providing opportunities for those involved to sustain themselves. Impact measurement needs to be implemented in the project from the start, to be able to move forward, have a certain degree of flexibility and evaluate and adapt to the changing needs of centre user's and Greek society.

In the words of O*, a Syrian refugee, during an interview for a Luxembourgish radio station: "What we are doing is different. We do not want to make refugees dependant on us, but we want them to provide for themselves. That is our concept and that's also what refugees need today". (Interview with the radio 100.7, 2018)

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APPENDICES

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Survey with volunteers

Questionnaire for volunteers

Have you already volunteered with refugees, migrants or asylum-seekers in Greece?	
Yes	
No	

Have you already volunteered with refugees, migrants or asylum-seekers in Athens?	
Yes	
No	

What do you think, according to your experience, are the biggest needs for refugees, migrants or asylum-seekers in Athens? Please evaluate the following by their degree of importance (on a scale from 1 to 5) for refugees, asylum-seekers and migrants (according to you).

	1	2	3	4	5	No
Legal support						
Psychological support						
Different/better Housing						
Food						
Clothes						
Money						
Work experience						
Skill development						
New friends						
Learning and/or improving a language						
Possibility to express themselves						

through art, music...						
Other:						

What are the changes you noticed from the first time you volunteered in Greece to now? (regarding the needs of migrants, refugees or asylum-seekers, their mentality, the situation itself in Greece and Europe...)

General information

Gender?	
Man	
Woman	

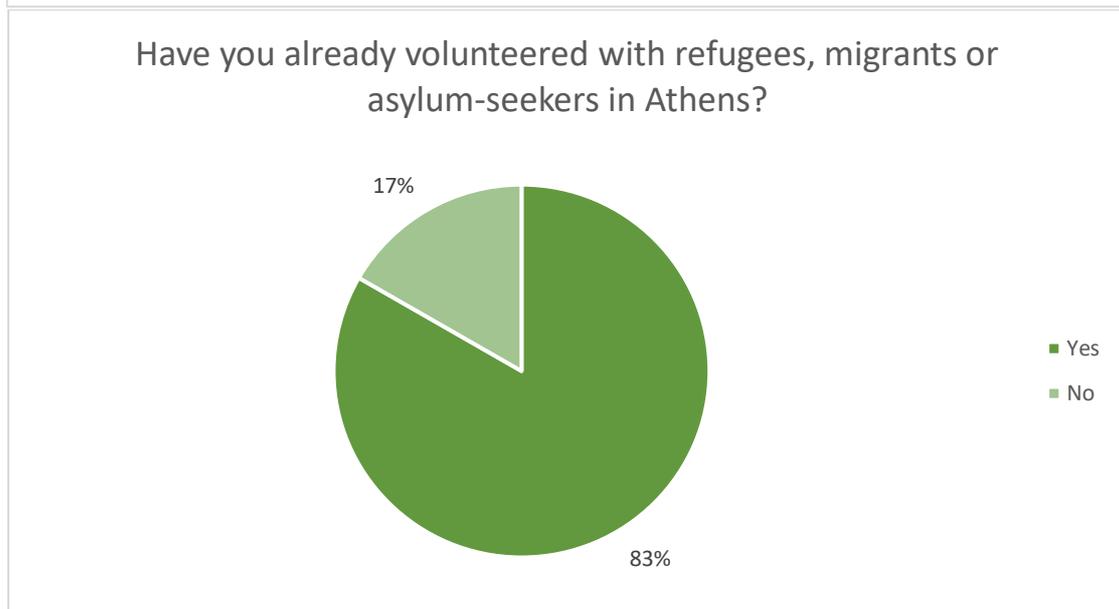
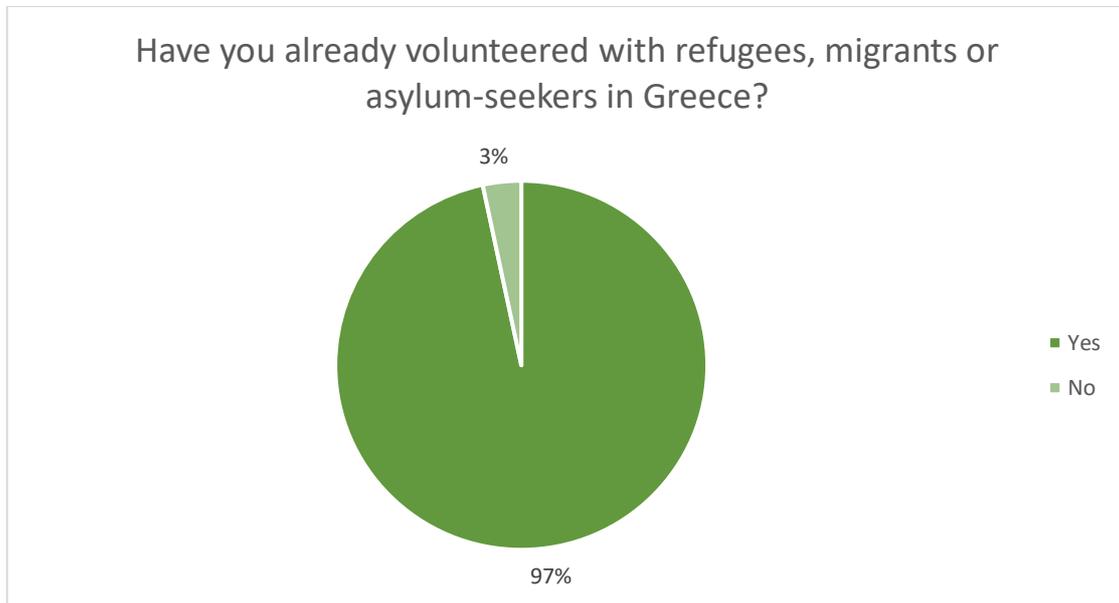
How old are you?	
Under 18	
19 – 24	
25 – 30	
31 – 40	
41 – 50	
51 – 60	
60 or more	

Where are you from?

What is your professional situation?	
Private sector	
Public sector	
Self-employed	
Non-profit	
NGO	
Student (University)	
Student (Secondary school)	
Looking for a job	
Other:	

Results of the survey with volunteers

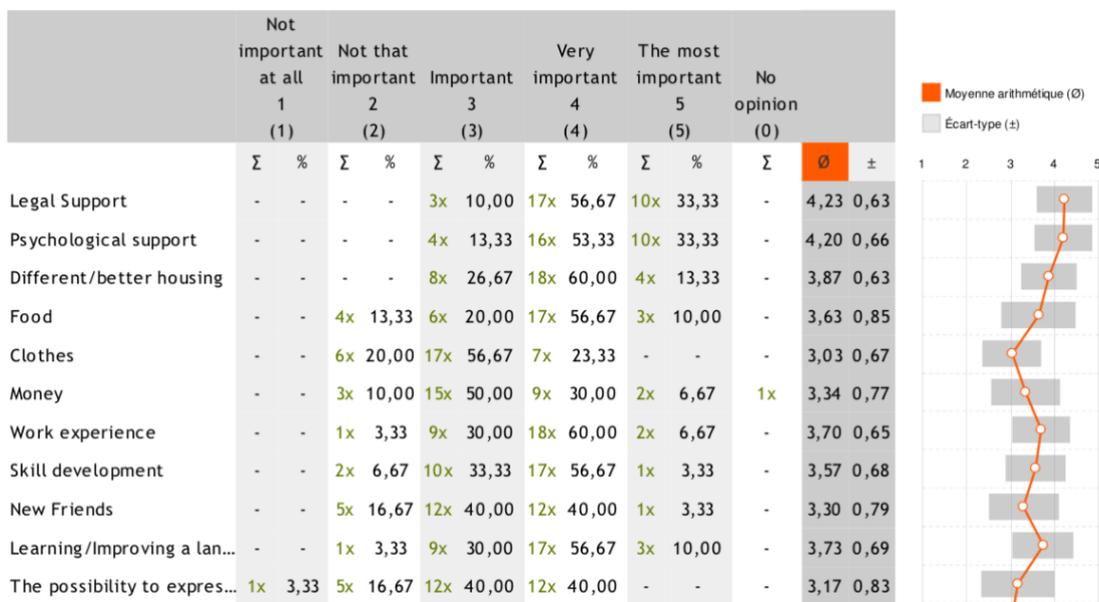
Number of Respondents: 30



What do you think, according to your experience, are the biggest needs for refugees, migrants or asylum-seekers in Athens?

	1	2	3	4	5	No answer
Legal support			3	17	10	
Psychological support			4	16	10	
Different/better Housing			8	18	4	
Food		4	6	17	3	
Clothes		6	17	7		
Money		3	15	9	2	1
Work experience		1	9	18	2	

Skill development		2	10	17	1	
New friends		5	12	12	1	
Learning and/or improving a language		1	9	17	3	
Possibility to express themselves through art, music...	1	5	12	12		
Other:						
<i>Education</i>			1			
<i>Employment</i>					1	
<i>Maintaining positive self-esteem</i>					1	
<i>To have a routine to follow</i>				1		
<i>Women's empowerment</i>				2		



What are the changes you noticed from the first time you volunteered in Greece to now? (regarding the needs of migrants, refugees or asylum-seekers, their mentality, the situation itself in Greece and Europe...) (This question is for long-term or regular volunteers.)

From emergency situation to a stagnant situation. The needs for the people that are changed...people need work, money, a life, a future, etc.

One year ago, the situation was still addressed more as an emergency situation. The way in which refugees were received and arriving off each boat was still with the thought that people would move through. So overall the mindset of people was still different. Still hopeful.

The difference to now is that there is a much greater level of desperation in relation to the stagnancy of the situation when we are talking about mental health. The "Athens dream" has cracked and broken as people realised actually often it is worse than the island (Chios for example). I have watched people really decline as they realise that unless they achieve what for many is the impossible and make it out illegally, then this place will be what they must make of as "home".

This thought for many looms like a black cloud, because when there is lack of any long term plan from authorities, and many still live within the camp structure where they are given

barely enough money to provide for themselves (the ultimate social welfare) , how one asks can they change their situation?

For the islands, for example Lesbos, the hell continues to worsen. What lies within the camps is dehumanising and inhumane. But the main situation is that this situation has become “normalised”.

Moving from a emergency crisis to a stagnant situation. Needs moved from physiological needs to the need to express themselves, to do something, to learn something...

I've worked in Athens at the City Plaza, Khora Community and Faros. The people I've met here had a roof to sleep, could afford food and were involved in social spaces. But a lot of them were bored about their days here, this was even more felt when they couldn't speak English. They wanted to have a job and feel useful but it's difficult to find a work in Greece even with papers. They are waiting for a long and undetermined time and that is the more difficult to handle: find new objectives when your situation is not regular.

Young, single men are very vulnerable as they are last on the housing lists. Homelessness, sleeping rough is a reality for many single men. There are many who need psychological support.

There is little visibility of LGBTQ support and sexual health support.

The desperation and frustration they suffer because an unfair and ridiculous asylum system. When I first volunteer in Greece it was March 2016 and the last time was, for now, October 2017 and you can see how their hopes are getting smaller and smaller. Things just seem to be getting worse...

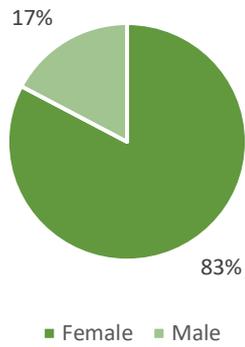
Refugees have gotten lost in the shuffle and the complicated process. Difficult to understand, what applies to them and what they are entitled to. There is a lack of consistent, well designed support that would provide vehicle to obtain advice, work experience, language and cultural training. The difficulty (basically impossibility) to become at least partially self-sufficient leads to depression and in many cases for them to look to illegal ways of continuing in their route. Children to a great percent are losing the chance for a good education and for a well-balanced environment for them to develop in.

I feel the need for employment is vital. My friends who are stuck in Athens often message me on how there is nothing to do there. Currently I am working on a project to open a studio in Athens to provide jobs to refugees.

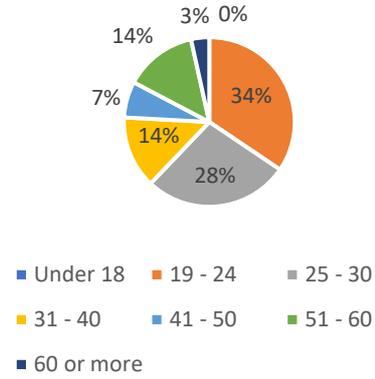
Mentality and mindset are at a lower ebb for many individuals. People are lacking hope to a degree that they were not in the past. There is a bitterness and anger amongst many which is infectious. Natural law abiders seeing the law as an impediment to their personal progress.

I see people becoming more distressed and seriously depressed, many people that I first met 20 months ago were optimistic and resilient despite their traumatic experiences. However, it is increasingly difficult for people to feel any hope for a positive future with a safe home and the opportunity of education or employment. People feel abandoned and as the months and years go by I see their self-esteem diminished by living in terrible conditions and feeling unwanted. Those facing a first or second winter in Greece are traumatised by the suffering of their peers and many I speak to are shocked that in Europe people fleeing violence and terror can be abandoned with little political will to help them.

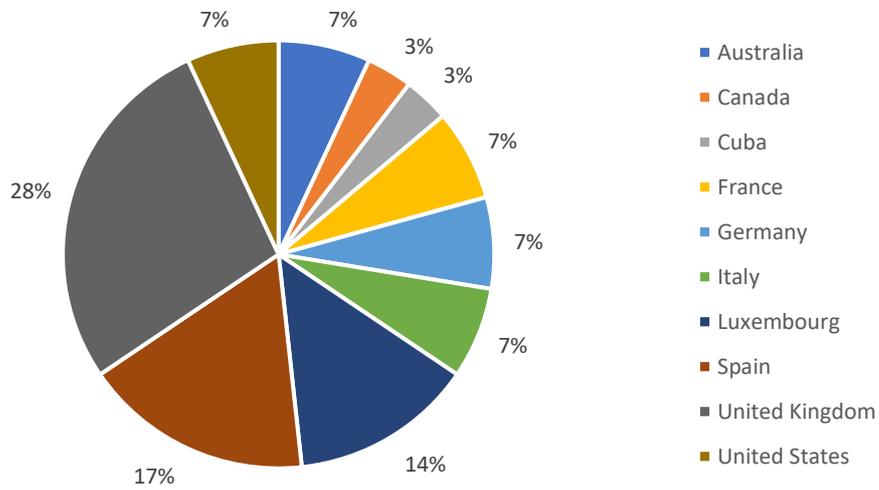
What is your gender?



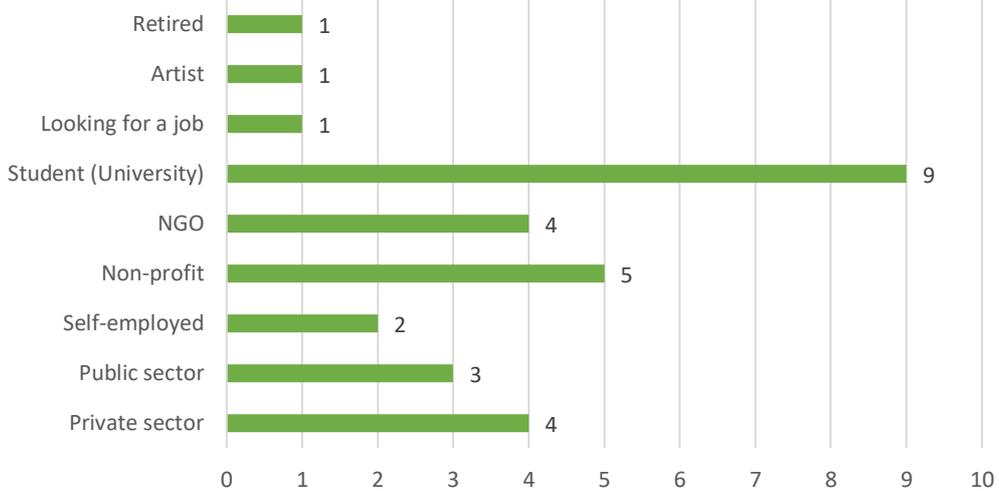
How old are you?



Where are you from?



What is your professional situation?



Survey and interviews with future centre users

Questionnaire for beneficiaries

A: Additional Question for Interview

General Information

Date of the Interview	
# of the Interview	

Gender?	
Man	
Woman	

Age?	
-------------	--

Where do you come from?

How long have you been in Greece? When did you arrive in Greece?

Where do you live?	
Camp	
Squat	
Apartment from an organization	
Apartment on my own	
On the street	

Do you consider staying/living in Greece?	
Yes	
No	

If no, would you like to find a temporary job while you are waiting in Greece?	
Yes	
No	

Employment

Do you have a job in Athens?	
Yes	
No	

A: If yes, is it declared or not?	
Yes	
No	

A: If yes, how much do you earn?	

Are you looking for a job?	
Yes	
No	

A: If yes, what do you do to find a job?	

A: What job would you like to find?	

Do you speak English?	
Yes	
No	

Do you speak Greek?	
Yes	
No	

A: How important is learning a language for you when trying to find a job?	
Very Important	
Important	
Not important	
No answer	

Did you work in your home country?	
Yes	
No	

If yes, what was your job?

Did you study in your home country?	
Yes	
No	

If yes, what did you study?

What skills/ talents do you have, and which skills/talents would you like to improve?	
Art	
Car Maintenance	
Cooking	
Electricity	
Foreign languages	
Gardening	
Metalworking	
Music	
Painting	
Photography, Videos	
Plumbing	
Software & Programmes	
Sports	
Tailoring	
Teaching	
Website: Design & Development	
Woodworking	
Writing	

How important are the following to you right now? (Please rank them 1 (not important) to 5 (the most important)).

	1	2	3	4	5	No
Legal support						
Psychological support						
Different/better Housing						
Food						
Clothes						
Money						
Work experience						
Skill development						
New friends						
Learning and/or improving a language						
Possibility to express yourself						

Integration

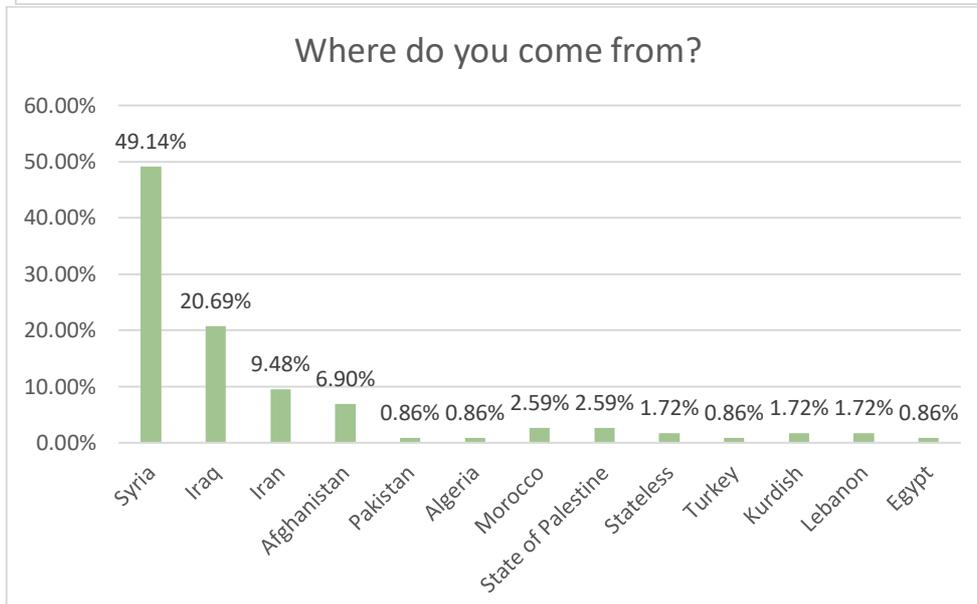
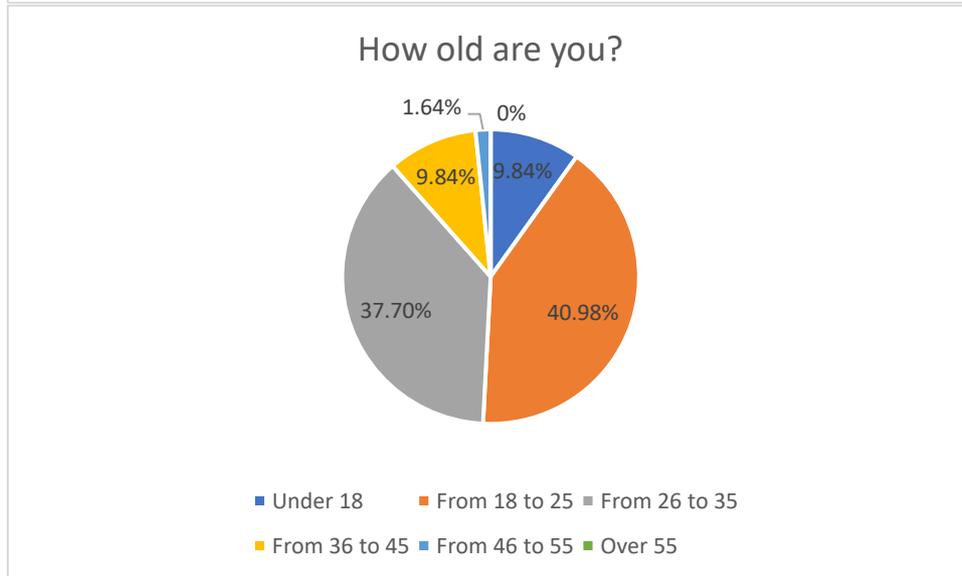
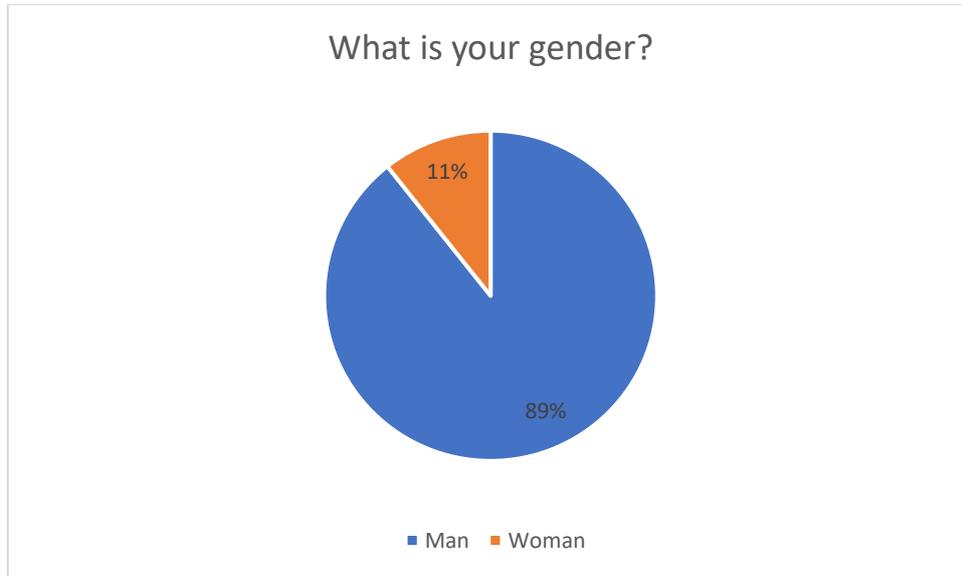
A: What is integration for you? How would you define integration?

A: Which conditions will be important for you in order to ensure your integration in Athens?	
Employment/adequate job	
Adequate income	
Security	
Housing	
Education	
Medical Services	
To have friends in Athens	
If people do not see me as a "foreigner"	
Access to documentation (birth, marriage, certificates, passport, ID's)	
Access to justice	

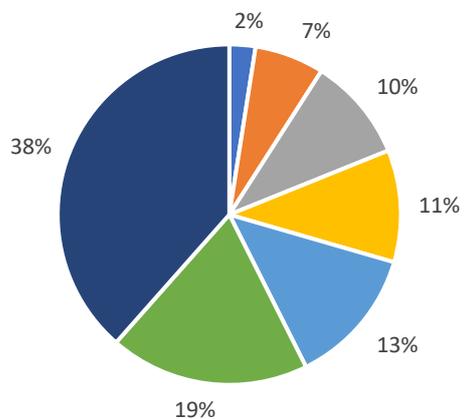
A: Do you have the following?	Yes	Partially	No	Do not know
Adequate living conditions				
Housing Security				
Adequate income				
Adequate job				
Possibility to visit my friends and family				
Access to education				
Access to medical services				
Access to legal services				
Access to documentation				
Friends in the same town				
People do not see me as a "foreigner"				

A: Do you consider yourself integrated in Athens'	
Yes	
Partially	
No	
I don't know	

Results of the survey with beneficiaries

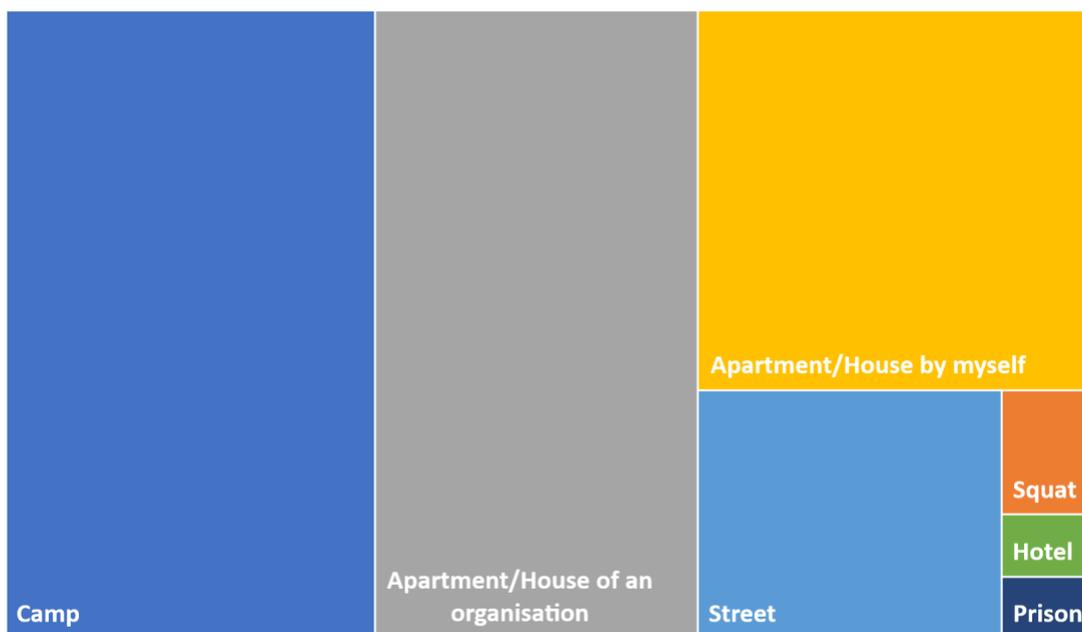


How long have you been in Greece?

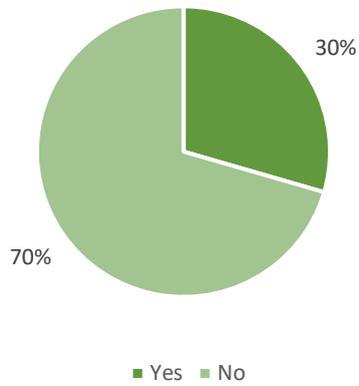


- Less than 1 month
- Between 1 and 4 months
- Between 4 and 7 months
- Between 7 and 10 months
- Between 10 months and 1 year
- Between 1 and 1 and a half year
- More than 1 and a half year

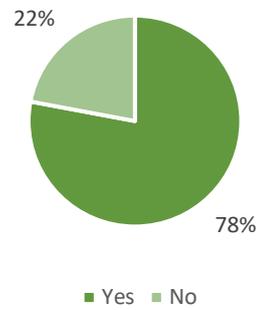
Where do you live?



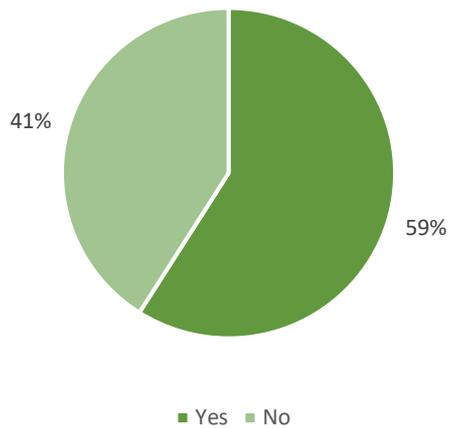
Do you consider staying and living in Greece?



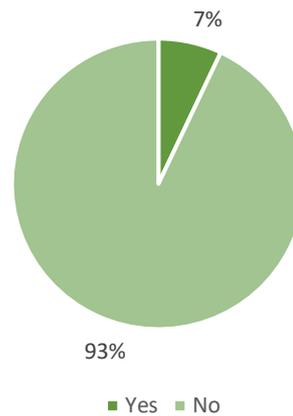
If no, would you like to find a temporary job while you are waiting in Greece?



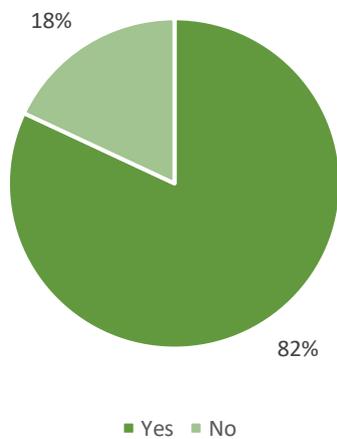
Do you live in Athens?



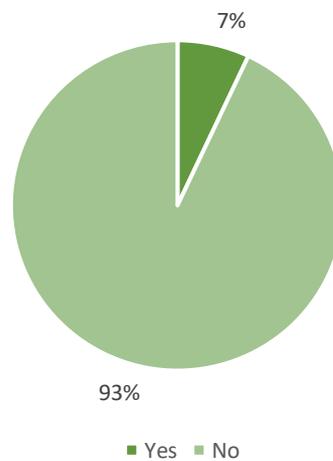
Do you have a job in Greece?

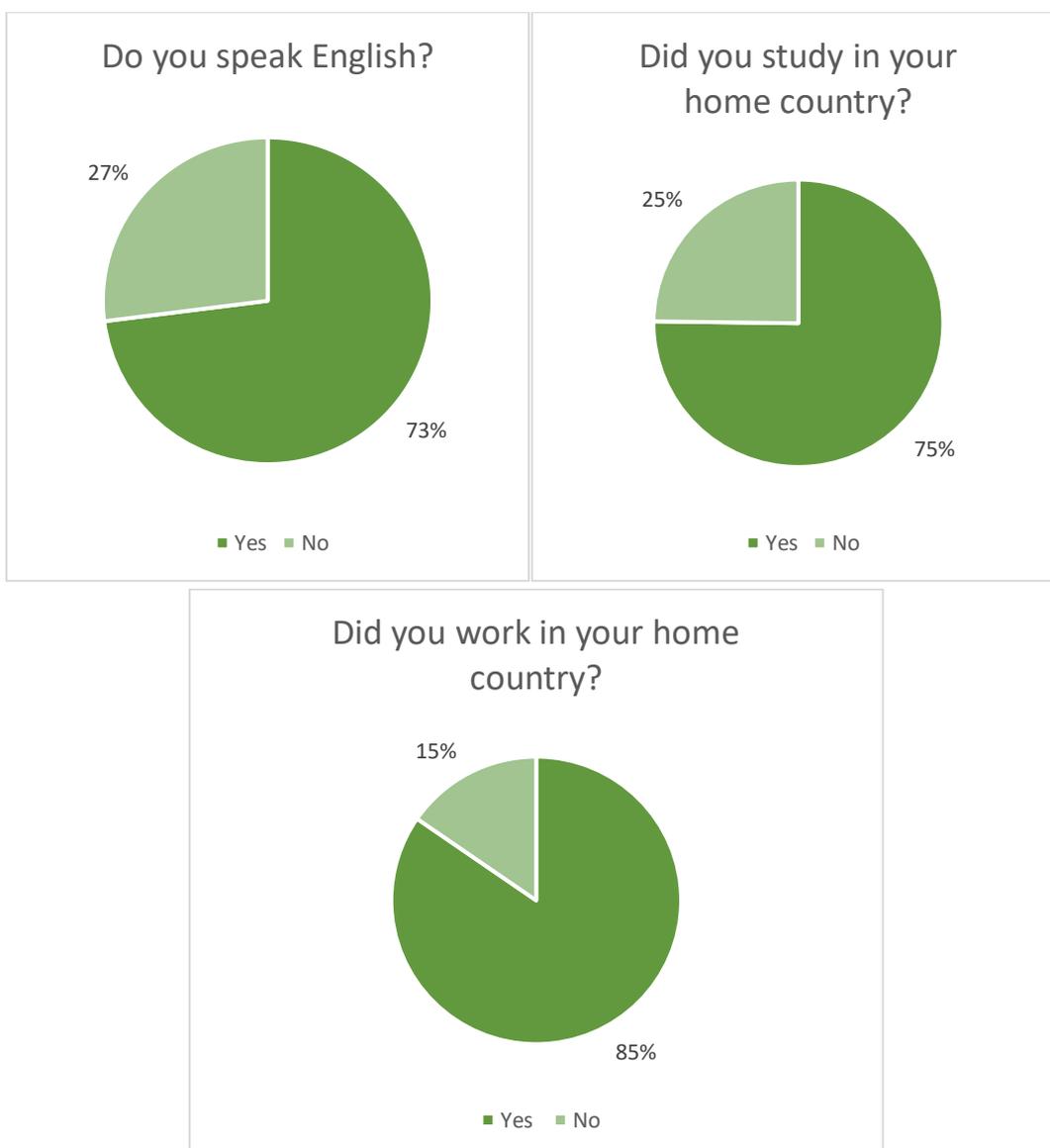


Are you looking for a job?



Do you speak Greek?





If yes, what did you study or what was your job?	
Answers	Translation
في معهد العلوم المالية المصرفية	Institute for Banking Finance
Manage gold shop and pepper	
I study nursing, and I worked as a nurse. I used to teach the students the practice in the hospital	
درسة للمرحلة الثانوية كانت اعمل في شركة مكيفات تابعة لي بيع وشراء المكيفات الجديده مع صيانة عامة	Secondary school I was working in an air-conditioning company. Sale and purchase of new air conditioners with general maintenance
خريج الصف التاسع / عملي رجل شرطة	Graduated ninth grade / Police officer
Science Économie et Gestion administrative des entreprises	Economics and Business Administration

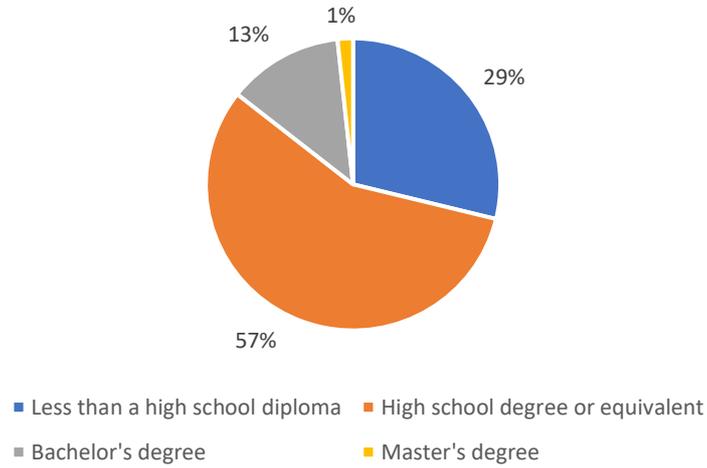
الثانوية درست تركيا وفي بلدي في الاعداديه درست والدي لدى والاعراس الحفلات اقامة في عملت	I studied in preparatory school in Turkey and studied in high school. I worked in concerts and weddings with my parents
رستوران و موسيقي-ساختمان كار	Construction work, music and restaurant
I was a teacher	
درسة ثماني سنوات اعمال حرة متنوعة	Eight years of study, various works
I studied science, mathematics, geography, history and English	
درست قسم الجغرافية اعمل في النسيج والزراعة والبناء	I studied geography I worked in textile, agriculture and construction.
Job animator and professional dancer	
Waitress	
Pédagogue	Teacher
English translator	
درست كليه تجاره واقتصاد وعملت في مختلف مجالات منها شيف و صاحب مطعم	I studied trade and economics. I have worked in various fields including chef and restaurant owner.
حلاق	Barber
ارايشگر	Hair stylist
الدراسه الى المرحله الاعدادية	I went to school until middle school.
العمل شيف جميع المأكولات العربيه ولمشويات بجميع انواعها بلاظافه الى ذلك لدي مهنة الجزار	I worked as Chef in all the Arabic cuisines and I have the profession of butcher.
فروشنده گي	Seller
Carpentry	
كنت ادرس الطب في سوريا ولكنني لم انتهي من الدراسة بسبب الوضع السيء هناك ..وسبب اخر انني كنت في السجن . .وبالنسبة للعمل .كنت اعمل في عدة مجالات (مطاعم محلات ملابس .صيانة التلفاز والموبايل والدارات .الالكترونية .بيع وتسويق مباشر .سوبر ماركت .جريدة . والعديد من الاعمال)	I was studying medicine in Syria, but I did not finish my studies because of the bad situation there. Another reason: I was in prison. I worked in several fields (restaurants, clothing shops, TV and mobile maintenance, electronic circuits, direct selling and marketing, supermarkets, newspapers, and many more)
I finished school, also I were working in a bakery	
درست حتى مرحلة البكلورية وكان عملي هوة النجارة	I studied until the stage of the Baccalaureate and was a carpenter.
الى الصف التاسع	I studied until ninth grade
سكرتير إدارة أعمال (سكرتار	Business Administration (Secretary)
I worked as a graphic designer for short term of one year back in Kabul on 2013. I worked as a tour guide in Dubai for 3 years since 2014.	

Football	
سائق شاحنة	Truck driver
I almost finished high school.	
I completed university	
ثانويه عامه	High school
The best university of the world: street university	
I did complete my first year at University for electronic engineering. I stopped given the situation of the war in Syria, then I worked for 1 year as a pharmacist assistant for SAMS (Syrian American Medical Society).	
درست الثانويه وعملت في محل	I studied high school, and worked in a shop
معهد كهرباء وعملت في الكهرباء المنزلية وفي مجال التسويق	Institute of Electricity I worked in household electricity and in marketing
Quality monitoring	
University of education, and I worked as a teacher	
لقد درست الديكور واعمل في هذا المجال	I have studied decor and work in this field
النجارة	Carpentry
حاصل على دبلوم متوسط وكنت اعلم المعمار	I have a general diploma and I worked as an architect.
تخرجت من البكلوريا ، عملي سائق سياره اجرة	I graduated from the Bacculaureate, and worked as a taxi driver
شغل من خياطي است و هفس سال درس خاندنم	I worked as a tailor
انا درسة من أول الابتدائية الي ثالثا متوسطة	I was studying from primary to intermediate III.
I studied in High school in Afghanistan and also got a Diploma in English Language. I worked with the British Army as a shop assistant in Afghanistan and also, I worked as warehouse operative in Supreme Food Service company in Kabul, Afghanistan.	
حاصل على شهادة السنة أولى من التعليم الثانوي حاصل على دبلوم تأهيل عامل زراعي (الزرعات المتعددة و تربية المواشي (دراسة ٢ سنتين حاصل على دبلوم تقني زراعي من معهد الزرعات دراسة ٢ سنتين خبرة عمل ٧ سنوات في الميدان الزراعي	I hold a certificate of first year of secondary education. I hold a diploma in agricultural work for 2 years (multi-implantation and mariculture). I hold a Diploma in Agricultural Technology from the Institute of Plantations for 2 years. I worked for 7 years in the agricultural field.
Law	
ليسانس زمين شناسي كار هم توليد قطعات بتوني هشت سال كارگاه داشتم باغباني فست فود	Bachelor of Geology

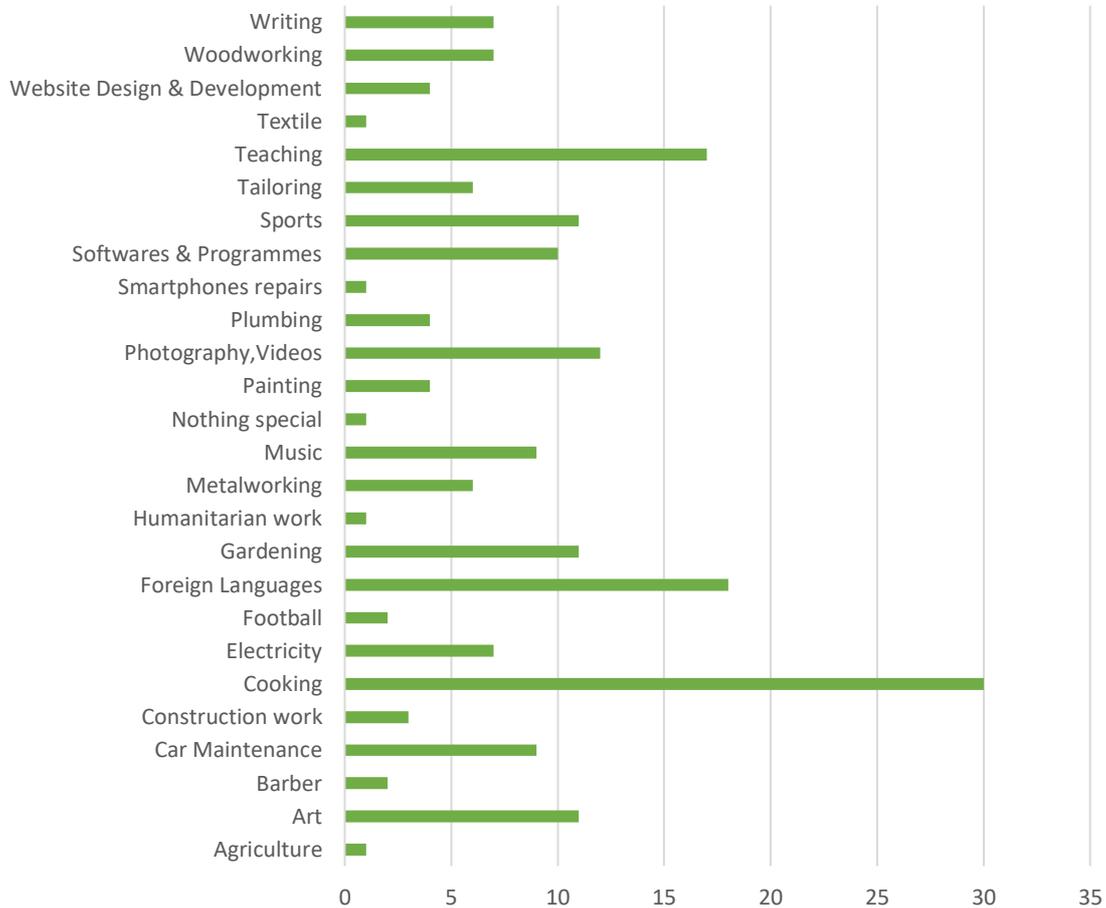
تعمیرات موبایل و ساختمان سازی و راننده حرفه ای

Worked in producing concrete components for eight years. Mobile repair and construction and professional driver.

What is the highest degree or level of school you have completed?



What skills or talents do you have?





What do you think, according to your experience, are the biggest needs for refugees, migrants or asylum-seekers in Athens?

	1	2	3	4	5	No answer
Legal support	3		13	45	48	8
Psychological support	3	12	18	43	36	6
Different/better Housing	3	14	32	35	24	9
Food	5	26	52	15	15	4
Clothes	6	30	48	19	14	1
Money	2	17	46	31	19	3
Work experience		4	23	25	68	1
Skill development	1	2	9	27	76	2
New friends	5	48	23	24	14	4
Learning and/or improving a language		2	14	40	60	1
Possibility to express themselves through art, music...	6	16	49	27	12	7
Other:						
<i>Dancing, Teaching Dance & DJ</i>				1		
<i>Health and Safety</i>				1		
<i>Love the people without racism</i>					1	
<i>Play football</i>					1	
<i>Sex</i>					1	
<i>The way to communicate with the people</i>				1		
<i>Volunteering for an organisation</i>			1			

<i>Being treated with dignity</i>					1	
<i>Help</i>					2	
<i>Life</i>					1	
<i>Love and empathy</i>					1	
<i>Moral support</i>					1	
<i>To be treated as a human</i>					1	
<i>Awareness</i>					1	

Interviews with local business owners

Questionnaire for local business owners

Basic questions

- What is your cultural background? (*Where are you from?*)
- *What is your gender?*
- How old are you?
- *In which area/sector is your business active?*
- How many people are employed in your company?
- Is your business a family business? (*Did you inherit it from your family? Will your children inherit the business? Would you be happy to hand your business over to an external person?*)

Financial crisis

- What are the main impacts of the financial crisis on your business?
- What are the main impacts of the financial crisis on your private life?
- How has your business activity changed since the financial crisis?
- Do you feel that the role of the EU and the application of the law within Greece have had an impact upon your business? (*or lack of laws/support*)

Migration “crisis”

- What aspects of your life did the migration crisis in Greece impact positively?
- What aspects of your life did the migration crisis in Greece impact negatively?
- What aspects of your business did the migration crisis in Greece impact positively?
- What aspects of your business did the migration crisis in Greece impact negatively?
- What has been the impact of international organizations arriving in Greece upon your business?

The company

- Are you planning to hire within the next 12 months?
- If you have sought employees in the last 12 months, what have been the challenges?
- How important would you consider language skills, minimum qualifications, work experience (+ proof with documentation) for a future employee or a partnering business?

- As an employer, if a very competent displaced person (refugee, migrant, asylum-seeker, Greek person in need) applies for a job within your business, would you hire him?
- If no, what would be the main reasons?
- What would your expectations be regarding hiring a displaced person? (*status, language skills, experience, qualifications, housing, age...*)