»INTEGRATION-HUB«

-MANUAL-

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Instructions for setting up an institution that promotes and accelerates integration in neighborhoods, municipalities and rural areas.

Robert Bosch Stiftung

CONTENT

MORE THAN SHELTERS .

INTRODUCTION

The integration of new immigrants - especially refugees - has been a key challenge for many cities and municipalities since 2015 due to the increased immigration to Germany. The aim of integration - as the Federal Office for Migration and Refugees defines it - „is to involve and incorporate all people who live permanently and legally in Germany into society."

This objective has been, and is being, tackled as a task for society as a whole by many institutions, associations, sponsors and individuals. The various parties involved in the „integration path" - administrations, social agencies, initiatives, committed neighbours, and, of course, refugees themselves - try to promote integration in different ways. Depending on the municipality, complex systemic interrelationships are emerging to varying degrees. The following diagram represents a schematic and thus exemplary illustration of the „integration path".
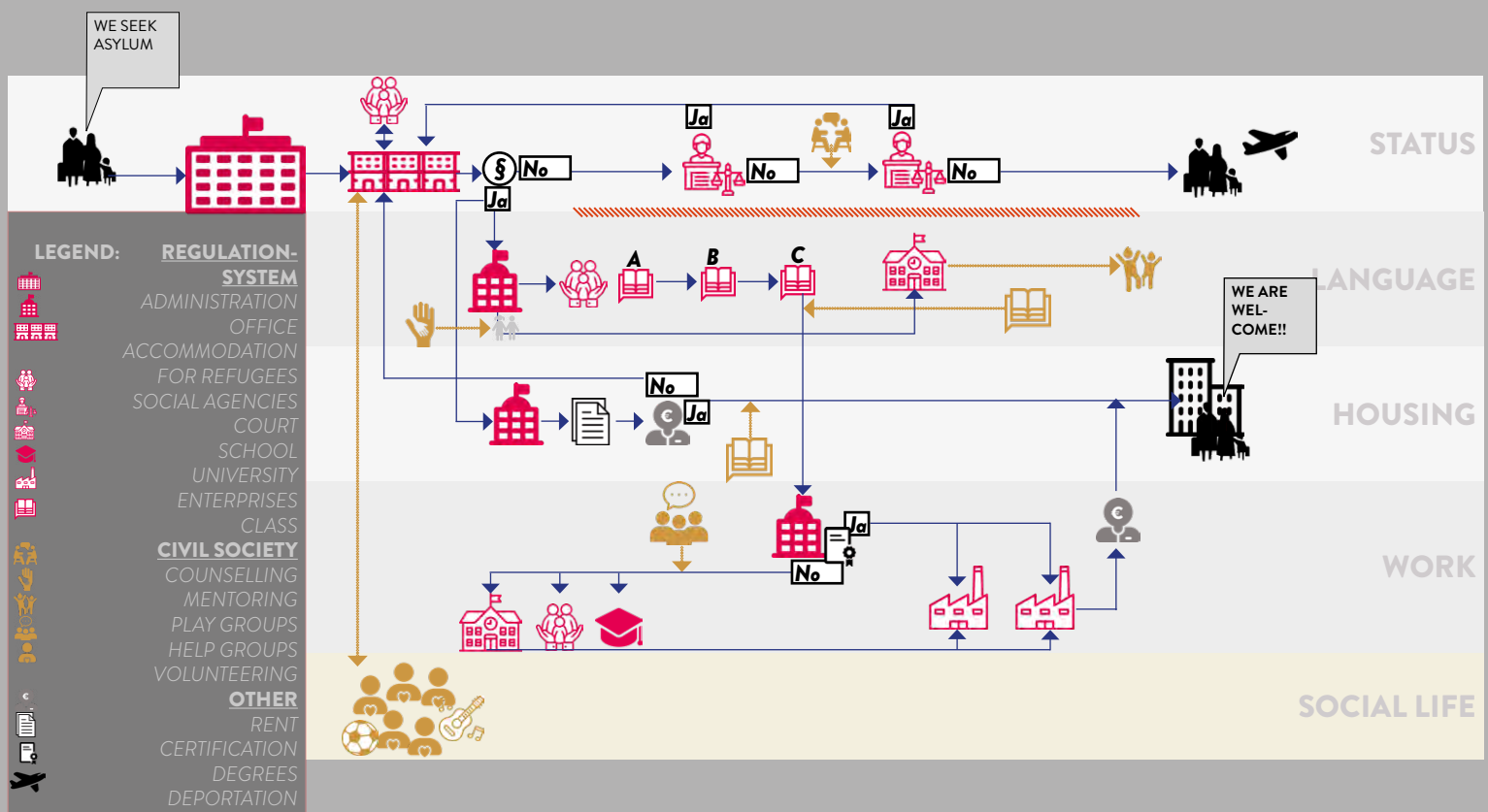
When examining this „integration path", it becomes clear that in its current form, despite the many commitments, the challenges of integration are not being met or are insufficiently solved, and even new problems arise. For example, there are specific challenges in certain sectors or strands of this system, such as:

- Refugees tend to stay in collective centers for much longer than intended
- In large municipalities, there is not enough living space for refugees.
- Integration into the labor market is insufficient.
- Language acquisition turns out to be more difficult than planned.

Furthermore, „major" or structural problems can also be identified:

- Integration is primarily seen as the administrative integration of refugees into particular regulation systems. The social and socio-spatial integration is thereby neglected.
- The administrative process is associated with an immense amount of work and time for refugees, as there is no centralized point of contact for their concerns.
- Coordination or even cooperation within the administration as well as between authorities, social institutions and volunteers is systemically rarely provided. Duplicate structures and inefficient information paths often arise, creating knowledge gaps among various stakeholders.
- The psychosocial stress for refugees - especially in the confinement of mass housing rises. There is an increase in stress disorders and other psychological conditions, which make integration even more challenging.
- This results in follow-up costs for the health system.
- Frustration is felt by those in administration and volunteer work, for their work is often done in vain considering their limited resources to ameliorate the negative effects and difficult conditions
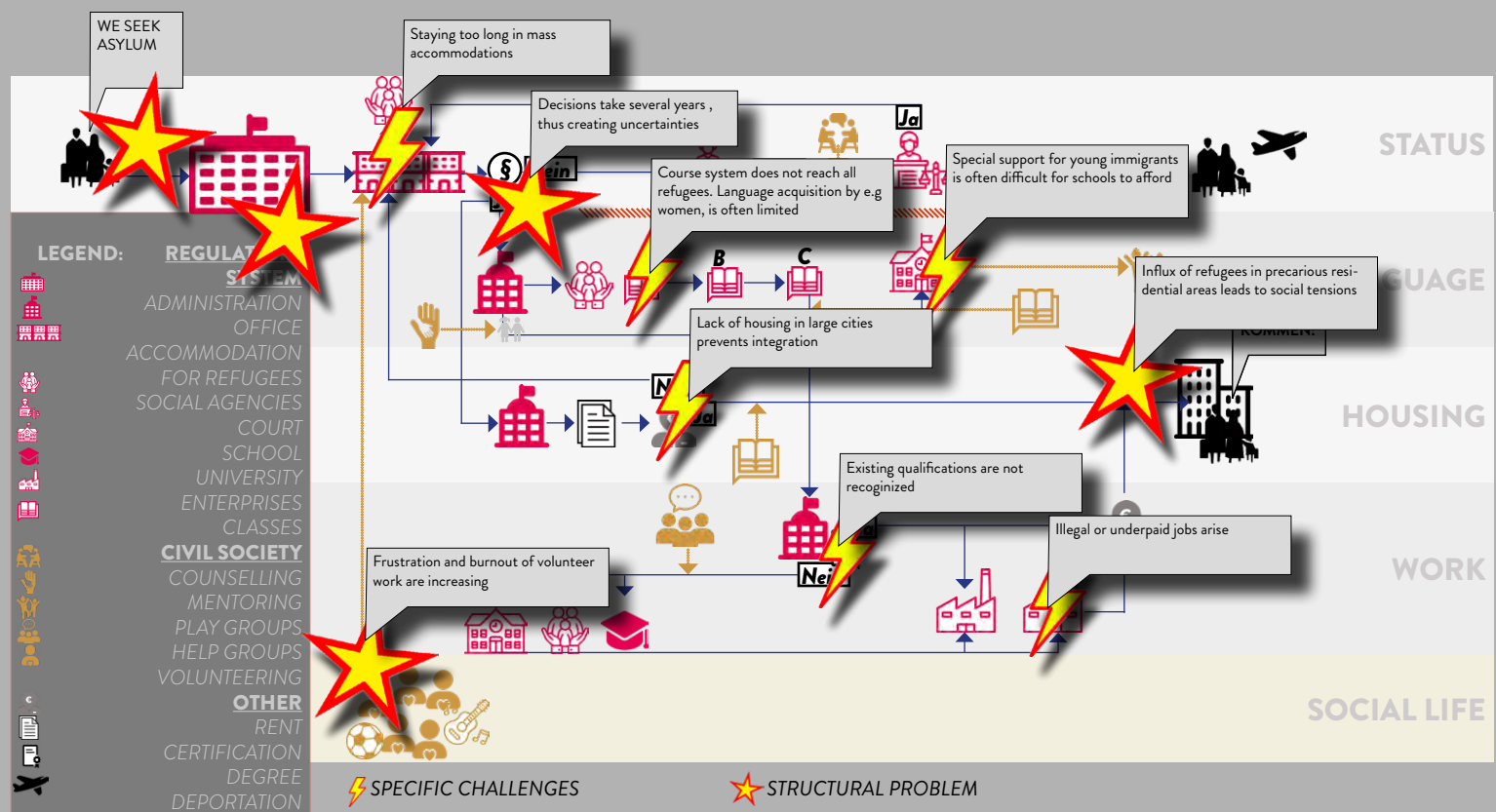
In summary, it can be said that there are specific and also structural problems within the integration system. In its own projects, the team of MORE THAN SHELTERS (MTS) has often had to find out how many actors in the "integration system", especially the refugees, suffer from these specific and, above all, structural problems.

Against the background of the complexity of an integration path - here sketched out only schematically and in a generalized manner - two structural obstacles will be dealt with in depth in the course of this document:

- Lack of the chance for the realization and potential development of people with refugee experience

- Poor social and spatial networking in the current living environment (with a focus on refugees in mass accommodation and hostels)

1. BARRIERS TO INTEGRATION

POOR SOCIAL AND SPATIAL NETWORKING

Integration is being hampered above all in the large municipalities by massive structural deficits (lack housing availability, administrative overload, etc.). Often new immigrants have little connection to their neighbourhood and only little contact with their immediate surroundings. Essential factors for successful integration, social relationships and social interaction, can hardly unfold. This applies in particular to refugees who are accommodated in mass accommodation or hostels.

Only a few make acquaintances or find friends in their new surroundings, so that integration can hardly be experienced on a personal level. Many refugees consequently end up in an isolated situation. With isolation and lack of social contacts, a spiral of negative effects develops. This includes delays in language acquisition, the „learning" of passivity, up to the development of mental illness. Due to the isolation, networks and experiences in the local, cultural, and civil society ecosystems are missing, inhibiting direct social contact with like-minded people. Finally, there is often a lack of a supportive family bond: that is, the direct family, friendly and professional social ecosystem is very small, weak or non-existent.

LACK OF POTENTIAL DEVELOPMENT AND CHANCES OF REALIZATION

The abilities, talents and self-efficacy of many people after their arrival is often shattered. According to the Federal Ministry for Economic Affairs and Energy (BMWI) and the Institute for SME Research and Entrepreneurship (IFM), at least 27% of the people who fled to Germany between 2013 and 2016 had their own company in their country of origin. Among Syrians,* the proportion of self-employed was even higher at 32%. In Germany, however, „so far only 2% of them are realising their own vision".The same applies to activities related to cultural or civic commitment. A majority of the refugees and migrants* were part of initiatives in their countries of origin to promote music, art, human rights or environmental protection (to name but a few examples). There are complex problems that make successful engagement of people with a refugee background more difficult:

On a personal level, these include cultural barriers, difficulties in learning the language, or a lack of knowledge about German bureaucracy. In addition, newcomers often have psychosocial stress experienced during the migration process and/or during the subsequent arrival situation. Ultimately, visible ways and opportunities to achieve self-efficacy, potential development and self-realization are missing. An enormous amount of one's social, cultural and economic potential is lost on an individual, family and social level through the experience of flight and arrival.

Other obstacles to the successful talent-based development of migrants and refugees are structural in nature:

- Due to their temporary or unclear residence status, the establishment of one's own initiative is difficult.

- There are major problems with the recognition of certificates and qualifications.

- Access to regulatory systems in general is often at a high threshold. For example, there are major barriers to access funding instruments.

2. PROJECT APPROACH

In order to develop a solution for the challenges described above
the first phase of the „Integration Hub" project was implemented over a period of seven months (June - December 2019). The starting point was the following project approach:

„The project envisions the development and construction of a model for incubators for independently developed and supported initiatives of newly immigrated people.
In doing so, they are to be set up close to the mass accommodation of refugees in which social, cultural, economic and other self-organized initiatives develop from idea up to „market-ready". For this purpose, a targetgroup-specific and demand-oriented program is offered, which, in particular, also covers the intercultural and psycho-social challenges of the target group. In a first phase
(planning), the requirements and expectations of the user are determined in direct and qualitative surveys. Ideas of the target group but also of other key players* are collected and processed in the project design (needs analysis). On the other hand, other initiatives and their approaches are also examined in detail in order to avoid double structures (ecosystem mapping). At the end of Phase I, these formats will be used to produce a manual for the development of a user-centered and demand-oriented incubator for (own) initiatives of new immigrants. The second phase (Prototype) will then see the construction and test operation of an „Integration Hub". Here, concrete initiatives are accompanied, and their entire „operating system" is tested and further developed. At the end of this phase, a manual with Instructions and field reports is produced.
At the end of the first phase, it should now be explained whether and, if so, in what form a local offer can support refugees to successfully implement their own ideas and initiatives in and with the system actors of the integration work.

To approach this task, working theses were formulated in iterative steps
and these were validated, further developed, and refined using various research methods.

3. PROCEDURE

DESK RESEARCH

The promotion of entrepreneurial, i.e. economically oriented activities of refugees for integration via the path of self-employment takes place in science and practical fields. For this reason, a solid basis of scientific articles and reports could be used for the investigations. There are only a few sources available to promote personal initiative in the non-economic area or how self-efficacy can be regained in an arrival situation.

FIELD RESEARCH

In order to work on the aforementioned topics, explorations of different integration contexts were undertaken. After an initial evaluation of the information from the Internet and literature research and taking into account various offers for refugees - such as "refugee business incubators" or neighborhood meeting rooms - types of offers were identified whose qualities are of particular interest. Twelve „lighthouse projects" were identified, which are characterized by a wide range of offers and integration, right through to the accommodation of various actors. Subsequently, representatives of these projects were interviewed.

INTERVIEWS

The representatives of several „lighthouse projects" were questioned in open guideline interviews. The interviews were conducted vis-à-vis or via video telephone and each lasted between one and one and a half hours.

Based on the working hypotheses, needs and gaps, as well as our own observations in working with refugees and various actors, an interview guideline was drawn up for the project and continuously refined. This was used in all interviews with the representatives as a basis for discussion. In the following, this guide is traced and explained.

GOAL, OFFER, AND IMPACT LOGIC

At the start, the question was asked what goal the offer or the organization had set itself. The different strategies and offers with which one works are of interest here. There was also extensive discussion as to whether the individual interests and needs of the participants can be responded to. Further inquiries are asked related to the extent to which the offers, work, or event locations enable synergies between the actors involved or support the participants in establishing new networks - both professionally and privately.

TARGET GROUPS & PARTICIPANTS:

More detailed information on the target groups and participants was requested. The key questions were, to which target groups the offers were directed, with which communication strategies these are addressed, and who actually participates in these offers. There was also a more detailed discussion of the problems and needs of participants from various target group segments.

NETWORK & NEIGHBORHOOD:

Also of interest was the cooperation between various actors. It showed
how the interview partners expand and adapt their offers through cooperation and exchange with other actors.
It was also asked how the offers or the venues are spatially connected to the neighborhood.

SPACE:

Questions were asked about the design of the work or event locations in order to find out which design parameters promote the objectives of the offer and which are more of a hindrance.

PERSONNEL & FINANCES:

The question was also asked what kind of financing is available and how this would result in cost blocks for administration, personnel and other budget items.

INNOVATION & VISION:

Finally, we discussed with the stakeholders whether processes had already changed within the project, what works particularly well, where there are problems
and, finally, how the programme would be developed if the necessary resources were available.

EXPERT INTERVIEWS

In addition, a series of interviews with experts from the scientific community
and practice were conducted without interview guidelines.

NEEDS ASSESSMENT

As a second essential part of the field research, the needs, ideas, and wishes
of various subgroups were recorded in conversations and interviews with refugees. In 16 focus group discussions, small group-specific topics were dealt with, while
in 42 one-on-one conversations, very individual realities of life could be dealt with.

WORKSHOPS

As a further part of the field research, so-called multi-actor workshops were carried out. In such formats, diverse people from different groups of actors - e.g. administration, voluntary work, full-time care or refugees - together. The aim of the workshops is to work with these „unusual constellations" in co-creation formats to work on specific topics.
In particular, the strengths and weaknesses of previous offer formats could be discussed and developed further in the presence of various perspectives.

4. OBSERVATIONS AND RECOGNITIONS

The information and findings from desk research and fieldwork have been instrumental in informing the development of the manual for an „Integration Hub".

In order to make the observations and findings clearly and systematically, they were divided into three categories. Care was taken to identify the obstacles and opportunities of talent-oriented and socio-spatial integration as well as the fields of activity that are important for the project of an Integration Hub.

4.1.   RESIGNATION VERSUS EMPOWERMENT AND INCUBATION

The experience of fleeing, arriving in Germany, and above all, the long stay in mass accommodation and other temporary housing situations often leads to resignation or „learned helplessness" among refugees.* This observation is without exception in all the large accommodation facilities examined. The increase in numbness and resignation observed over the period of the study will in all probability have a very adverse effect on integration in the future. It will take longer and longer for people to come out of such a constant learned helplessness and once again lead a self-effective and self-determined life on their own initiative, building on their abilities and talents. A positive contribution to one's own life or to society can hardly be achieved in such a situation.

FINDINGS:

- It therefore seems to be relevant for the effectiveness of the Integration Hub to use tailored empowerment measures as „antidotes" to the learned helplessness.

127 People
32 Studies
42 Interviews
22 On-site visits
4 Co-Creation Workshops

EMPOWERMENT

In order to find a methodological approach to this challenge, the topic was closely obser-
ved and an attempt was made to understand it in more detail. The aim was to determine
which target groups within the group of refugees the Integration-Hub is supposed to pro-
vide can make good offers and which would be better helped by other offers.
Knowing that such categorizations are problematic and can have a simplifying effect,
the results and the attitudes derived from them are to be explained from the perspective
of the Integration Hub.

PATHOLOGICAL CASES:

Depression and psychosocial stress disorders can be observed increasingly in large accom-
modation and in cases of stays of several years
Residents* often have given up all hope and show clear symptoms of mental illness. They
can neither attend compulsory appointments nor in any other form of offers. This group is
not able to participate in basic offers. Offers for this group must be clearly psychiatric and/
or psychological in nature.

> **FINDINGS:**
>
> •   The Integration-Hub can only offer a maximum of referral advice to psychiatric
>   and psychological offers and should therefore be permanently networked with the
>   respective offers for more sustainability.

DEEPLY RESIGNED:

In various forms, resignation, lethargy or even mental sluggishness can be
observed. Many refugees feel no desire for it, or are overburdened with it, to participate
in additional offers on top of the administrative requirements and compulsory appoint-
ments. In some cases, they have already taken part in various offers and are disappointed
with the results.

> **FINDINGS:**
>
> •   The Integration Hub can also provide referral advice to the above or make further

PASSIVELY ACCEPTING:

It can be observed that some refugees are „intimidated" or „timid". One can easily follow
all the regular appointments and orient oneself to the reality of life. However, there are
inner obstacles to developing and evolving proactively. This also includes the phenomenon
that many people are not even aware of the relevance of their talents, abilities or even their
wishes in the current situation. Often there are also only a few points of contact with the
surrounding social space.

FINDINGS:

- The Integration Hub should try to reach these people, to get in touch but at the same time make us aware that not all people will be reached.

SEEKING CHANGE:

In another group, it can be observed that, in addition to the problem-free completion of all compulsory appointments, they are also - more or less actively - looking for further offers or exploratory approach to the social space. This is done in a cautious manner.

FINDINGS:

- This group is easily accessible to the Integration Hub and should be one of the the main target groups

MAKING A CHANGE:

Finally, we can speak of a group that is very motivated to initiate further development and improvement. In addition to the compulsory appointments, these people take part in offers for further training. A good knowledge of the social area can also be observed. In addition, commitment to roommates or other people can often be observed.

FINDINGS:

- This group is easily accessible to the Integration Hub and should also be a

In summary, it can be said that, in order to effectively deal with the phenomenon of learned helplessness, a series of measures that build on one another would have to be established:

1. Psychiatric and intensive psychological care
2. Intercultural or psychosocial support
3. Empowerment, in the sense of outreach and accompanying potential development
4. Empowerment, in the sense of activating and strengthening personal initiative
5. Incubation of own enterprises

The Integration Hub will not be able to provide this supply chain throughout. Points 1 and 2 in particular must be carried out by specialists. Therefore the Integration Hub should provide offers for points 3 to 5.

The term „outreach" is used here as a horizontal term for such a range of offerings and accompanying empowerment and incubation" should be introduced.

LOSS OF COMPETENCE

If one looks a little deeper into the obstacles of self-development and talent development it becomes clear that, in the existing integration context, most actors only recognize formally confirmed skills and abilities in the existing integration context.

Once these are presented in the form of certificates or diplomas, they can be recognised. Informally acquired knowledge, on the other hand, is not recognised by the regulatory system. Often evidence of existing degrees is not brought to Germany. In these cases, too, the skills are not recognized.
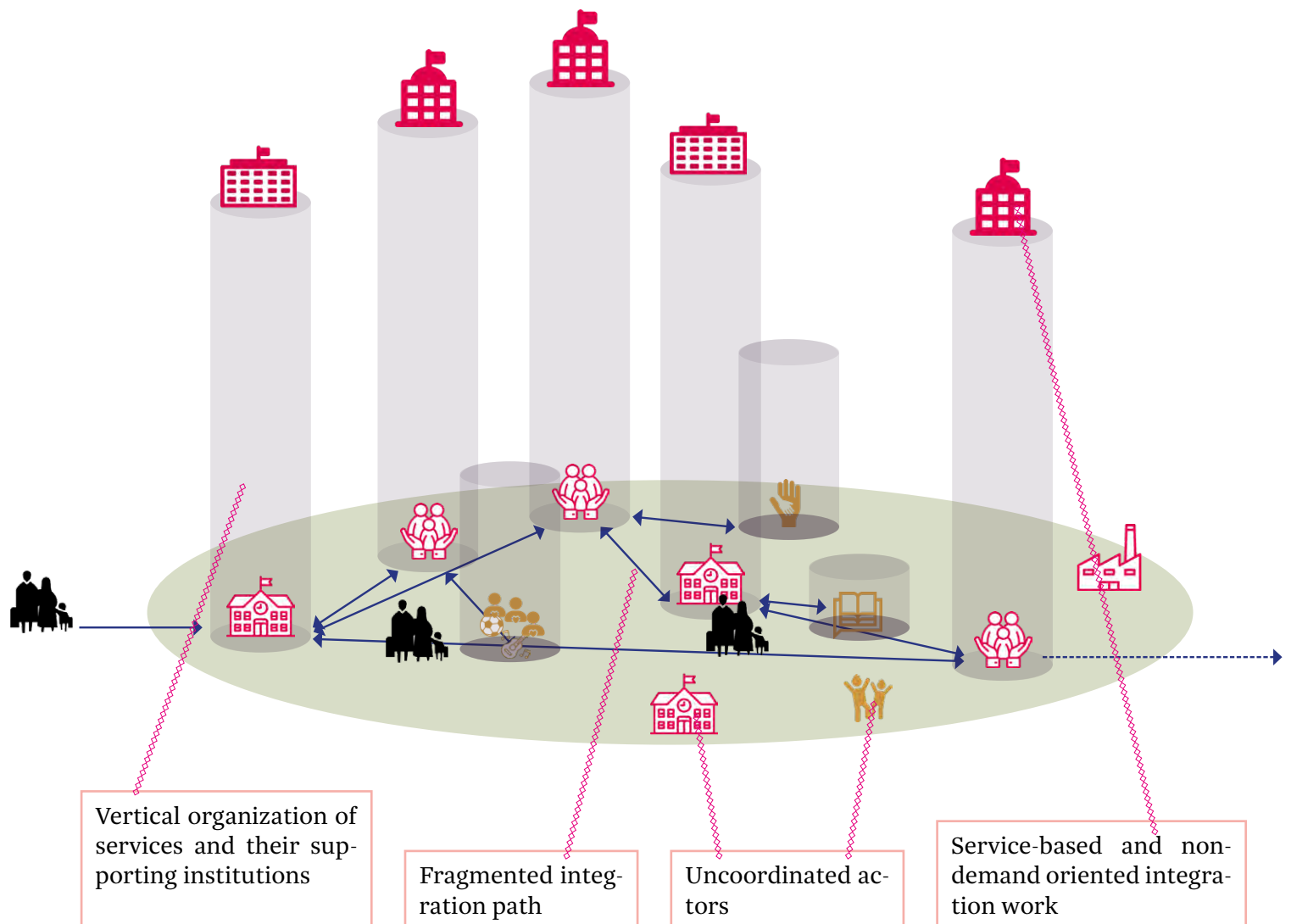

FINDINGS:

- Implicit resources are not sufficiently addressed by the existing control systems. Therefore, the Integration Hub must provide a way to address these to (re-)activate.

- In most cases, almost exclusively formally acquired abilities, skills and knowledge are recognized. The Integration Hub can close a gap in the integration path by also taking up and promoting informally acquired skills and talents.

FRAGMENTED SERVICES

Another factor that makes integration via one's own talent development more difficult is the fragmentation of the offers of the regulatory system. There is hardly any exchange between the authorities, the job center, language schools, voluntary offers, social teams in accommodation and many other actors. This means that the offers are not interrelated. and therefore not case-oriented or sufficiently interlinked from the user's perspective. People spend a lot of time finding the right contact person, and orienting themselves between the offers and their issues or concerns. Often they have to bring issues up again and again or are moved from one place to another. As a result, access to offers is often perceived as high-threshold.

FINDINGS:

- The Integration Hub can and should provide a nexus point between the actors* in integration work.

- Certain services offered by the Hub should promote networking and cooperation between the fragmented services.

- The Hub can thus develop systemic effectiveness.

Vertical organization of services and their supporting institutions

Fragmented integration path

Uncoordinated actors

Service-based and non-demand oriented integration work

Another important factor is that in many cases the temporary or unclear residence status makes it difficult to set up one's own initiative. Many offers are only aimed at people who have been granted asylum or have a secure residence perspective. However, since it can take up to four years before a final decision on an asylum application is made, the result is often long periods of time with very limited access to support services.

> **_FINDINGS:_**
>
> - As a non-state actor, the Integration Hub can address people whose residence status has not yet been clarified. By opening up to this target group, a significant gap in the range of services is closed.

The next important point is diversity within the target groups. Not only demographic parameters, the country of origin and affiliation to a particular milieu, but also the period of flight and the length of stay in mass accommodations contribute to the heterogeneity of the category „refugees". Mostly, however, this category is thought, planned and acted upon in a generalized manner. However, the problems and needs are, of course, highly individual and diverse, which consequently creates challenges for supporting services.

> **_FINDINGS:_**
>
> - The services offered by the Integration Hub should be based on the various CVs and realities of the users.
> - Generalising attributions should be avoided. The basic speech should be addressed to residents of the social space, including various people who live in large accommodation.

COMMUNICATION

Communication creates many challenges. It can always be clearly seen in what diverse ways misunderstandings and misinformation between different people can occur in the context of integration. Of course, this initially has to do with language difficulties. But also with the different intercultural habits. This means not only intercultural misunderstandings between people from different cultural areas, but also those between the diverse institutional cultures. For example, when people from the administration meet people on a voluntary basis or commission social organizations to deal with economically-oriented service providers. Here too, the Integration Hub cannot create a comprehensive solution for all communication obstacles. The following points seem to be relevant for the Integration Hub in the field of communication:

SPEECH AND CHANNELS

Many full-time and voluntary services have difficulty reaching their target groups - both in large accommodation facilities and outside. It can be observed time and again that there seems to be a great barrier between the people in accommodation and the providers. Firstly, because there are too few points of contact and secondly, because the wrong communication channels and materials are used. It can also be observed that there is not enough time on the supplier side to establish and maintain intensive relationships. However, this form of outreach work seems necessary. The hurdle for the inhabitants of large accommodations to look for suitable services beyond the obligatory offers in the urban or regional environment seems to be just as high. Here, too, the limited time available, but also the lack of information in a low-threshold form play a role. Especially the form is an interesting aspect, because here are above all also „cultural habits" that lead to different forms of communication. While providers of offers are mainly based on flyers, posters or other written communication formats, the residents seem to be reached primarily through direct contact and very timely measures. For example, there has been little success in using a hand-out at an event in two weeks' time. It makes more sense to make direct appointments with a short notice and then to follow up one hour in advance via Messanger service. It became clearly visible that different and new forms of communication are needed here. This applies in particular to first contacts.

FINDINGS:

- Sufficient resources should be made available to enable direct, personal and sustainable relationships through the Integration Hub
- Correct speech and appointment formats for addressing and arranging meetings must be developed that take into account „cultural habits"

LANGUAGE COMPETENCE

An essential point in the context of communication is language ability. The more complex the topics of the offers or services are, the higher the language skills must be. Therefore, for certain offers there are certain requirements (e.g. language level B2). Elsewhere, more or less intensive language mediation is used. There is a wide range of offers in the field of language acquisition, especially in the system. However, it can be observed that there is a lack of „informal" opportunities to which language knowledge acquired at school can be applied. For this purpose, in some places there are so-called „language cafés", in which language training in an informal, casual manner is promoted. Mentoring or sponsorship programmes also provide support here.

> *FINDINGS:*
>
> • The Integration Hub should provide services for various language levels.
>
> • The use of language mediators should also be provided.
>
> • The Hub can be a place of „informal" language use

LACK OF EXPERTISE AND ACCESS

Finally, in the field of empowerment and incubation, further obstacles were
observed, which can be described as a lack of knowledge and lack of access. This means
that, on the one hand general knowledge about cultural and systemic contexts is missing,
and on the other hand, there is a lack of general knowledge about cultural and systemic
relationships, and on the other hand, special knowledge on certain topics is difficult to ac-
cess. The lack of general knowledge concerns cultural habits, interests, and needs of target
groups, while special knowledge relates to areas such as tax law or financing possibilities.
Many needs and offers depend on one's ability to access them. As a result, people with
subsidiary protection or without a clarified asylum status are often unable to participate
in tendering procedures, competitions or counselling. The biggest and often most decisive
hurdle, however, is to adequately finance their own initiative.

> *FINDINGS:*
>
> • The Integration Hub must provide general and specialized knowledge.
>
> • A good network of partners in the fields of law, taxes and financing should be built
>   up.
>
> • Especially for the financing of initiatives, funds (action funds) should be ready.
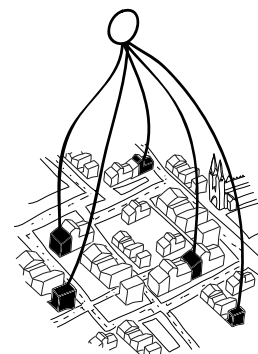
4.2.   ISOLATION VERSUS SOCIAL CONNECTION AND COMMUNITY

Another aspect to consider is the issue of social isolation associated with arrival. This isolation, which is to be understood here as a lack of social contacts, is mostly caused by flight or migration. People, who have left most, if not all, of their social contacts behind, are forced to rebuild their social relationships and network. This is a long and difficult process, especially when there are cultural, language and various other hurdles to overcome. Therefore, social isolation in combination with other triggers often results in resignation, especially if the insulation endures an extended period of time.

In the course of this research, the effects of isolation on the implementation of own ideas should be examined in particular. The following guiding questions were asked:

- How does the social isolation of refugees after the arrival phase prevent the development and implementation of talent-based companies?
- Which social interactions are needed to implement your own ventures?
- What services would an Integration Hub have to provide in order to enable and promote these social interactions?

Both the interviews and desk research of this study clearly showed that before flight or migration, large social networks were usually present. Often refugees come from cultural contexts in which family and friendship play an important role in both private and professional life. Contact with family members, friends and acquaintances is of great importance for one's own further development and is arguably exceedingly important when one is starting new in a country.

In terms of developing your own business, for example, geographical proximity to family members has been identified as a positive factor. Especially in migrant communities, having large and strong social networks proves to be an immense advantage. This also seems to be a big difference between refugees and people who migrate into existing networks.

Contacts and networks support a new start and thus the development of one's own initiative in three interlinked functions:

RESONANCE:
Informal counselling and emotional support are two aspects of having relationships and networks of trust critical to starting your own business. The exchange of experiences, knowledge and attitudes towards challenges and opportunities of an enterprise help with one's orientation and direction in the business world. Furthermore, encouragement, consolation or shared joy help with the emotional rollercoaster ride a of a fresh start.

INFORMAL RESOURCES:

Family members, acquaintances and networks enable, among other things, the development and management of initiatives and companies through unpaid or low-paid work. Often overlooked, and therefore all the more important to emphasize, is also the unpaid care work performed by women in particular. Childcare and management of the household take pressure off the other family members, thus enabling them to concentrate on other activities.

FINANCIAL AND MONETARY RESOURCES:

In addition to human resources, access to financial resources or non-cash benefits is of course also very relevant. As far as the financing of a start-up is concerned, the situation of refugees here is often seriously disadvantaged.

Beyond the family nucleus, non-family contacts, friends and loose acquaintances play a key role in any personal or professional development. Those who are well networked can rely on important access to information and informal support. It may seem obvious, but precisely for this reason it is astonishing to what small extent the integration system recognizes the importance of social contacts for the integration and development opportunities of refugees. So far, there are hardly any pathways offered to strengthen these social contacts. If anything, this is left to volunteerism.

Within the mass accommodations, there is often no lived community – everyone is on his own. Many refugees arrive without family or friends, living in isolation, resulting in a downwards spiral of associated negative effects, which are difficult to stop and have considerable consequential costs for society.

In summary, the Integration Hub must focus its work on building stable and effective social relations. Ideally, a strong and large community should be built, cared for, and maintained. To this end, measures and services must be developed and implemented that will promote the emergence of a „Hub community".

FINDINGS:

- In order for the Integration Hub to effectively promote in-house development and talent incubation, a special focus must be placed on the development of sustainable social networks that counteract the isolation of refugees

- The development of these social relationships must be ensured between refugees among themselves, but above all with other people from the local environment.

- Social contacts are a key driver for the chances of success of integration in general, but also specifically for the services offered by the Integration Hub.

- Building social relationships can make an important contribution to overcoming isolation and integration barriers after arrival.

4.3.   LACK OF SPACE VERSUS EMPOWERING SPACE

A major burden for many refugees is the accommodation in collective accommodation (CU). Many end up living in such facilities for several years - even those who have already received a residence permit. The tense housing market forces them to stay in the shelters much longer than they would have to.

For example, an expert on housing for refugees explained in an interview: „Of course community accommodation as a place has an impact on people, but it is especially the time factor, the length of stay in accommodation, which has a negative impact on
the general state of mind and condition of the refugees.“

For a self-determined life and participation in society, having one's own apartment is
of central importance. It is the centre of life, personal freedom and thus enables : retreat and privacy, the self-determined reception of visits, child rearing and last but not least a protected place for exchange and development.

Residents of GUs are largely denied this. They are forced to come to terms with having little privacy, because common rooms, bathrooms and kitchens are mostly shared. Under such conditions, it is difficult, to find peace to relax, learn or even sleep.

It is clearly visible that for many refugees the search for accommodation is of highest priority - even before the search for a job or the development of an own initiative. It is only through one's own apartment and the associated regaining of personal shelter, that new perspectives and ambitions seem possible. The frustration of not being able to find housing also greatly contributes to the previously mentioned aspects of isolation and resignation.

On the other hand, it can be observed that obtaining one's own home can also have the opposite effect. In such a case, the last available contacts to other residents of the accommodation, social teams and volunteers - i.e. all connections to life in the accommodation - are cut off.

The task of spatial integration - and in particular the creation of housing - is therefore an incredible challenge that involves numerous, very complex problem areas. In order to be able to make relevant offers via the Integration Hub, the focus was placed on achievable steps.

In the study it became clear that certain places in the environment of mass accommodation takes on certain aspects of a personal shelter.In particular, places and spaces where one can remain undisturbed. These include libraries, community or neighborhood centers. A thorough investigation of such rooms and places revealed that having such spaces makes these forms of residen ce possible, which would otherwise take over an apartment, but mass accommodation cannot offer:

RETREAT:

Spatial separation and seclusion are qualities that are positively perceived. Places that are quiet and allow concentration or contemplation are often visited.

CONVERSATION AND EXCHANGE:

In other contexts, especially neighbourhood centres, schools (especially for adult education) or in associations, bilateral discussion situations and small group discussions were repeatedly observed. For this purpose, these places are specifically sought out.

MEETING POINT:

Another form of stay is the unplanned meeting with others. However, looking at the space available to refugees, it became clear that there are very few rooms for casual encounters.

The Integration Hub cannot directly address the structural problems of refugees' housing searches - other programmes and projects are needed. Nor can it take over higher-level urban development processes. However, it can provide spatial answers to certain needs of refugees and act as a meeting place. It can be a place of retreat, exchange, and meeting between different people and networks. Through this, it promotes community building and by providing greater interaction between refugees and neighbors, it paves the way to the local housing market.

FINDINGS:

- The Integration Hub must offer various spatial qualities that meet the different needs of the refugees.
- The space of the Integration Hub should not only be a place of learning, but also a place of encounter.
- By building a meeting place of encounter and using it as a „home" for a community, the Integration Hub can contribute to the local housing market and to overarching aspects of integration.
- The Integration Hub should be understood as a mixture of a neighbourhood centre and incubator.
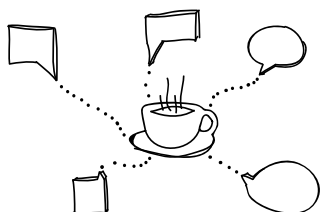
4.4.   CONCLUDING REMARKS ON THE OBSERVATIONS AND FIRST INSIGHTS

The observations and findings described above in the fields of empowerment/incubation, connection/community and space are of course strongly interconnected. The obstacles to integration and in particular the start of developing one's own initiative can only be understood by taking into account the interaction of all the factors described. Often, the various „chains" of obstacles to participation and integration can often not only be described from one perspective. Therefore, it can happen that people slip into isolation due to the lack of low-threshold spatial chance of encounter and thus resign themselves. On the other hand, it is possible that someone may become increasingly resigned due to their experience of flight and „learned helplessness", which then leads to more withdrawal and not taking advantage of existing offers/services. Whatever the individual "chain" of obstacles may be, it becomes clear that refugees see or are exposed to little opportunity to develop. It is critical to note that the confidence after arrival shows to steadily decrease, and in more drastic terms, one could say that many refugees are in a downward spiral.

> *FINDINGS*:
>
> - The Integration Hub must be seen as an integrated and fitting proposal.
> - The Hub should be designed with various „access points" ready for people with different challenge profiles

As already described at the beginning, the integration system is very confusing for people newly arrived. They have to face a fragmented landscape of compulsory appointments and offers. Accordingly, their self-development is clearly not in the forefront. It would also be presumptuous to regard this as the sole objective of the Integration Hub. A sole focus on the incubation of (own) initiatives would not do justice to the reality of life for many people. As explained in more detail in the following section, it can be clearly seen that offers exclusively aimed at the incubation of companies for refugees only reach a very small part of their target group. Many potential interested parties seem to get „lost" here, because offers of this kind seem to be too high threshold and narrow. From these two observations and the previous ones result in a slightly different starting point for the further shaping of the Integration Hub than originally intended. The ongoing development of the Hub should be further developed on the basis of the findings as follows:

ORIGINAL PROJECT APPROACH	EXTENDED/CHANGED PROJECT APPROACH
Project provides for the development and construction of a model for incubators for independently developed and supported initiatives by newly immigrated people	The project provides for the development and construction of a model for incubators for independently developed and supported initiatives by newly immigrated people
	The Hub performs outreach and accompanying empowerment and incubation work in order to pave the way for further development by reinvigorating self-efficacy
The aim is to set up places close to mass accommodation for refugees in which social, cultural, economic and other self-organized initiatives can be accompanied from the idea to "market readiness"	The aim is to set up places close to mass accommodation for refugees in which social, cultural, economic and other self-organized initiatives can be accompanied from idea to "market readiness"
	Furthermore, socio-spatial initiatives are to be developed and promoted in the Hub that accompany integration paths
	The location itself should provide low-threshold offers to enable encounter, learning and development
For this purpose, a target group-specific and needs-oriented curriculum is offered that also takes into account the intercultural and psycho-social challenges of the target group	For this purpose, a target group-specific and needs-oriented curriculum is offered that also takes into account the intercultural and psycho-social challenges of the target group
	Events and co-creation formats are also to be carried out which reach and bring together various system actors

In summary, the Integration Hub - via talent-based development of potential in a local community in a socio-spatial context - is intended to open up a path of integration that has not previously been provided for in the standard system.
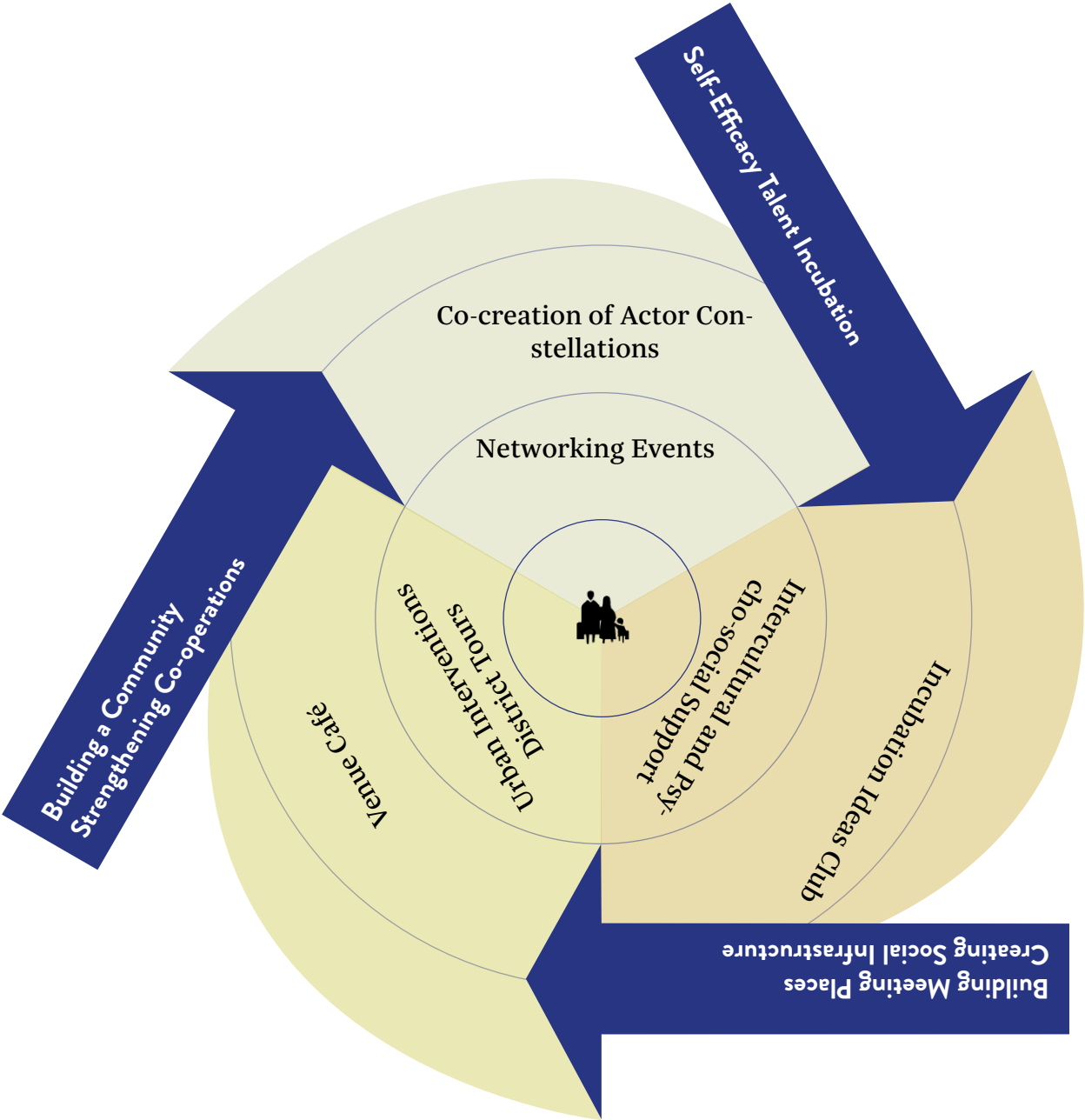
5 Tandem-Services
17 Meeting Places and Neighborhood Centers
15 Business Incubators

5. COMPARISON WITH EXISTING SERVICES

5.1   MENTOR AND TANDEM SERVICE

Offers that bring refugees and local mentors together are particularly promising. In the interviews conducted, it was shown that refugees benefit greatly from permanent caregivers who can support them over several years.

99

The people I know who are successful after 5 years have had a German mentor over time.
(Specialist for higher education)

99

So says an expert in professional coaching for people with a refugee or migration background. The effectiveness was also confirmed in interviews with providers of such tandem partnerships. From other offers - such as leisure or sports activities - it is evident that due to personal sympathies, groups of mentors and mentees often result here too.

At the same time, however, it also became clear that this is a difficult solution to scale up. Naturally, this is a very person-intensive concept.
Especially in large accommodations, where a few social workers are limited to several hundred
meeting people, such close support cannot be provided - not even
through volunteerism. It is also true for the Integration Hub that it would be unrealistic to set up a one-to-one support service. Innovative care concepts that are scalable must therefore be found.

A special form of tandem offer is one that is implemented by people who have already completed the path of integration. Often one speaks here of „Alumni" programs. These are very popular not only because of the elimination of language barriers, but also because of the often strengthened trust in working with people who share the same cultural background and have had very similar experiences.

CASR ANALYSE: CHALLENGES - ANALYSIS - SOLUTIONS - RECOMMENDATIONS

?

- How can accompanying support – similar to that of tandem programs – be implemented in the Hub?

=

- Individual care is too labor-intensive and expensive
- Volunteering cannot provide the necessary resources
- As a result, tandem will not be possible. However, mentorship must be guaranteed

●

- Focus on volunteering
- Attract as many "alumni" as possible for the team and the Hub network
- Formation of small groups on specific topics. These are supervised by a mentor
- Partnerships with existing tandem programs
- Offer formats for interest-based networking

!

- The Integration Hub builds a team of people with integration experience who support the target groups as mentors

5.2 INCUBATION-PROGRAM FOR REFUGEES

As a further type of offer, incubation programs for the development of businesses for refugees were examined more closely. Generally speaking, these programs can be described as offers that make a variety of offers available to refugee start-up projects. They accelerate the start-up process with counseling, mentoring, administrative support, networking and/ or workrooms.

"

I particularly liked the fact that we were able to develop our business idea together with others. *(Teilnehmer eines Inkubators)*

"

In general, it became clear that refugees interested in setting up their own business benefit greatly from participating in an incubation programme that is specifically designed to meet the needs of refugees. The starting position of refugee entrepreneurs differs greatly from those who have migrated to Germany voluntarily or have lived here for several generations. As already explained, the flight is often accompanied by psychosocial stress, the loss of social and economic capital, uncertainty and the dependence on social welfare authorities.

A critical problem that incubation programmes for refugees had to acknowledge was that the training formats turned out unsuccessful due to the overlooked heterogeneity of the target group.

In order to be able to react better to the different start-up projects, but also to the various language levels and cultural competencies, the focus has now been shifted to individual advice and mentoring programs. When people with similar ideas come together, small group formats are also efficient.

„Refugee Business Incubators" help to reduce fears about German institutions and the tax system and support the formation of new networks and understanding of German corporate culture. Some incubators have regular public events and cooperate with associations that do not have any start-up-related offers for refugees.

Generell lässt sich jedoch feststellen, dass die Programme nur eine begrenzte Anzahl an In general, however, it can be said that the programmes only reach a limited number of people. The focus on purely entrepreneurial projects, albeit understandable, severely restricts the target group.

It was unanimously reported that the pre-estimated numbers of participants were not achieved. The idea that self-employment can often be a quick prospect of integration does not seem to have been confirmed for the time being. The hurdles to opt for this path at an early stage of integration is too high.

CASR ANALYSE: CHALLENGES - ANALYSIS - SOLUTIONS - RECOMMENDATIONS

?

- How can the Hub best promote the path to an independent life by incubating various initiatives of a heterogenous target group?

=

- A focus purely on economic ideas restricts the target group
- It needs culture-related, people-centered and diverse formats
- In order to reach people in an early phase of their integration path, low-threshold formats that are helpful for this phase must be offered
- Cooperation and information events on relevant topics are helpful

●

- The Hub's curriculum is generally geared towards the integration path and includes staggered offers for different phases of this path. It is an accompanying service
- Individual user profiles are created and given a curriculum that is as individual as possible
- Small group formats are built around specific ideas and topics
- In addition, user-centered thematic events are held

!

- The integration and realization path is accompanied by appropriate offers in a modular way so that it can be adapted to various realities of life

5.3   NEIGHBORHOOD CENTERS

To further understand what living places of encounter can look like, which are also Attractive to the hard-to-reach people within the heterogeneous group of refugees, neighbourhood meeting places were examined more closely.

Since 2015, meeting places have been created throughout Germany, which contribute to the socio-cultural participation of refugees. Over time, places and communities have been created that offer a great deal of expertise, a wide range of services and a steadily growing number of people and networks.

Neighbourhood centres can be a very good point of reference for refugees. The particularly good basis of trust with the visitors* makes employees important contacts. Limited human resources and a multitude of tasks, however, severely limit the capacities of the often volunteer staff for individual consultations.

99

Of course I try to take the time to give individual advice. We are an important contact point for many refugees in the surrounding area – but I simply don't have the capacity for all the other things. *(Leiterin eines Nachbarschaftszentrums)*

99

The mixture of using and accommodating different initiatives, offers, and associations in one place contributes to a lively community. Involved fugitives and actors benefit from the mutual support and knowledge exchange. People network, plan events or submit joint applications. The support of the community can help refugees actively shape their lives

A regularly open café can also be part of the described variety of uses. A café offers a low-threshold access to the project via walk-in customers, interested parties, and neighbours. It enables them to inform themselves about events and other offers without obligation or simply to experience the atmosphere of a place. An important format for language acquisition and for bringing people together is a so-called „language café".

99

 I would say that the community here empowers newcomers in a way that they move faster on their integration journey in comparison to those without that support.
(Director of a neighborhood center)

99

CASR ANALYSE: CHALLENGES - ANALYSIS - SOLUTIONS - RECOMMENDATIONS

?

- How can the Integration Hub build a lively and diverse community that can meet and exchange ideas in order to strengthen Co-operations

=

- In order for people to be able to meet, places are needed that can be reached with low noise levels and that anyone is allowed to use (such as cafes)
- The settlement of various offers also leads to structural cooperation
- The exchange of knowledge and mutual support are encouraged
- A sense of community strengthens self-esteem
- Access to informal networks is made possible. This creates network-based integration options (e.g "word of mouth" transfer of housing or work offers)

●

- The Hub is developing a community building strategy inspired by neighborhood centers
- The Hub includes a semi-public place in its space (e.g. a café)
- Opportunities for other initiatives to settle or present themselves are created in the Hub
- With certain formats, the Hub promotes the encounter between various actors in the integration system for better cooperation

!

- The Hub promotes synergies and cooperation between people and institutions within the local integration system by creating a location that can be reached easily and by using an active "community building" strategy

6. ESTABLISHMENT OF THE INTEGRATION-HUBS

Based on the knowledge gained, a basic concept for the Integration Hub was discussed in four workshops with various actors. A rough project description was developed which could be used as a manual for the construction of a first prototype. The manual follows the extended project approach and the guiding idea that emerged from it (--> pages 24 and 25), to build a place of talent-based self-development and incubation for refugees and system actors which is a „mixture of neighbourhood centre and incubator".

6.1. THE INTEGRATION-HUB IN SUMMARY

The Hub is a temporary, semi-permanent or permanent institution that is made available to an existing local integration system. For this purpose, a room with opening hours is created, a community is built and a service is made available to all players in the system, in order to receive support under professional guidance, to develop ideas, visions and talents in a self-effective way. The space-creating activity of the Hub also includes social-space interventions and events. The space is accessible, low-threshold, and also offers semi-public facilities, such as a café. *--> see structure of the hub, S. 42*

In the Hub, effective methods and competencies of empowerment and incubation work are made available to the target groups of the integration system in order to create development path. These can manifest in multiple formats of personal development as well as professional transfer of skills. Case-specific support empower the users of the Hubs to professionalize, integrate and cooperate better with other actors in the integration system. The participants go through training, workshops and case-specific coaching.
--> see structure of the course curriculum, S. 47

The focus is placed on thematic work in small groups. This means that the Hub promotes ideas and projects of so-called actor*internal constellations, which have come together in the Hub. These small groups consequently embark on an incubation pathway. In order to support this team building, various formats and events are held at the Hub. Through these, we try to reach as many diverse actors* in the vicinity of the Hub as possible, and to network with them. *--> see Building a Community, S. 34*

After the completion of individual incubation paths, the teams and each individual team member should have been empowered to implement his/her idea. For this purpose the teams should a) be professionally positioned in terms of structure and content, b) reach the largest possible segment of their target group potential and c) work closely with the relevant actors in the system.

This should achieve the following goals:

- **Recovery of refugees' self-efficacy and independence**
- **Strengthening the social participation of refugees**
- **Development of integrative and holistic initiatives**
- **More examples of successful integration**
- **Changing perceptions of and narratives about refugees**

The aim of the Hub is not to initiate individual initiatives or to carry out projects yourself. Rather, the aim should be to empower refugees, actors from the system, and civil society, to develop their own integration pathways.

The detailed design of the integration Hub is described in the following sections.

The three areas of community building, building the curriculum, and building the location largely follow one another. The first step is to build up a community, then a space can be developed and designed together, and only in the last step can incubation processes and other events be initiated in this room.

However, the different areas overlap and are in turn dependent on each other. Thus, the design process of the place itself is a measure for building the community and can also help promote self-efficacy. For the sake of clarity, however, the three areas are described in this manual as chronologically consecutive phases.
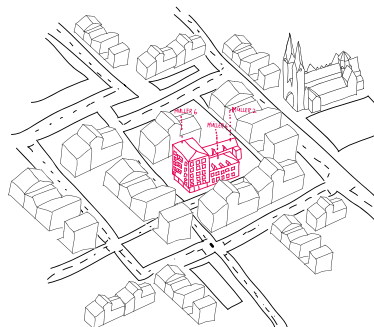
6.2. DEVELOPING THE COMMUNITY

EXPLORING THE COMMUNITY

Community building is a fundamental part of the Integration Hub. Direct community building within the Integration Hub is just as important as networking with the core socio-spatial actors (such as neighbours, local initiatives and institutions) and the higher-level regulatory structures of the administration.

Community building begins with getting to know the actors in the area. To this end, methods of social space research are used, such as walks in the neighbourhood and actor mapping. A needs analysis is then carried out via interviews, focus groups and informal discussions.

In this so-called actor mapping, all relevant actors in the environment are sought out and described. Of course, as many people as possible with refugee experience who live in shared accommodation, hostels and apartments are also sought. The easiest way to achieve this is through voluntary initiatives and the operators of large accommodation facilities. At every interview or point of contact, the various professional relationships should be asked. This should gradually result in an overview of all relevant institutions and people in the area. These are compiled in a list of actors* (e.g. address database or Excel table).

The actor mapping makes all core actors visible in the work process. All relevant target groups, i.e. those that exist in the local integration system, are recorded underneath. Below is a list of sectors and actor categories that should be considered:

- Refugees in large accommodation shelters
- Refugees in hostels or other temporary accommodation
- Refugees in apartments
- Migrant organizations
- Voluntary organizations
- Associations
- Communities
- District centers
- Libraries
- Social agencies
- Operators of large scale accommodation
- Operators of language schools and integration courses
- Operators of other integration-related services
- Local cultural offerings
- Local leisure activities
- Local economic actors

In the next step, an in-depth social space analysis will be carried out which will examine the local integration system - including the specific and systemic problems, resources, and talents that exist within it. Longer qualitative interviews are conducted with selected actors to gain a deeper understanding of the issues relevant to them (e.g. needs, concerns, weaknesses, ideas, visions, strengths, resources, etc.). For this purpose, interview guidelines are used, which are designed to specifically identify so-called key issues and needs. At the same time, these interviews represent the beginning of building relationships with the actors, which is why it is particularly important to treat the situation with respect and care.

In the further process, the relevant and less relevant actors are classified to get to know each other better. A distinction is therefore made between key actors, core actors and marginal actors. The assignment of these actors are based on their relevance and proximity to the target group, for example. A so-called actor map* is consequently created.

The insights gained in the analysis phase are written in various evaluation formats (e.g. actor profiles, address lists, relationship mappings or area maps). The aim is to gain an overview of the diverse topics, actors* and locations and to make the resources and needs visible. This evaluation in turn serves as the basis for the subsequent steps.

DEVELOPING THE COMMUNITY
The next step is the development of the community. The aim here is to get to know each other and to exchange experiences. In low-threshold networking meetings and events, encounters are created which encourage the implementation of ideas. In this way, constellations can form and interest-based teams can be set up.

NETWORKING FORMATS

All relevant actors are brought together in regular networking formats. The aim of the networking meetings is to make the various actors and offers visible and to exchange information about needs in order to avoid overlapping. Parallel to the selective and moderated networking opportunities, a low-threshold opportunity for encounters within the Integration Hub in the form of a café or the like is consistently provided. Some suggestions for networking formats are explained below. Which ones are actually effective must be determined from the respective project logic.

ACTOR MEETING

In the stakeholder meeting, the following key local players come together: full-time committed people from neighbouring institutions and initiatives, volunteers, representatives from different groups of residents and users of the Integration Hub. This should be held monthly. It is more structured than the Ideas Club or the Neighbours' Forum. The main purpose of the meeting is to solidify relationships and to discuss topics concretely that are currently perceived as relevant. Furthermore, demand and supply in terms of needs and services are compared with each other and the operational work is coordinated. Invitations to this meeting are issued by means of a participatory agenda. The results will be documented and made available.

ROUNDTABLE OF OFFICIALS

In some project areas, it may be advisable to set up an interdepartmental round of specialist offices. This can be done two or four times a year. The fragmentation of the regulatory structures often prevents the realisation of initiatives. In particular, there is often no exchange between different administrations on „cross-cutting" issues. In a round of offices, representatives of the administration exchange information on these topics with relevant actors and thus promote cross-departmental cooperation.

IDEAS CLUB

The idea club is a weekly meeting of about 2 hours. Everyone can present their own ideas, plans and needs. The idea club is relatively informal and can be organized as an open consultation in accommodations, own premises or with actors. The Ideas Club can also be designed as a kind of „travelling event" that moves from place to place. The Ideas Club serves the acquisition of talents, people, and initiatives for the Integration Hub. The users of the Integration Hub express their ideas and wishes for the implementation of the Integration Hub here.

NEIGHBORHOOD FORUM

The Neighbourhood Forum is a quarterly event, which preferably takes place in the evening. In an atmosphere of informal get-together - coupled with a lecture, a film or a concert - those who are interested and already active learn to know each other and exchange information/ideas. As many people as possible will be invited, including marginal

players or even completely uninvolved people. The forum is a service to all people in the neighbourhood and should therefore also focus on issues that are of interest to them. The event is an opportunity for the Hub to strengthen its neighborly ties and to develop a „feel" for the people there. It is also used for the initial acquisition of potential Hub users*.

OTHER EVENTS

Various events are offered at the Integration Hub. These create an open house and help to reach target groups that have do not yet actively participate. Low-threshold events are organized (open house, cooking events, film screenings) as well as interest-based informative events, in which specific topics such as „entrepreneurship or „social space" are focused on.

PERMANENT NETWORKING

In a low-threshold location within the Integration Hub, users of the Hub can network and exchange information. Ideally, this should be at a café. During open office hours or during the operation of the café, there are opportunities to get information and exchange ideas without an appointment. Neighbors and all actors are of course welcome there.

TEAM BUILDING

From the various networking formats, teams are formed around specific ideas
Or challenges. This is a process the Hub team must continuously monitor. It is important to ensure that as many people and institutions as possible are involved in the process. These teams will then embark on the incubation path, thereby strengthening self-efficacy and

Networking formats at the strategic level

Networking formats at the operational level
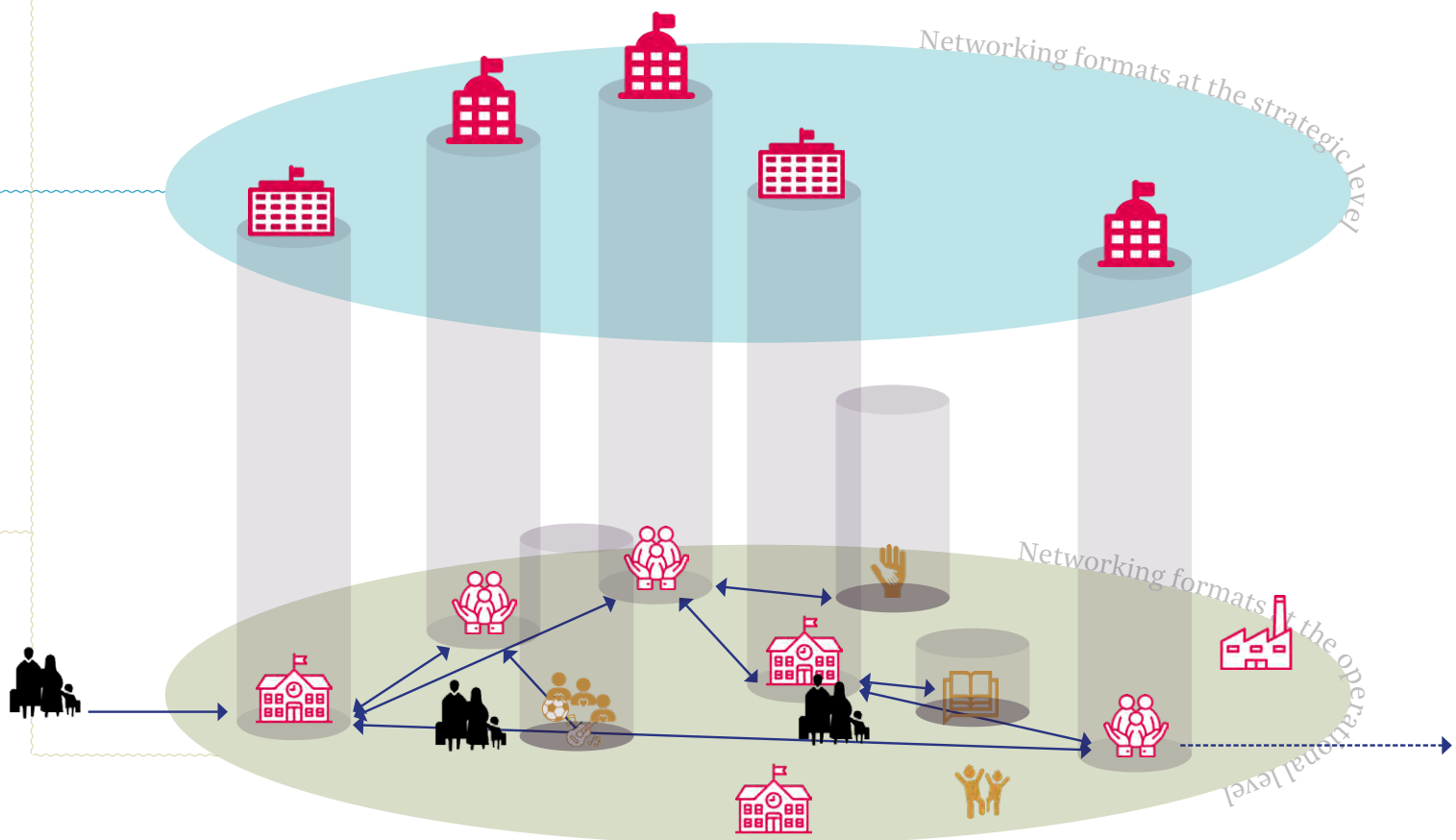
developing and building initiatives.

It is difficult to specify precise topics in general, since they will look different in each project area. However, it seems important to cover the key issues and needs identified in the analysis. This will ensure the value of the offer for the different target groups. In the course of one or several team, a common vision is developed. It is very important to ensure that the actors are motivated by this vision and that it clearly shows added value for them when achieving the objectives and goal.

The individual teams agree on a process plan for the vision, which describes how they will want to achieve their goals. This is not yet a precise project plan. Rather, it is more a matter of showing the higher-level process steps of the incubation path. This process path is signed by all parties involved. It is important that everyone agrees to complete the entire empowerment or incubation process and to take responsibility for it.

Of course, there are many formats in which teams can structure their cooperation and collaboration. Each team must do this individually on the basis of the idea, the availability and other parameters. It is important that this process is moderated by the Hub team.
Different formats of cooperation will be presented and one of them will be selected for final selection. For the individual teams, a team-specific curriculum is developed based on the agreed process plan.

In addition to this content-related work in the form of trainings, workshops and mentor* discussions, regularly held community events and „Team rituals" are established to strengthen and expand the communities within the Integration Hub.
This includes, for example, joint cooking events, themed evenings, and other event formats.

STABILIZING THE COMMUNITY
It must be a permanent task of the Hub team to handle the aforementioned networking formats and to continuously promote the incubation processes of the individual teams. Through all these formats, a vibrant community will develop in the Hub, that can provide a strong level of integration. Ideally, activities in the community will also have secondary effects, such as providing housing or employment.

Functional Diagram of
Integration Hub

Community

Integration
path

Networking
Formats

Ideenclub

Nachbarschaftsforum

Veranstaltungen

Akteur*innentreffen

Ämterrunde

Café

Team Building

Team I	Team II	Team III	Team IV
Intercultural Support	Intercultural Support	Intercultural Support	Intercultural Support
Strengthe-ning personal initiative	Strengthe-ning personal initiative	Strengthe-ning personal initiative	Strengthe-ning personal initiative
Accompanying the development of potential	Accompanying the development of potential	Accompanying the development of potential	Accompanying the development of potential
Implemen-tation of initiatives	Implemen-tation of initiatives	Implemen-tation of initiatives	Implemen-tation of initiatives

Incubation

Place

Practices

Knowledge

Implementation of Initiatives

Routines

Skills

Independence

Infrastructures

Initiatives

Ventures

Relationships

Networks

Strengthening

Engagement

Access

Spaces

Growth

Self-efficacy

Membership

6.3. DEVELOPING THE SITE

TYPES

There is no universal plan for exactly how the Integration Hub should look like. This, of course, depends very much on the respective neighborhood, the available resources, the available rooms and other parameters relevant to the district.

Nevertheless, certain types should be outlined here in order to develop a requirement profile. The following description should thus show which spatial and urban development qualities would have to be fulfilled for an Integration Hub.

In principle, different types of Hubs are conceivable:

NOMADIC

The Hub can be a nomadic organization that serves different locations in the district. This would make sense if financial resources are not readily available, but also if the target groups can be reached easily at several locations in the project area. A nomadic Hub is dependent on being able to access different locations as easily as possible. Therefore, partners with existing rooms are extremely suitable for this type. Likewise, at least one location should be permanently available as an organizational office . This could also be the location of accompanying functions of the Hub. Apart from smaller meetings, however, it would not be made available to the public.

INTERIM USE

Interim use is advisable if the Hub is to be opened in an area with vacancies and a limited period of operation is foreseeable. The interim use is also a good solution when financial resources are limited. With a good concept, rent-free rooms can be found under certain circumstances. Here it would be advisable to keep an eye out for municipal properties. However, the costs of upgrading rooms that have been unused for a long time should not be underestimated. Interim use usually has a temporary appearance. This can be an advantage for the Hub, but it may also have the effect of deterring certain target groups.

CONVERSION

A permanent form of temporary use can lead to a change of use. This type is listed separately here in order to focus on the connection to existing systems. For example, there are „iconic places" in districts that have a certain significance for the neighbors. The re-activation of such a bare place can be very invigorating for a neighborhood. A further and surprising effect can occur when a place is reused in a way that deviates from its original intended use.

TEMPORARY CONSTRUCTION

Another type of Hub is temporary construction. In certain situations, it can make sense to use container structures, for example. Still, many large-scale accommodations for refugees are built from containers. The Hub would therefore fit well into existing room practices.

NEW CONSTRUCTION

Through the construction of a new Hub, the location could be ideally equipped with all the desired zones and functions. In addition, such an investment would be a strong signal to the district that a permanent structure is intended to promote the development of opportunities for people and the area.
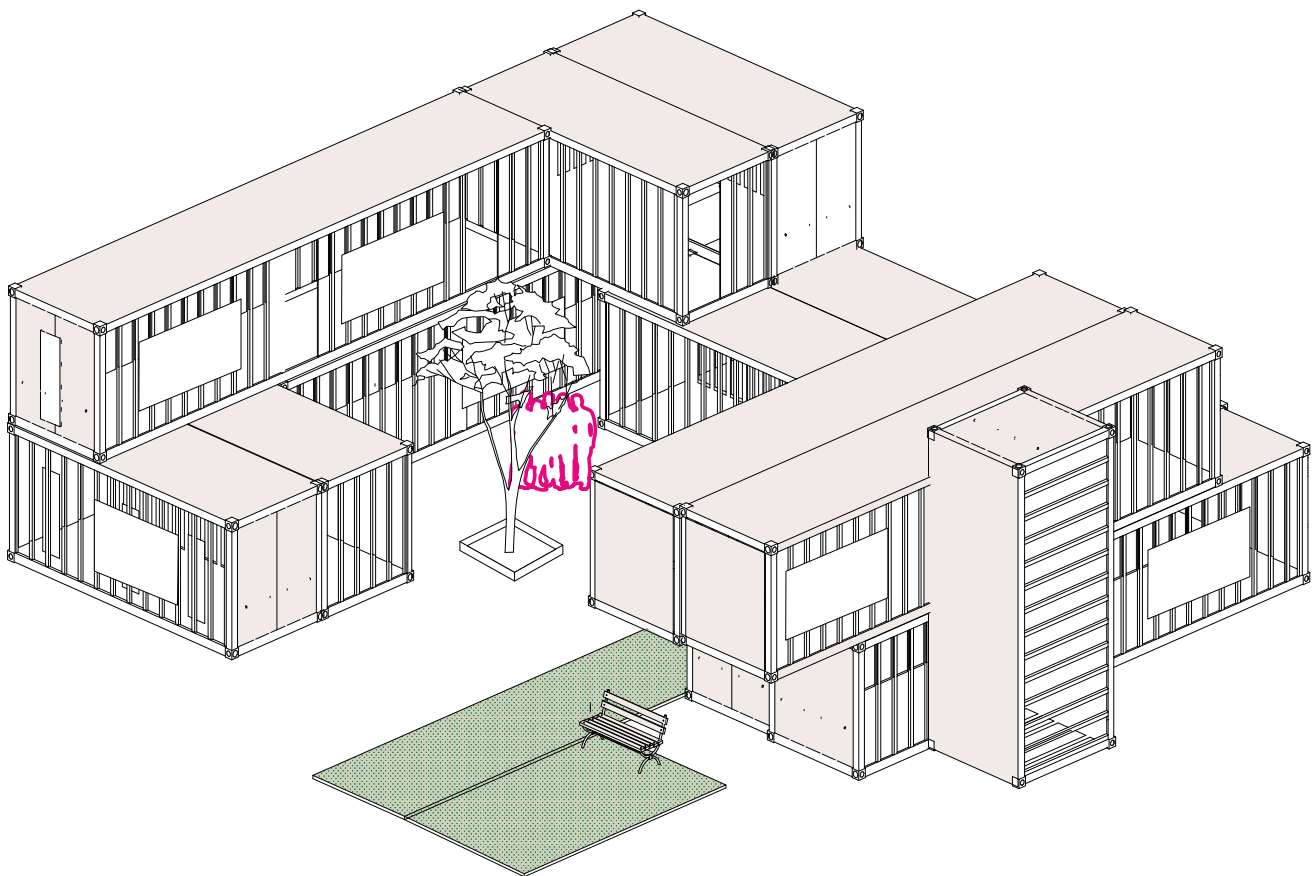
Regardless of which type is suitable for a particular area, certain functions must be guaranteed. These functions should be located in defined zones of the place.

ZONES

The so-called zoning is a division of certain spatial segments of a location based on certain criteria. The architecture thus functions as a „mediator of togetherness". This means that the usage principles of the different zones are conveyed through the design and not mediated by a verbalized set of rules. This is done, for example, by the degree of openness or seclusion. Different materials or color schemes can be assigned to certain zones. The type of furniture or light can also define certain atmospheres in the zones.

Each zone has usage principles, or even rules. Where it makes sense, these are to be defined by supplementary signs. The definition of these principles may be developed in a participatory way with the users. In the case of the Integration Hub the following zones should be defined:

MEETING

The zone of encounter is an area that is very easy to enter and use. For example, a café or other type of low-threshold offer, such as a lounge with a welcome bar. The meeting zone includes all functions that make it easier to get in touch with each other.

COMMUNITY

The community zone is also a shared place. However, it is only available to the users of the Hub (the Hub community) and cannot be used directly by the public.
In this zone, people will be able to interact casually. You can play, talk or simply spend time together. Smaller events can also take place here.

ADMINISTRATION

The management of the Hub has its offices on site.

CONCENTRATION

The zone of concentration is a quiet zone, which offers retreat possibilities. There are individual and group workstations

INCUBATION

The incubation zone is reserved for small group activities. Here workshops, trainings, events, but also group work and discussions take place.
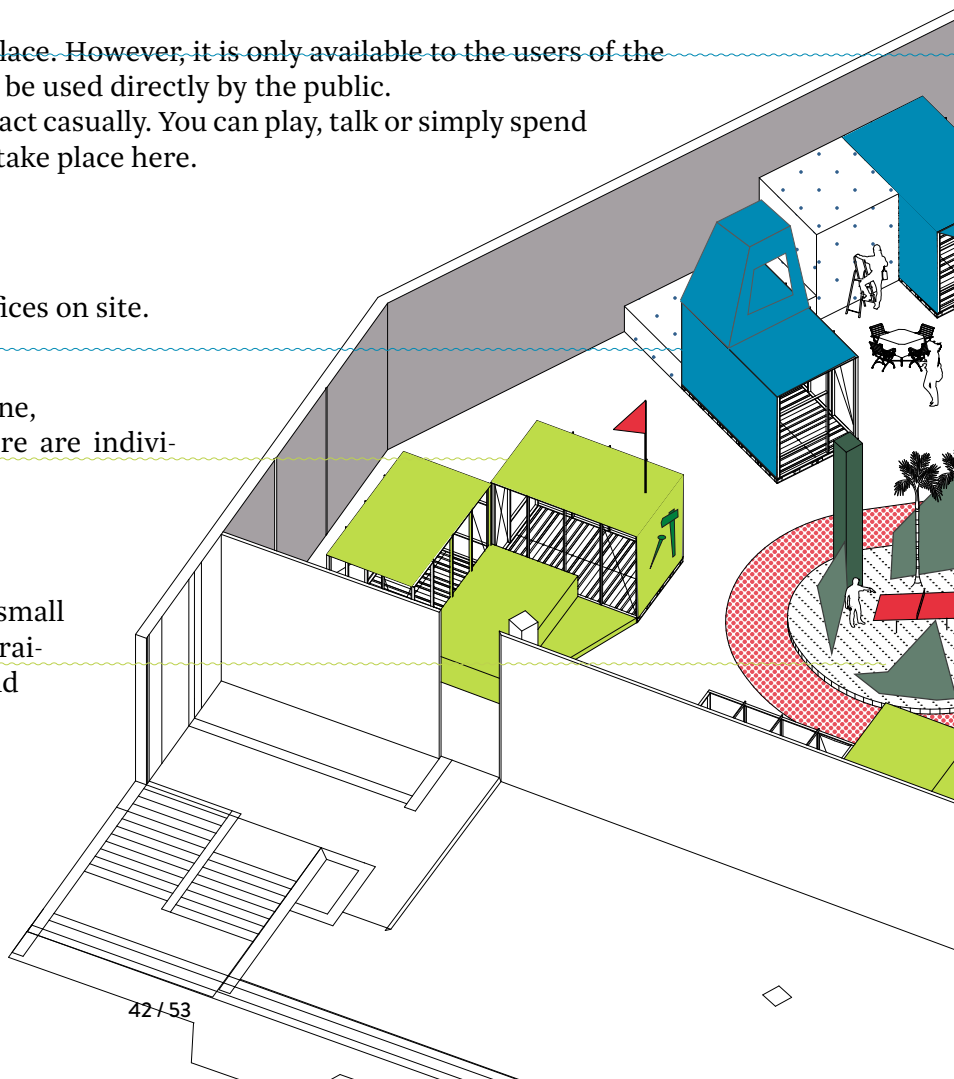
Of course, additional zones can be accommodated in the Hub:

FORUM

The meeting zone can be expanded by a forum. Public events, meetings or forums can take place there. The forum is also a good place to organize exhibitions or to host presentations by external actors

INTERFACES

Interfaces are basically not zones, but rather the spatial contact points to the outside world or with neighbors. Their design should be carefully conceived, because they significantly influence the accessibility and reachability of the space.
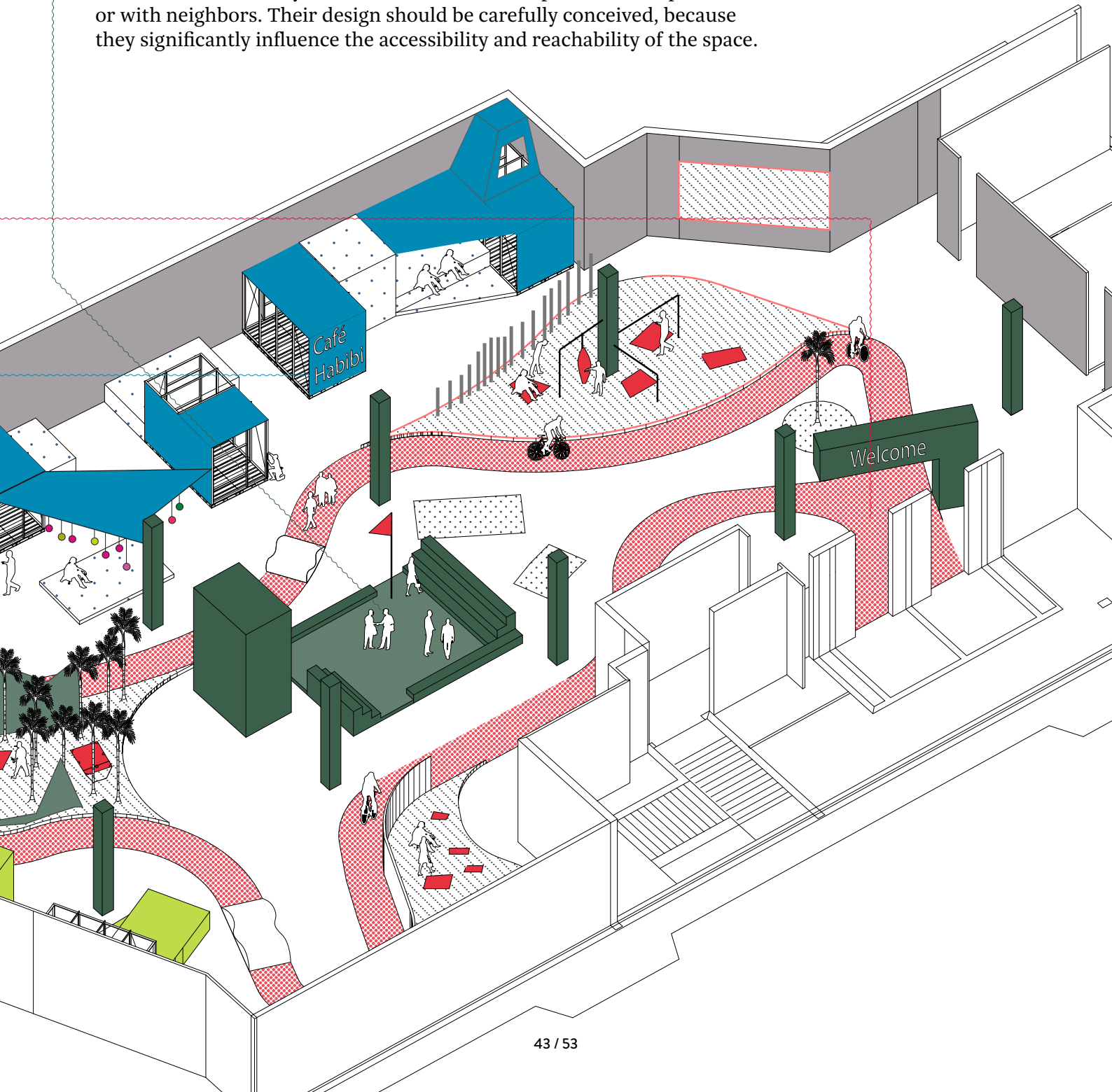
EMBEDDING IN THE NEIGHBORHOOD

As an active location, the Hub should be well integrated into the neighborhood. Ideally, it should be relatively central and easily accessible both by public transport and in general. Another topic of importance is that it is barrier-free. Care should be taken to ensure that people with limited mobility can make good use of the Hub's services.

For a deeper understanding of the accessibility and the embedment of the Hub into the neighborhood, the connections to the places in the district where the target groups are primarily located (especially large accommodation facilities) should be well considered. A few dozen meters can decide whether people find their way into the Hub or not.
Likewise, there must be no urban barriers such as major roads or railroad tracks between the Hub and the main target groups. Ideally, it would be reachable on foot in a maximum of five minutes. Otherwise, it is essential to consider a system to transport people to the Hub. This could be accompanied excursions from the point of departure to the Hub or even an organized transport system.

PLANNING GROUP

All the above parameters - such as the type of Hub, the zoning of the functions
and the embedding in the neighborhood - should be developed and recorded in one con-cept. For this, it is advisable to involve architects and planners, especially if a high invest-ment is planned. It is very advisable to set up a working group that includes people from the different target groups. This planning group develops the localized, specific design of the Hub.
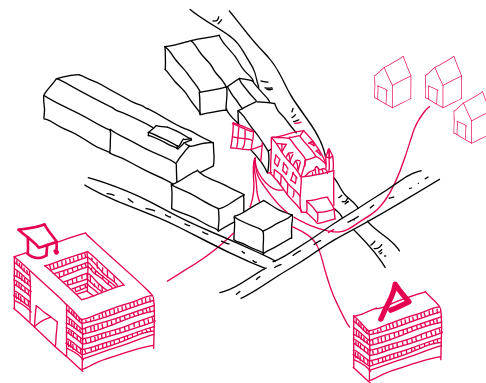
6.4   DEVELOPING THE CURRICULUM

The aim of all the events, forums and services provided at the Integration Hub is to give the community concrete ideas, initiatives or activities that the teams build up and implement from the networking formats. This results in three fields of activity: Networking forums, team building, incubation. *(→see graphic page 43)*

The two fields „Networking Forums" and „Team Building" have already been described above. In the overall context, these are equally essential elements of the Hub's portfolio of services and should therefore also have been described in this chapter. In the following, however, the further development of initiatives in the field of incubation will be discussed. For this field, the Integration Hub must offer a curriculum that supports the teams on their way. This is done in four incubation cycles. It should be noted that these cycles are not based on one another in isolation, but rather build on each other: The previous cycle forms the foundation of the next. From this process logic it therefore also follows that elements of previous cycles can be part of later cycles or even all cycles. The exact form of the curriculum as well as its formats and offers must of course be adapted context-specifically for each Hub.

Specific targets and process formats can be assigned to the individual cycles.
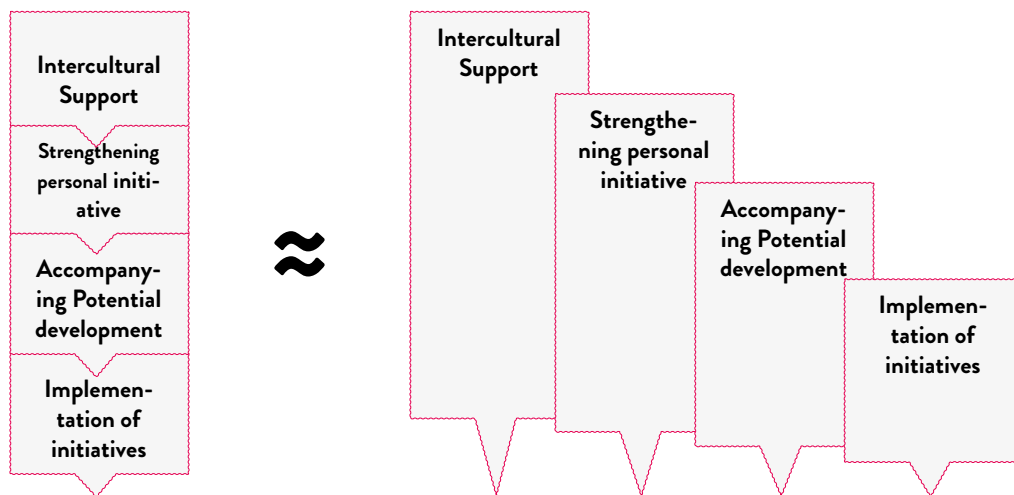
Some formats represent the core offerings of the Hub and others are merely supplementary offers. The core offerings must be provided and implemented by the Integration Hub, while this remains option for additional offers - depending on resource availability of the Hub. For the latter, however, in many cases the reference to other system actors with corresponding offers should be more profitable. Of course, such external offers in the context of a partnership could also be made in the Hub within the framework of a partnership.

CYCLE	GOALS	CORE SERVICES	ACCOMPANYING SERVICES
Intercultural Support	• **Enable and build participation**	• **Outreach empowerment** • **Interest-based networking**	• **Psychosocial Support** • **Tandem or Guide Formats**
	• **Continuing togetherness**	• **Team rituals**	• **Lectures** • **Trips**
Strengthening Personal Initiative	• **(Re-) Discover talents**	• **Activation formats**	• **Talent-based Workshops** • **Language offers**
	• **Experience self-efficacy**	• **Interventions and actions**	• **Mentoring** • **Free-time Activities**
Accompanying Potential Development	• **Generate ideas**	• **Design Thinking**	• **Trainings** • **Schoolings**
	• **Outline solutions**	• **Rapid Prototyping**	• **Expert Input**
Implementation of Initiatives	• **Develop project**	• **Concept development** • **„Business and Impact modeling"**	• **Qualifications** • **Expert Input**
	• **Build initiatives**	• **„Lean Start-Up" Support**	• **Expert Advice**
	• **Stabilization and expansion**	• **„Cultivation"** • **Promotion und Publication**	• **Continuing Incubation and Growth Support**

The core offerings are explained below. As already mentioned, the main purpose of this manual is to provide a basic framework for initiating an Integration Hub. For this reason, these explanations do not deal with specific individual formats, but rather outlines types of offers and their intended efficacy.

INTERCULTURAL SUPPORT

OUTREACH AUTHORIZATION
To what extent the Integration Hub reaches people depends on how different actors can be acquired. As described at the beginning, an approach should be chosen that also reaches people who do not find their own way into the Hub. The blockade, frustration and the learned helplessness must be overcome. From the analysis of the existing structures, the clear picture emerged that many offers do not find their way into mass accommodation and, conversely, only few people from mass accommodation make their way into existing service structures. Therefore, it is essential for the success of the Hub to develop formats that build a bridge between people and the Hub. This can be addressed through fixed consultation hours in large accommodations, but also through visits or other low-threshold encounter formats. In many cases these activities must be carried out in close proximity to the target groups, which is why these are always outreach formats. The outreach authorization is an ongoing process. It must therefore be carried out in parallel to all other formats and offers.

Engagement

Chances of Realization
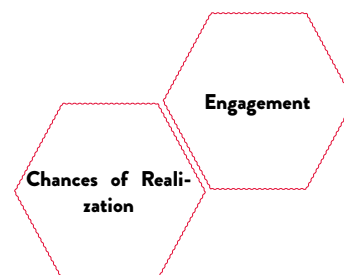
INTEREST-BASED NETWORKING
Following individual networking formats and as a hinge between these and the incubation, various offers for interest-based networking should be made. This means offers that bring together different actors with similar talents, skills, interests, etc. The interest-based networking is an offer of the Hub, which is also carried out in parallel to the entire incubation process. The easiest way to organize integration and participation is through common interests. To be able to develop suitable services, the interests of the actors must be known. Therefore, it is important to inquire about the interests of the networking offers, but also to ask about their interests in personal discussions or on other occasions. Interest-based networking formats can take the form of individual „matchmaking", as well as formal referral advice. Various workshops, lectures, or exchange formats can be created for small groups with similar interests. Depending on the number of „like-minded" people, these can also be large group formats.

Access

Relationships
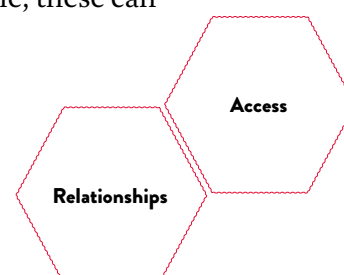
TEAM RITUALS

A good way to strengthen the connection between people is through group rituals. This refers to recurring formats that are developed and practiced by the group. In the Hub, care should therefore be taken to ensure that team rituals are established in the individual teams, but also in the operator team or in other person-related situations and groups. These can be, for example, sharing a meal or recurring events. Likewise, certain ways of greeting each other can be or saying goodbye could be part of it. Regular reflection formats are also advisable in order to look at the group from a distance. Each group and each team has to find out for itself which ritual suits them. However, it is important that this is determined and is carried out regularly. For this, it is advisable to have one person or a small team be responsible for the execution of the ritual.

Membership

Routines
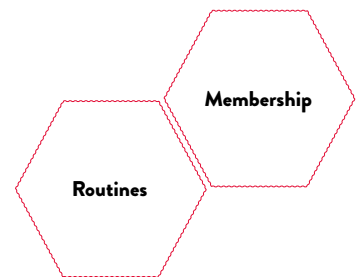
ACCOMPANYING SERVICES

The best way to access the regulatory system, but also any integration option, is to accompany individuals or families directly. This is a task that the Integration Hub cannot perform independently, but in many places there are so-called tandem or lottery programs which take on this role. Volunteers also often take on such accompanying functions. It is very relevant for the Hub to cooperate with such offers. Again, the Hub can also be a place where such services are developed and incubated. This also applies to services for language acquisition or for integration into the labour market. They are essential for
rapid integration process, but not the core task of the Hub. For the reference to or
the partnership with such offers, a task arises for the Hub team,
which can best be described as a cross-linking and catalyst function. If
not already in place, the team should actively seek such partnerships or encourage the development of the above-mentioned offers without carrying them out themselves. For this purpose, activities such as networking meetings, lectures and workshops can be helpful.

Networks

**Knowledge**
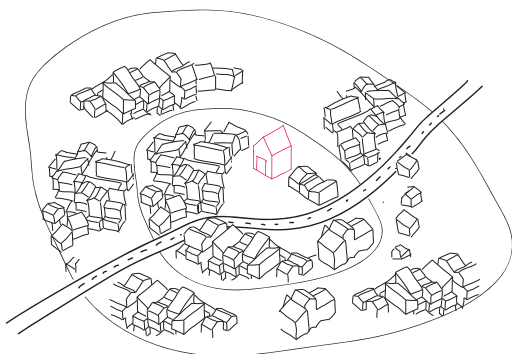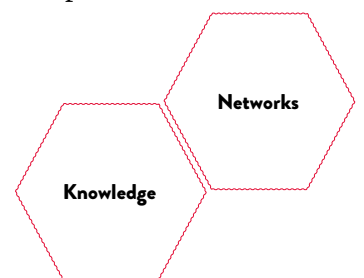
STRENGTHENING OF OWN INITIATIVE

ACTIVATION FORMATS

The strengthening of personal initiative as the next cycle is achieved through low-threshold activation formats. This means offers for the users inside the Hub that are attractive, inviting and easy to implement. These can be, for example, cooking events, small celebrations or coffee and tea parties. Sports activities (table tennis or football matches) or craft activities are also included. The act of producing something together can have a particularly strong activating effect. Should this turn out to be possible, it would certainly make sense to provide a place at the Hub for sewing, handicrafts or even carpentry. However, these functions can also be covered by partnerships. The central aim of the activation formats is that people quickly get access to participation and involvement and to find themselves in another context. Activation formats should generate feelings of success and positive results, so that hidden talents and abilities are revealed.
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Skills

Practices
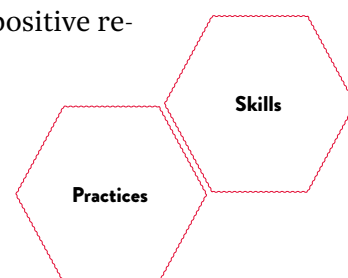
INTERVENTIONS AND ACTIONS

The activation formats should develop entertaining and relatively easy to implement interventions and actions. So that, for example, a summer festival in the public space, a three-month renovation of common areas in a large accommodation facility, or cultural activities such as exhibitions, theatre performances, sports tournaments or concerts.The interventions and actions should be organized and implemented completed within a few weeks to months. They are actively initiated and accompanied by the Hub team. The Hub must ensure that ideas for actions arise in networking formats or other activities. It is also responsible for initiating and coordinating interventions. Gradually, however, the participants should take over the responsibility if possible. Similar to the activation formats, here, in addition to the individual results and successes, the main goal for the participants here is to experience self-efficacy and participation. One could even say that this is synonymous with the actual result: Interventions and actions create connections and shared successes that are just as important as the product created.

Independence

Efficacy
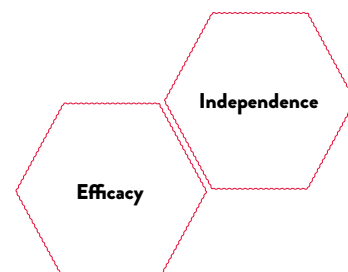
ACCOMPANYING SERVICES

Strengthening personal initiative also requires good networking with services from other system actors. In particular, the topic of psychosocial care is an essential aspect of empowering people. It is essential to ensure that partnerships are developed for this. Since special and high-quality training is necessary for psychosocial care and is assumed that the providers of the Integration-Hub's do not have this, the psychosocial support is only listed here as an accompanying offer. However, since this task is essential for the effectiveness of the other services in the Hub, its relevance should be understood as a core service. Just like tandem or pilot formats, mentoring or other types of individual support for talent development can also play an important complementary role. External persons and institutions can also offer additional teaching formats, workshops or activities.

Development   **Strengthening**
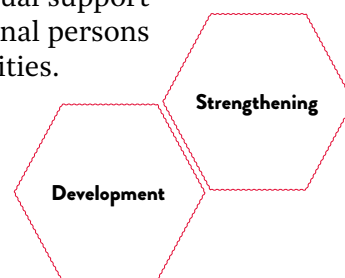
SUPPORT OF POTENTIAL DEVELOPMENT

DESIGN THINKING AND RAPID PROTOTYPING

If ideas, visions, or solutions for current challenges are developed from individual interventions or actions of the Hub or from the networking formats that a group of users want to further develop, further tasks for the Hub team arise. Certain formats of design thinking, and later rapid prototyping are particularly suitable for finding ideas and for initial solution sketches. Both are based on small group formats, in which the group goes through a moderated design process.
These methods are also very suitable for working in an intercultural context.
They are relatively low-threshold, playful, and therefore generally very well suited to form and strengthen groups. The aim is for the respective teams to have a more precise idea of their project and to work out their idea as a community through the phases analysis, idea development, synthesis, prototype, test and further development. Different prototypes and approaches can emerge from individual initial ideas or problem situations.
The task of the Hub team is to guide the teams through these design processes. They are responsible for the process design, but are not specialists for the various contents that are being further developed. At the end of the process, prototypes are tested and further developed. The teams can then decide which should be implemented as an initiative.

**Prototypes**   **Initiatives**
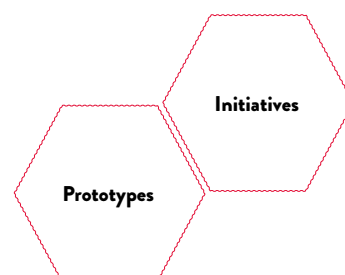
ACCOMPANYING SERVICES

During the development of ideas and solutions, questions will certainly arise that the Hub team cannot answer. Therefore, external expertise can be helpful in the idea generation process. Here you can find further formats and offers as accompanying services are organized. These can be training courses, education or also „expert sessions" and lectures. It is important that the Hub team builds and maintains a network of experts. Your role at this point is to initiate and coordinate appropriate accompanying services.

Knowledge

Transfer of Skills
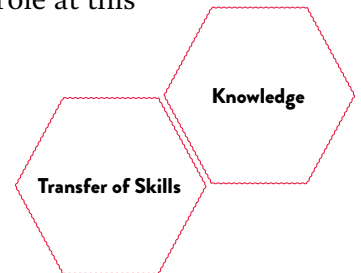
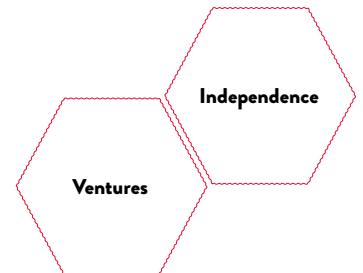## ***IMPLEMENTATION OF INITIATIVES***

CONCEPT DEVELOPMENT

To ensure that individual initiatives can be implemented in a sound manner, the Hub will take further steps after the development of the prototypes. Here, knowledge of the start-up sector is applied. This involves the development of consistent planning analogous to the development of business plans here (depending on the type of the initiative). It examines, for example, how similar offers and initiatives are structed and which unique selling propositions result from this for the planned initiative. Accordingly, a business, or in many cases, an efficacy model is developed. In addition, it deals with topics such as target groups, how to reach them, and communication. Due to its existential importance, the topic of financing and value creation is of course also particularly important. The goal is to provide the teams with a good planning basis overall. The Hub team accompanies the development process and conducts workshops on specific topics until a complete plan is available.

**Planning**

Models
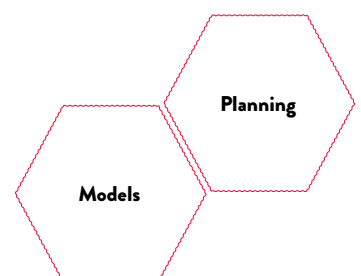
BUILDING INITIATIVES

As soon as the planning is completed, the implementation begins and with it a series of hurdles. Funding must be organized, and if necessary human resources have to be recruited or a job has to be found. Whatever moves the teams, the Hub team will continue to accompany them. Since the Hub will not be primarily concerned with complex business models and their implementation, but rather the implementation of local and less costly initiatives, the focus of the development will be on a direct step-by-step implementation. In this sense,
one can speak of a so-called lean start-up procedure. In this procedure a systematic process was chosen that builds up the company in a very close and flexible manner, in constant

comparison with the addressees of the initiative. A minimal variant of the new offer is being implemented directly in order to carry out so-called tests or experiments "on the market" that enable direct learning and a direct improvement of the initiative. The Hub team accompanies this process.
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Independence

Ventures

ESTABLISHMENT AND DISTRIBUTION

The implementation of the final form of the initiative ends the Integration Hub's incubation process. However, two further offers are still being made to the teams. So that the initiatives can develop in a stable way; these are developed in the so-called „cultivation" to steady themselves and to grow if necessary. In particular, in an initial phase of independence, the teams should continue to be provided with support for acute questions.
Of course, the initiatives will continue to be part of the Hub community. They can even play a special role in this community and serve as an example for others. It can be quite useful to strengthen this role by establishing an alumni network or by presenting the initiatives in lectures and other events. A further task of the Hub will be to promote the initiatives developed there. Promotion and publication formats should be developed for this purpose.

Growth

Strengthening
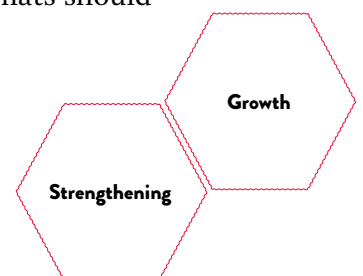
ACCOMPANYING SERVICES

Professional/technical advice and expert knowledge is needed throughout the process of setting up and implementing initiatives. Analogous to the monitoring of potential development, these can be training courses, seminars or „expert sessions" and lectures. Here too, the role of the Hub team is to initiate and coordinate the accompanying formats.

Knowledge

Transfer of Skills
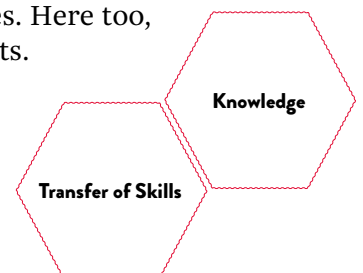
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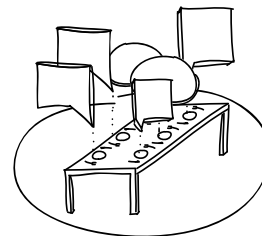
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