



# WHITE PAPER

“NO WALLS BUT BRIDGES”

“A grass root Public Policy, International Awareness campaign” Report 2019

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#No Walls But Bridges



We are passionate **change makers** and our actions are based on **collective Intelligence** collaborations worldwide. We are leading experts in complex project steering, facilitators, event makers, Global Citizenship actors, sparring partners, **knowledge generators and providers**, intercultural dialoguers, mediators and more. We are a natural partner for public, private and civil society, but also cultural-oriented organizations, nationally and internationally.

**We bring together diverse stakeholders** that represent refugee communities, academic institutions, private and state institutions, entrepreneurs and investors who are co-creating an enabling environment to develop tangible and sustainable solutions, **responding to the multidimensional challenges** of migrant crisis, helping in effect to **build inclusive communities**.

*"We are inspiring leaders working to **create transformational change**.*

*Our work is **diverse**.*

*Our approach **transnational**.*

*Our goals are **unique**.*

*But we stand united in our purpose: **build a brighter and sustainable future**"*

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# Project's Summary

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## #NoWallsButBridges “A grass root Public Policy International Awareness campaign”

### The Initiator

B1-AKT within the context of its global **awareness campaign initiatives** inspired by the **Global Goals for Sustainable Development** launched a **grass root Public Policy/Citizens Diplomacy** International awareness campaign, an **open social media dialogue**, concerning **migrant solutions** for **sustainable integration** developed in the [Migrant Integration Lab device](#) (a global device for sustainable integration).

### The Partners

[B1-AKT](#), a collective of deep thinkers and thought sustainable leaders, teamed up with [Ecole des Ponts Business School](#) and their **full MBA young leaders**. The **campaign** was designed under the shape of a **social impact project (SIP)** and tailored as to build **Positive & Sustainable Social Impact**.

École des Ponts Business School's Full Time MBA is a **flagship program for Innovation Management** in a global economy. The program leverages the latest research and traditions of excellence in Innovation, Technology Management and Entrepreneurship.

### A daring idea

Our society's response to the movement of people has often been lacking in compassion. **Hope** for a **better future** has sometimes been replaced by despair. Open doors have sometimes been harshly closed.

To try and address this imbalance, “**NoWallsButBridges Campaign**” **was born**. It supported the **daring idea** to build **sustainable societies** with **greater equality and solidarity**. The campaign was based on



**transnational frameworks** that are giving policymakers a new lens with which to develop **innovative public programs**, and **public-private partnerships across borders**.

The campaign had a predefined **budget of absolute zero**. This parameter applied to the planning and execution of all deliverables, assessment criteria, and control satisfactory factors (CSFs). All participants had to use **social engineering and sustainable innovation** in order to achieve strategic objectives.

### The aims

The campaign aimed at:

- **Acknowledging the benefits of immigration** by crafting a positive, new narrative on integration: developing sustainable communities and intercultural dialogue
- **Crafting a positive narrative on migration** based on social, cultural and economic benefits deriving from it.
- **Inspiring political engagement and active citizenship** by bringing together, citizens, civic societies, migrants and refugees, public & private sector, international organizations, Academia and media around the globe, into a dialogue on the problems and sustainable solutions on Migration Crisis developed within “Migrant Integration Lab”.
- **Building social impact**

### The specificity

The project also aimed to identify **the impacts of government migration policy and communication, and the interaction with public debate and activism**. One of the project’s targets was to **encourage opinion leaders and political ones to act for a sustainable process of integration**.

We truly believe that addressing the **socio-economic development** of local communities, providing sustainable solutions and training paths conducive to effective entrepreneurial projects or employment, creates an environment that offers real possibilities for both **receiving communities** and **newcomers**.

## **The Project's Strategic Context: Migration crisis / The rise of extremism and populism**

Negative **public attitude** towards migration and migrant related issue, the rise of extremism and populism, as well as political disengagement regarding the migration crisis, can lead to **public antagonism** towards migration. These negative views risk jeopardizing efforts to adapt migration policies to the **new economic** and **demographic challenges**, facing many countries.

### **The Strategic Needs: Implementing sustainable solutions for migrants' holistic integration.**

The implementation of **sustainable solutions** regarding migration issues demands an **international vision** and a **transnational framework of collaboration**.

**The Implementation of transnational frameworks** can give policymakers a new lens with which to develop **innovative public** programs, and **public-private partnerships across borders**.

The challenges are not only **economic** but also **cultural**. The public must be encouraged to understand that **newcomers also bring fresh demand and so spur growth**. Such an exercise requires determination and vision, good arguments backed by facts, and much better communication. The process of Integration requires a '**whole society**' approach.

**Migrants swell the workforce and help to expand the overall economy**, but it's a message that has gained little traction with public opinion. It is up to governments and civil society leaders to hammer home this message.

### **The Vision: Migration is a chance for our societies to reach their full potential.**

**Transformational** and **systemic change** starts with a compelling idea that can **transform a community by engaging** and **empowering community members**. Change also requires the active participation of **institutions** and **policymakers**.

The **world's citizens** are inhabiting and tracing pathways across a globe that is in accelerated motion – ideas, things, people are all in **endless movement**. Sometimes they are willing adventurers and explorers but all too often people and families are displaced by turmoil, aggression and environmental disasters.

**Migration is a chance for our societies to reach their full potential.** Displaced people who arrive in Europe can become **innovating entrepreneurs**, change makers in a position to act, create value and to be **a source of innovation for host societies.**

## **The Values**

**Diversity enriches every society and contributes to social cohesion** – something that is all too often taken for granted. Societies with large migrant populations are in many ways trans-local and transnational themselves, already connected to many parts of the world through migrant and diasporic practices and **networks.**

Our work is based on the values of **democracy, diversity, trust, freedom and solidarity.** These values are the cornerstones of our societies and of the interdependence between countries in Europe. Underneath all of this lies the power of **sustainability & communication.**

**Sustainability//Social Entrepreneurship // Global Citizenship//Intercultural Dialogue//Hybrid Identities  
//Transnationality//Common Good**

## **The idea of the campaign was based on:**

- Breaking down negative stereotypes and improve public perception of migrants and ethnic minorities and the phenomenon of migration
- Giving citizens the opportunity to discover, learn from and understand the values and cultures of refugees and migrants and - in the process rediscover and enrich their own.
- Helping refugees and migrants socialize and express themselves, fostering respect and understanding for diversity, intercultural and civic competencies, democratic values and citizenship.
- Cultivating a thriving ecosystem for social innovation and creating sustainable communities. This ecosystem, its members and the collective whole, creates more sustainable, equitable, and inclusive communities.
- Implementing Sustainable Development Goals (SDGs): The 2030 Agenda for Sustainable Development recognizes migration as a core development consideration — marking the first time that migration is explicitly integrated into the global development agenda. Implementation of the

SDGs provides an opportunity to protect and empower mobile populations to fulfil their development potential and benefit individuals, communities and countries around the world

**The Spirit and Core philosophy of the campaign is based on Newton's quote "We build too many walls and not enough bridges".**

When we **"build bridges"** we are literally building a **better life**. When we build walls, we are stagnating our own growth and as Joseph F. Newton said, "People are lonely because they build walls instead of bridges."

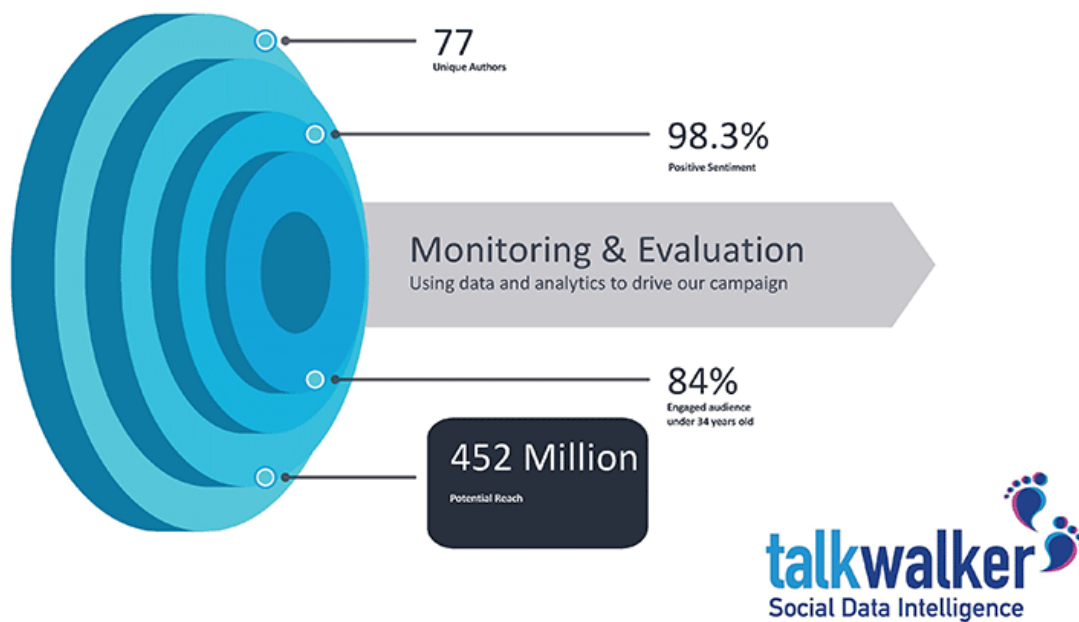
**#NoWallsButBridges's hashtag** has arisen from both the name of Ecole des Ponts (ponts = bridges in English) and the concept of removing "boarders" and "walls", underlining **the transnational character** of the campaign and enabling the articulatory process to increasingly exceed the **borders of the nation-state**.

One of the main themes of the campaign concerning **identity renewal** (based on building hybrid identities) was inspired by B1-AKT as to exemplify **innovative ways** to expand **mutual understanding, intellectual advancement, collaborative intelligence, empathy** and **respect** in our society.



## The result:

**452 Million reach & A Unique Transnational “Bridge”** built between Policy Makers, Governments, Institutions, Business schools, Civil Society members, Migrants, Refugees, Asylum Seekers, Social Entrepreneurs, Media Representatives.



## The Recommendations

The implemented work, the awareness campaign and the practical results of MIL's implementation in 7 countries leads us to make the following recommendations for turning the refugee and **migrant crisis to economic, cultural and political advantage**:

1. **Change the public and politic perception** on newcomers and integration: **Acknowledge the benefits of immigration by crafting a positive, new narrative on integration.**
2. **View Migration as a chance for Countries and Europe 's economic growth, territory revitalization.**
3. **Rebuild Trust and redefine a hybrid identity:** developing sustainable communities and intercultural dialogue **via social cohesion** and open dialogue tools
4. **Create A Global Ecosystem** regrouping National and International actors, Stakeholders, Institutions working on Sustainable integration issues
5. **Provide Sustainable Frameworks to strengthen communities:** six strategic pathways to enable all stakeholders work together to leverage migrants' human capital to the benefit of our entire society
6. **Permit rapid access to basic needs**, housing and care services
7. **Integrate newcomers sustainably and holistically, based on 4 simultaneous pillars via Labs:**
  - Linguistical thinking and communication
  - Economic integration
  - Civism and citizenship
  - Intercultural dialogue
8. **In order to prevent the rejection of integration policies and to combat the rise of extremism, the integration of migrants and their access to employment must not take place outside the integration of specific concerned, national groups.**

9. **Develop Training, Skills and Opportunities:** Enhancement of social innovation and capitalizing on newcomers' talent by **strengthen entrepreneurial education and training.**
10. **Provide dialogic teaching, tailored services and centered learning sessions for Newcomers & vulnerable groups**
11. **Build economic growth and territorial revitalization** via economic and entrepreneurial activities **linked to territorial needs**
12. **Develop a daring, innovative and distinctive political vision** for common and better future-build sustainable policy making based on cooperation and transnational frameworks, mainly via the creation of a **3 steps efficient & holistic process of sustainable integration:**
- Step One: A global process of integration
  - Step Two: A national public policy
    - Professionalizing and training the main stakeholders and integration facilitators.
    - Steering the integration ecosystem for a better coordination of actions & stakeholders
  - Step Three: An international Network as to permit good practices exchange and enable transnational cooperation (fostering agile, adaptive and modern processes that lead to social mobility and cohesion)
13. **Beyond Open Government : The Entrepreneurial State & Government.** Public policies, must be renewed and include a process and an entrepreneurial approach to action, based on common and republican values.

## Responding Activism and defining Transnational Citizenship

Nowadays, the representativeness and credibility of the political and leadership classes is questioned (yellow vests, black blocks, populism). **The initiatives regarding the evolution of our societies can only be citizens initiatives.** The future of politics is the notion of “citizenship”. Global Citizenship is the consciousness of the other, of others, of a single world and is based on a desire for **common construction**.

The new form of citizenship to be created, as to strongly face populist movements or violent destruction of our societies, must be based on the following points:

- Sharing of **collective values** that are simple to (re)discover or develop, such as that of secularism developed in France or proposed by Yuval Noah Harari, which guarantees **tolerance, respect, universality, freedom and equality**.
- A willingness **to act**, to contribute to the **evolution of society**, to practice **solidarity** and brotherhood.
- **Implementing concrete actions** enabling everyone to carry out projects and contribute to the Society, either independently or in projects (associative, entrepreneurial, cultural, territorial, projects etc.)
- The development of autonomy, responsibility, **individual** and **collective citizenship**.

The question of migrants and more largely, newcomers integration, must be raised as to move to that of the **construction** of “our Society”. If migrants must learn to communicate, to respect the values of citizenship, to integrate the values of the society in which they arrive, to achieve their journey integration through diligent work and projects (there are effective integration devices, see Migrant Integration Lab), we (as receiving communities) must also find values that **bring us together**. We must **develop common projects**, learn together and (re)discover what **solidarity** really means, develop our own sense of **citizenship**, the willingness to act and finally, **achieve constructive criticism and autonomy**.

In terms of the categories of social and individual forms of belonging, transnational citizens are marked by multiple identities and allegiances, and often travel between two or more countries, all in which they have created sizeable networks of differing functions.

Similar to global or cosmopolitan citizenship, it is composed of cross-national and multi-layered memberships to certain societies. Transnational citizenship is based on the idea that a new global



framework consistent of subgroups of national identities will eventually replace membership to one sole nation-state.

In a hyper-realized version of transnational citizenship, "states become intermediaries between the local and the global." Institutionalizing transnational citizenship would loosen ties between territories and citizenship and would ultimately result in a reconstruction of world order that forever changes the capacity in which individuals interact with government institutions.

### **Building Hope :**

We can only hope that our story will improve public and private sector partnerships and build linkages between migration and governance for prosperity and development, with sustainable ways of working together in a **Transnational Context**.

By building this type of campaigns, **improved social cohesion and wider solidarity** can arise by making people work together towards a **shared future through creating strong, long-lasting basis for interaction, dialogue between migrants and members of receiving communities**.

The campaign has showed that it can challenge prevailing prejudices and **build bridges**, against all the odds by **enabling citizens, newcomers and institutions to practice collaborative ways of living together**.

The project also fostered **good practice exchange and cooperation** between our partners and ecosystem by strengthening their networks and transcultural skills, extends their teaching skills and knowledge on methods development and empowers their capacities in raising empathy and awareness for migrants and their realities in Europe and beyond.

### **Key words:**

- Strengthening civil society
- Building international networks
- Moving communities
- Prioritizing sustainability
- Social impact



Photo credit Ugur Gallen

# PART 1. CONTEXT AND RELEVANCE

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# I. Context

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Public attitudes towards migration and migrant-related issues are perhaps more important for shaping migration policies than factual information, and latent fears of migration are often exploited in electoral campaigns.

International migration is a complex phenomenon that touches on a multiplicity of **economic, social and security aspects** affecting our daily lives in an increasingly interconnected world. Migration is a term that encompasses a wide variety of movements and situations that involve people of all walks of life and backgrounds. More than ever before, migration touches all states and people in an era of **deepening globalization**.

Migrants are on the Rise around the World, and Myths about Them Are Shaping diverse attitudes. Attitudes toward migration are shaped by (and possibly shape) views about a variety of different channels through which migration affects the economy, national culture, and the social status of natives. **Views toward migrants** are also shaped by (or possibly shape) underlying attitudes **about social homogeneity and the desirability of social contact with other people**.

**“Integration”** is a highly contested, contentious and messy concept. The concept is used by many policy makers, academics and migrants, refugees and asylum seekers themselves but understood and interpreted differently by most. Popular sentiment toward immigration is often antagonistic, **making the integration of migrants** one of the most important yet daunting challenges facing societies in advanced economies. Can **awareness campaigns decrease public opposition to immigration?**

This white paper report results from a large-scale experiment conducted under the shape of **“A grass root Public Policy International Awareness campaign”** under the name of **“No Walls but Bridges”** with a predefined budget of **absolute zero**. Prior to the launch of the “No Walls But Bridges “ campaign, our team conducted preliminary discussions inviting local community leaders, governmental authorities at the local level (France), local NGOs, representatives from private sector and migrants. These discussions were organized to identify **specific needs at the local level and to strengthen the impact of the campaign with a tailored intervention**.



Building upon previous outreach experiences (Identity awareness campaign MIL Lab 2017), **“No Walls But Bridges”** campaign aimed at **raising the awareness about sustainable migrant integration**, based on **economic territory revitalization, entrepreneurship, innovation and active citizenship**.

One of **the objectives of the campaign was to encourage opinion leaders and political ones to act for a sustainable process of integration**. Addressing the socio-economic development of local communities, providing sustainable solutions and training paths conducive to effective entrepreneurial projects or employment creates an environment that offers real possibilities for both receiving communities and migrants. **The project also aimed to identify the impacts of government migration policy and communication, and the interaction with public debate and activism.**

Embedded in a comprehension study, we exposed a large national & international sample of “targets” to information, **pertaining to potential social and economic benefits from (im)migration. The treatments motivated** citizens to take action **in support of this cause**. Notably, many effects are persisting today. The results highlight the potential value of combating enmity to incoming migrants with campaigns that **inform the public about key positive impacts of migration and sustainable solutions.**

## I.1. The Migration crisis: the rise of extremism and populism.

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**Europe is nowadays at a crossroad**, divided between the need to remain faithful to its core democratic values and freedoms, maintaining an area of freedom and justice and the need to protect its citizens against the new terrorism and the rise of nationalistic leaders and parties that require less Europe and more power back to the nation states.

We are witnessing a return of the politics of fear; in Hobbes terms, convincing people that there is no other alternative and that politics has been exhausted; it remains the fear (Furedi, 2005). Europe needs to find its identity and unique voice, not many independent and divisive voices if wants to survive in the new European and global environment. The solutions to our crises are not only political or legal, but within us, in the way we internalize our identity, particularly in the meeting with the other.

**Strategic Needs:** Implementing sustainable solutions for migrants' holistic integration and transnational frameworks that are giving policymakers a new lens with which **to develop innovative public programs, and public-private partnerships across borders.**

Human migration is an **age-old phenomenon** that stretches back to the earliest periods of human history. In the modern era, emigration and immigration continue to provide states, societies and migrants with many opportunities. At the same time, migration has emerged in the last few years as a critical political and policy challenge in matters such as **integration, displacement, safe migration and border management**. In 2015, there were an estimated 244 million international migrants globally (3.3% of the world's population) - an increase from an estimated 155 million people in 2000 (2.8% of the world's population). Internal migration is even more prevalent, with the most recent global estimate indicating that more than 740 million people had migrated within their own country of birth.

Factors **underpinning migration** are numerous, relating to **economic prosperity, inequality, demography, violence and conflict, and environmental change**. While most people migrate internationally for reasons related to work, family and study, many people leave their homes and countries for other compelling reasons, such as conflict, persecution and disaster.

Overall, **displaced populations** such as refugees and internally displaced persons (IDPs) comprise a relatively **small percentage of all migrants**; however, they often capture and demand collective attention and action as they frequently find themselves in highly vulnerable situations.

These are the people who are often most in need of assistance. The United Nations Department of Economic and Social Affairs (UN DESA) produces estimates of the number of international migrants globally as illustrated below in FIG. 1.

**Table 1. International migrants, 1970–2015**

Year	Number of migrants	Migrants as a % of world's population
1970	84,460,125	2.3%
1975	90,368,010	2.2%
1980	101,983,149	2.3%
1985	113,206,691	2.3%
1990	152,563,212	2.9%
1995	160,801,752	2.8%
2000	172,703,309	2.8%
2005	191,269,100	2.9%
2010	221,714,243	3.2%
2015	243,700,236	3.3%

Source: UN DESA, 2008 and 2015a.

Note: The number of entities (such as States, territories and administrative regions) for which data were made available in the 2015 UN DESA *Revision of International Migrant Stock* was 213. In 1970, the number of entities was 135.



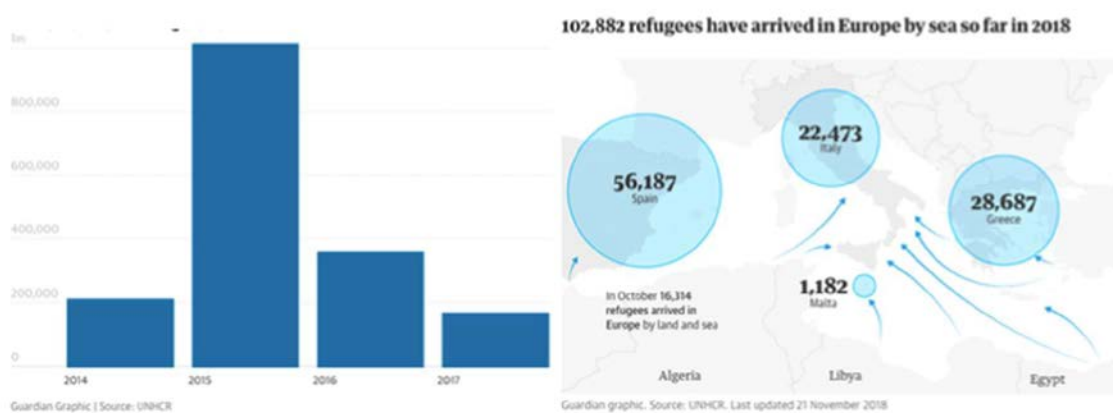


**Syrian refugee carrying his daughter towards Greece's border with Macedonia, 2015.** Where's her mother? (his wife) She was killed in an airstrike or a bullet in Syria. Maybe drowned in the sea. Why? (TR) 2015 yılında kızını Yunanistan-Makedonya sınırına taşıyan Suriyeli mülteci. Annesi nerede? (o'nun eşi) Suriye'de bir hava saldırısında yada bir kurşunla öldürüldü. Belki de denizde boğuldu. Neden?

**Photo Credit & Text: Ugur Gallen**

## I.2. Migrant crisis

Refugees and asylum seekers flee their homelands due to war, violence, oppression, violations of human rights arising out of their nationality, religion, race, or political view. For example, **1.8 million refugees and migrants have arrived in Europe since 2014**, and more than **1 million of them crossed towards Europe in 2015**. This high influx created a crisis not only due to the unexpected aspect of the migration crisis but also because of the difficulties resulting from the **lack of a standard European policy** to deal with the migrants.



As a result of the increase in the number of migrants reaching Europe, the European Union countries are now **facing a challenge they still struggle to resolve** which led to a humanitarian crisis. The countries are divided about the strategy they should build to settle the migrants, for example: Some countries want more rigorous border controls, and others equitable distribution of immigrants.

Irrespective of the solution chosen, there will have to be a balance in the interests of frontline states (such as Spain, Italy, and Greece), wealthier European states and the uncompromising **states which refuse to accept any migrants** (such as Hungary and Poland).

The refugee crisis not only **affects countries' policies** but also **disrupts their principles** and put them in a dilemma to balance between their own **values, the fear of losing identity** and their duty of helping migrants in **ensuring social inclusion** and **access to the labor market** for a better standard of living.



The **lack of concrete solutions** led to other organizations such as local authorities, private and nongovernmental organizations, and citizens to take initiatives in welcoming migrants, helping them access the fundamental rights and services, **launching awareness campaigns about migrant integration** and seeking financial support to assist these migrants.

Migrants hail from different countries worldwide. The military conflict in the Middle East and especially Syria is a primary source of migrants. Also, the uprising violence in some countries such as Iraq and Afghanistan, the war in Yemen, the poverty in many countries, the climate issue, and also the professional experience is driving factors that lead people to leave their homelands and seek for a **better future elsewhere**.

The graph in FIG. 3 below shows the number of asylum applications in Europe. As illustrated, there was a significant rise in the number beginning from 2014.

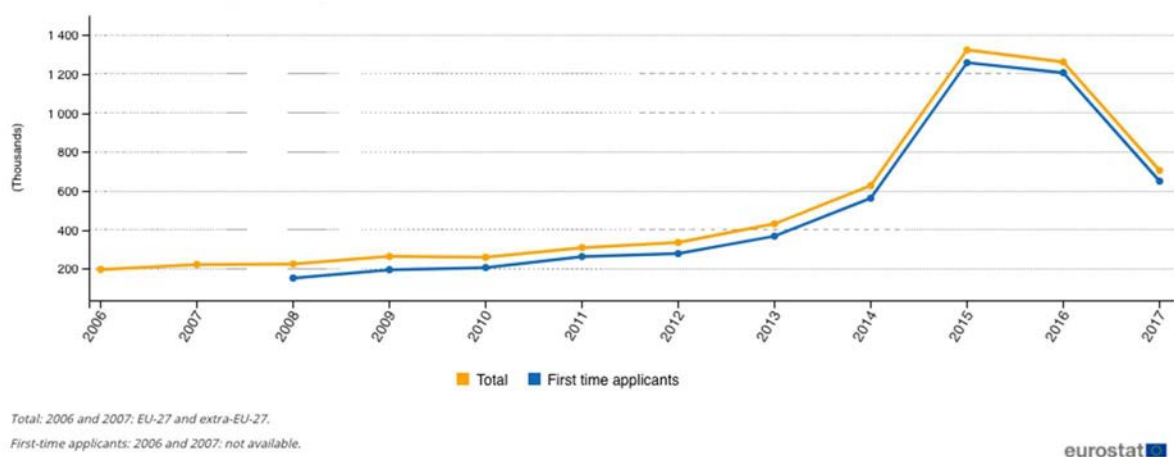


Figure 3: Number of asylum applications in Europe from 2006 to 2017

Several migrants chose to seek asylum in Europe and the graphs below in FIG. 4 and FIG. 5, illustrate the number of applications each state received in 2015 and 2017.

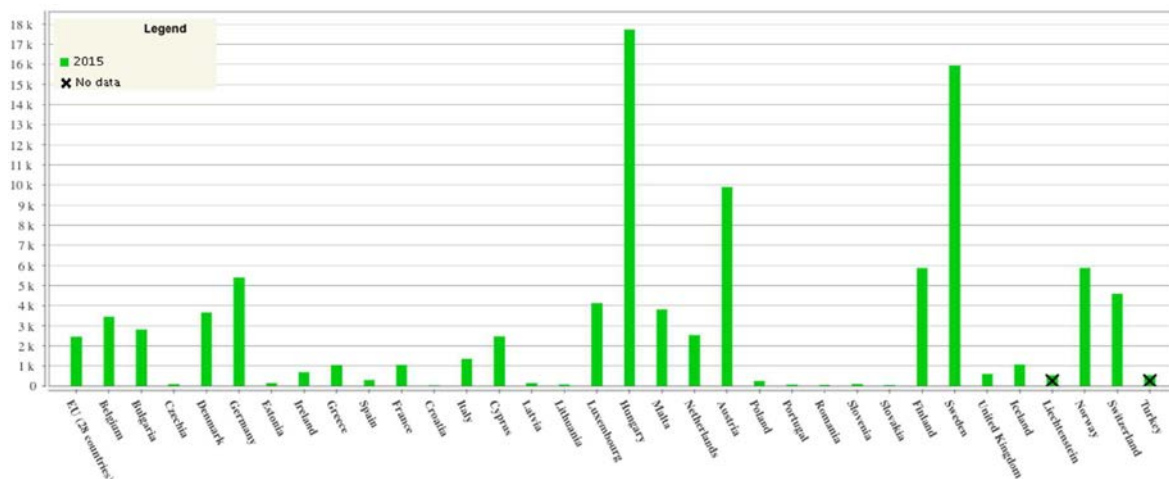


Figure 4: Number of applications each European state received in 2015

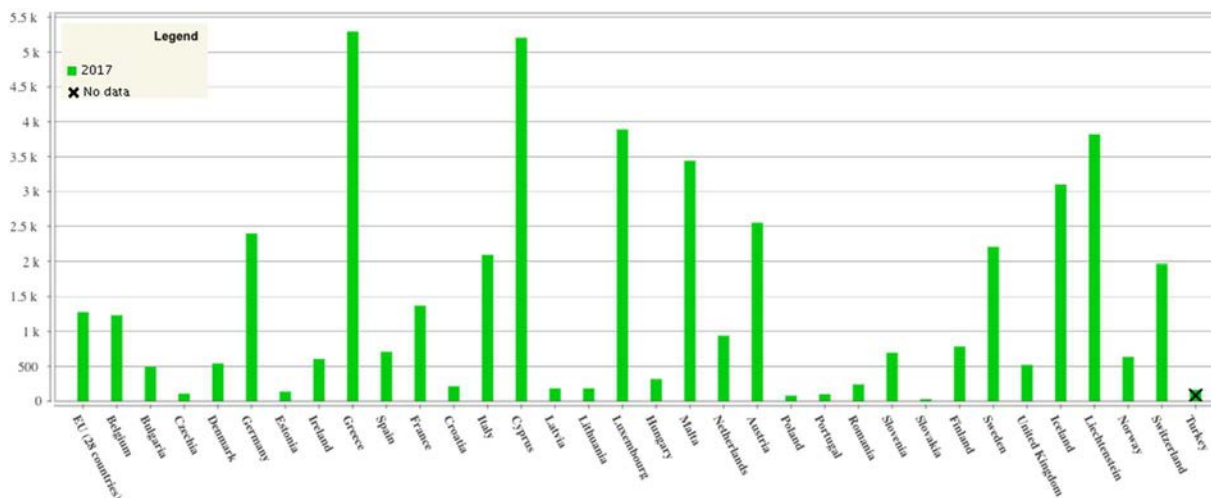


Figure 5: Number of applications each European state received in 2017

More than a **hundred thousand migrants** have arrived in Europe **by sea** in this year alone. To common folk, it is becoming increasingly obvious that there is no framework or a scalable one at least, that can provision for this influx (Source UNHCR- Last Updated 21 November 2018).

This migration surge has become a highly sensitive political issue, **generating intense political and public debate and exacerbating pre-existing weaknesses in immigration systems across Europe**. Meanwhile, the lack of an adequate response by EU governments has left hundreds of thousands of refugees and other migrants increasingly vulnerable. The current surge in migration to the European Union (EU) is rapidly becoming the largest and most complex facing Europe since the Second World War. EU governments are facing **huge policy and practical challenges in determining and addressing the immediate and longer-term needs of refugees and other migrants**.



## I.3. Context and public opinion analysis

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### I.3.1. Tools and Artificial Intelligence Analysis

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The following data extraction was made possible by our partner [“Cazals & Partners”](#). Cazals & Partners® is a consulting firm in digital strategy. They use innovative concepts and methodologies to help their client’s journey toward their ambitions and mutations. They have designed the “Intelligence Amplifiée®” approach to create value using the new technologies of artificial intelligence

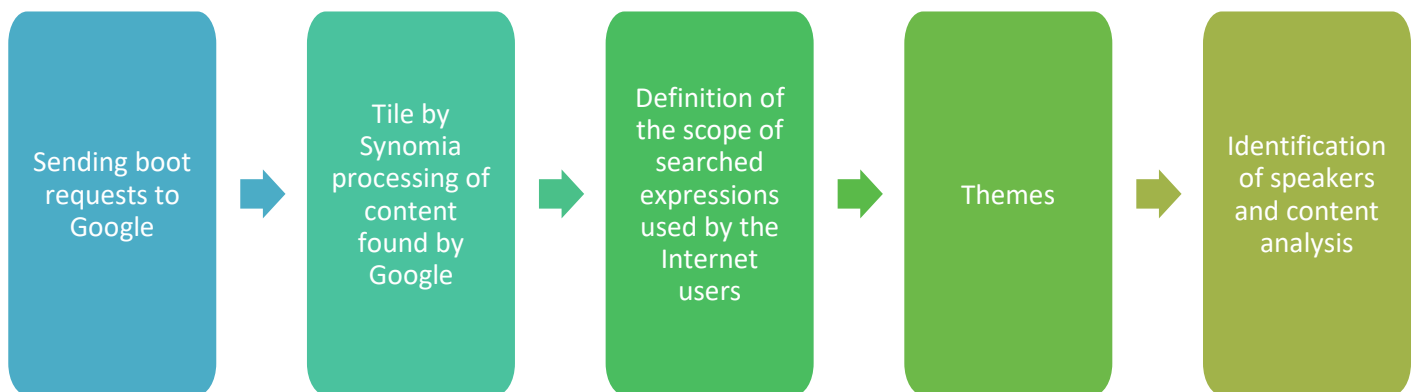
Special thank you to Thomas, Chantal and François for free use and for providing us with TILE ® a [Synomia](#) Tool. The Semantic analysis of the Web was done by using the artificial intelligence SYNOMIA application: the extraction of the explicit request of net surfers was implemented for France, Europe and United States.



#### ZMOT Model

The relevance of an Internet study stems from the changes in human behaviour. Today, the first step in an information and decision-making process is to search on the Internet the needed information, as Google conceptualized it through its ZMOT model.

## Methodology



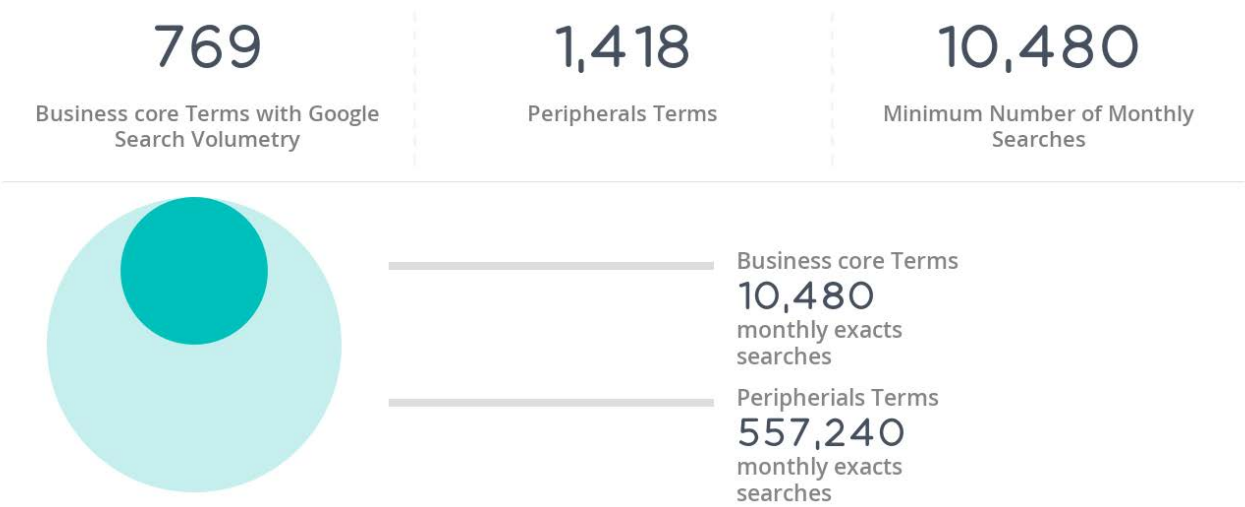
## Number of extracted words



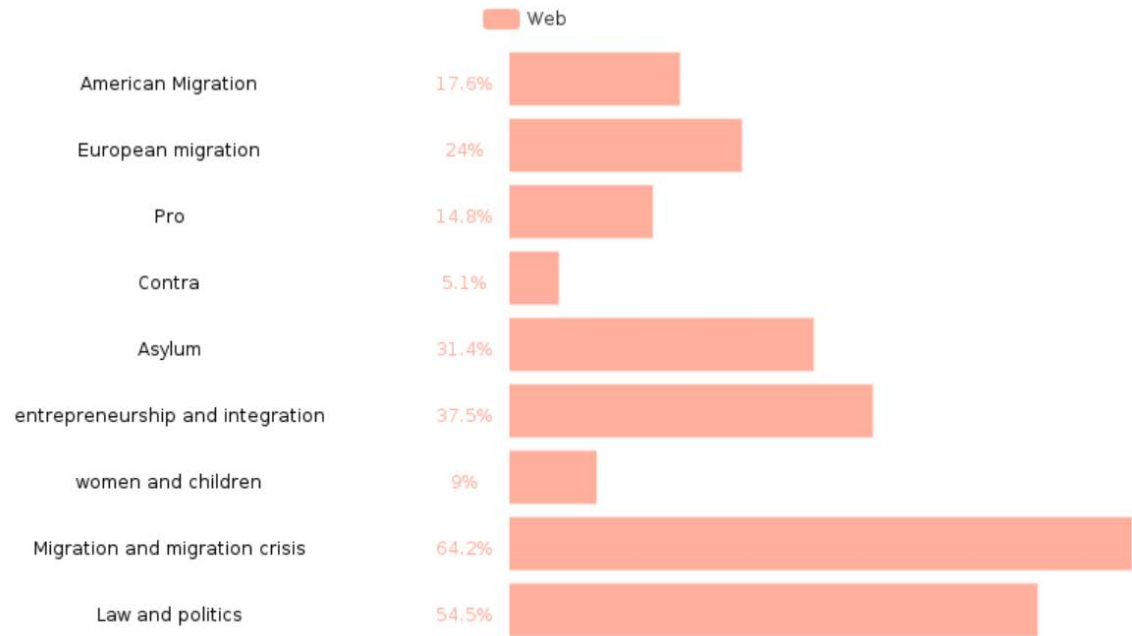
39,165

Mots-clés extraits

Results



Themes



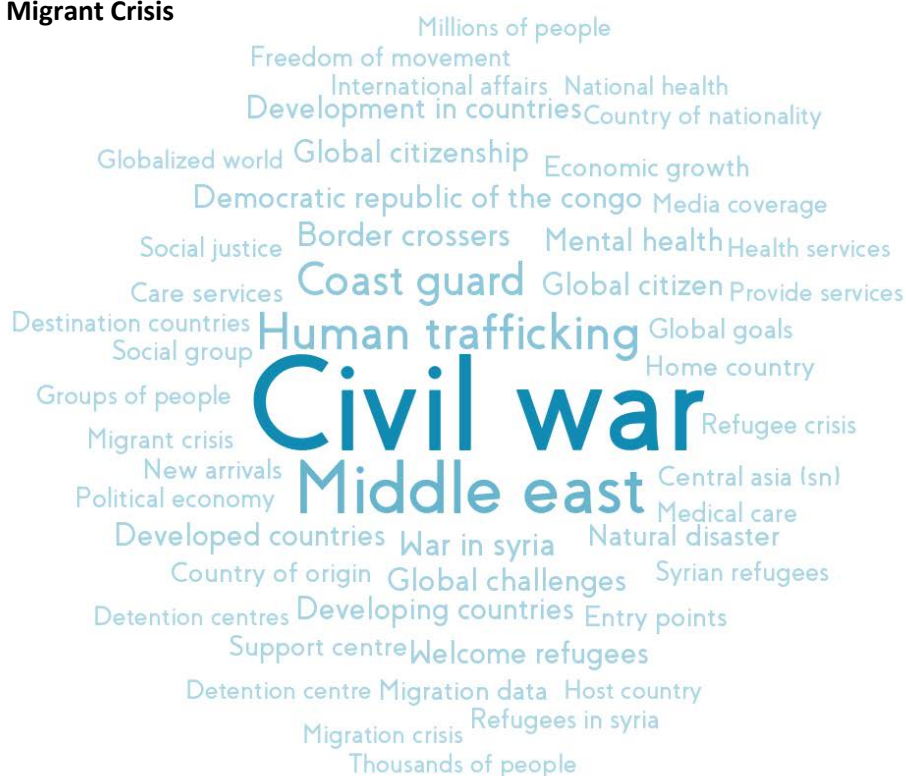
**The complex phenomenon of migration** is perceived as **an International issue** linked closely to themes as:

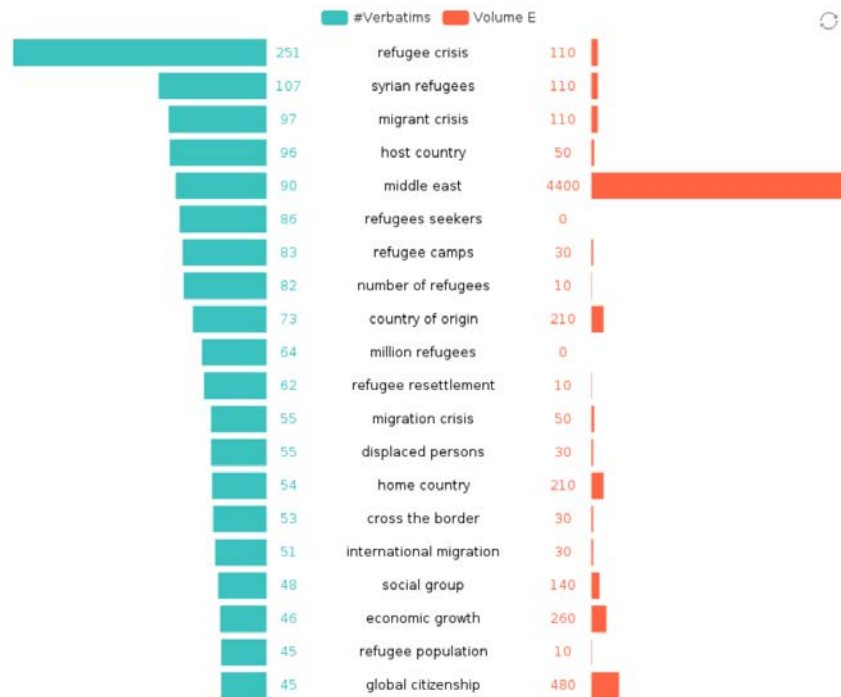
- asylum, right, health care, housing, child support and human being
- migrant integration, economic growth, political economy, identity and global citizenship.
- Sustainable development, cooperation, law, rights, and politics
- Social innovation, social entrepreneurship and Global Sustainable Development

**See here below the main results concerning**

- Migration and Migrant Crisis
- Asylum seekers
- European Migration
- American Migration
- Law Politics and Rights
- Migrant Integration
- Migrant Discourse (pro & cons) and Organizations

### Migration and Migrant Crisis

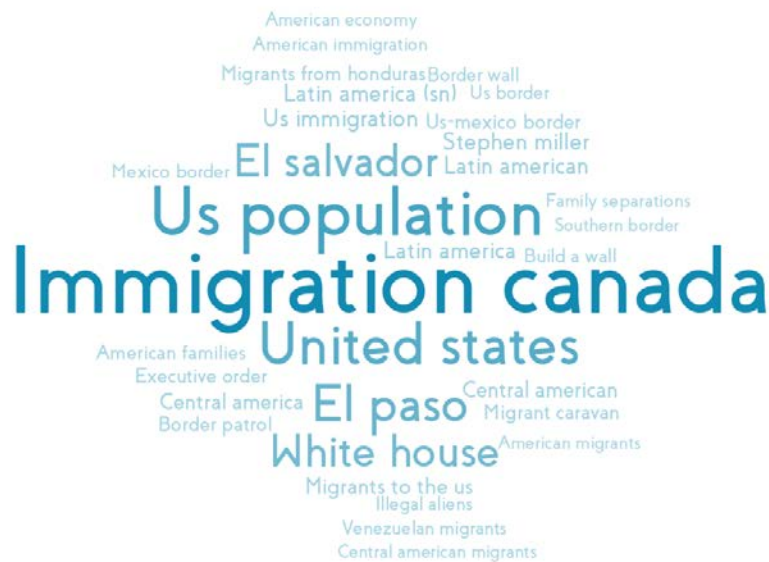




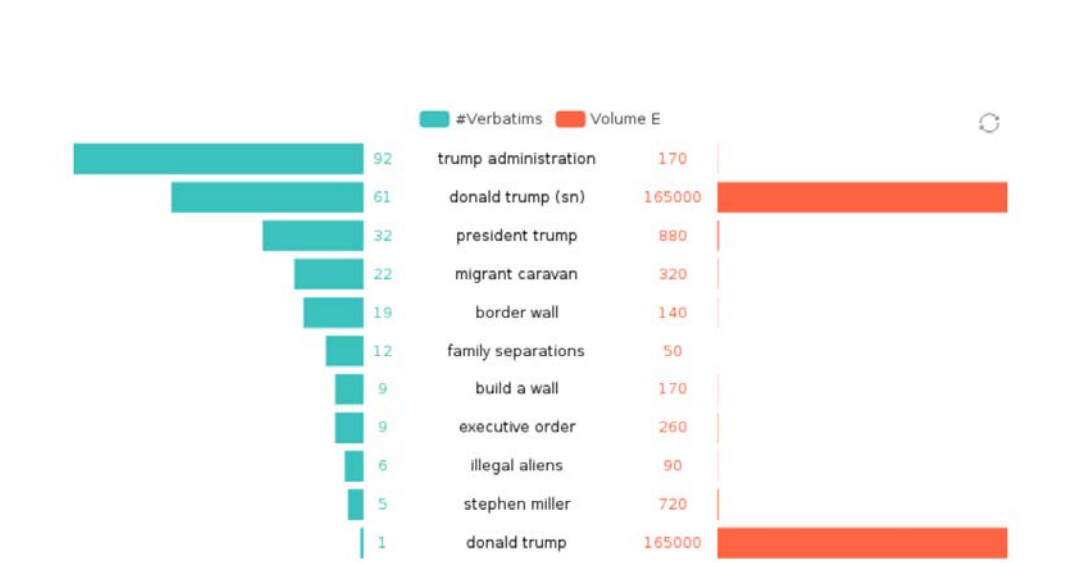
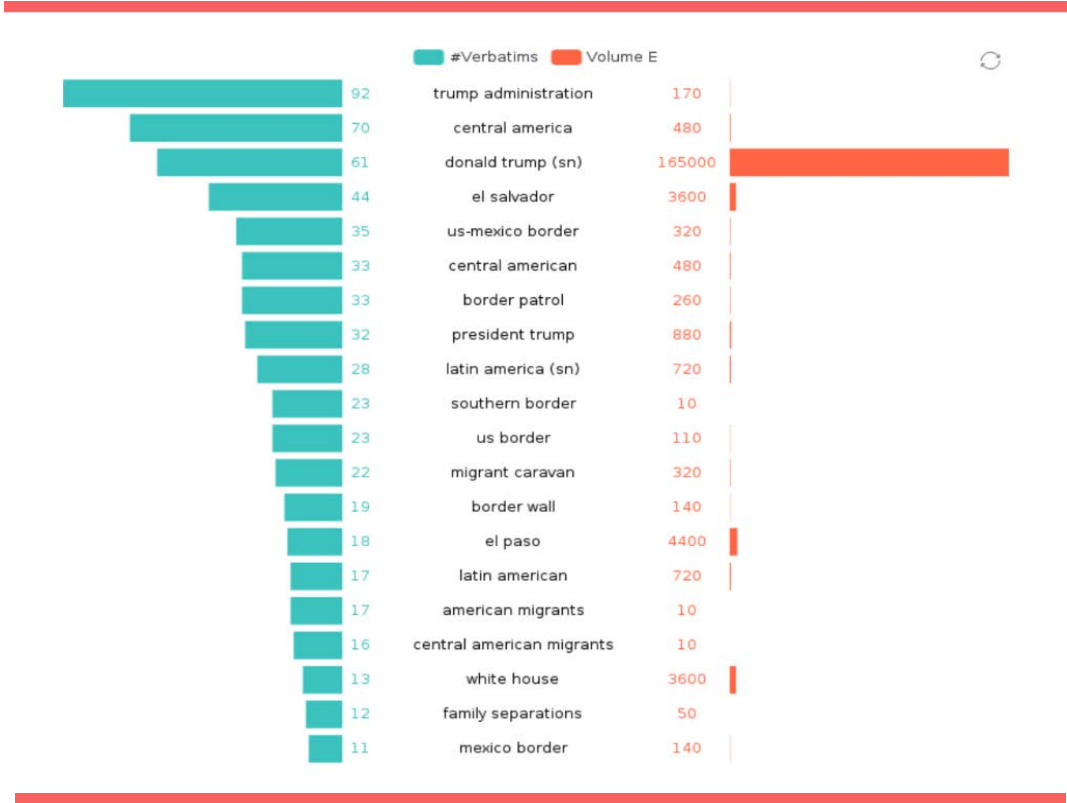
## Asylum seekers

Support asylum seekers  
 Asylum in the united states  
 Apply for asylum Asylum process  
 Asylum status Asylum procedures Asylum policy  
 Asylum cases European asylum Integration of seekers  
 Asylum claims Seek asylum Asylum system  
**Permanent resident**  
**Asylum seekers**  
**Asylum in france**  
 Asylum law Support seekers  
 Credible fear Number of seekers  
 Asylum applications Claim asylum  
 Request asylum Asylum applicants Asylum support  
 Asylum office Refugees and asylum seekers  
 Integration of asylum seekers  
 Asylum officer

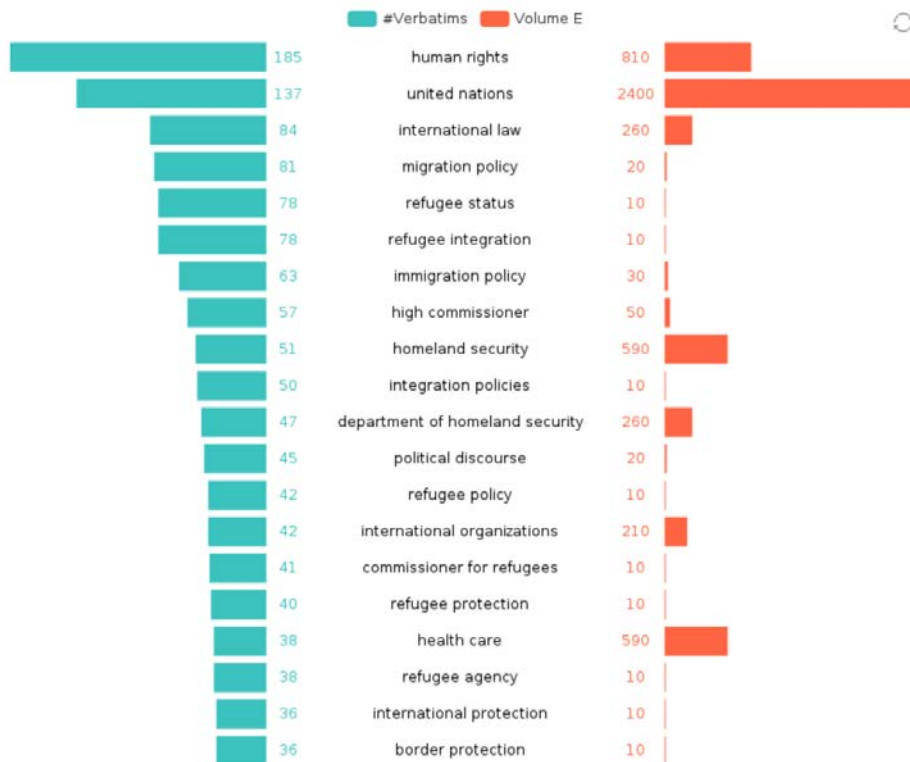
## American Migration

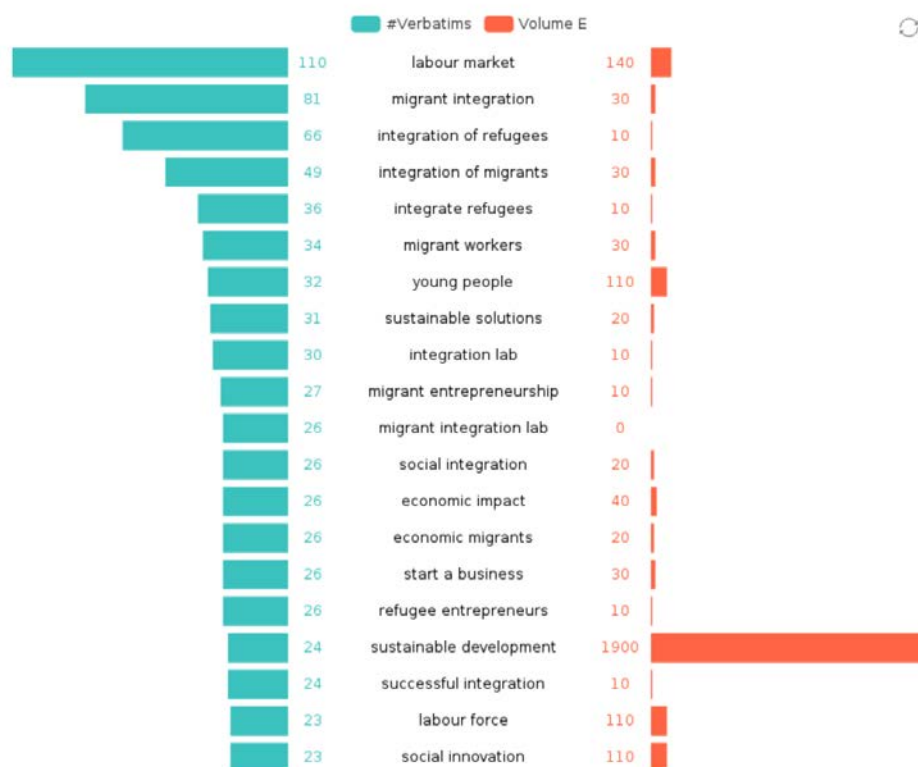


Trump Discourse

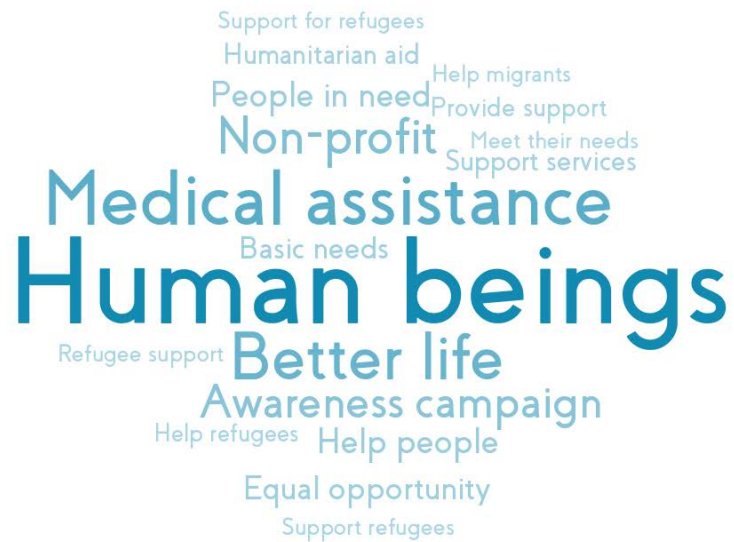








## Migrant Discourse and Organization

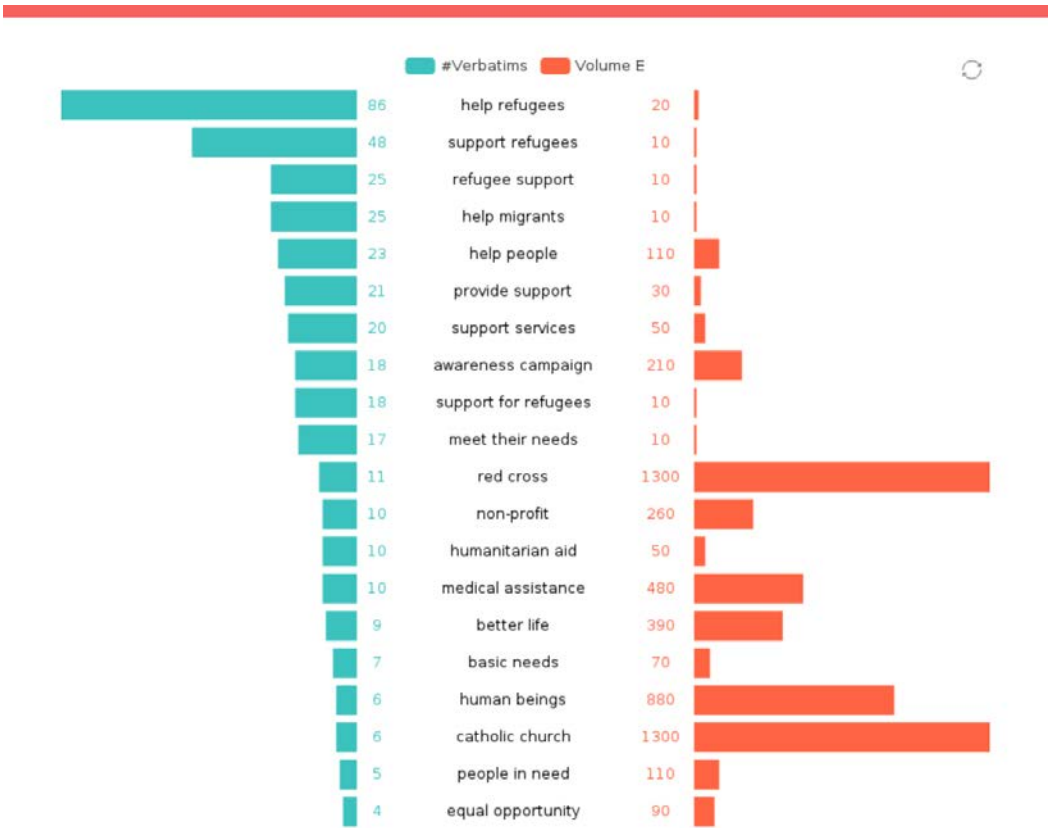


## Women and Children

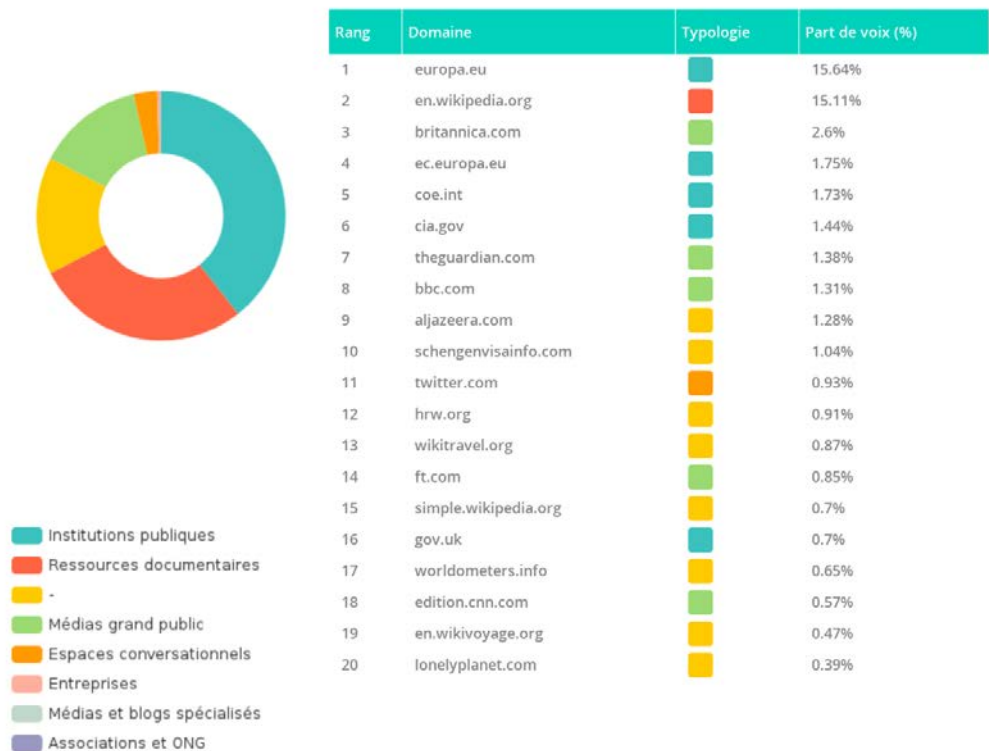




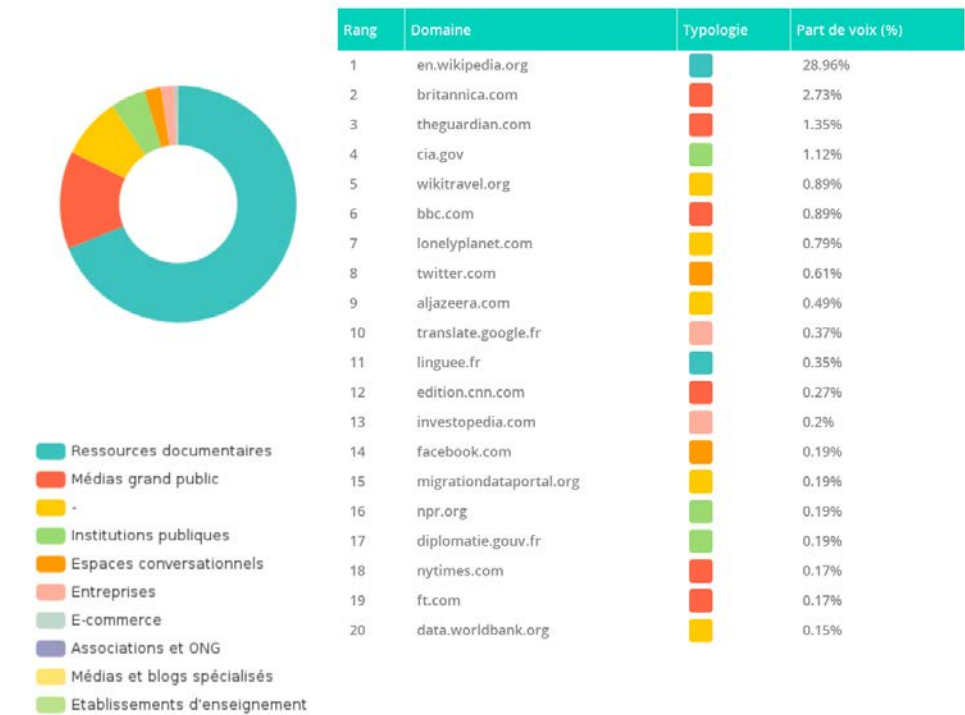
Pro Migrant Talk and Organization



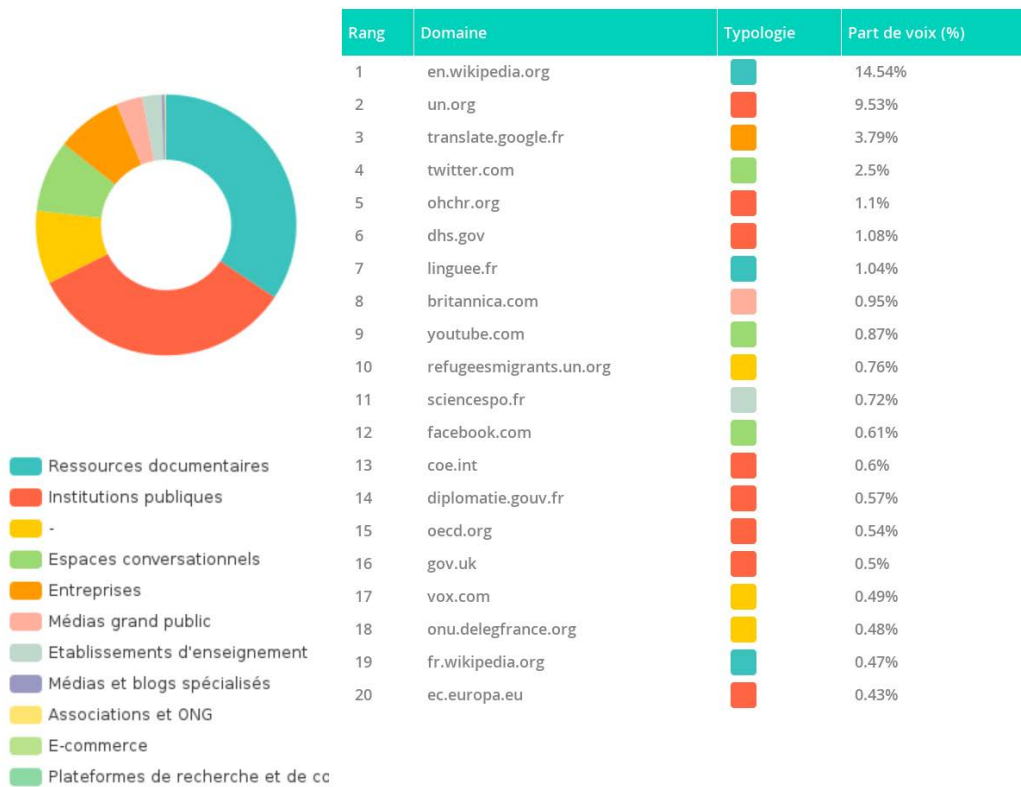
PDV European Migration



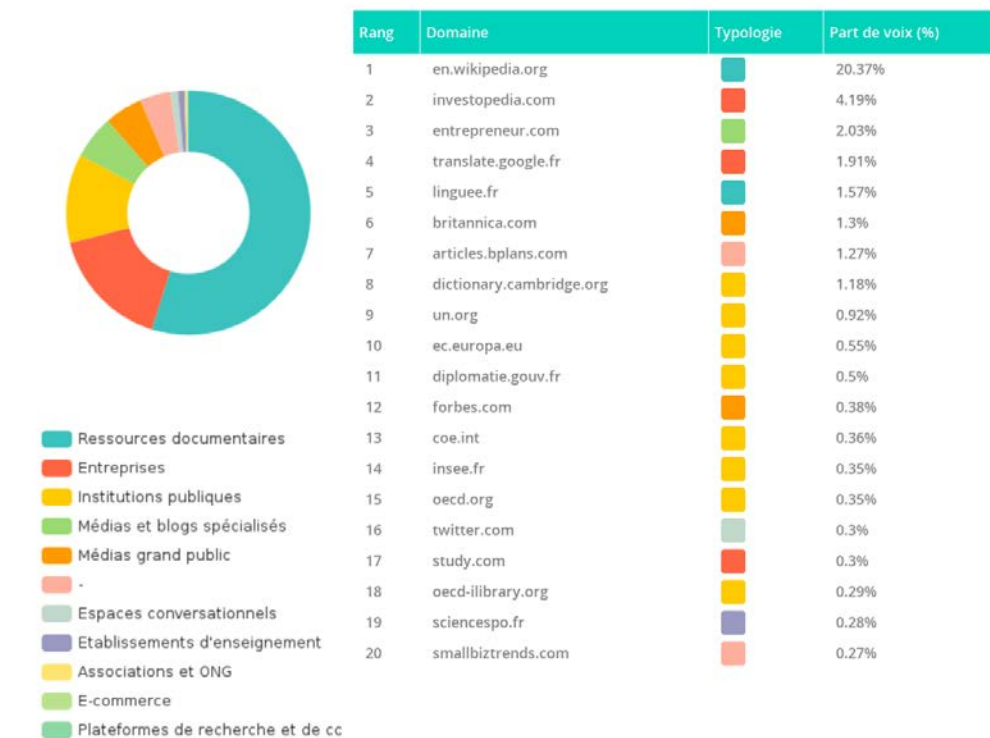
PDV Migration and Migrant Crisis



## PDV Law, Politics and Rights



## PDV Integration of Migrants





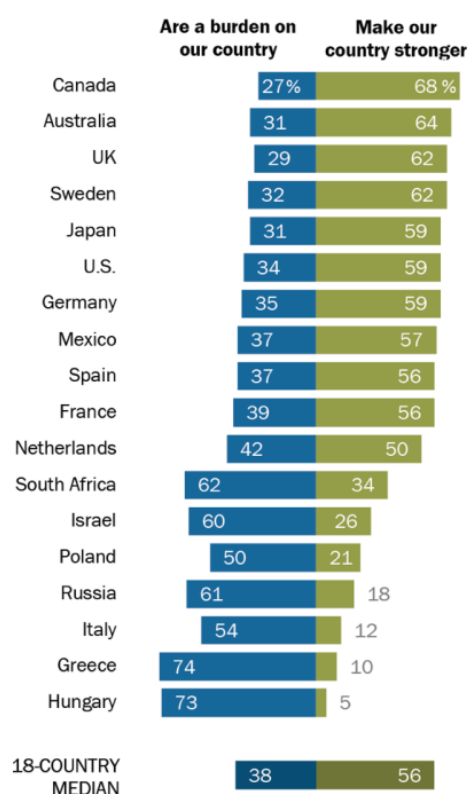
### I.3.2. Pew Research Center Report on Migration

Pew Research Center is a nonpartisan fact tank that informs the public about the issues, attitudes and trends shaping the world. They conduct public opinion polling, demographic research, content analysis and other data-driven social science research. They do not take policy positions. Authors: Ana Gonzalez-Barrera and Philip Connor. <https://www.pewsocialtrends.org>

#### Immigrants as burden or strength of our societies

##### Half or more in many destination countries view immigrants as a strength

*Immigrants today make our country stronger because of their work and talents OR Immigrants today are a burden on our country because they take our jobs and social benefits*



Source: Spring 2018 Global Attitudes Survey. Q54a.  
"Around the World, More Say Immigrants Are a Strength Than a Burden"

PEW RESEARCH CENTER

Majorities of publics in top migrant destination countries say immigrants strengthen their countries, according to a 2018 Pew Research Center survey of 18 countries that host half of the world's migrants.

In 10 of the countries surveyed, **majorities view immigrants as a strength rather than a burden**. Among them are some of the [largest migrant receiving countries](#) in the world: the United States, Germany, the United Kingdom, France, Canada and Australia (each hosting more than 7 million immigrants in 2017).

By contrast, majorities in five countries surveyed – Hungary, Greece, South Africa, Russia and Israel – **see immigrants as a burden to their countries**. With the exception of Russia, these countries each have fewer than 5 million immigrants.

Meanwhile, public opinion on the impact of immigrants is divided in the Netherlands. In Italy and Poland, **more say immigrants are a burden**, while substantial shares in these countries do not lean one way or the other (31% and 20% respectively).



By contrast, **public opinion shifted in the opposite direction** in France, the UK and Spain, countries surveyed that received fewer asylum seekers in 2015. In all three countries in 2018, majorities said immigrants made their countries stronger, up from about half who said the same in 2014.

**While majorities in many of the 18 countries surveyed see immigrants as a strength, this opinion is not equally shared across all groups within countries.** In most countries surveyed, **those on the left of the ideological spectrum are more positive about immigration's impact on their country than those on the right.** Similarly, in many countries surveyed, those with higher levels of education, younger adults, and those with higher incomes are more likely to say immigrants make their countries stronger because of their work and talents.

Also, in all countries surveyed, those saying they want fewer immigrants arriving in their countries are less likely to view immigrants as making their countries stronger.

### Immigrant populations in surveyed countries, 2017

	Foreign-born population	% of world's migrants
U.S.	44,410,000	18
Germany	12,170,000	5
Russia	11,650,000	5
UK	8,840,000	4
France	7,900,000	3
Canada	7,860,000	3
Australia	7,040,000	3
Spain	5,950,000	2
Italy	5,910,000	2
South Africa	4,040,000	2
Japan	2,320,000	<1
Netherlands	2,060,000	<1
Israel	1,960,000	<1
Sweden	1,750,000	<1
Mexico	1,220,000	<1
Greece	1,220,000	<1
Poland	640,000	<1
Hungary	500,000	<1
<b>TOTAL</b>	<b>127,430,000</b>	<b>51</b>

Note: Numbers are rounded. Total is based on unrounded numbers.  
Sources: For the U.S., Pew Research Center analysis of 2017 American Community Survey representing immigrants living in the 50 states and the District of Columbia; for all other countries, United Nations data.  
"Around the World, More Say Immigrants Are a Strength Than a Burden"

PEW RESEARCH CENTER

### Views on the impact of immigrants in Europe have shifted since 2014

*% who say immigrants today make our country stronger because of their work and talents*

	2014	2018	Change
Greece	19	10	<b>-9</b>
Germany	66	59	<b>-7</b>
Italy	19	12	<b>-7</b>
Poland	24	21	-3
Spain	47	56	<b>+9</b>
UK	52	62	<b>+10</b>
France	45	56	<b>+11</b>

Notes: Statistically significant differences in bold.

Response options read as: "Immigrants today make our country stronger because of their work and talents [OR] Immigrants today are a burden on our country because they take our jobs and social benefits."

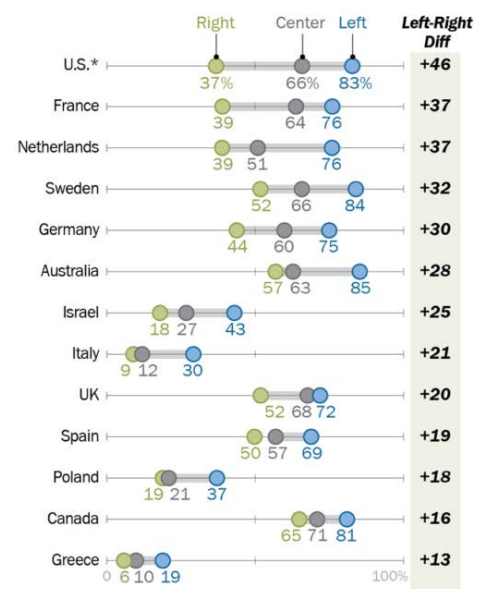
Source: Spring 2018 Global Attitudes Spring Survey. Q54a.

"Around the World, More Say Immigrants Are a Strength Than a Burden"

PEW RESEARCH CENTER

### Immigrants viewed more favorably among those on the ideological left

*% who say immigrants today make our country stronger because of their work and talents*



\*In U.S., ideology is defined as conservative (right), moderate (center) and liberal (left).

Note: All differences shown are statistically significant.

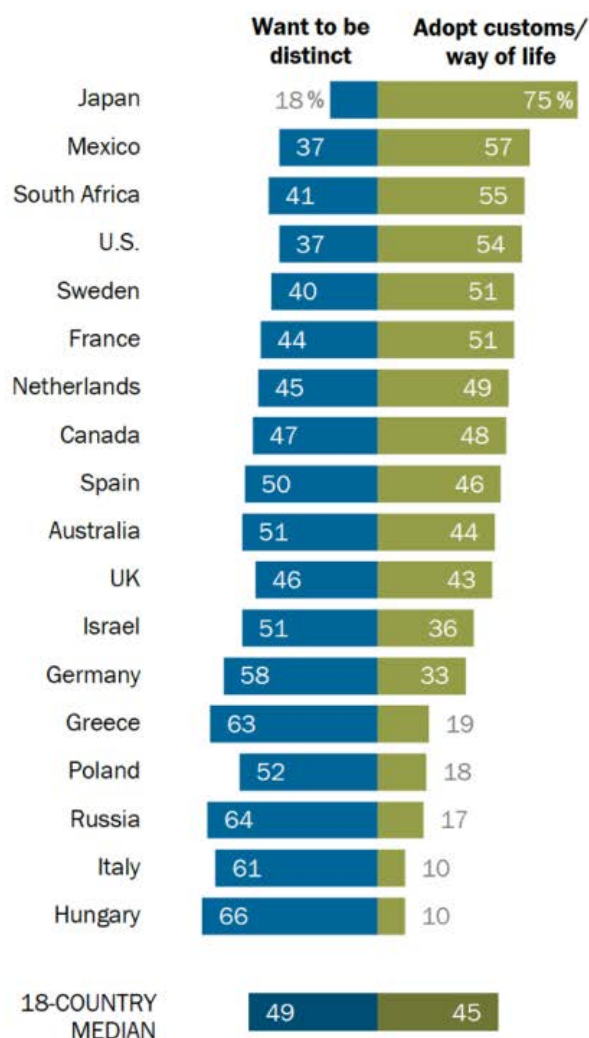
Source: Spring 2018 Global Attitudes Survey. Q54a.

"Around the World, More Say Immigrants Are a Strength Than a Burden"

PEW RESEARCH CENTER

## Views on immigrants' willingness to integrate are mixed

*Immigrants in our country today want to adopt our customs and way of life OR Immigrants today want to be distinct from our society*



Source: Spring 2018 Global Attitudes Survey. Q54c.  
 "Around the World, More Say Immigrants Are a Strength Than a Burden"

PEW RESEARCH CENTER

Attitudes are mixed on immigrants' willingness to adopt the destination country's customs or wanting to be distinct from its society. A median of 49% among countries surveyed say immigrants want to be distinct from the host country's society, while a median of 45% say immigrants want to adopt the host country's customs and way of life.

In six destination countries – Japan, Mexico, South Africa, the U.S., France and Sweden – publics are more likely to say immigrants want to adopt the host country's customs and way of life than say immigrants want to be distinct.

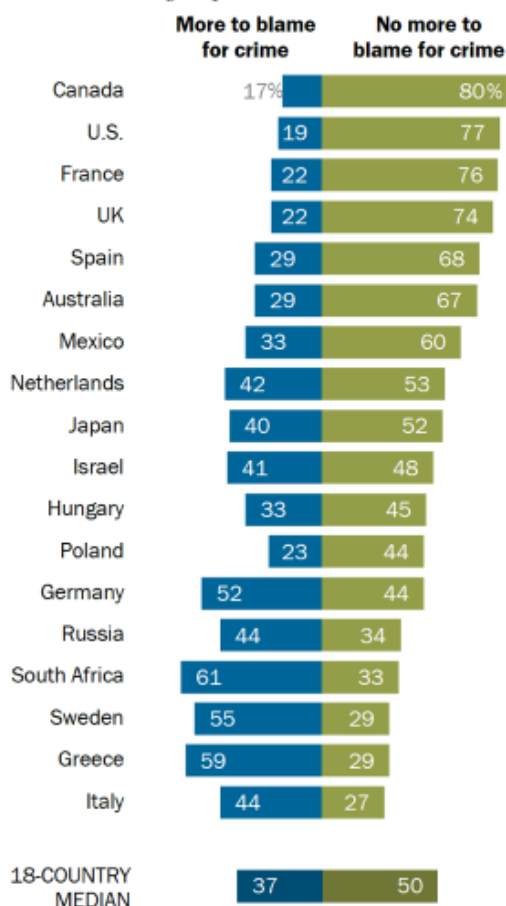
Japan is an outlier: A large majority of the public (75%) says immigrants want to adopt the country's customs and way of life. This country, whose aging population and low birth rate make immigration relevant for its population growth, has recently changed its policies to attract more foreigners. Views about immigrant integration in Japan could be linked to the low number of immigrants the country hosts and that many immigrants in Japan are ethnically Japanese.

In recent years, **security concerns about immigration have become part of the public debate** in many countries. Some of these concerns are about crime and immigration, while others are about terrorism and immigration.

## Immigrants and crime

### In many countries, half or more say immigrants no more to blame for crime

*Immigrants in our country today are more to blame for crime than other groups OR are no more to blame for crime than other groups*



Source: Spring 2018 Global Attitudes Survey. Q54b.  
 "Around the World, More Say Immigrants Are a Strength Than a Burden"

PEW RESEARCH CENTER

In several immigrant destination countries, **large majorities say immigrants are *not* more to blame for crime than other groups**. This is the case in Canada, the U.S., France and the UK. Among other countries surveyed, only in South Africa, Sweden and Greece do majorities believe that immigrants are more to blame for crime than other groups.

In the Netherlands, Japan, Israel and Germany, **opinions are split on the impact of immigrants on crime**. In four other countries where views were mixed, substantial shares refused to choose either of the two statements offered – Italy (26%), Hungary (17%), Poland (15%) and Russia (14%).

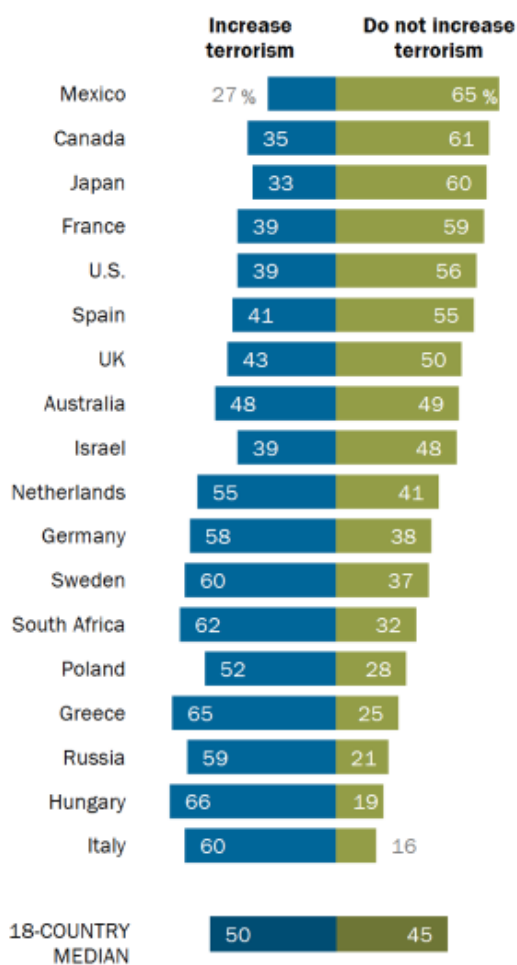
**In countries where majorities see immigrants as a strength, majorities also tend to say immigrants are not more to blame for crime**. Notable exceptions are Germany and Sweden, where majorities say that immigrants strengthen their countries, but pluralities of adults say that immigrants carry more responsibility for crime.

## Immigrants and terrorism

Publics across top migrant destination countries are split on whether or not immigrants increase the risk of terrorism in their countries.

### Majorities in many European migrant destinations think immigrants increase risk of terrorism

*Immigrants today increase the risk of terrorism in our country OR Immigrants today do not increase the risk of terrorism in our country*



Source: Spring 2018 Global Attitudes Survey, Q54d.  
"Around the World, More Say Immigrants Are a Strength Than a Burden"

PEW RESEARCH CENTER

In six countries, majorities believe immigrants do not increase the risk of terrorism in the host country. These include all surveyed countries in North America (Mexico, Canada and the U.S.), as well as South Africa and Japan. Publics in France and Spain, two European countries that were not at the center of the 2015 refugee crisis, also hold this view.

By contrast, majorities in seven European nations – Hungary, Greece, Italy, Sweden, Russia, Germany and the Netherlands – believe immigrants increase the risk of terrorism in their countries.

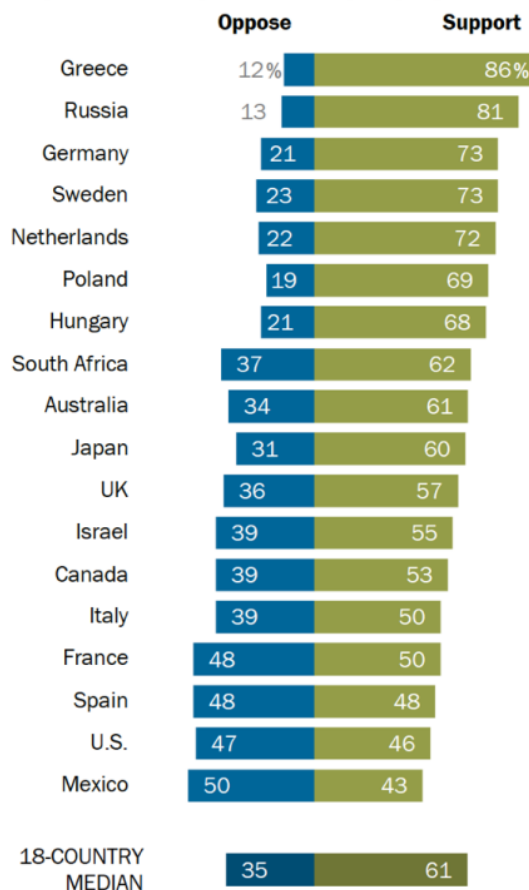
Views on the topic are divided in the UK, Australia and Israel. In Poland, half (52%) of the public says immigrants increase the risk of terrorism, while 28% say they do *not* increase the risk of terrorism. But a substantial share in Poland (19%) also refused to respond one way or the other

## Majorities in many countries think immigrants in the country illegally should be deported

Chart showing that half or more of the public in several countries included in the survey **support deporting immigrants living in their country illegally**. Majorities in most immigrant destination countries surveyed support the deportation of people who are in their countries illegally.

### Half or more in several countries support deporting immigrants living in their country illegally

*Thinking about immigration, would you \_\_ deporting immigrants currently in the country illegally?*



Source: Spring 2018 Global Attitudes Survey. Q53b.  
"Around the World, More Say Immigrants Are a Strength Than a Burden"

PEW RESEARCH CENTER

In seven of the 10 EU countries surveyed, majorities support the deportation of immigrants living in their country illegally. In 2007, between 1.7 million and 3.2 million unauthorized, or irregular, migrants were estimated to be living in the 10 EU countries surveyed.

The number of asylum seeker applications has increased following the 2015 refugee surge. Since then, the number of rejected asylum applications has increased substantially. Many of these rejected asylum seekers may continue to reside illegally in Europe.

Similarly, majorities in Russia, South Africa, Australia and Japan also support deporting immigrants living in those countries illegally.

Chart showing that more people on the ideological right support the deportation of immigrants living in their country illegally. In the U.S., public opinion is divided on the issue. About half (46%) of the public supports deporting immigrants residing there illegally, while the other half (47%) opposes their deportation.<sup>2</sup> The Center estimates 10.7 million unauthorized immigrants lived in the U.S. in 2016, which represented less than a quarter (23.7%) of the U.S. immigrant population.

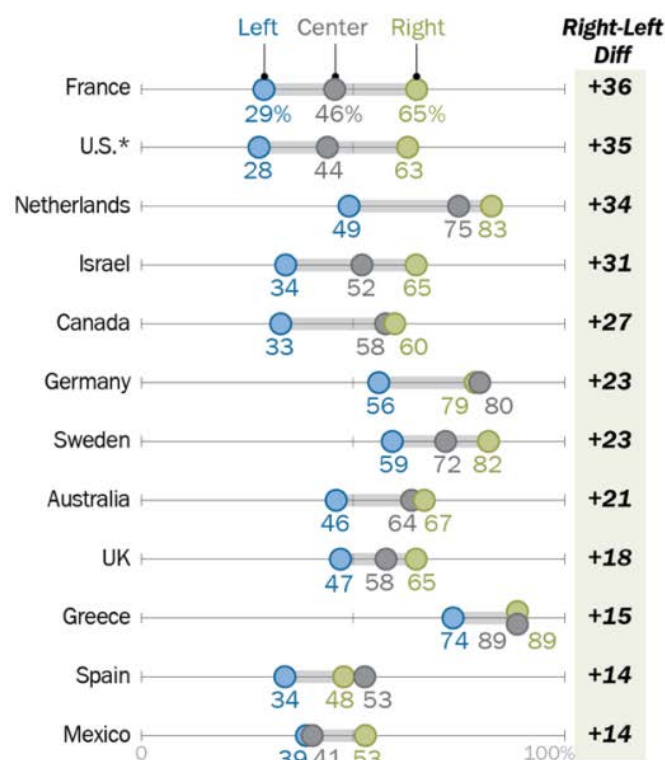


The number of unauthorized immigrants in the U.S. has been falling since 2007 and is now at levels last seen in 2004.

In Mexico, fewer than half (43%) say they support the deportation of immigrants living there illegally. In recent years, Mexico has experienced an increasing number of migrants entering the country without authorization from Guatemala, Honduras and El Salvador. Mexico has historically been a migrant-sending country: About 12 million people born in Mexico live outside the country, nearly all in the U.S. Among those in the U.S., nearly half are unauthorized immigrants.

## More people on the ideological right support the deportation of immigrants living in their country illegally

*% who support deporting immigrants currently in the country illegally*



\*In U.S., ideology is defined as conservative (right), moderate (center) and liberal (left).

Note: All differences shown are statistically significant.

Source: Spring 2018 Global Attitudes Survey, Q53b.

"Around the World, More Say Immigrants Are a Strength Than a Burden"

PEW RESEARCH CENTER

In most countries surveyed, those on the right of the ideological spectrum are more likely to support deportation. Similarly, older people in several countries surveyed are more likely to support the deportation of immigrants living illegally in their countries.



The confluence **of demographic, economic, social, and political factors** creates imperatives for migrant integration. How well we integrate migrants and provide opportunities for all members has far-reaching implications for—and is inextricable from—our current and future vitality.

Growth, diversity, and dispersion of newcomer populations create opportunities to address longstanding social issues, improve racial and ethnic equity and cohesion, and strengthen our democratic traditions.

**Migrants help address labor market shortages, revitalize declining urban and rural communities, and could expand the global competitiveness.**

Through strong leadership by and collaboration among all stakeholder groups, including philanthropy, **migrant integration holds the potential to create:**

1. A vibrant, cohesive society shared and valued by established and newcomer residents of different experiences, histories, ethnicities, and backgrounds.
2. The revitalization of declining Communities through the contributions of immigrant families working in tandem with their native-born Neighbors.
3. Stronger communities with the ability to meet wide-ranging needs; address racial, ethnic, and economic diversity; and enrich the social and cultural fabric of our Society.
4. Increased productivity and a robust economy through an expanded base of workers, consumers, taxpayers, and entrepreneurs.
5. Global Competitiveness through a multi-lingual, multi-cultural workforce.
6. A more vibrant democracy in which all groups are accepted as equal members of society with the opportunity and responsibility to engage and contribute to the common good.
7. More secure countries where all members of society—regardless of race, national origin, or socio-economic status, live in dignity and equality.

## 2. Reports and Previous actions

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The reports and previous actions were based on a solid literacy revue (appendix), a holistic international benchmark on “good practices”, the development of an international ecosystem, systemic interviews of migrants, NGOs, institutions, political leaders (in the field of migration, citizenship, integration and policy making).

### 2.1. Identification of Migrant needs and related issues :

---

In order to avoid reject and populism by creating a more vibrant democracy and stronger communities with the ability to meet wide-ranging needs; address racial, ethnic, and economic diversity; and enrich the social and cultural fabric of our society, we should:

- Create a thriving ecosystem for **social innovation**.
- Create more equitable and inclusive communities.
- Help to build a **cohesive society** that benefits everybody.
- Help refugees and migrants socialize, express themselves by fostering respect and understanding for diversity, **gender equality**, intercultural, civic competencies, democratic values and citizenship.
- Revitalize declining Communities & territories.
- Increase productivity and a robust economy through an expanded base of workers, consumers, taxpayers, and entrepreneurs.
- Strengthen the ability of the host society to adjust to diversity by targeting integration actions at the host population.
- Give citizens the opportunity to discover, learn from and understand the values and cultures of refugees and migrants and - in the process rediscover and enrich their own.
- Empower migrants and newcomers by building confidence, skills, access to opportunities and developing their networks with others and diaspora.
- Create additional ways of recognizing newcomers’ qualifications, training and/or professional experience, building upon existing laws.
- Enable others in the wider community to recognize the contributions which migrants bring.

- Help provide a relational basis for resolving any difficulties and conflicts that may arise in the process of integration.
  - Promote intercultural dialogue between migrants and receiving communities.
  - Increase the understanding and acceptance of migration through awareness-raising, exhibitions, intercultural events.
  - Promote trust and good relations within neighborhoods, e.g. through welcoming initiatives, mentoring, etc.
  - Support migrant entrepreneurship.
  - Promote the use of common spaces and activities in which migrants interact with the population
  - Encourage dialogue and sharing experience and good practice between migrant groups and generations.
  - Develop constructive thoughtful public discourse.
  - Promote a balanced gender representation, through awareness raising, information campaigns and capacity-building.
- 
- Strengthen the capacity & efficiency of migrant integration facilitators, as key actors in the field of integration and ensuring sustainable solutions while providing integration services.
  - Reinforce and expand multi-stakeholder and **multi-level European networks awareness** that share innovative experiences and knowledge on migrant integration.
  - Successfully manage migrant integration by design thinking approaches and entrepreneurial schemes.
  - Widely spread practical knowledge on successful integration measures and practices, utilizing and extending existing evidence and networks.
  - Create processes for overcoming barriers caused by language and culture differences.
  - Provide bi-directional schemes of integration.

## 2.2. Rethink Migration from the perspective of Movement and Create transnational frameworks and policies

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### Thinking borders

**Thinking “borders” is not going to help constructing a sustainable future.** In today’s world, international migration not only affects those who are on the move but the vast majority of the global population.

In today’s uncertain international environment, we should **seize the opportunity to advance human dignity** through a **revitalized refugee and migrants’ response**. We urgently need to rethink migration and migrants from the perspective of movement, not the perspective of the state, but from that of the “migrant”. Once we accept to operate this change of perspective, we may start to view migrants not as ‘failed citizens,’ but as powerful constitutive (economical, innovating, entrepreneurship and cultural) agents of society’s structure and texture.

**Rethinking the realities of both migrants and non-migrants in a transnationally connected world could be one solution.** In this unprecedented period of migration and forced displacement, people and places are interconnected more than ever before, whether by choice or by necessity.

Diversity enriches every society and contributes to social cohesion – something that is all too often taken for granted. Societies with large migrant populations are in many ways translocal and transnational themselves, already connected to many parts of the world through migrant and diasporic practices and networks.

**Develop longer-term policies that promote intercultural dialogue is vital**, this will allow us in developing sensitive policies of inclusion, welcome and solidarity.

## Transnational Approach

**“A welcoming culture is one that contributes by helping migrants, newcomers and their families overcome obstacles in all areas of life while also providing targeted employment and business start-up assistance”.**

### 1) What is Transnationalism?

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Definitions vary, but generally center on exchanges, connections and practices across borders, thus transcending the national space as the primary reference point for **activities and identities**. The concept of transnationalism is a relatively new one in that it seeks to capture the frequent and durable participation of **migrants** in the **economic, political, and cultural lives** of their home countries – a phenomenon only made possible by advances in transportation and communication technologies over the past two decades that were unavailable to previous generations of migrants. (Alvaro Lima, 2010)

Transnationalism varies across and within groups with significant differences in the scope and range of transnational activities. Nor does it prevent migrants’ integration into their new communities. Researchers have found that the more integrated a migrant or an immigrant is, the **more transnational he or she is likely to be**. Professor Alejandro Portes (2007) found, for example, that it is the better educated and the more comfortably established migrants who are the most likely to engage in transnational activities.

The first and foremost reason why transnationalism deserves attention is its sheer growth in recent years. Its existence is highly relevant to the modern workings of global cities.

Therefore, **a transnational framework gives policymakers a new lens** with which to develop **innovative public programs**, and **public-private partnerships across borders**. And because of the economic implications of transnationalism, it provides **opportunities for businesses, social entrepreneurs, and governments**.

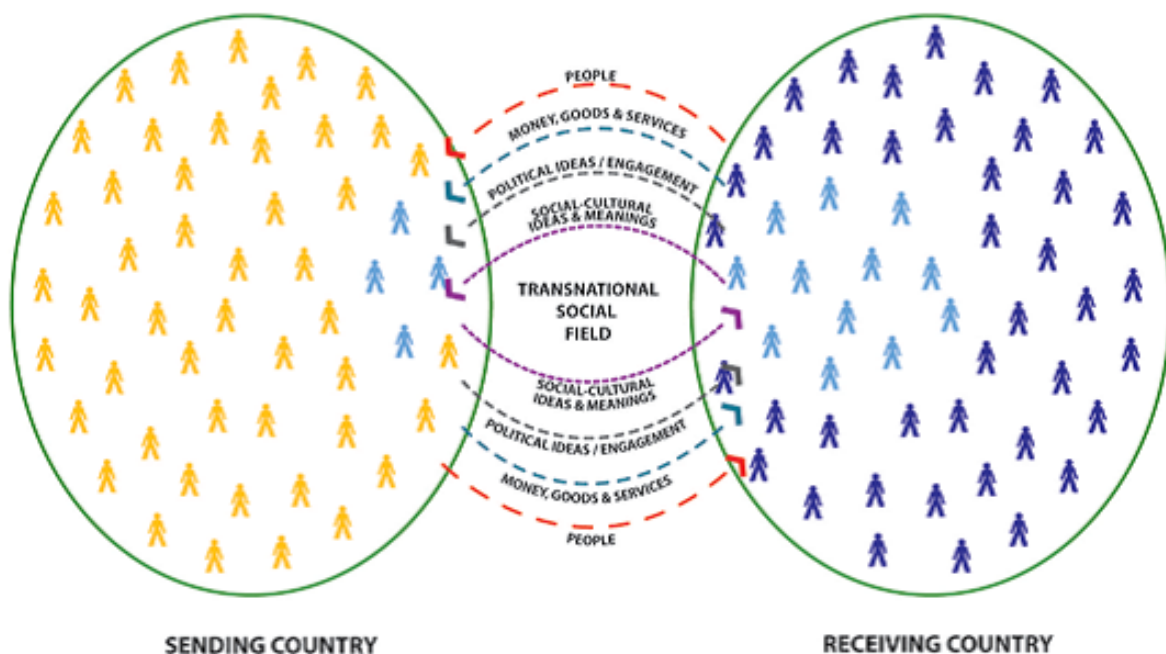
### Traditional Lenses (Source Alvaro Lima)

- immigration conceptualized as a bi-polar relation between sending and receiving countries (moving from there to here);
- emigration is the Result of individual search for economic opportunity, political freedom, etc.;

- migrants are assumed to be the “tired, the poor, and the huddled masses” immigrants occupy low-skilled jobs in agriculture, construction, and manufacturing
- (im)migrants steadily transfer their contextual focus, and their economic and social activities to receiving country;
- immigration should not bring about significant change in the receiving society.

The advantages of **Transnational Lenses**:

- immigration conceptualized as flows of cross-border economic, political, and social-cultural activities (being here and there);
- emigration is the result of geopolitical interests, global linkages, and economic globalization;
- migrants are not the poorest of the poor nor do they come from the poorest nations;
- growth in the service and technology-based industries create opportunities for low- as well as high-skilled migrants;
- after the Initial movement, migrants continue to maintain ties with their country of origin;
- immigration creates Hybrid societies with a richer cultural milieu.





The range of activities that transnationalism comprises provides an alternative and, some argue, an especially promising route for migrant and immigrant wealth creation through **entrepreneurship and employment** (Portes, 2010).

## 2) Migrants Entrepreneurs and transnationalism

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In the era of an information-led and service-based economy, countries have become vigorously dependent on creative entrepreneurs who can successfully integrate creativity into production. Migrant entrepreneurs are taking risks, generating ideas, and exploring the possibilities of converting them into innovations.

Authors have recognized changing migration patterns: today, **migration can be temporary or permanent, short-term or long-term, or consist of a series of multi-stage itineraries** including back to the point of origin. Through so-called new wave of “chain migration,” where migrants from one particular region or city in one country move predominantly to one particular region or city in another country, often help the faster development of networks (IDM, 2010). This is another way of looking at the typology of transnationalism based on their group behavioral characteristics.

Recent research also observed the emergence of two **more types of migrant entrepreneurs** based on the triggers **of founding an enterprise in the host country**. There are necessity entrepreneurs and opportunity entrepreneurs. It is necessary to distinguish between necessity entrepreneurs and opportunity entrepreneurs because of their different effects on the economic development (Newland Kathleen, Hiroyuki Tanaka, 2010).

**“Necessity entrepreneurs”** start small businesses because they could not find suitable opportunities in the labour market, and thus, have small impact on economic development. They are the kind who starts a business to sustain their livelihood to avoid unemployment. They have a lower level of social capital and social network and fewer opportunities for starting a business.

Business operations do not require higher level of education and start-up costs are not too high and are usually realized in the sectors saturated with competition and would yield low profits. Therefore, these businesses have to concentrate on the development of social capital as it is extremely important for survival. **This kind of self-employment brings value to the founder entrepreneur and their employees as their survival is depended on this but does not affect broader economic development.**

**“Opportunity entrepreneurs”** are those entrepreneurs who recognize and use advantages of new market opportunities and will have a positive impact on the economic growth of the country of origin.

**This kind of entrepreneurship emerges in particular, with highly skilled migrants** (not necessarily always with college education), specialized in demanded and new sectors, those who can take best advantage of new markets and also generate profits in the countries of origin. **These entrepreneurs have the advantage of a strong social capital and a broader social network, which makes the business flourish more competitively.**

Chen and Tan, (Wenhong Chan, Justin Tan, 2009), introduced the concept of “globalized networks”-a network characteristic that is especially relevant to transnational entrepreneurs but has not received much attention. The term “glocalization” is used to capture the multiple outcomes of the interaction between the local and the global. Globalized networks are the source of social capital that enables the process of discovering and acting on opportunities in the international market. **The transnational entrepreneurs can contribute both economically and socially**, while they can develop and maintain ties with family members, communities, institutions, and governments in the country of origin.

**Development of transnational businesses across countries can lead to the economic progress based on knowledge and innovation and strengthen the nation’s competitive advantage in the global market, as migrants are more likely to take risks and indulge in high risk or newly emerging markets.** (Tanja Pavlov, Jelena Predojević-Despić, Svetlana Milutinović Brikena Balli, Eldisa Zhebo, Kosta Barjaba, Bernard Zeneli, 2014).

#### **Exerpt (Le Guern Petrache MIL) : Migrant Integration Lab – Transnational Pattern**

**Migrant Integration Lab** (Petrache Le Guern) is cultivation a thriving ecosystem for social innovation and more sustainable, equitable, and inclusive communities. **By empowering**, training and accompanying migrants Migrant Integration Lab is facilitating **integration, develop work insertion, entrepreneurship** and help **elaborate livelihood projects**. As a result, we obtain not only an **increased productivity, a robust economy** through an expanded base of **workers, consumers, taxpayers, and migrant entrepreneurs, but also** Global Competitiveness, expanded through a **multi-lingual, multi-cultural workforce** and the **revitalization of declining communities**.

### 3) Policies: acting and thinking transnationally

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If traditional assimilation theories (and their neo-assimilationist versions) treat transnationalism and integration as opposing processes, **contemporary transnational theorists understand these processes in terms of multiple combinations of transnational and integrative practices** (Morawska, 2004). That is, transnationalism and integration are simultaneous processes in which migrants and immigrants forge relationships with sending and receiving countries, with integration reinforcing transnationalism and transnationalism creating a basis for successful integration (Portes, Escobar, & Arana 2008).

Transnationalism, in this view, offers a viable mechanism for bypassing market constraints and nativist prejudice (Portes, 2001). It facilitates and is part of the process of integration, not a step prior to integration or total “assimilation.” **Present-day policies, at the national and local levels, while displacing conventional assimilation models for multicultural ones, still do not take into consideration the transnational character of migrant life.**

Integration should represent overlapping relationships. Migrants and Immigrants become part of the receiving country and its institutions, and transform them, while simultaneously maintaining and strengthening their ties to their countries of origin (Itzigsohn & Giorguli Saucedo, 2002; Levitt, 2001a; Morawska, 2003). In this sense, **transnational integration** is quite **different** from **multiculturalism**. The latest one, only acknowledges the presence of migrants, immigrants (and minorities) and tries to accommodate their specific cultural needs and differences in a largely ad hoc manner (consult Favell, 2001). We would like to distinguish between a **structural and a social-cultural dimension of integration**. The structural dimension can be defined as the full participation of migrants in the central institutions of the host society, particularly the educational system and the labor market.

Social and cultural integration accounts for migrants and immigrant’s ability to adapt to the host society’s prevailing moral standards and values at the same time as they change them, creating hybrid cultural systems. (Marcelo M. Suárez-Orozco/1999 points out that “in the global era, the tenets of unilineal assimilation are no longer relevant. Today there are clear and **unequivocal advantages to being able to operate in multiple cultural codes**, as anyone working in a major corporation knows. **(There are social, economic, cognitive, and aesthetic advantages to being able to transverse cultural spaces.)**

The challenge today, is to put in place **policies that will ensure successful integration while benefiting both the countries of residence and origin. Policy making therefore should move away from assimilationist**

**frameworks.** Instead, the policy emphasis should be on working with countries of origin to achieve sustainable integration (and re integration in the case of return immigration.)

Consequently, **we have to put integration (and re-integration) on the agenda of bi-lateral, multilateral, and international dialogues.** We should **think and act transnationally.**

Because of the increased presence and dominance of transnational activities shaping the daily lives of both (im)migrants and their communities (both in the receiving countries and countries of origin), there are a number of general implications that can be summarized into five strategic principles: (Alvaro Lima 2010)

**Portability:** As transnational immigrants move from place to place it is essential that they be able to “carry” with them their various professional certifications, health insurance, retirement plans, etc. Portability of economic and social benefits is key to immigrant transnational life.

**Transferability:** Besides being able to “carry” their credentials, records, and benefits, they must be transferable that is, recognized at both the place of origin and destination. In practice, transferability should be universal as it is more and more in the spheres of commerce and finance.

**Visibility:** Though the activities of transnational (im)migrants, particularly those of transnational immigrant entrepreneurs, have significantly contributed to the revitalization of inner-city neighborhoods. They remain buried under “ethnic” and “minority” classifications and are invisible to policy makers, business leaders, and nonprofit organizations.

**Hybridity:** Nation-states, both those that serve as countries of origin and those that serve as receiving countries, have to adapt to transnational realities challenging traditional notions of national identity and belonging. Transnational communities create hybrid cultures (Canclini, 2001). The ideal of a nation-state “containing” its people via the commonalities of linguistic, cultural, and ethnic ties no longer applies.

**Translocality:** The concepts of “local community” and “local development” must be redefined in terms of relationships and flows instead of semi-autarchic geographies to allow for transnational behaviors.

#### 4) What may be the Advantages?

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Migrants in countries of destination can develop and maintain ties with family members, communities, institutions and governments in the countries of origin, and vice versa, while contributing economically and socially to both societies. Transnational connections created by migrants can become vehicles **for social and cultural exchanges between societies** through, for example, an enrichment of arts, music, films, entertainment and cuisine, promotion of tourism, diffusion of alternative medicine, or exchanges at the level of education and research. **Transnational exchanges can of course also be economic in nature**, including remittances as well as investment and trade in specialized goods and services. Migrants may also influence predominant ideas in home and host societies in more subtle ways, for instance by spreading different views about social and political norms and practices in their countries of origin, or by creating a better understanding of different cultures in their society of destination. They and their families may experience their transnational existence as a source of personal enrichment and development. **Concretely, educational, professional and lifestyle opportunities and language abilities can be enhanced.** More abstractly, a broadened horizon and the ability to navigate between different cultures can be very rewarding. These are but a few of the many opportunities presented by transnationalism. **Different contexts need to be considered in tailoring migration policies to enhance the positive aspects of transnationalism for migrants, their families and societies of origin and destination.**

**In conclusion**, the question of whether public policy can address the needs of local integration can be answered along the following lines. Integration processes are too complicated to locate policies in one place alone. It is necessary to distinguish between levels of governance and formulate policy responses where they are needed; seize opportunities where they arise or originate. Ideally, these responses are complementary: addressing the economic, social, cultural and civic sides of integration; considering the local, regional, national and international dimensions of it; and dealing with its social and legal aspects. **Yet, policy perspectives of both sending and receiving countries either misinterpret or ignore migrants' transnational orientations** (Bauböck, 1998). Considering a transnational framework when designing policies will move us toward policies more in keeping with today's world. **The goal should be to design comprehensive and coherent policies at local levels of governments addressing a broad range of issues in close partnerships with sending and receiving countries, multilateral and international organizations, and civil society organizations.** Diaspora members and groups are key resources and players in this process.

Such a policy framework, transnational in nature, is the only way to promote stability, prosperity, and security on a global scale.

**Transnationalism is a key factor in contemporary migration management.** While continued and sustained activities by migrants across borders is nothing new, consideration of how to adapt migration policymaking – traditionally firmly and exclusively focused on the national sphere – to account for and manage transnational connections has yet to be fully realized.

Migration policies need to be informed by the realities of transnationalism, both positive and negative, with a view to harnessing the benefits that transnationalism can bring. While there are undeniable challenges, on the whole, **migrants engaged in transnational activities do much to enrich the numerous spaces they occupy.** Direct involvement of the various stakeholders, including home and host governments, local authorities, migrants and their families, migrant networks and associations, civil society and the private sector, is vital for strengthened partnerships that create the best outcomes for all concerned.

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## 2.3. Efficient sustainable solutions

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### 2.3.1. Rapid and Sustainable Migrant Holistic Integration

In order to efficiently respond to the above-mentioned issues and needs, sustainable solution, methods and process were tested and are developed in the Report on **“Rapid and Sustainable Migrant Holistic Integration” – 2018**. The purpose of the report was to serve as a guide for national and international integration governments, actors and facilitators, policy makers, to turn a crisis into a societal, economic, cultural and **sustainable development advantage** (<http://migrantintegrationlab.strikingly.com/>)

**The mentioned report was based on the:**

- Description of a holistic device of **migrants\*** sustainable integration designed & created by B1-AKT
- Practical integration experiments in 7 countries,
- Feedback, evaluation and international benchmark as to extract efficient integration practices

**It recommended the following sustainable solutions for turning the refugee and economic migrant crisis to France’s and Europe's advantage:**

#### **1. Create a 3 steps efficient & holistic process of sustainable integration**

Step One: A global process of integration

Step Two: Professionalizing and training the main stakeholders and integration facilitators.

Step Three: Steering the integration ecosystem for a better coordination of actions & stakeholders

#### **2. View Migration as a chance for France and Europe’s economic growth, territory revitalization and Provide Sustainable Frameworks to strengthen communities**

#### **3. Develop of a “pre” and “post-employment” mentoring toolkit and Provide accurate migrant skills profiling and labor market needs assessment**

4. **Strengthen entrepreneurial education and training (entrepreneurship friendly environment for both migrants and native –born population) and help migrant entrepreneurs through access to credit**
5. **Acknowledge the benefits of immigration by crafting a positive, new narrative on integration: Developing sustainable communities and intercultural dialogue**
6. **Rethink Migration from the perspective of Movement and Create transnational frameworks and policies**
7. **Provide dialogic teaching, tailored services and centered learning sessions for Newcomers & vulnerable groups**
8. **Make it Sustainable.**



Photo credit Ugur Gallen

### 2.3.2. Migrant Integration Lab Device

The origin of Migrant Integration Lab initiative dates from 2016, following the final evaluation report of the programme “providing non-humanitarian direct assistance to the Syrian population” **reference 13MNC044, for the European Commission.**

This evaluation was commissioned with a request for assistance in conducting a final project evaluation for non-humanitarian aid in Syrian territory. B1-AKT agreed to provide 2 staff members, Laura Petrache and Yannick Le Guern, to lead the evaluation. The evaluation team brought to this evaluation non-humanitarian, program management, and monitoring and evaluation expertise alongside a sound understanding of the current context and corporate knowledge of systems and the response to date.



The “**Migrant Integration Lab**” device **designed and implemented** by B1-AKT is based on the elaboration of:

1.A **Global Ecosystem** regrouping National and International actors, Stakeholders, Institutions working on Sustainable integration issues

2.A **Global Process** of Newcomers Integration:

This is achieved by Training and Capacity building and/or reinforcement via LABS, based on 4 simultaneous

## PILLARS:

- **Linguistic (social & cultural) pillar**
- **Economic integration ("job targeting" & "entrepreneurship" mentoring ) pillar**
- **Civism (citizenship) pillar**
- **Intercultural dialogue (sustainable communities, arts& hybrid identity) pillar**

3.The **Training Methodology** for newcomers and targeted public, but also for the main stakeholders at national level

4. A **European Network** as to permit good practices exchange and enable transnational Cooperation.

**In few words: MIL empowers migrants and facilitate integration by acquisition and/or development of skills.** It enhances capacity-building for migrants by means of training and labs. MIL develops work insertion and help elaborate livelihood, entrepreneurial, cultural projects.

The Migrant Integration Labs are based on transnational frameworks that are giving policymakers a new lens with which to develop innovative public programs, and public-private partnerships across borders. And because of the economic implications of transnationalism, MIL provides opportunities for businesses, social entrepreneurs, and governments.

**Migrant Integration Lab is a @B1-AKT designed & implemented project.**

## MAIN ACHIEVEMENTS

By our actions, we encourage public debate, contribute and promote awareness, citizenship, economic growth, sustainable development.  
We are :

Cultivating a thriving **ecosystem for social innovation** and creating **sustainable communities**. This ecosystem, its members and the collective whole, creates more sustainable, equitable, and **inclusive communities**.

Helping refugees and migrants socialise and express themselves, fostering respect and understanding for **diversity, intercultural and civic competencies, democratic values** and **citizenship**.

Giving citizens the opportunity to discover, learn from and understand the **values and cultures of refugees and migrants** and - in the process rediscover and enrich their own.

Support and **develop migrant entrepreneurship** and cultural projects

- 350 Migrant Participants
- 270 Sustainable Entrepreneurship projects
- 80 Successful Target job employments
- 7 countries

- 50 LABS of "Migrant Entrepreneurship"
- 3 Migrant Media Labs
- 1 Migrant & Low Income Artists' Lab
- 1 International Social media "Hybrid Identity" awareness campaign

- A large scale collaborative international Ecosystem
- 500 Mentors
- 8000 Volunteers
- Supporting 2230 newcomers social Entrepreneurs

## 2.4. Interviews and meetings

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In order to have a holistical approach and involve as many and diverse possible stakeholders, several interviews and meetings were conducted with:

### **Newcomers:**

- 50 migrants and refugees

### **At European level:**

- European Commission – Mister Franz Timmermans First Vice-President - Miss Liene Balta
- European Commission - DG Migration and Home Affairs – Mister Antoine Savary
- European Council – Mister Tomas Bocek – Miss Elvana Thaçi
- European Parliament –Vice President (Migration and Citizenship) – Miss Sylvie Guillaume

### **At French Level**

- French Deputy in charge of Asylum and Migration – Mister Aurélien Taché
- Direction Générale des Etrangers en France – Miss Agnes Fontana
- French Prime Minister Cabinet - Miss Nathalie Sultan
- French National Assembly
- Service d'Information du Gouvernement – Miss Yasmine Eva-Fares
- Préfète à l'égalité des chances – Miss Fadela Benrabia
- Terra Nova, Miss Marie-Jo Bernardo
- MEDEF-Miss Marie Barrot
- Mairie de Paris, Miss Dominique Versini Cabinet Miss Charlotte Schneider
- Make Sense-Miss Coralie Gaudoux

- Other 20 French Private Institutions, Companies, NGO's affected by migration issues

#### **International level:**

- Germany & Europe - Migrant Entrepreneurs team-up with mentors (MENT) – Miss Carmen Ziller
- Italy – Centro UNESCO Torino- Miss Maria Paola Azzario
- Romania-UNESCO-Miss Daniela Popescu
- Romania- Dimitrie Cantemir Christian University-Miss Octavia Costea
- UK –British Council – Miss Zoe Hardi, Mister Christoph Jankowski
- Netherlands – Miss Els Reijnen, Inholland University of Applied Sciences “Inclusive placemaking in the North of Amsterdam”
- Migrants & Refugees Section Integral Human Development Palazzo San Calisto, Vatican-Miss Flaminia Vola
- FAIRE Found (Refugee Entrepreneur)-Miss Kristina Vayda
- 25 other institutions in Belgium, India, Germany, USA, Croatia, Serbia



## 2.5. Other Previous actions:

Other previous actions are shortly described here below.

### 2.5.1. International, national, local Field work and needs assessment

Italy, Greece, Romania, Turkey, Germany, France and international benchmark on migration integration (Australia, China, Switzerland, USA) and main barriers identification for migrants:

- Lack of socio-cultural knowledge and understanding
- Competencies required may be different from those required in home country.
- Lack of funding and/or subsidies to access education and training locally.
- Lack of local referees and lack of local work experience to prove competencies.
- Lack of knowledge about the value and relevance of qualifications and experience gained in other Countries
- Lack of knowledge of local labor markets
- Concentration of some migrants' ethnic enclaves.
- Lack of familiarity with local social networks
- Migrants who come as refugees may have particular problems with overcoming trauma.
- The children of migrants may experience disaffection if their parents did not succeed in the way they had expected.
- Migrants often become concentrated in the informal economy where they have entered the country illegally

#### FACTSHEET/ BI-AKT / 2016 / International Case study

Number 11

### Migration Case Studies

This Factsheet outlines the causes and consequences of looks at migration in several parts of the world: In France, Romania, Moldova, Brussels, Turkey, Syrian Ground: Gaziantep, Aleppo...

<b>Terms and Definitions</b> <b>Migration:</b> a movement of people from a source area to a receiving area. <b>Emigrants:</b> people who move from or out of an area. <b>Immigrants:</b> people who move into an area. <b>Refugees:</b> people who are forced to migrate owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or politics. <b>Push factors:</b> those which encourage people to leave the source area. <b>Pull factors:</b> those that attract people to go to the receiving area.	<b>Case Study: Syrian Migrants</b> Since the violence in Syria began, hundreds of thousands of people have left their homes in Syria and fled to Jordan, Turkey, Lebanon, Iraq and Europe. Over 516,000 refugees are now registered or awaiting registration, and over a hundred thousand more believed to be living unregistered in Jordan alone. <b>A critical situation</b> Jordan is now hosting almost 150,000 refugees, some living in camps along the border, and the majority living in rented accommodation in host communities. As we witness the beginnings of a protracted crisis in Syria, the needs of those affected are growing ever more critical. A great majority will attempt to gain Europe, Italy, France and England.
<b>Classification of Migration</b> Migration can be classified according to three criteria: <b>Length of stay:</b> <ul style="list-style-type: none"><li>• Temporary: when the migrant intends to return to the source area at some time in the future.</li><li>• Permanent: when the migrant intends to stay in the receiving area.</li></ul> <b>Distance travelled:</b> <ul style="list-style-type: none"><li>• Internal: within the boundaries of a particular country.</li><li>• International: from one country to another, crossing a political frontier.</li></ul> <b>Reasons for movement:</b> <ul style="list-style-type: none"><li>• Forced: when the migrant has to leave for racial, religious, political etc. reasons and would be at risk if they remained.</li><li>• Voluntary: when the migrant chooses to move, usually for economic reasons.</li></ul>	<b>Europe</b> Mohamed Al Khatib left Syria to escape the bloody civil war five years ago. He has since travelled through Jordan, Egypt, Greece, Serbia, Montenegro and Italy, before arriving in France. The young refugee says he walked for two months straight until he reached the northern port of Odessa. But his final destination lies on the other side of the English Channel, in London. He swears "he will get there, or die trying". 
<b>Classification of Migrants</b> <ul style="list-style-type: none"><li>• refugees, humanitarian entrants, family reunification cases, skilled migrants, marriage migrants, immigrants and temporary foreign workers/migrants</li></ul>	

## 2.5.2. Focus on France, Seine-Saint-Denis Territory

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Needs assessment and Stakeholders identification for the Seine-Saint-Denis territory (Delegated Prefect for Equal Opportunities): Study on the implementation of the MIL device of integration of newcomer migrants, ethnic minorities via social and economic reintegration.

## 2.5.3. Special case: Social Integration of Ethnic Minorities

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### **Social Integration of Ethnic Minorities and their Full Participation in the Labour Market : barriers identification**

Excerpt: We have identified good practices in public policies and in business strategies which can help to overcome these barriers.

As there is no universally accepted definition of "ethnic minority" we took a pragmatic approach: It focused on the overlap between belonging to an ethnic minority and facing social disadvantage. Ethnic minority was understood in the most inclusive sense and comprises recent immigrants as well as established ethnic minorities, national minorities, Roma and stateless persons.

The heterogeneity of the term 'ethnic minorities' have been acknowledged just like the heterogeneity of the problems and outcomes individuals belonging to the target group face in different countries.

**Main barriers which prevent members of ethnic minorities from fully participating in the labour market vs migrants:**

- lack of education and training
- lack of language skills
- lack of recognition of skills and qualifications
- lack of access to professions
- lack of access to citizenship
- lack of integration policies
- stereotypes, prejudices and negative attitudes
- lack of mobility and concentration in certain areas
- industrial change
- disincentives through welfare systems
- discrimination
- lack of information
- labour market competition
- undeclared work & racism

These barriers are relevant for all ethnic minorities. In the case of their accumulation they are mutually reinforcing and lead to virtually total exclusion from the labor market. Some of these barriers e.g. the lack of education, stereotypes, and disincentives through welfare systems – have a tendency to become higher from generation to generation; we assert that discrimination is the single most important barrier (over 50% followed by language barriers and educational deficits).

Similarities can be drawn up between the barriers and possible solutions for immigrants and for ethnic minorities of non-immigrant background and also in comparison to the problems of socially disadvantaged members of the majority. The situation of the Roma is highlighted as being comparable with the position of other ethnic minorities but at the same time running a much higher risk of being excluded.

## The situation of the Roma

The issues identified to particularly concern the Roma community are the following:

- to an even greater extent than other minorities, the Roma are unskilled or poorly qualified
- the stereotypes are even more entrenched and more negative than with other minorities
- direct but also indirect discrimination is facilitated by the fact that the Roma
- are visibly different from the majority population in many European countries where there are otherwise few people from 'visible minorities'
- most countries where large Romani populations live –new Member States, but also Southern Europe – non-discrimination policies are weak and do not have a long tradition
- multiple discrimination is a common experience affecting Roma women but also middle-aged Roma workers



Roma by Walter Bantz

## 2.5.4. Conferences on Sustainable Integration and Migration

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**These conferences were held in 2016**

**Researchers' interventions on migrants, trans-migrants, ethnic-minorities and refugees - Migrations and refugees – Welcoming and diversity**

Lamia Missaoui, Professor and researcher, Patrizia Molteni (Focus-In), Fatima Fetouhi (Commissariat General for Equality of Territories) Mihaela Sima (Habitat- City), Luong Can Liem (psychiatrist and essayist), Samir Djaiz (Platform for Migrants and Citizenship), P.J. Dubost (Convergence France-Algeria)

**Migration and refugees: problems or a chance?**

The project "**I Am Calais**", presented by Andrew Wickham, Milly Scott-Steele, Lilly Forwood, Carmen Ortiz Gillen ... and followed by the songs of Augusto Cesar Gillen (My song is free), brought a glance Deeply human on the situation of refugees beyond the "a priori" and information relayed by the media.

**Psychological issues of migration**

Speakers: Luong Can Liem (Author of Ethical Consciousness and Democratic Spirit), MG La Bomba and BZT22 (Artists intervening in Calais Jungle), Pierrette Fleutiaux (Writer, Destiny Book), Fluency MC (English Teacher).

## **Interculturality: Migration and Construction of European Identity.**

Interculturality was the theme with the Metamorphosis project, presented by Anca Dumitrescu and Daniela Popescu that shed light on the construction of European identity. The aim of the project is to strengthen the feeling of **"European identity"** as a quantum of national and regional IDs, to promote cultural exchange by having access to examining and using information about the European countries, thus reinforcing the idea of a "tangible" European identity, brought as a response to the integration of the ethnographical diversity and of the European minorities.

## **Diversity, Interculturality and Society's Common Projects**

Sietar France – Linda Vignac, / Observatoire de la diversité culturelle : Fulvio Caccia / Pierre Julien Dubost et Jean-Philippe Lamarche - Comité Mondial pour les apprentissages tout au long de la vie et commission handicap / Commission Nationale Française pour l'UNESCO / Observatoire du plurilinguisme ; Morena Campani





## 2.5.5. Researches and conferences on public policy implementation

### The 4th European Conference on Plurilingualism - 2016- Brussels

Les langues : une dimension économique à part entière (mod. Philippe Lecomte) Composition : Philippe Lecomte, Yves Montenay, Yannick Le Guern, Claude Albagli, Thibaut Grouas  
Axes économiques de l'intégration linguistique-Yannick Le Guern,  
Laura Petrache



### University Paris 7 Diderot -2016 and 2017

Conférence « Apprentissage des langues et intégration sociale – Ressorts interculturels » Yannick Le Guern et Laura Petrache – B1-AKT donnent une conférence sur le thème « Apprentissage des langues et intégration sociale – Ressorts interculturels du Migrant Integration Lab »UFR d'études interculturelles de

Langues Appliquées.

Séminaire doctoral « Politiques Linguistiques et plurilinguisme en Europe ». Sous la direction de J.C. Herreras.

([https://www.observatoireplurilinguisme.eu/images/Pole\\_recherche/Seminaire\\_p7/Herreras-S%C3%A9minaire-P7-OEP-2016-17.pdf](https://www.observatoireplurilinguisme.eu/images/Pole_recherche/Seminaire_p7/Herreras-S%C3%A9minaire-P7-OEP-2016-17.pdf))

Research article: <https://www.linkedin.com/pulse/migrant-integration-lab-yannick-le-guern>

More articles on: <http://migrantintegrationlab.strikingly.com/>

## 2.5.6. Exhibitions on Migration issues in order to raise awareness

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### Immigration and history with Veronica Mecchia and Patrizia Molteni

**This Exhibition was held in 2016.**

Exhibition and work of memory report on the Italian migrations of the 20eme century. The project was called the Resistance and Italian immigration - the genes of the antifascism. The team was made up of the historian Antonio Canovi, the photographer Veronica Mecchia and the director Chiara Zappalà. The intention was to film and to photograph resistant Italians and their descendants that emigrated into Paris region and into Belgium, in the zone of Liège, Seraing, to Genk, Rebecq, La Louvière, and Brussels. As a result: a remarkable socio-historic work on the migrations.



### Calais Jungle - Reportage and Photos by Ludovica Anzaldi

**This project was presented in 2016**

“We are in Calais, at the northern border of France with England. We are in the Jungle of Calais, which has become one of the largest refugee camps in northern Europe. Here migrants have built a small “city” in the mud waiting to cross illegally those 43 miles that separate them from England. Some want to reunite with what is left of their families; some have simply lost everything and want to rebuild their lives away from wars that they do not feel theirs; others simply dream of a better world and think they might find it there.

Everyone has a different reason, but they have in common a desperate search for peace. In the Jungle of Calais, you will find families, children, and, for the most part, youths of 20-30 years of age that have survived grueling travels. Despite the brutal conditions these migrants find themselves in, hope and desire to succeed are still in their eyes and in their stories.



## 2.5.7. Identity Awareness Campaign held in Public spaces & social media French national level

### Act Against Exclusion-Empowering Hybrid Identity-Building Sustainable Communities

This awareness campaign was held in 2017.

LLG LOC visionary artist creates photo stories and video installations that challenge stereotypes and create diversity, involving all types of people from friends to ordinary people. The Campaign represented a series of images inscribed with compelling truths about human diversity.

The Social Media Awareness campaign in few pictures







Photos LLG LOC

### 3. A grass-root Public policy, international awareness Campaign

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#### 3.1. The high potential of migrant integration

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The confluence of **demographic, economic, social, and political factors** creates imperatives for migrant integration. How well we integrate migrants and provide opportunities for all members has far-reaching implications for—and is inextricable from—our current and future vitality.

Growth, diversity, and dispersion of newcomer populations create opportunities to address longstanding social issues, improve racial and ethnic equity and cohesion, and strengthen our democratic traditions.

**Migrants help address labor market shortages, revitalize declining urban and rural communities, and could expand the global competitiveness.**

Through strong leadership by and collaboration among all stakeholder groups, including philanthropy, **migrant integration holds the potential to create:**

1. A vibrant, cohesive society shared and valued by established and newcomer residents of different experiences, histories, ethnicities, and backgrounds.
2. The revitalization of declining Communities through the contributions of immigrant families working in tandem with their native-born Neighbors.
3. Stronger communities with the ability to meet wide-ranging needs; address racial, ethnic, and economic diversity; and enrich the social and cultural fabric of our Society.
4. Increased productivity and a robust economy through an expanded base of workers, consumers, taxpayers, and entrepreneurs.
5. Global Competitiveness through a multi-lingual, multi-cultural workforce.
6. A more vibrant democracy in which all groups are accepted as equal members of society with the opportunity and responsibility to engage and contribute to the common good.
7. More secure countries where all members of society—regardless of race, national origin, or socio-economic status, live in dignity and equality.



## 3.2. The needs

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**Negative public attitude towards migration** and migrant related issue, the **rise of extremism and populism** as well as **political disengagement** regarding the migration crisis can lead to public **antagonism** towards migration. These negative views risk jeopardizing efforts to adapt migration policies to the **new economic and demographic challenges** facing many countries.

Problems of identity, unemployment, religion and various fears create rejection of migrants. The disengagement of politicians who fear losing the election in the face of rising extremism and simplistic treatment of the media, are shaping negative attitudes and opinions towards migrants. Journalists poorly trained and uninformed about the complex nature of the migration narrative; newsrooms vulnerable to pressure and manipulation by voices of hate, whether **from political elites or social networks**.

**Policymakers and political leaders themselves have a role in shaping the public discourse.** Everyone with an interest in this issue, not only journalists, has a responsibility to avoid playing on people's fears and uncertainties, to eliminate the language of confrontation and hostility and to encourage national dialogues on how to meet the challenges of migration.

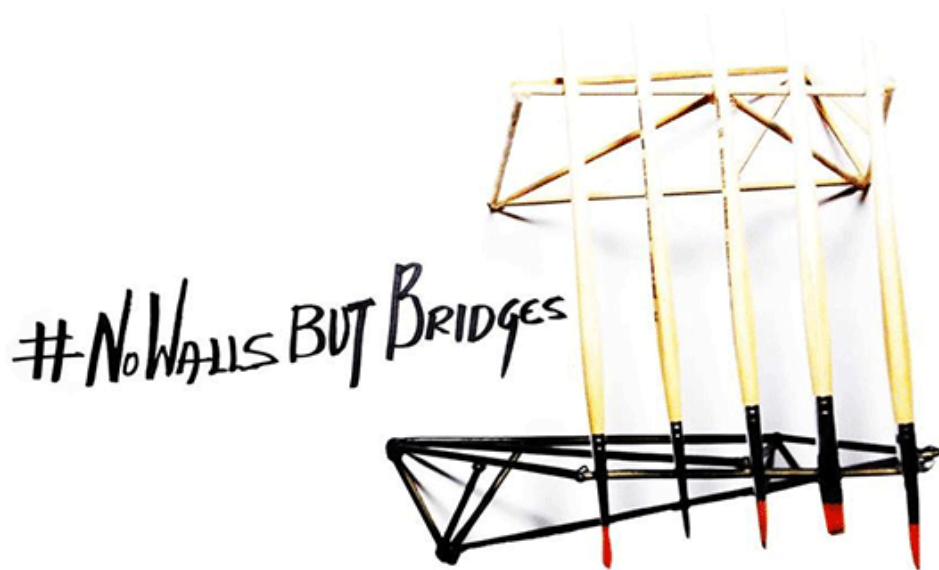
Before implementing sustainable, efficient solutions, it is necessary **to raise public awareness to address the media, community leaders, policymakers, people in the public eye and political leaders as to craft a positive public discourse of migration and think about sustainable integration systems, eliminate hate-speech, intemperate language and provocative actions that exploit fears and uncertainty within society at large.** The implementation of sustainable solutions regarding migration issues demand an **international vision** and a **transnational framework of collaboration**.

The challenges are not only **economic but also cultural**. The public must be encouraged to understand that newcomers also bring fresh demand and so spur growth. Such an exercise requires determination and vision, good arguments backed by facts, and much better communication. Integration requires a 'whole of society' approach. Migrants swell the workforce and help to expand the overall economy, but it's a message that has gained little traction with public opinion. It is up to governments and civil society leaders to hammer home this message.

In this context B1-AKT //Migrant Integration Lab decided to launch a “**A grass root Public Policy - International Awareness campaign**” an open social media dialogue concerning migrant solutions for sustainable integration. **B1-AKT teamed up with teaming up with “Ecole des Ponts Business School” and their full MBA young leaders.**

The campaign was designed under the shape of a **social impact project (SIP)** and tailored as to build Positive & Sustainable Social Impact. École des Ponts Business School’s Full Time MBA is a flagship program for Innovation Management in a global economy. The program leverages the latest research and traditions of excellence in Innovation, Technology Management and Entrepreneurship. **The Campaign was inspired by the Global Goals for Sustainable Development.**

The name of the campaign was “**No Walls but Bridges**”. The project had a predefined budget of absolute zero. This parameter applied to the planning and execution of all deliverables, assessment criteria, and control satisfactory factors (CSFs). All participants had to use **social engineering** and **sustainable innovation** in order to achieve **strategic objectives**.



Credit SMART Architecture+Design – Stamatia Mamoutou

### 3.3. A social impact project

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“You cannot get through a single day without having **an impact on the world around you**. What you do **makes a difference**, and you have to decide **what kind of difference** you want to make”. Jane Goodall.

When a business or project is based in a community it makes an impact on that community. Social impact is about making sure that's as **positive** as it can be and reduces the negative impacts that a project might have.

#### What do we mean by Impact?

The word impact can be replaced with words like ‘change’, ‘effect’, ‘outcome’, ‘benefit’ and ‘result’, but they all largely mean the same thing. Your impact may be the difference that you make to those who directly use your service, to those in the local community more generally, or to wider society. The impact you highlight can be wide ranging and can affect many aspects of people's lives.

#### The Social Impact Pathway

The methodology of this social impact project was designed by B1-AKT, for students who want to create **positive social change throughout their careers**. The project was developed as to develop the ability to explore the foundations of **social value and key strategies to effect change**.

The conceptual basis of the pathway gives the **keys to define social value, identify and implement strategies to effect change** through partnerships between business, government and nonprofits, and anticipate and manage inevitable value conflicts. **The pathway recognizes that social change may come through different professional tracks, the Social Innovation track focuses on new and sustainable approaches to impact and scale.**

## What is Social Impact





### 3.4. The Campaign Spirit

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The campaign aimed at:

- Acknowledge the **benefits of immigration** by crafting a **positive, new narrative on integration**:  
Developing sustainable communities and intercultural dialogue
- Crafting a **positive narrative** on migration based on social, cultural and economical benefits deriving from it.
- Inspire **political engagement and active citizenship** by **bringing together**, citizens, civic societies, migrants and refugees, public & private sector, international organizations, Academia and media around the globe into a **dialogue on the problems and sustainable solutions on Migration Crisis** developed in “Migrant Integration Lab”.
- Building **social impact**



Photo Credit FÉRIAL

## The spirit of the campaign

What does a wall do? It protects, yes. There are times we need a wall. But too often we build "walls" around ourselves through fear or defensiveness. Those kinds of walls, and they are the most common type, isolate us.

The campaign spirit emerged from its **intercultural and transnational character**. Its **core philosophy** is based on Newton's quote **"We build too many walls and not enough bridges"**. When we "build bridges" we are literally building a better life. When we build walls, we are stagnating our own growth and as Joseph F. Newton said, **"People are lonely because they build walls instead of bridges."**

**Bridges are immensely important.** Bridges allow safe passage where previously it was not possible or much more difficult. Bridges allow you go to school, seek medical help and go to work without having to negotiate a busy road, a dangerous railway line or a fast-flowing river.

**Bridges also allow people and communities to connect together, allowing better understanding of different people's beliefs and cultures.** Maybe one day we'll soar over buildings on hoverboards or teleport through space and time, but until then bridges have their importance.

**#NoWallsButBridges's hashtag** arised from both the name of Ecole des Ponts (ponts = bridges in English) and the concept of removing "boarders" and "walls", underlining the transnational character of the campaign and enabling the articulatory process to increasingly exceed the borders of the nation-state.

One of the themes of the campaign concerning identity renewal was inspired by **B1-AKT: "We are one, Not the Other"** as to exemplify innovative ways to expand mutual understanding, intellectual advancement, collaborative intelligence, empathy and respect in our society.

The spirit of our Campaign was based on "Building a Unique **Transnational "Bridge"** between Policy Makers, Governments, Institutions, Business schools, Civil Society members, Migrants, Refugees, Asylum Seekers, Social Entrepreneurs, Media Representatives" (B1-AKT 2018).

We can only hope that our story will improve public and private sector partnerships and build linkages between migration and governance for prosperity and development, with sustainable ways of working together in a **Transnational Context**.





### 3.5. Vision & Values

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#### Values

Diversity enriches every society and contributes **to social cohesion** – something that is all too often taken for granted. Societies with large migrant populations are in many ways translocal and transnational themselves, already connected to many parts of the world through migrant and diasporic practices and **networks**.

Our work is based on the values of **democracy, diversity, trust, freedom and solidarity**. These values are the **cornerstones** of our societies and of the **interdependence** between countries in Europe. Underneath all of this lies the power of **sustainability & communication**.

**Humanism//Sustainability//Social Entrepreneurship // Global Citizenship//Intercultural Dialogue//Hybrid Identities //Transnationality//Common Good**

#### Vision

**Transformational and systemic change** starts with a compelling idea that can transform a community by engaging and empowering community members. Change also requires the active participation of **institutions and policymakers**.

**The world's citizens** are inhabiting and tracing pathways across a globe that is in accelerated motion – ideas, things, people are all in endless movement. Sometimes they are willing adventurers and explorers but all too often people and families are displaced by turmoil, aggression and environmental disasters.

Migration **is a chance** for our societies to reach their **full potential**. Displaced people who arrive in Europe can become **innovating entrepreneurs, change makers** in a position to act, **create value** and to be a source of innovation for **host societies**.

Our campaign is based on **transnational frameworks** that are giving **policymakers** a **new lens** with which to develop **innovative public programs**, and **public-private partnerships across borders**.

**Our society's response** to the movement of people has often been lacking in compassion. Hope for a better future has sometimes been replaced by despair. **Open doors** have sometimes been harshly closed. To try and address this imbalance, **NoWallsButBridges Campaign was born. It supports the daring idea to build societies with greater equality, sustainability and solidarity.**

**The idea of the campaign is based on:**

- Breaking down negative stereotypes and improve public perception of migrants and ethnic minorities and the phenomenon of migration
- Giving citizens the opportunity to discover, learn from and understand the values and cultures of refugees and migrants and - in the process rediscover and enrich their own.
- Helping refugees and migrants socialize and express themselves, fostering respect and understanding for diversity, intercultural and civic competencies, democratic values and citizenship.
- Cultivating a thriving ecosystem for social innovation and creating sustainable communities. This ecosystem, its members and the collective whole, creates more sustainable, equitable, and inclusive communities.
- Implementing Sustainable Development Goals (SDGs): The 2030 Agenda for Sustainable Development recognizes migration as a core development consideration — marking the first time that migration is explicitly integrated into the global development agenda. Implementation of the SDGs provides an opportunity to protect and empower mobile populations to fulfil their development potential and benefit individuals, communities and countries around the world

By building this type of campaigns, improved social cohesion and wider solidarity can arise by making people work together towards a shared future through creating strong, long-lasting basis for interaction, dialogue between migrants and members of receiving communities.

The campaign has showed that it can **challenge prevailing prejudices** and **build bridges, against all the odds by enabling citizens to practice collaborative ways of living together.**

The project also aimed to identify the impacts of government migration policy and communication, and the interaction with public debate and activism. One of the project's targets was encourage opinion leaders and political ones to act for a **sustainable process of integration.**

We truly believe that addressing the socio-economic development of local communities, providing sustainable solutions and training paths conducive to effective entrepreneurial projects or employment creates an environment that offers **real possibilities for both receiving communities and migrants.**

**Key words:**

- Strengthening civil society
- Building international networks
- Moving communities
- Prioritizing sustainability
- Social Impact

### 3.6. Needs identification

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The needs of the target groups' identification were based on **research, study cases, initiatives, international benchmarking, good practices deep analysis, interviews with political figures, policy makers and private partners**. The research documents were made available on the collaborative work platform called **"the bridge"** kindly enabled by "Ecole des Ponts Business School". During all the period of the project the platform was used as "common tool" for the cohort, professors and project management team.

Prior to the launch of the campaign "No Walls But Bridges", our team conducted preliminary discussions inviting local community leaders, governmental authorities at the local level (France), local NGOs, representatives from private sector and migrants. These discussions were organized to identify specific needs at the local level and to strengthen the impact of the **campaign with a tailored intervention**.

Building upon previous outreach experience (Identity awareness campaign MIL 2017: we carried out a first experimental study of the impact of information treatments on reducing opposition to migration & identity, focusing on sharp experimentation and solutions developed within the "Migrant Integration Lab" device)

"No Walls But Bridges" awareness campaign aimed at raising the awareness about sustainable migrant integration, based on economic territory revitalization, entrepreneurship, innovation and active citizenship.

### 3.6.1. Stakeholders

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Looking at the Social Impact Project (SIP) in totality with the lens of a **stakeholder approach** reveals that as a requisite, the interests of all stakeholders of this project must be brought into a **mutually beneficial state** that is “**sustainable**” in the **long term**. “Henceforth, all business decisions in the project were taken with the objective of profiting the common interests of all stakeholders involved”. (MBA Cohort)

To methodically approach this analysis, a stakeholder register was generated to accumulate, quantify and evaluate available data to determine which parties’ interests must be considered for a successful launch of the **awareness campaign**. In order to preempt each stakeholder’s impact on the project, the following aspects were evaluated:

1. The mode, content, and frequency of communication with the stakeholder
2. The interests of the stakeholder in the project
3. The stakeholder’s current or potential impact on the project and their role in its success
4. The stakeholder’s role in the project

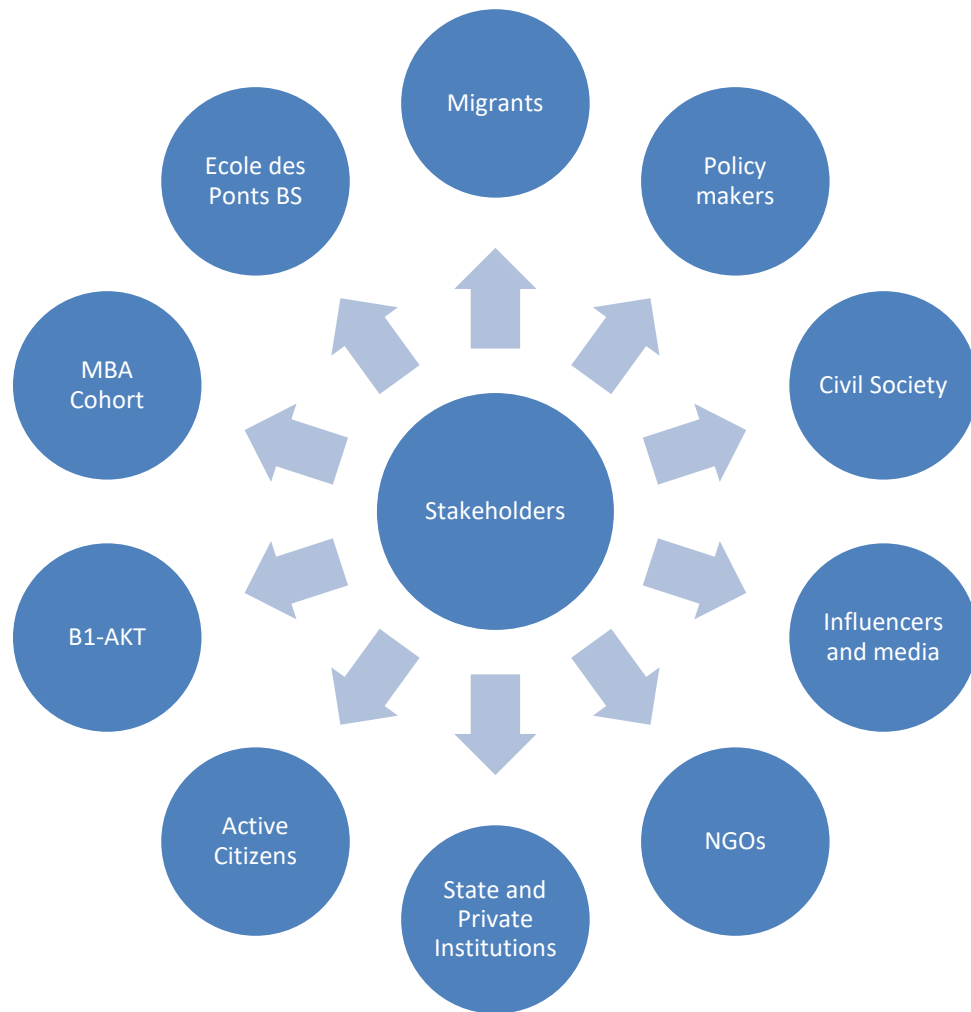
Conclusively, **the main stakeholders of the project were:**

1. **EU Policy and law makers:** All the campaign was meant to influence policy and law makers to develop a sustainable and inclusive policies
2. **Civil society:** The campaign aimed to change the mindset of the public towards migration at International, European and French level
3. **Migrants:** The group affected by the negative mindset.
4. **Influencers and media**
5. **NGO’s**
6. **State and Private Institutions**
7. **Active Citizens**
8. **B1-AKT**
9. **MBA Cohort**
10. **Ecole des Ponts BS**



## Main stakeholders of the project

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## Target groups and needs

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The awareness campaign aimed at targeting public opinion focusing on 2 main categories:

- Civil Society
- Influencers (public, private, institutional, civil society)
  - Policy makers
  - Political leaders
  - NGO and actors in the field of migration / citizenship
  - Active Citizens

The needs of the target groups were based on the Research, study cases, initiatives, international benchmarking, good practices deep analysis, interviews with political figures, policy makers and private partners presented previously **in part 3**.

## 4. Quality of the project team and cooperation

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### 4.1. B1-AKT presentation

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**B1 –AKT Leading Sustainable Strategies & Paragon Communication** is a French Company registered RCS of Paris, under Siret N°: 80173997000011, Intracom VAT number: FR 65 801739970

**Mission:** Consultancy Business –B1-AKT is an international company implementing **Sustainable strategies, paragon communication solutions and innovative Labs**. At B1-AKT we implement sustainable development and sustainable solutions, create long-term, global change, by using innovative tools and sustainable strategies to get there.

Simply put, with us, innovation is finding and applying new approaches to address existing problems or serve unmet needs. From a development perspective, we provide innovations as new solutions with the transformative ability to accelerate positive impact.

Our work is based on the values of **democracy, diversity, trust, freedom and solidarity**. These values are the cornerstones of our societies and of the interdependence between countries in Europe. Underneath all of this lies the **power of sustainability & communication**.

**Values:** social entrepreneurship and sustainability//hybrid identity// global citizenship// intercultural dialogue// transnational frameworks.

### 4.2. École des Ponts Business School presentation

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**École des Ponts Business School** is an internationally accredited business school located only 25 minutes from the center of Paris at the main campus of Ecole nationale des ponts et chaussées also known as Ecole des Ponts ParisTech.

**École des Ponts Business School's Full Time MBA** is a flagship program for Innovation Management in a

global economy. The program leverages the latest research and traditions of excellence in Innovation, Technology Management and Entrepreneurship.

## Values

École des Ponts Business School's community is deeply committed to the legacy of Jean-Rodolphe Perronnet, founder of École des Ponts, and Celia Russo, founder of our business school. Here is what they endeavor to:

- Leverage business and technology to serve human progress across the globe,
- Strive for individual and collective excellence,
- And challenge conventional thinking

## 4.3. MBA cohort

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The participants of the Social Impact Project were coming from different countries as: France, Brazil, Morocco, India, Lebanon, Pakistan, Nigeria, Croatia, Bolivia, South Africa, India, Sudan...

Here below you can find out more about their professional profiles and skills.



### **Vincent Page-France**

Passionate about solidarity and innovation, thanks to 8 years of experience, his strength lies in providing a strategic vision. He wants to initiate impactful projects, using new technologies in the context of sustainable ecosystems. He is a participant of the MBA Innovation Management of Ecole des Ponts Business School in order to find innovative business models using new technologies to serve Humanity. He has a strong interest in Tech for Good and Impact Investing.

<https://www.linkedin.com/in/pagevincent/>

### **Adeyemi Olakunle Adeyelu-Nigeria**

Adeyemi is an MBA Candidate with experience in the design, development and management of scalable digital products. He is Interested in ideation, strategy, finance, and all that makes business tick. He operates at the intersection of business and technology, willing to deploy his skills in a solution consulting role.

<https://www.linkedin.com/in/adeyemi-adeyelu/>

### **Laila Er-Rfig-Marocco**

Laila is a result-driven MBA candidate with solid international track-record (+11 years) in technology consulting, with a specialization in the telecommunications industry, notably in mobile communications. She is looking for brand new career opportunities to solve complex business problems and help companies think strategically about how to leverage Innovation and Technology to create essential business and social change - from formulating innovative tech-driven strategies to enabling more efficient operations using technology. Strengths: Intellectual rigor, Strong interpersonal and communication skills, Facility to work successfully in multicultural teams and across boundaries.

<https://www.linkedin.com/in/lailaerrfig/>

### **Zineb Naha-Marocco**

IT Business Analyst, able to engage different stakeholders in order to implement innovative digital transformation solutions. Highly effective and engaged, she is a team player with strong problem solving and drive for results skills. She is looking for new challenges as a Product manager or Business analyst where she can leverage her competencies and accomplish new achievements.

<https://www.linkedin.com/in/zineb-naha/>

### **Vlatka Katusic-Bolivia and Croatia**

Vlatka is an entrepreneur, purpose-driven passionate about the environment and the sustainable development. She has a deep understanding of the intercultural and multidisciplinary environments. Her strengths: facilitation in public consultations and social dialogue in environmental impact assessments and peaceful resolution conflict. The last 5 years she has been specializing in projects related to SDG 6 and also in customer understanding and relationship. Graduated in Law, Master in Sciences of Environmental Law and Sustainable Development she is an MBA candidate in Innovation Management, as to develop international cooperation for the transfer of green technologies and know-how to emerging countries.

<https://www.linkedin.com/in/vlatka-katusic/>

### **Aline Souza-Brazil**

Aline has an Entrepreneur spirit, facility in communicating and collaborating with different publics. Her strengths: Global teamwork and intercultural understanding. She graduated in Economic and she is eager to develop win-win relationships, as well as, collaborations for the greater good.

[https://www.linkedin.com/in/aline-souza-2a561a43/?locale=en\\_US](https://www.linkedin.com/in/aline-souza-2a561a43/?locale=en_US)

### **Kristel Mhanna-Liban**

A highly ambitious Team Leader with the ability to "capture" an idea and execute it as to make it a reality. In a software world that is full of diverse and challenging workload, she can engage people to believe in grand possibilities for the future.

<https://www.linkedin.com/in/kmhanna/>

### **Emmeline Bisiikwa-Uganda**

After spending close to a decade working in finance, communications and project management across the corporate, not-for-profit and consultancy sectors, she is now on a quest to add value to the teams.

Strengths: leading through personal development and capacity building; to deliver impact for the organization and the society. She believes her passion will foster a team of dedicated change makers who will have a global impact and create a better world through their work.

<https://www.linkedin.com/in/emmelinebisiikwa/>

**Hernan Ruiz-Bolivia**

<https://www.linkedin.com/in/hernan-ruiz/>

**Junaid Gulzar Malik-Pakistan**

Seasoned technology business analyst and digital products manager. Junaid is currently pursuing his MBA in Innovation Management from to complete the trifecta of design, strategy and entrepreneurship. He is looking for opportunities that challenge him to bring art, innovation and technology into any business equation. Strengths: Problem solver and creative thinker. As a Technologist and entrepreneur, he has extensive experience in mass scale digital transformation and B2C technologies.

<https://www.linkedin.com/in/junaidgulzar/>

**Metja Matlala-South Africa**

<https://www.linkedin.com/in/metja-hlogi-matlala/>

**Naoual Almi-Marocco**

Senior project/program manager-civil engineering & MBA participant in innovation management. Strengths: Strong leader, critical thinker and team player, Bringing over seven years of experience to the table. She has already successfully led and managed complex projects under budget, quality and schedule.

<https://www.linkedin.com/in/naoual-almi/>

**Nicolas Sobeh-Lebanon**

<https://www.linkedin.com/in/nicolassobeh/>

**Sandeep Rao-India**

<https://www.linkedin.com/in/srk21/>



**Shawgi Ahmed-Sudan**

<https://www.linkedin.com/in/shawgi-ahmed-7b0b5aa3/>

**Riyad Dusmohamud**

With over six years of experience in the telecommunications and IT sector, Riyad has a proven track record in the delivery of multiple projects in several countries across the southeast African region. He has a strong analytical skill thanks to his international experience and his MBA expertise. He is a highly motivated, results-driven individual with the ability to prioritize and zero-down problems.

<https://fr.linkedin.com/in/riyad-dusmohamud>

**Oladotun**

Oladotun leads innovation and digital strategy implementation in Financial institutions. He specializes in lean business models and innovation management. He has strong design and technical knowledge in agile product development with track record of using qualitative and quantitative data to prioritize decision-making. <https://fr.linkedin.com/in/oladotun-olatunji-8a0b6058>

**The communication between partners and MBA cohort leaders** has been **constant**, through frequent “face to face meetings”, minutes, reports and long-distance communication methods, such as tailored Skype account, WhatsApp group, Ecole des Ponts platform of Communication (sharing materials, videos, results of reports, etc.) and e-mailing.

## 4.4. The Coordination team

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- [Laura Petrache](#) - Head of innovation department B1-AKT – Founder of Migrant Integration Lab / **Visionary Entrepreneur// Global Sustainable Leader// Change Maker.**

Involved in the world of politics Laura is very active in supporting and advising political figures as senior political adviser. Her life and background are **international**, her experiences **intercultural**, her sharp and agile thinking is able to adapt both “in” and “out of the box”.

With more than 15 years’ experience as leading intercultural expert, she brings a wealth of experience and insight to several peacekeeping missions and she continues to help determine the overall strategy and direction of [AKT AS 1- Leading Intercultural Training Institute](#) that she created.

She believes that a cultural “**hybrid identity**” is a sustainable key of social development. Laura is cultivation a thriving ecosystem for social innovation and more sustainable, equitable, and inclusive communities. “[Trans-nationally, trans-lingually and trans-culturally](#)” are the key words she uses for a “sustainable future». Laura also strongly believes that **creativity drives innovation, innovation drives entrepreneurship, and entrepreneurship drives sustained economic growth.**

Being an Intercultural Mediator, a Fellow, a Change Maker and Mentor is what she does best. As mentor, she cares **about the future of democracy and the wellbeing of generations to come**, helping young people believe in themselves and their abilities to improve the world, as to create positive social impact. As a fellow for the Change Makers Alliance, Laura shares Humanity and builds a better world!

- [Yannick Le Guern](#) -President of B1-AKT – Co-founder of Migrant Integration Lab / **Innovative Entrepreneur// Global Shaper // Internationally Experienced.**

Yannick Le Guern, President and Founder of the company **B1-AKT Leading Sustainable Strategies and Paragon Communication** offers an example of today’s global sustainable leader & change maker: internationally experienced with the ability to turn experience into **value creating opportunities** that serve both his organizations and the world.

Yannick studied at the renowned University of Paris IX Dauphines where he obtained a PHD in Strategic Management and Organizational Sociology. Actively involved in **global sustainability**, public policy

implementation and politics he started his career during, Jospin Government, as **high leading technical advisor**.

A few years later, he participated in the **strategic reorientation** of the renowned Advancia-Novancia Business School and created a Master's degree in **Entrepreneurship**. Already concerned by the will to develop sustainable projects, he introduced in France the new concepts on the **responsible, social and sustainable entrepreneurship**. Presently, Yannick continues his activity as lecturer concerning entrepreneurship, complex projects steering, public policy implementation, leading and strategic management.

His focus would eventually shift towards creating strategies for **sustainable leadership** that also addressed **pressing human problems**. He recently launched an unparalleled network for global sustainable change the "Global sustainable leaders' network" together with other sustainable and change actors.

- [Alon Rozen](#) -Dean, École des Ponts Business School, Professor of Innovation & Entrepreneurship Head of Program, Full-Time MBA in Innovation Management, Global Executive MBA, EHTP-Ponts E-MBA, TEE E-MBA in Aviation and Aeronautics Management, Certificate and Executive Certificate Program

Alon is very interested in the entire lean start-up process. He is developing his own methodology that links product-customer-business model development into one intertwined process. Also, Alon has been looking into the business model development process and how complexity, design thinking and systems thinking can work together dynamically to design and optimize modern business models. Some consulting work that is also pushing him to do more research in this direction is linked to the development of entrepreneurial ecosystems and clusters. A fascinating field of exploration.

His original doctoral research was linked to the globalization of world wine markets and France's place in this rapidly shifting landscape.

- [Saman Sarbazvatan](#) - **Director of Programs and Instructional Design**, École des Ponts Business School Paris Tech and Research Associate at Center for Policy & Competitiveness (CPC-Paris) and Circular Economy Research Center (CERC),

Saman is contributing towards an embraceable future, leveraging on research and development of innovation and competitiveness processes and designing strategies around reengineered/realigned institutional, societal and economic values. Lead faculty of Technology Management, Digital Transformation, Innovation and Competitiveness tracks, Industry 4.0, Cryptoeconomics, Tokenomics, DLTs, Blockchain, Business Intelligence, Tokenized Businesses Modeling and New Ventures. Co-faculty in Design Thinking, Circular Economy, Business Modeling, Management, Strategy, and Innovation.

Crypto Economics & Tokenized Business Enthusiast, Researcher, Teaching Faculty, Speaker and Consultant, through his work Saman tries to contribute to an embraceable future, leveraging on research and development of innovation and competitiveness processes and designing strategies around re-engineered/realigned institutional, societal and economic values.

#### **Other Affiliations:**

- Founder of xLaunchers Consultancy
- Business Intelligence and Strategy Consultant

#### **Academic Credentials:**

- PhD (ABD), International School of Management, Paris / New York
  - Executive DBA Candidate, École des Ponts Business School
  - MBA in International Business Administration, International School of Management, Paris/ NY
- 
- [Lisa Xiong](#) - Senior Research Associate, Center for Policy & Competitiveness

#### **Major Affiliations:**

Assistant Professor at IE Exponential Learning

#### **Academic Credentials:**

Executive Doctorate Candidate in Business Administration, École des Ponts Paris Tech, Paris

Master of International Business, Grenoble Ecole de Management, France

B.A. Jiangxi Normal University, China

### Primary fields of interests and research:

- Inequality in China
  - Competitiveness
  - Entrepreneurship
  - Innovation in China
  - Nascent business models
  - Internationalization
  - Global cross-cultural issues
- 
- [Linda Crofton](#) - **Director of Alumni Affairs & Wellness, Mentor:** Supporting Wellness and Happiness across the participants, alumni, staff and professors.

As Director of Alumni Affairs & Wellness, Linda's role is to engage, raise creativity levels to facilitate a collaborating and supportive family spirit among our current participants & alumni. With a rich background working across cultures in the education, fundraising and travel industry, Linda is specialized in seeing the intangibles and the potential in others. Her passion is to align people's perception of themselves and with coaching help them to draw their fears out loud and put their goals into action.

- [Hina Wadhwa](#) is **Director of Admissions at Ecole des Ponts Business School.**

She received her Executive MBA from ESCP Europe in 2010 and a Master in Management from ICN Business School in 1997. Originally from Hong Kong, Hina moved to France in 1992. A former entrepreneur, Hina fell in love with the education industry which she joined in 2003, serving the recruitment needs of business schools at QS, a leading global higher education company. A fervent believer in lifelong learning and women's empowerment through education, Hina joined Ecole des Ponts Business School in 2017 where she enjoys helping MBA and DBA candidates realize their full potential. Of Indian descent, bilingual in English and French, Hina truly enjoys being a citizen of the world.

- [Karen Rentscher](#)

Karen is a Brazilian/Dutch, living in Paris. She is **responsible for the recruitment and on-boarding of MBA participants for the Executive and the Full-time MBA programs** at the École des Ponts Business school. Her goal is to have as much diversity in the classes as possible. Offering education to help women in business and to those in less fortunate living conditions to help them achieve their goals is what she loves about her job. Besides this she is a huge nature and ocean lover. she loves diving and hope to be able to enjoy this beautiful underwater world and its magnificent inhabitants as long as possible. She is therefore a big anti plastic activist. **#saynotostraws**

- [Prof. Michele O'Dwyer](#). She is **Associate Dean at the Kemmy Business School in the University of Limerick**.

As a winner of multiple teaching awards Michele works with undergraduate, postgraduate and executive students in the University of Limerick (as well as leading Universities in UK, USA, France, Germany, Finland and the Netherlands) encouraging them to explore their own potential. Michele holds adjunct positions in University of Warwick and Ecoles des Ponts Business School.

Before joining the faculty at the University of Limerick Michele ran a marketing and market research consultancy investigating marketing issues in a diverse range of industries in Ireland and across Europe. Her continuing close links with industry supports her award winning research which focuses on performance, innovation, alliances, SME marketing, and new product development. She holds a PhD from the University of Ulster in the UK and has published in such journals as Journal of Product and Innovation Management, Journal of World Business, Industrial Marketing Management, Journal of Business Research, European Journal of Marketing, European Business Review, Journal of International Management, Journal of Strategic Marketing, International Journal of Product Development, Journal of Services Marketing, European Journal of International Management, and International Journal of Entrepreneurial Behavior and Research.

- **Prof. Bob Marx Ph.D.** (Psychology), University of Illinois B.A., University of Michigan, **Associate Professor**, Management Department Isenberg School of Management, University of Massachusetts

Research Interests:

Principles of Management; Organizational Behavior and theory; Interpersonal Skills for Managers; Spirituality and Management; Leadership and Teambuilding.



## Awards and Honors

- Fellow of the OBTS Teaching Society for Management Educators (2009)
- University of Massachusetts Outstanding Graduate Faculty Member Centennial Award (2008)
- Recipient of the University without Walls Distinguished Faculty Award, 2005
- Recipient of the University of Massachusetts Minority Engineer Program Faculty Service Award for 2005
- University of Massachusetts School of Management Outstanding Teacher Award, 1996 and 2003
- Honor Roll Award – OBTS Teaching Society for Management Educators, 2005, 2003
- Inducted into the Golden Key Honor Society 2005
- Recipient of the OBTS Teaching Society for Management Educators Service Award, 2003

## Publication:

Most Recent : Marx, R. D. et al. 2008. The virtuous organization: Insights from some of the world's leading management thinkers. World Scientific Publishers.

The communication between coordination team has been constant, through frequent “face to face meetings” and long-distance communication methods, such as **Skype, WhatsApp, Ecole des Ponts platform of communication (sharing materials, videos, results of reports, courses, tailored interventions etc) or e-mailing.**

## 4.5. The Artists

Special thank you to the artists and designers who collaborated with us on the campaign and made this adventure possible.

### FÉRIAL

**Migrant Stories & Hope with [Férial](#)/ Grande-Synthe, La Chapelle and Ivry. Raising awareness on migration with Migrant Integration Lab**

Graduate of Decorative Arts of Nice (Villa Arson), major of promotion at the School of Art Beaubourg (Paris) with a graphic thesis on Serge Gainsbourg (with the congratulations of the jury), Férial opens the doors of the world by graphic design and of communication.

She is the official photographer of Patti Smith since 2016. In October 2016 she started photographing three humanitarian centers: Grande-Synthe in Nord Pas-de-Calais, La Chapelle in Paris and Ivry. Her insatiable curiosity and her “almost mystical fervor for the arts” nourish her artistic quest.



*Photo credit @Férial for @MigrantIntegrationLab*

## LLG LOC

**Identity Campaign: building sustainable communities & hybrid identities with LLG LOC artist**

[LLG LOC](#) visionary artist creates photo stories and video installations that **challenge stereotypes** and **create diversity**, involving all types of people from friends to ordinary people. The Campaign represents a **series of pictures under the shape of portraits (head of charge)** inscribed with compelling truths about **human diversity**.



Photo credit @LLGLOC for @MigrantIntegrationLab



## UĞUR GALLENKUŞ

Uğur Gallenkuş is an artist who lives in Turkey. He is trying to show the important issues the world is facing, such as social injustice and war, by putting two pictures side-by-side within a single frame. By doing this, he wants to demonstrate the contrasts between the two different worlds we live in. An image can sometimes be more effective than a thousand words.

The solution to a crisis can be described by many complicated words, but you don't need to know a language to read and understand a work of art. Art is the master of all languages. It has been used to raise call to action for a very long time. Uğur wish that the whole world would live by Mustafa Kemal Atatürk's phrase "Peace at Home, Peace in the World", which was implemented as the foreign policy of Turkey.

Support him on social-media and check out more powerful creation: Instagram:

<https://instagram.com/ugurgallen> Contact: [ugur.gallen@gmail.com](mailto:ugur.gallen@gmail.com)





Photo Credit Ugur Gallen



## CARMEN EMANUELA POPA

**When art militates for peace” with Carmen Emanuela Popa, Conceptual garments designer- Social Design & Fashion Innovation**

**Breaking down stereotypes, violence & exclusion with Migrant Integration Lab** : The renowned International artist [Carmen Emanuela Popa](#) is known as leading conceptual garments designer, and not only. She describes herself as “an artist who militates through his work for peace and non-violence and addresses as man to man of ordinary human beings.”

Her unique work with **innovative character** goes beyond the limits of stereotypes, borders and invites the public to a complex and intransigent dialogue on the **social** issues that are now intensifying in the contemporary world. She launches through her work to **manifest** a message of tolerance and love under all forms of expression of the disfavoring or happier actors of **humanity**.

Her unconventional concepts have appeared in publications such as **British Vogue, Tatler UK, Huffington post, Parismodes TV, ITAR-TASS**, in the specialized press in Russia, Ukraine, Greece, and Romania.

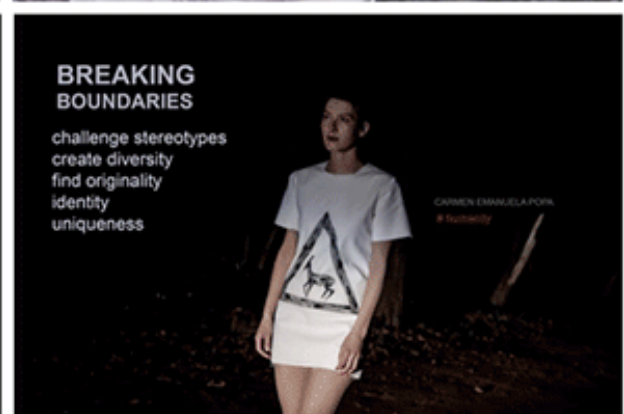
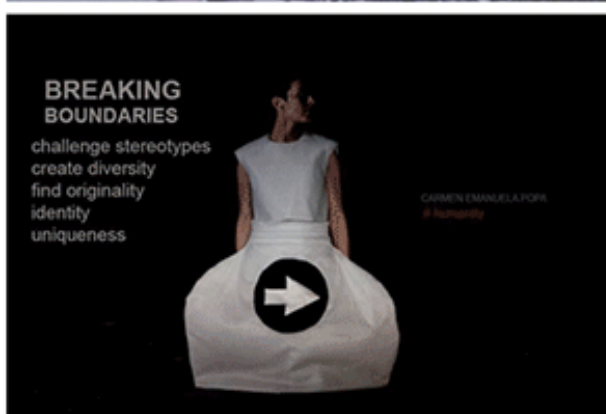
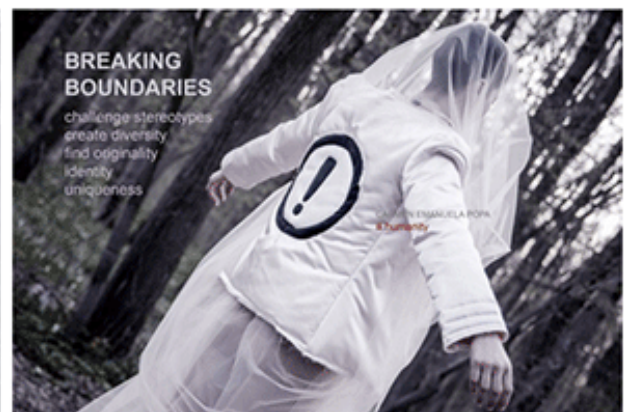


Photo credit @CarmenEmanuelaPopa for @MigrantIntegrationLab



## LUDOVICA ANZALDI

### Calais Jungle” with Ludovica Anzaldi documentary pictures & exhibition with Migrant Integration Lab

**About:** [Ludovica Anzaldi](#) is an Italian photographer currently based in Paris, France. She grows up in Italy, between Rome and Sicily where she comes from. After attending an artistic high school in Rome, she moves to Paris. In 2012 she attends the Parisian School of Photography Speos, and after she takes an internship as archivist at the Magnum Photos Paris.

In 2014, she starts attending the ESAG Penninghen. In her images, Ludovica Anzaldi tries to represent the human being in all his complexity, his darkness, his poetry, his sensuality. She chooses to shoot women bodies to illustrate her purpose because it's through their curves that Life happens.

On each image, her models share a piece of their existence, in which the viewer can easily find himself, by travelling inside one's intimacy, getting at the source of our own genesis. Through this questioning she proposes many different ways of life.



Photo credit @LudovicaAnzaldi for @MigrantIntegrationLab

## BISTRA STOIMENOVA

Bistra graduated from BA in English Philology at Sofia University St. Kliment Ohridski in 2015 and she is currently pursuing a second BA in Cultural Studies and an MA in Translation.

She is a person of versatile interests, ranging from languages and science to photography and creative writing. She is pursuing an MA in Photography at Falmouth University, UK & active member of the Executive Board of the National UNESCO Club for Scientific Expeditions (NCSE-UNESCO) – Bulgaria since November 2016, as the organization's photographer-in-chief. Currently, she is actively participating in all projects of NCSE-UNESCO initiatives.

Last year she created the Culture Crossroads project because she "wanted to change the perception of the Balkans as a tourist destination and thus promote cultural heritage and sustainable forms of tourism." Apart from her work for NCSE-UNESCO and her personal project, she is also the managing director of an online photographic magazine, Capture Mania and member of the Association of Professional Photographers in Bulgaria.



[HTTPS://BISTRASOIMENOVAPHOTOGRAPHY2.BLOGSPOT.COM/2018/04/WORK-IN-PROGRESS-PORTFOLIO-STORIES.HTML?FBCLID=IWAR3TQ0D0ODSKHHFMSXHON80XDTAD\\_M-QJ10BY0PRMN5ZP8CDLIVWAX0I4EC](https://bistrastoinenovaphotography2.blogspot.com/2018/04/work-in-progress-portfolio-stories.html?fbclid=IWAR3TQ0D0ODSKHHFMSXHON80XDTAD_M-QJ10BY0PRMN5ZP8CDLIVWAX0I4EC)



## CHANTAL JUGLARD

Values crises, the influence of the evaluation of art sometimes referred to as «attention economy» what path can choose a painter who does not fit into these dynamics of attention and appreciation? An artist who's attention has been drawn beyond the "collective arrangements" that serve as a support for communication?

This "attention" Chantal Juglard turned it to "the other" and took on a committed on a daily creative dimension what Flaubert had identified by stating that "for something to be interesting, it is enough to look at it for a long time".

Chantal Juglard gazed at this "other" first as part of a work on "the local people ", then "immigrant memories", "worker memories", "Argenteuil's memories". After she worked on the "suitcases" that immigrant people brought, object of where "they came from", "bearers of what we were" trapped between France and Italy.

More recently she created the figure of «Solitude», woman standing, free in Guadeloupe.

Chantal Juglard is a committed painter for whom art is also «resistance». Resistance that aims at the conversion of the "eye", the "mediation", the "mirror" that she mobilizes through her work in order to **create bridges**, passages between humans.

[Chantal Juglard](#) exhibited in Paris Salon de l'Hôtel de Ville, in Argenteuil, in Pantin, in Cavriago, in Villeneuve les Avignon, in Nîmes, ...

"Etrange étranger, notre miroir. Entrepreneur d'identité, entrepreneur d'humanité sur le chantier de la construction de cette identification de l'autre, de notre citoyenneté, inclure de manière ouverte ou fermée : représenter.

Représenter des flux migratoires complexes, le contrôle social, laisser une porte ouverte au mouvement. Mouvement contradictoire de fragmentation et de regroupement des identités et des citoyennetés. Silhouette debout, en mouvement.

Passages qui ne seront pas que pleurs et désolations pour peu que nous agissions" :

« On chemine longtemps côte à côte, enfermé dans son propre silence, où bien l'on échange des mots qui ne transportent rien (...) On s'élargit par la découverte d'autres consciences. » A. Saint-Exupéry

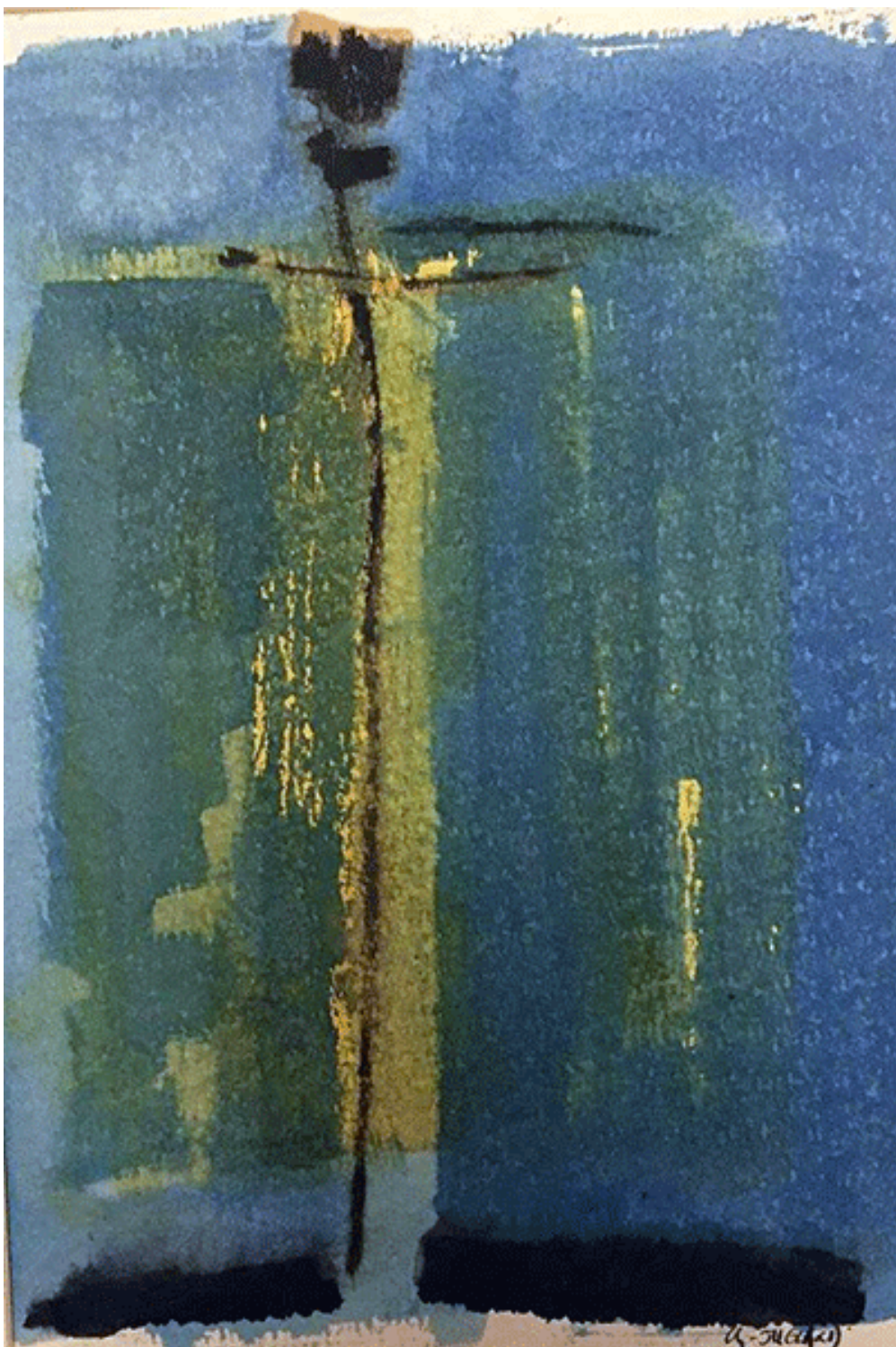
In Terre des hommes Chantal Juglard

**Bio Artiste:** Crises des valeurs, emprise de l'évaluation de l'art parfois désignée comme « économie de l'attention » quel chemin pour le peintre qui ne s'inscrit pas dans ces dynamiques de l'attention et de la valorisation dont l'attention a été attirée au-delà des « agencements collectifs » servant de support à la communication.

Cette attention peut se tourner vers l'autre, prendre une dimension créatrice engagée et quotidienne, ce que Flaubert avait identifié en affirmant que, « pour qu'une chose soit intéressante, il suffit de la regarder longtemps ». Le regard de Chantal Juglard s'est porté sur cet « autre » d'abord dans le cadre d'un travail sur « les gens d'ici », mémoires immigrées, mémoires ouvrières, mémoires d'Argenteuil, puis elle a travaillé les valises, objet de là d'où on vient, porteur de ce que nous avons été, entre la France et l'Italie, plus récemment c'est la figure de « Solitude », femme debout, libre en Guadeloupe.

Chantal Juglard est donc un peintre engagé pour laquelle l'art est aussi « résistance ». Résistance qui vise à la conversion du regard, médiation/miroir qu'elle mobilise par son œuvre afin de créer des ponts, des passages entre les humains.

Chantal Juglard a exposé à Paris Salon de l'Hôtel de Ville, à Argenteuil, à Pantin, à Cavriago, à Villeneuve les Avignon, à Nîmes...



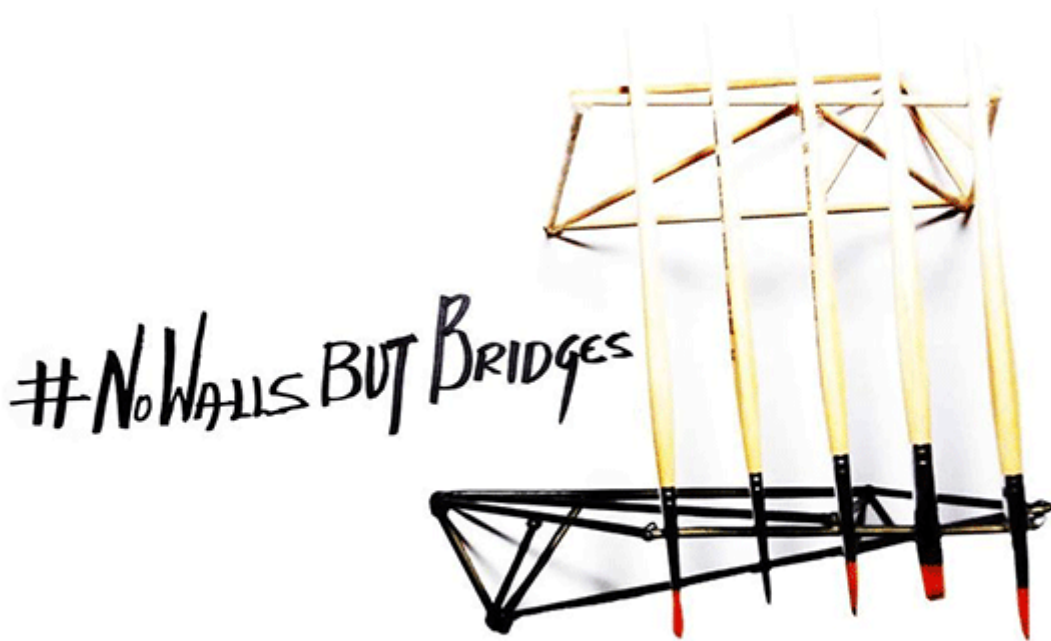
## STAMATIA MAMOUTOU

Stamatia Mamoutou was born and raised in Komotini, Greece. From an early age, Stamatia had what she calls a “creative restlessness” so choosing architecture was an obvious one-way ticket choice. Stamatia studied architecture in UK and also in Greece.

She Graduated from DUTH School of Architecture in Thrace, 2008. As a prolific creative designer, she worked for a year in Komotini, as a partner of Manos Anagnostidis architectural office within historical building restoration field. Stamatia also started three-year collaboration with Greek Ministry of Culture.

Stamatia has extensive track record as architect in projects regarding restoration and designation of archaeological sites and monuments. (Ephorates of Antiquities in Komotini, Lesvos and Delphi) In 2011 she founded her Architectural office [SMART Arcitecture+Design](#) by Stamatia Mamoutou. Her office undertakes architectural and interior design projects in fields of historical building restoration, housing, hospitality, retail and food service. For Stamatia architecture is “the art of creating spaces”. Her specificity is to combine “architectural instinct with users inner’s needs and thoughts as to generate friendly and sustainable designed projects”.

<https://www.facebook.com/smamoutou/>





## PART 2. PROJECT DESIGN & METHODOLOGY

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# I. Project's Strategic Stakes

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## I.1. Challenge

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- **Develop a social media campaign that would reach a wide audience and encourage participation**
- **Track campaign** related conversations in real-time and optimize campaign strategy using data insights
- Accurately quantify and analyze results of campaign
- **Budget:** Positive social impact with “zero” budget
- **Duration:** Starting October the First until December the 15th

## I.2. Project's KPI

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We know KPI stands for key performance indicator it is only as valuable as the action it inspires. Too often, organizations blindly adopt industry recognized KPIs and then wonder why that KPI doesn't reflect their own business and fails to affect any positive change. One of the most important, but often overlooked, aspects of KPIs is that they are a form of communication. As such, they abide by the same rules and best-practices as any other form of communication. Succinct, clear and relevant information is much more likely to be absorbed and acted upon.

In order to define the KPI's the Following questions were answered:

- What is the desired outcome?
- Why does this outcome matter?
- How are we going to measure progress?
- How can we influence the outcome?
- How will we know we've achieved our outcome?
- How often will we review progress towards the outcome?

Moreover, SMART KPI's were implemented: SMART stand for Specific, Measurable, Attainable, Relevant, Time-bound. In other words:

- Is our objective Specific?
- Can we Measure progress towards that goal?
- Is the goal realistically Attainable?
- How Relevant is the goal?
- What is the Timeframe for achieving this goal?

The SMART criteria were expanded to be SMARTER with the addition of evaluate and reevaluate. These two steps are extremely important, as they ensure you continually assess your KPIs and their relevance.

**The KPI's (Key Performance Indicators) of the campaign were finally decided together with the MBA cohort and based on both quantitative and qualitative indicators:**

**1. Quantitative indicators:**

- Audience growth
- Audience profile
- Audience engagement
- Content Reach

## 2. Qualitative indicators

- Positive feedback
- Negative feedback

### Tools and impact analysis:

The use of services was offered by industry leader in social media analytics, [Talkwalker](#). Talkwalker is run by people who know our successful clients in communication, marketing and research are focused on optimizing the impact of their work. Their team is truly international and brings together individuals with a range of expertise. The tool proved **instrumental in pivoting campaign focuses to get the optimal reach, engagement and desired sentiment.**



## 2. Priorities and Objectives

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### 2.1. Objectives and deliverables

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The MBA cohort was asked to chart the path to reach the project's objective via the following concrete deliverables:

- Developing and implementing a **unique social media** “International awareness campaign” for [Migrant Sustainable Integration](#).
- Developing new **positive narratives** on Issues of migration
- Public action: setting policy agenda // encourage opinion and political leaders to act
- Create **sustainable positive social impact**

### 2.2. Project Aims:

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- **Bringing together**, citizens, civic societies, public & private sector, international organizations, Academia and media around the globe into a **dialogue** on the problems and sustainable solutions on Migration Crisis (**developed in “Migrant Integration Lab”**).
- Identify the impacts of government migration **policy** and **communication**, and the interaction with **public debate** and **activism**.
- **Crafting positive image of migration** based on social economic benefits deriving from immigration.
- Creating a powerful narration for countering widespread public hostility toward immigration based on **transnational frameworks, innovation, entrepreneurship & citizenship**
- Raise public support for positive narratives on migration & migrants' integration.
- Addressing the **socio-economic development** of local communities, providing sustainable solutions and training paths conducive to effective **entrepreneurial projects or employment** that creates an environment that offers real possibilities for both receiving communities and migrants.

- Providing a guide to a grass root Public Policy to be used as sustainable solution
- Inspire political engagement & global citizenship
- Engage and build Capacity of government, media, and local community
- Building a Unique **Transnational “Bridge”** between Policy Makers, Governments, Institutions, Business schools, Civil Society members, Migrants, Refugees, Asylum Seekers, Social Entrepreneurs, and Media Representatives -leveraging positive benefits for stakeholders.
- Shaping leaders for social innovation
- Building Social impact
- Raise Awareness through Innovative and Creative Methods





## 3. Methodology

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### 3.1. Project methodology, Phases and Implementation plan

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Phase 1: Prior to the campaign – preparation Phase

Phase 2: The Campaign

Phase 3: Sustainable Impact and dissemination Phase

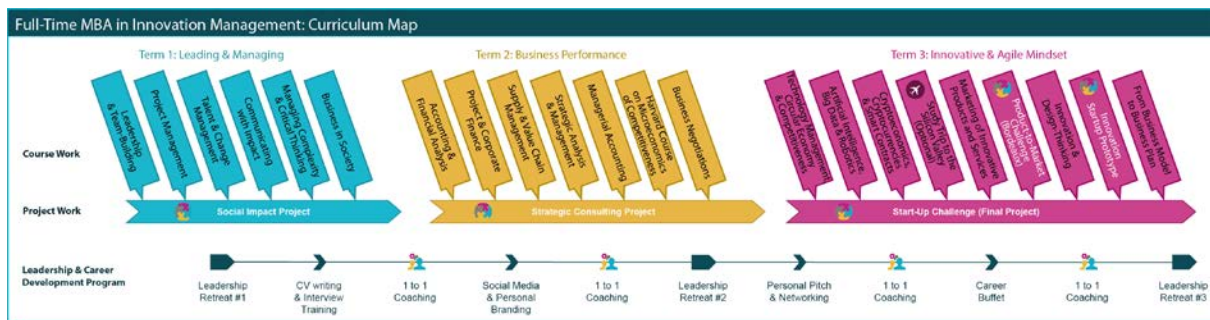
#### 1. Opportunity, Project Specifications and Methodology

Between **July and October 2018**, B1-AKT's Team completed the opportunity phase and proceeded with **Ecole des Ponts Business School** to the elaboration of the **project specifications**.

The work with Ecole des Ponts Business School (President, Program Director, Program Coordinators, Professors) was to create the first experiment under the shape of **immersive learning** and applicable directly to a social impact project (SIP). The project consisted both in an introduction and a direct application of the MBA curricula.

#### The power of project-based learning

The program was a “**project-based**” one, which means the project had to run in parallel to the course work. The curriculum offered this way, a unique experiential-learning experience: by leading this type of project the participants gained first-hand knowledge, understanding and experience while they had acquired an **agile and innovative mindset** that could apply it to business, management and leadership all through their career.



The methodology has been validated together with “Ecole des Ponts BS” and was adapted to specific needs of the ecosystem. This permitted to ensure the projects ‘was properly executed and managed in a consistently manner.

At the end of this phase, it was established the project specification document, by taking into account the academic needs of **Ecole des Ponts Business School’s MBA**.

## 2. Training & capacity building / Developing ownership of the project

In order to ensure high standards of quality, B1-AKT developed capacity building through innovative training for successful management, implementation and key factor success of the project.

### Training

- Academic methodology and concepts
- Team building and Intercultural Training + Games (prisoners’ dilemma, helium stick, the 3 figures)
- Project Management
- Storytelling
- Communication with impact / semiology / archetypal communication

## Courses

Courses were also assured by Ecole des Ponts Business School's Teachers in parallel. The Social Impact project developed by B1-AKT (under the shape of the "No Walls But Bridges" Awareness Campaign) was used as practical case for the courses in:

- **Leadership and Team building,**
- **Communicating with Impact,**
- **Project Management,**
- **Talent and Change Management,**
- **Managing Complexity and Critical Thinking,**
- **Understanding & Managing New Technologies,**
- **Networking Techniques**



### 3. Needs analysis: Targeting groups and addressing needs

The project's activities included preparation activities research and state of the art, collaborative meetings with the partners and involvement of stakeholders in work sessions (including refugees and migrants).

The project paid particular attention to the aspirations, experiences and actions of migrants, but also refugees and asylum seekers: how integration is interpreted by these targeted subjects and how the diverse nature of migrants and their multiple characteristics shape **integration opportunities and challenges**.

In order to develop ownership of the project and to verify the needs of the **3 target groups** (Migrants / Civil Society / Influencers) the MBA cohort was asked to conduct, before and during the campaign, several **“face to face” meetings and interviews**:

- **15 Refugees & Migrants**
- **4 Policy makers and Political leaders concerned with migration**
- **5 Civil society Global Sustainable Leaders**
- **2 Media representatives**

### 4. Benchmark

The MBA cohort was asked, in the phase of preparation, **to benchmark and analyze the most successful impactful awareness campaign** (at least 10) with a specific focus on international awareness campaign on migration issues.

The following steps were to be followed:

- Identify trends / Forecast / Benchmark / Create the framework (identify theories / good practices/ tools / Methods...)
- Find comparable examples and initiatives in different countries, trends, experiences and prototypes as to create the framework
- Identify visions / values / issues international and local

- Determine the Ecosystem
- Analyze the Strategy of communication
- Analyze Impact of awareness campaign

## 5. Building the strategy

**Under B1-AKT's close guidance and strong capacity building**, the cohort was asked to develop a specific tailored methodology and to use the previous benchmark and analyze, as to build the strategy of the awareness campaign. (reach audiences create awareness and generate the biggest impact).

The following steps were to be followed:

- Identify the ecosystem and the stakeholders and their specificities (local, national, international level)
- Identify targets
- Produce Vision / values / national issues
- Build impactful Strategy
- Define Purpose
- Define Channels of Communication
- Use Communication archetype production and semantic universe
- Design the overall campaign (strategic, unique, powerful)

## 6. Implementing strategy / Monitoring & impact

**Under B1-AKT's close guidance and strong capacity building**, the cohort was asked to:

- Identify and target influential politicians, bloggers, influencers and journalists, European and national policy makers
- Encourage the involvement of the social media public and create hashtags that are unique and

impactful

- Deconstruct stereotypes
- Create the Buzz
- Establish the process of evaluation / monitoring and impact / lay out a variety of social media metrics used to accurately measure the impact of the campaign
- Isolate key insights

#### **7. Short Report on key findings, and results (final evaluation):**

All the materials provided by the MBA cohort were to be assembled in a final evaluation report, and were to be presented in front of a Jury made of leading journalists and institutional leaders: [Nadia Heni Moulai](#), [Alexandar Protic](#), [Thomas Benzazon](#), [Natalia Baudoin](#), along with [Laura Petrache](#), [Yannick Le Guern](#) and the entire [Ecole des Ponts](#) team as well as other Alumni and influencers.

#### **8. The White Paper:**

All the materials were planned to be collected, assessed and put into one Resolution/White Paper **“NO WALLS BUT BRIDGES” “A grass root Public Policy, International Awareness campaign” Report 2019**, including

- Final Recommendations on Migrant Awareness campaigns
- Urgent needs to be addressed in the field of Global sustainable Migrant Integration
- Dissemination keys



A grass root Public Policy, International Awareness campaign:



## 3.2. Academic methodology and concepts

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### 3.2.1. Learning Outcomes for the MBA Participants

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The implementation of the awareness Campaign, as a Social Impact Project, was fully committed into achieving the educational objectives of the **MBA "Innovation and Management"** stream by proposing an immersive pedagogy, integrated to the curriculum.

The project had four main “capacity building” goals. The participants completing this project should be able to:

- **Apply the curriculum training courses in a concrete and immersive manner:** Communication with Impact / Team building & Leadership / Project Management / Talent and Change / Managing Complexity.
- Challenge their potential of **global shapers** and **leadership**
- Acquire Project Management Methodology and **Collaborative Leadership**
- Become Complex management **steering experts**// Innovators// Global Sustainable leaders// Public opinion influencers// **Disruptive social impact leaders**
- **Examine the intersection of social impact and policy making**

**Key terms:** Create/ Evaluate/ Analyze/ Apply/ Understand/ Remember

### 3.2.2. The Academic Value of the Project & Curriculum

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For each full time MBA courses, the participants were asked to fulfill specific actions during the project. Here below, a part of the academic values of the project are described.

#### 1. Leadership and Team building

The participants were expected to understand and apply **valued based leadership**.

The world needs **more socially responsible leaders** who can see and seize the complex challenges that intersect management and society. The participants were expected to develop the ability of **creating team engagement** within a common framework & common values: global citizenship, CSR goals, sense and business ethics, social impact and awareness.

Participants had to learn to anticipate and **manage crises successfully, combine strategic thinking** with an **awareness** of the importance of the ethical dimensions of business, understand the motivations and strategic capabilities of stakeholders, and appreciate the importance of **value-based management in teams**.

#### 2. Communicating with Impact

The MBA cohort had to communicate with impact in order to achieve a strategic and impactful Campaign.

They had to develop the following necessary skills, know-how and concepts:

- **Altruism, Empathy and Efficacy.** Every day, social impact practitioners trying to do good in the world work to activate audiences based on assumptions they have about what drives people to support causes.
- **Strategic Storytelling.** The participants had to develop the ability to create strategic storytelling and communicate with impact. They had to develop the ability to create effective social impact stories based on emotion and drive proven action.

- **Corporate Social Innovation.** The participants had to use resources in social responsibility, environmental sustainability, and strategic philanthropy. They had to develop the ability to explore today's leading corporations design, manage, and measure social strategies to create sustainable change. Participants had to learn frameworks, methodologies and tools, and use these to develop CSR strategies.

The Participants had to learn how to

- Balance advocacy and curiosity
- Keep their energy flowing
- Integrate strong emotions
- Ground their identity
- Clear limiting beliefs

### 3. Project Management

During the project, participants had to develop skills such as leadership, **problem-solving**, and **project management**, which are difficult to acquire without guided practice.

The participants were to be accompanied as to acquire and apply the PMP/PRINCE2 standards **to conduct social impact projects**.

At the end of the project they could finally become **Complex management steering experts**.

### 4. Talent and Change Management

Leaders in the 21st century confront a daunting set of challenges: doing business in countries with radically different values, heightened **public awareness** and scrutiny of business practices, and the combination of technology and ever-present media.

First, understanding how **emotions** and **ethical values** interact to drive **behavior**. Second, identifying and

**navigating tough choices.** Third, confronting the inevitable tensions between the short, long term, and real **motivations** and **rationalizations**.

The participants had to learn how to think outside of the box – **transformational thinking** – adapt new skills that transition the minds and transform the hearts of the people responsible for turning the **ignition on outputs and efficiency**, and to continuously reduce operating costs along the way.

They had to explore their ability and high potential to become disruptive leading managers, as well as social impact leaders.

## 5. Managing Complexity and Critical Thinking

If you want to succeed in 21st Century business, you need to become a critical thinker. In a world of growing uncertainty one thing is certain; we will need sharp critical thinkers who can size up the situation, realize the potential where others may not, and seize opportunities through prompt decision-making.

Participants had to:

- **Question assumptions.** Critical thinkers are inquisitive and look to find the *what* and the *why* behind every proposition.
- **Adopt different perspectives.** Take advantage of the genders and cultures represented in today's diverse management landscape.
- **See potential.** Assumption-busting and harnessing multiple perspectives are deductive skills. Critical thinkers should also have a creative bent that allows them to see opportunities where others see obstacles.
- **Analyze, explore and structure complexity.** By structuring the complexity, they had to think more effectively about it and possibly discover ways of improving the situation. The participants had to develop the ability to think about complexity in an orderly way that allows them to enter a deeper understanding of it. It goes beyond immersion in, and representation of, complexity.

## 6. Understanding & Managing New Technologies:

**Using Communication channels and social media tools:** In today's media landscape, one can no longer ignore the presence of social media, which is somewhat different from the 'old' media tools already mentioned above. The term social media refers to the idea of turning normal communication channels into interactive dialogues.

The participants had to develop the ability **to run a successful campaign** for **positive social impact** using new digital technologies and resources.

Different possibilities of communicating to the **target audiences** as well as the **importance of media relations** had to be explored.

They had to develop the ability **to design and run an efficient social media awareness campaign**.

## 7. Networking Techniques

The participants had to analyze and to learn how to use, develop their own networks. They had to apply techniques to build a concrete, efficient ecosystem as to reach the goals of the project.

## 8. Project specificity: Examine the intersection of social impact and policy making

To be an effective business leader in today's complex world requires an understanding of the important **public policy issues facing society**. Managers need to understand society's problems and the range of possible public solutions and policies in order to know how to influence, incorporate and respond to public actions.

The participants had to develop the ability to understand, **analyze and take the perspective of government, non-government organizations as they attempt to alleviate societal problems**.



“Migrant Integration Lab” Social Impact project was designed for students who wanted to create positive social change throughout their careers. It **included The Social Impact Pathway**.

The conceptual basis of the pathway gave the keys to define social value, identify and implement strategies to effect change through partnerships between business, government and nonprofits, and anticipate and manage inevitable value conflicts. They had to develop the ability to **explore the foundations of social value and key strategies to effect change**.

Students had to develop the necessary skills to pursue leadership positions with a wide range of organizations, from corporations and governmental entities to startups and social enterprises. Social Impact was woven through the entire project under the **shape of experiential learning**. **Capacity building was created mainly through immersive learning**.

### 3.2.3. Innovative Concepts and tools

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[Laura Petrache](#) and [Yannick Le Guern](#) had accompanied the MBA Cohort and guided the participants throughout the entire process.

**Approach, Concepts & Tools used for the project: creativity, sustainable leadership, collaborative frameworks** led to the use of the following tools:

- **Ikigai**

One of the most notable strategies in finding one's purpose is the Japanese concept of Ikigai, which translates to "reason for being." Your Ikigai is an indicator of what drives, excites, and fulfills you. Broadly speaking, Ikigai lies at the intersection of what you are passionate about, what you are good at, what can allow you to earn a living, and above all, what the world needs. It is a combination of passion, vocation, and mission.

Conducting the Ikigai process involves identifying each part of the intersection and the sum of all the components. But it's important to note that this process is never successful as a one-time exercise. Finding one's Ikigai is about lifelong self-reflection and experimentation. You may identify more than one Ikigai, and your Ikigai may change as your identity and circumstances evolve over time.

- **Social Design**

Social Design is about applying general design principles to our social realities and 'designing' ways to address social issues (such as poverty or social isolation), and ultimately creating a more just and sustainable society

- **Design Thinking**

Design Thinking is an iterative process in which we seek to understand the user, challenge assumptions, and redefine problems in an attempt to identify alternative strategies and solutions that might not be instantly apparent with our initial level of understanding.

At the same time, Design Thinking provides a solution-based approach to solving problems. It is a way of thinking and working as well as a collection of hands-on methods.

- **Transition Design**

Transition design is the practice of designing things that take a significant period of time to achieve, requiring a number of steps. It is associated with complex problems as sustainability and urban design.

Problems of sustainability have political, social, economic and ecological elements that make them difficult to solve.

Transition design is an approach that takes practice steps that get you to a future goal that may be decades away. It requires prioritizing designs that are strategic as opposed to designs that solve current problems

- **Strategic Design**

Strategic design applies some of the principles of traditional design to "big picture" systemic challenges like health care, education, and climate change. It redefines how problems are approached, identifies opportunities for action, and helps deliver more complete and resilient solutions. Strategic design is about crafting decision-making.

- **Holonomic(s) approach**

Holonomic approach is a concept we call 'the dynamics of seeing'. The reason is that within general business practice there is an implicit assumption that the world 'out there' is a given and that people simply have different opinions about it.

A second important dimension to our Holonomic approach is our expanded interpretation of sustainability, which we define as the quality of our relationships.

This is much wider than more typical definitions of sustainability, because it allows businesses to understand how they can better prepare for the volatile, uncertain, complex and ambiguous reality we now live in

- **Win Cube**

Win Cube is a concept create by B1-AKT based on sustainable relations between stakeholders

Win/Win means that agreements or solutions are mutually beneficial, mutually satisfying.

With a Win/Win solution, all parties feel good about the decision and feel committed to the action plan.

Win/Win sees life as a cooperative, not a competitive arena. The third win arises from the sustainability and the common interest. The Common Interest must inscribe itself in a sustainable vision and partnership.

- **Axiological Action**

Axiological Action Is a concept created by B1-AKT. It is based on understanding and interacting in complexity: Me / You / We

It uses the power of influence instead of manipulation: being and acting in ethics, transparency and with common values.

The axiological action is used to involve stakeholders and to determine what values to settle down, promote, transmit, and share.

- **Strategical Analysis**

**SWOT: strengths, weaknesses, opportunities and threats.** SWOT analysis is best done in a group to consider what the strengths, weaknesses, opportunities and threats to your campaign may be.

Things taken into consideration included:

- resources, expertise, skills, capacity, funding
- the current environment and future trends
- how the issue was positioned
- the stakeholders such as beneficiaries, supporters and funders.

**PEST and PESTEL Analysis: political, economic, social, and technological factors**

PEST: political, economic, social, and technological factors. These four categories as a manageable way of arranging a large amount of information, helping you to assess how these factors are likely to influence your ability to effect policy change.

Variants of PEST analysis also looks at the environmental, legal and ethical factors (PESTEL and STEEPLE).

**Forcefield analysis:**

Forcefield analysis: Once you have completed SWOT and PEST analysis it can be helpful to analyze the forces for and against any change you are contemplating to see how realistic your idea is and what key issues you would need to address to bring about change.

**Stakeholder analysis:**

Stakeholders are people or organizations who are affected by the issue. A stakeholder analysis is used to identify allies and opponents to your campaign, and prioritize whom to target. It also helps to determine your influencing strategy – who you'll influence, how and when – and priority audiences for you to focus your resources on.





### 3.3. Adaptation to national and cultural specificity

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In an international and intercultural campaign, we must find the right message adapted to local / national / cultural specificities with a common / universal spirit. The intercultural dialogue is a vital tool.

MBA cohort was asked to adapt the campaign to national and cultural specificities, also to translate and adapt several posts and articles (English, Arabic, French, Spanish, Romanian, Tagalog, etc.). See part 4.3.

Examples of translation

#### **Intercultural Difficulties:**

##### **Dialogue**

Human beings relate to one another through society and express that relationship through culture. All of our actions, thoughts, behavior, attitudes and material or intellectual creations imply a cultural relationship. Even the natural world that we name, describe and analyze may be said to be informed by human culture, to be invested with 'inward meaning'. In this fundamental sense, our similarities are more profound than our cultural differences. These differences, moreover, embody a positive potential, for it is through them that we complement one another in devising novel solutions for living together in our social and natural settings.

Cultural diversity represents the sum of these solutions, and dialogue is the bridge between them. If we are to respond to the challenges inherent in a culturally diverse world, we must develop new approaches to intercultural dialogue, approaches that go beyond the limitations of the 'dialogue among civilizations' paradigm. The prerequisites for such a dialogue include consideration of the ways in which cultures relate to one another, awareness of cultural commonalities and shared goals, and identification of the challenges to be met in reconciling cultural differences and identities.

## Cultural Values

There is a need to encourage cultural sensitivity in the production and consumption of communication and information contents, thereby facilitating access, empowerment and participation. Each culture is unique with its own value system, conventions and regulations. In our campaign, we had to consider how the various aspects of the campaign would be impacted by cultural values.

In our campaign we:

- a. Developed measures to enable members of communities and groups subject to discrimination and stigmatization to participate in the framing of projects designed to counter “stereotyping”.**
- b. Developed real and virtual spaces for “cultural interaction” and intercultural dialogue.**

## Language

Languages mediate our experiences, our intellectual and cultural environments, our modes of encounter with others, our value systems, social codes and sense of belonging, both collectively and individually. From the perspective of cultural diversity, linguistic diversity reflects the creative adaptation of groups to their changing physical and social environments.

In this sense, languages are not just a means of communication but represent the very fabric of cultural expressions; they are the carriers of identity, values and worldviews. While languages have always been susceptible to the political, socio-economic and cultural pressures of more influential language communities (as in the case of the marginalization or eclipse of vernacular languages in the context of European colonialism), today’s pressures are impacting with increasing force on all communities as a consequence of globalization and the far-reaching communication developments accompanying it.

In opening up previously self-enclosed societies and subjecting some minority languages to increasing competition, globalization and urbanization are major factors in contemporary patterns of linguistic erosion — the bulk of today’s languages being far from equal in the face of these developments and the most vulnerable among them being threatened with rapid extinction.

From the perspective of intercultural relations, safeguarding linguistic diversity goes hand-in-hand with promoting multilingualism and must be matched by efforts to ensure that languages serve as a bridge between cultures, as a means to promoting the 'fruitful diversity' of the world's cultures.

**Our campaign was conducted on a global level: multiple societies with multiple languages were targeted.**

By the same token that language is an integral pillar to foster migrant integration, so it is for effective cross-cultural communication.

**Specific actions:**

We performed a check of messages and slogans to ensure that they did not carry any negative connotations in the various country contexts.

We created translations into Spanish and Arabic and French from the original English communication created based on the proficiency of the cohort. We managed to respect diverse languages, by keeping the essence of the communication and avoid being offensive.

In our campaign we:

- **Facilitated language use through appropriate measures**
- **Encouraged the translation of written materials**
- **We used new technologies**

**Communication Style:**

Communicating to people in a way that they understand and appreciate is important. For example, some cultures prefer indirect versus direct communication, aggressive versus passive calls to action and others respond to rational rather than emotional appeals. It was challenging to create social media posts attempting to relate the communication to different cultural societies and consistently so.

## Images

Our campaign was visually supported, and we learned that images are also culturally sensitive. Type of images used: multi-nation flags in the form of a heart, migrant lending their faces to their testimonials, pictures of international artists and designers in relation to stereotypes, boundaries and migration.

The public encouraged to show support by displaying the campaign slogan on a placard (board) with the pictures taken at iconic landmarks across the world. There were also pictures of the MBA cohort behind the scenes working on the project or participating in actions such as the placard postings.



### 3.4. The communication channel: Social Media

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In 2015, an estimated 179.7 million people used a social network, and the number of worldwide social media users is projected to grow to 2.5 billion by 2018 (eMarketer). According to a 2016 Pew Survey, 65% of adults used at least one social networking site.

Social media are online technologies that strengthen communication and generate social ties among people. They are based on the Web 2.0 technology that allows the exchange of user-generated content since the early 2000s.

As of the beginning of 2016 more than 3 billion people in the world have access to the Internet, which corresponds to around 40% of the world population. At the end of 2015 social media users were 1.96 billion. Statistical projections envisage this number will increase to around 44 billion people by 2018.

Migrants inevitably navigate an unfamiliar culture in their host country, may (particularly initially) have less friends and social networks in their new home, may not be aware of mainstream services health care, education, and employment, and may face migration-related legal and other challenges. A challenge for local authorities and civil society organizations in supporting migrants' integration in the country is how to reach newcomers.

Social media maybe a useful tool for outreach activities and communication with migrants. Since the early 2000s, social media has become increasingly ingrained in everyday life all over the world.

People accessing social media undertake at the same time various activities—they communicate with family and friends, share opinions and discuss current events with them as well as with a wider (known and unknown) audience, manage social lives, seek information about products and services, and promote their business. Whether directly or indirectly, social media may also provide relevant information to assist in migrants' integration, by providing formal and informal contacts and information.

Social media enable users to share words, images, and videos with one other. They are used for three main purposes: interpersonal communication (e.g. Facebook, Twitter, Skype), collaboration (e.g. Wikia, Digg, Google Docs), and multimedia sharing (e.g. in Instagram, YouTube, Vimeo, Flickr, SlideShare). In addition, they are critical information distribution and receiving channels.

The information received through social media platforms is influenced by users' feeds preferences, their social media platform's restrictions, and the time of the day the information is posted. Since most services are free of charge the primary entry barriers are limited to users' interest, internet access, and computer/internet literacy.

Social media are particularly useful for people that live geographically dispersed but require transnational networks to remain connected, such as migrants. For this reason, communication is intrinsically linked with migration: migrants build social, economic and communication bonds between home and host countries as well as other places.

This link is underlined by the transport and communication technologies that facilitate migrants' connections with their country of origin. Therefore, migrants use social media to communicate both locally and globally. Meanwhile, information and communication technology has been recognized as critical for the integration of immigrants and ethnic minorities. In recent decades, social media have become a facilitator of mobility. Migrants and refugees use social media throughout their migrant trajectory to find a place of acceptance and a safe refuge through which conventional stories are challenged.

Within destination countries social media can play a key role in addressing the needs of multi-ethnic communities, as individuals temporarily suspend differences and a multitude of shared narratives are brought together through this dynamic process. Additionally, social media can be used for educational purposes and to empower minorities. Some scholars point out that social media contribute to bond social capital within ethnic enclaves and strengthen their cultural heritage, intra-group solidarity, and broader network with and within the diaspora.

The differences between migrant groups' access to and use of the internet and social media, brought on largely by cultural and linguistic backgrounds and the challenges of vulnerable groups such as newly arrived refugees, means that organizations aiming to connect with migrants via social media should tailor their communication strategy to the needs and cultural and social characteristics of the target group instead of using a generic approach.



In the context of migration, Internet means ‘death of distance’ and it transforms the traditional understanding of migrant networks and migration processes by adding a new dimension. Social media is a new public sphere in the daily lives of millions. Social networking sites (SNSs) enable individuals and communities to share, discuss, organize, plan and co-create in a digital space.

It changes the nature of communication among the individuals and within the society, hence, reshapes our social lives.

The invention of these alternative communication channels is surely invaluable for migrants who decide to leave their families, friends and their home behind. Thanks to the advancement of information and communication technologies, migrants that were once described as “uprooted” now became “connected” (Diminescu, 2008).

Basically, social networking sites such as Facebook, Twitter, LinkedIn and Skype serve to maintain strong ties with the home country, construct and sustain transnational networks, rapidly spread information and ensure clearer linkages within the diaspora. The transnational networks constructed by migrants in a digital space could both negatively and positively impact migration processes and migrants themselves.

Access to daily contact with loved ones on social media creates a vital source of emotional and psychological support. The migrants no longer fear not seeing their left-behind family members like they did 10 years ago and the decision to migrate became much easier. In the context of migrant integration, this kind of emotional support could increase the psychological wellbeing of migrants and encourage them to make more social contacts in their offline worlds.

In addition, the use of SNSs could also reinforce stronger ties with new people in their host countries. In other words, migrants could have better chances to develop relations with their new society through these digital networks.

The power of social media is not limited to rooted diasporas. For instance, Syrian diaspora is a relatively young diaspora in Turkey, but they are rapidly growing and strengthening their ties, thanks to social media.

On September 2015, the Syrian asylum seekers organized a protest in the Turkish city of Edirne, near the border to Greece, appealing for passage into Europe. The event gathered thousands of refugees from all around the country and made it to international news. But it went unnoticed that this movement was made possible through creation of a simple Facebook event “We are just passers-by”.

During this gathering, media campaigns on Twitter with hashtags #Crossingnomore and #marchofhope have called for refugees to be allowed to travel by land to Europe rather than taking the risky sea journey. Despite the blockage by Turkish police forces and the failure to cross the border, the demonstration proved to be powerful in making migrants' voice heard. Soon after, the Prime Minister of Turkey made a statement and called the migrants to end their protests. "The voices of our Syrian brothers have been heard by the entire world. They must now return to a normal life", he stated.

Social media has the potential to foster interactions within migrant communities and enable cross-border collaboration for political mobilization, awareness raising and economic development.

It has the ability to influence policy makers and it is a valuable tool for researchers as well as a rich source of information for refugees, asylum-seekers and irregular migrants.

Despite the profound benefits, the risks social media can pose on migrants especially in times of crisis could be fatal. In the context of the Syrian boat crisis, dedicated individuals at the government or UN level should be responsible for tracking risks on social media, controlling and reporting misleading rumors and take necessary action.

Probably, the debate on whether positive consequences outweigh the negative ones will continue in the following years. However, we could all agree that technology and social media transformed the refugee crisis in 21st century and it will continue to transform migrant networks and thus facilitate migration.

## 4. Risks analysis and mitigation

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### 4.1. Risks Analysis

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During the preliminary phase of the project, a **risk analysis** was driven by **B1-AKT**. In the following phase of preparation, the risk analysis was shared and completed with the MBA cohort in order **to ensure the efficiency of the project**.

The following check list of risks was drafted:

#### Project Scope

- Scope is incomplete
- Scope is unclear
- Objectives are too ambitious
- Project's boundary is too large
- Project's sponsor has different expectation of scope
- Project's team scope definition is not clear

#### Project Quality

- Quality of product/service does not meet expectations
- Technical expertise of checking/reviewing not adequate
- Design standards are not met
- Standards change during project
- The MBA Cohort does poor quality work
- Aleas change deliverables

## **Project Budget**

The project had an absolute zero budget that can affect quality, implementation, impact.

## **Project Schedule**

- Too complex project under very short time constraints (3 months).
- Project is behind schedule
- Resources cannot be secured as anticipated
- Stakeholders demand excessive consultation/communication
- The MBA Cohort starts late
- The MBA Cohort finishes late
- Delay due to fatality (visa issues)

## **Risk Management**

- Important risks are not identified.
- Response plans are inadequate.
- Risks are not shared with stakeholders.
- Unauthorized risks are added to project by executives

## **Impact and dissemination**

- The communication plan doesn't meet the targets
- The campaign will not realize enough impact
- Dissemination is insufficient

## **Communication**

- Stakeholders do not receive sufficient communication
- Project sponsor/executives are not aware of project progress
- Insufficient Language comprehension due to different levels of English

## Stakeholders

- Stakeholders delay project due to unmet concerns
- Stakeholders introduce additional cost or scope that was unknown at project planning stage.
- Stakeholders fight with each other
- Regulatory authorities slow to grant approval
- Regulatory authorities add cost – require additional studies, etc.
- Regulatory authorities do not approve project
- Stakeholders ignore project communications
- Stakeholder turnover
- Project sponsor/organization doesn't approve of design

## Constraints

- Short Time
- 0 budget
- Difficulties to innovate and find creative solution

## Interculturality

New group (the cohort was starting the MBA, the participants were coming from different countries having different cultures, values and vision

- Intercultural issues (political and religious background)
- Cultural shock
- Absence of common values
- Different perception of quality standards, commitments, time, task priorities, delays, gender equality, ...
- Intercultural Conflicts

## Human Resources Management and competencies

- Unable to secure required project team.
- Organizational priorities of Ecole des Ponts Business School remove project members
- Insufficient skills in project management, communication, teamwork, innovation
- Insufficient Implication / commitment of the participants
- Insufficient project basic skills
- Risks of conflicts





## 4.2. Risk Mitigation Plan

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### **Federating the participants and creating a team/common values / spirit / purpose / objectives**

In order to develop the ownership of the project was to be applied the **Tuckman Model with a special focus on the three main phases (forming, storming, normalizing)**. In this context, an accentuation was to be put on **Team building and Project specification**.

Were to be settled common **Rules and Values**. An **Ikigai** was used for all the group including the management team of Ecole des ponts and B1-AKT. The process permitted to correspond the individual and collective interests aligned on the project.

### **Extensive training & accompaniment:**

During all the period of the project, was to be settled **the collaborative process** work through working sessions, Accompaniment and Change management principles.

### **The training & capacity building was supposed to consist mainly in:**

- Project management
- Communication with impact
- Providing the necessary Leadership: leading proactively and removing obstacles from the team's path.
- Intercultural training
- Innovation and sustainability
- Complex action
- Team Management
- Conflict resolution (DECSC model)
- Holding Effective Meetings

**The project was to be adapted to the pedagogical Curricula of the MBA. See Academic Value Part**

## 5. Project Steering

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The steering process was to be based on:

- **Common Rules**
- **Work sessions**
- **Steering Committees**
- **Timeline management**
- **Monitoring and assessment**
- **Quality and control measures**
- **Issues and Conflict resolution**

**Key words:** collaboration, cooperation, communication

## 5.1. Time Sheet and deliverables

Date	01-oct	04-oct	08-oct	09-oct	10-oct	13-oct	15-17 oct	17-oct	22-oct
Contenu	Kick off	interview leadership / answering questions	Coaching	Autonomous work in designated teams	Autonomous work in designated teams		use the course as support and the depth knowledge of your professor		Training and Team work Validation of the strategy
Deliverables & Assignements	Project specification		Training / Project Specification	<b>1. Benchmark:</b> <ul style="list-style-type: none"> <li>•Prospective and trends / Benchmark / Creating the framework (theories / good practices/ tools...)</li> <li>•Finding comparable examples and initiatives in different countries, trends, experiences and prototypes as to create the framework</li> <li>•Visions / values / issues international and local</li> <li>•Method</li> <li>•Ecosystem</li> <li>•Strategy of communication</li> <li>•Impact</li> </ul>	<b>2. Building the strategy</b> <ul style="list-style-type: none"> <li>•Identify the ecosystem and the stakeholders and their specificities (local, national, international level)</li> <li>•Identify targets</li> <li>•Vision / values / national issues</li> <li>•Strategy</li> <li>•Purpose</li> <li>•Ways of Communication</li> <li>•Communication archetype production and semantic universe</li> <li>•Designing the overall campaign (strategic, unique, powerful)</li> </ul>	Written presentation (10 pages max) - Oral presentation with ppt 5 slides max	defining strategic impactfull communication	more innovative ideas	<b>Redefining strategic impactfull &amp; innovative communication</b>

23-oct	24-oct	25-oct	26-oct	07-nov	08-nov	16-nov	17-nov	12-déc	13-déc	14-déc
Training and Team work	Training and Team work	Team work	Training and Team work	Training session & Team Work	Team work	Training session	presentation	training session	autonomus work	final presentation to the grand jury (influant people)
<b>3. Implementing strategy / Monitoring &amp; impact launching the campaign - phase 1</b> <ul style="list-style-type: none"> <li>•Target influential politicians, bloggers, influencers and journalists, European and national policy makers</li> <li>•Encouraging involvement of the social media public is to create hashtags that are unique and impactful.</li> <li>•Create the Buzz and Deconstruct stereotypes</li> <li>•Process of evaluation / monitoring and impact / Lay out a variety of social media metrics used to accurately measure the impact of the campaign.</li> <li>•Bolating key insights</li> </ul>	Campaign - phase 1	Campaign - phase 1	Written report on influence and political aspects	Communication Campaign Phase 2	Communication Campaign Phase 2 / Impact & KPI - Monitoring & impact	Communication Campaign Phase 3	Impact & KPI Monitoring & impact			<b>4. Short Report on key findings, and results</b> <p>All the material will be collected, assessed and put into one Resolution/White Paper -first based on a grass root social media debate-with outcomes:</p> <ul style="list-style-type: none"> <li>•Ideas on tangible &amp; sustainable solutions for both, integrating refugees and benefiting local communities in Europe.</li> <li>•Mapping of stakeholders involved (public &amp; private)</li> <li>•Mapping of tech apps and solutions already in use or new ones.</li> <li>•Urgent needs to be addressed.</li> <li>•Lessons learned</li> </ul> <b>5. Power point presentation in Ecole des Ponts Business School</b> <p>White paper : 30-50 pages &amp; powerpoint presentation (12 slides)</p>

See Example of action plan in appendix

## 5.2. Steering process

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Regular meetings (once a week) were to be a recurring solution by B1-AKT to any problems. The meetings were to be used as to discuss future plans, share feedback but also as a time to raise “issues” and “surface ideas”, followed by **in-depth problem-solving in collaboration**.

These meetings were to be used as an effective mechanism to regularly synchronize and served multiple purposes:

The cohort and B1-AKT was expected to share updates on different fronts. The meetings were to ensure that each team member will work toward the same strategic goals.

Since the team was to be sizable, the work was to require immense coordination. The cohort was to be splitted in 3 working groups (coordinator, task and communication responsible). Efficient coordination amongst the cohort and B1-AKT was to allow enhanced productivity. Feedback from B1-AKT was to be used at all stages to pivot campaign strategy in terms of direction of efforts.

Team members from different groups were to be able to help each other when someone encountered a problem or discovered a better way of doing something. It was planned that B1-AKT ensure team members to be comfortable sharing problems and/or help each other tends to be effective. Subjective evaluations/challenges/comments were to be welcomed and to be freely shared.

Team building exercises were to be used by B1-AKT when difficult to manage discord between the project team. The teams were to develop a strong sense of relatedness as they were to be constantly reassured by B1-AKT of being capable of realizing the project’s success.

The meetings were to be used for content creation using whatever skills and expertise existed in the collaborative teams. Visual content, translations, articles were to be worked on together, based on collaborative intelligence.

Due to exceptional short timeframe, the cohort and B1-AKT planned to post and share messages as a joint effort in order to multiply the effect and reach of posts. Each post was to be tailored by each team member on a specific theme (sustainable migration, sustainable solution, economic revitalization, cultural talent, global citizenship, identity, trans-nationality, migrant entrepreneurship) and was to be shared by targeting the correspondent ecosystem. This was to be implemented as to create exponential propagation through the joint network and beyond it. **B1-AKT was to orchestrate the coordinated timing of posts and was to guide the participants.**

### 5.3. Example: kick off meeting

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The **8th of October** the cohort was invited to start the collaborative work at the [Rosa Parks Cultural Center](#).

Lunch was provided for the cohort and team on the spot. The program of the day can be summed up as following:

**Setting Common Rules: The MBA cohort & the team agreed of following rules:**

- Kindness & Respect
- Listening
- No judgement
- Information sharing
- Common objectives
- Common Rules
- Team spirit: share information to create bonds & links
- Participation
- Anticipation
- Pro-activity
- Alert duty
- Transparency
- Autonomy
- Trust
- Prepare meetings
- Coming up with solutions
- Respect of engagements
- Respect of hours (be on time)
- Solidarity
- Conviviality
- Co-responsibility
- Celebrate Success
- Diligency
- Open mindness: don't judge, respect other's culture, welcome other's opinion
- Be creative: take initiative, be proactive
- Respond to same objective, coordination between all groups
- A team to be : common rules, common goal, solidarity, mutual respect
- Prepare to be: Pull leaders and not push managers

## **Project purpose /evaluation / Timetable / KPI/Challenges**

During this point MBA cohort was reminded and given **key information** about project's synopsis, context, values, objectives, the process & implementation plan was detailed, the timetable and deliverables acted, the KPI's and the challenges of the project were underlined, the methods and the expectation **thoroughly explained**.

## **Project management training**

Under the shape of a game the cohort was able to identify its own skills, forces and weaknesses. For team building the game Helium stick was used. After a review of **project specifications**, as given exercise, the cohort had to build the semantic universe of the campaign was built under the shape of a collective brainstorm.

The 4 main dimensions of a project were discussed. Tools, as for example, DECSC Method, were applied and provided to the MBA cohort. The technical project specifications / mission was shared as a collaborative tool. Also, the strategic management dashboard was created and shared to the MBA cohort as collaborative tool. (strategic steering, operational steering, evaluation, management). The Groups and responsibilities were defined for each group representative, cohort communicator and report responsible on voluntary basis.

Moreover, a Benchmark team was appointed, and the cohort was trained for their first skype interview preparation with miss Elvana Thaçi. Additional questions were made available via a google file.

The group communication was settled. In addition to a collective cohort mail address; the collaborative platform "the Bridge", a WhatsApp group was initiated, containing in addition Miss Lisa Xiong and Mister Saman Sarbazvatan integral part of the coordination team.

At the end of the day an action plan was establish for the next step to follow. Miss Kristel Mahana was appointed as group responsible for the reports towards the project coordinators, Laura Petrache et Yannick Le Guern.





### **Team building**

The group formed within the MBA did not know each other yet. The project as well as team spirit had to be created. At the initiative of B1-AKT, the cohort had the opportunity to participate in team building activities that created a very good team spirit. This was necessary in order to foster collaborative work to successfully complete the project. The Intercultural collaboration to produce a uniform campaign delivering the same objectives made teamwork a challenge.

Finally, the MBA leaders were able to incorporate different perspectives and work together (taking diverse religious, political and cultural issues into account).

In addition, throughout the project management, the students have been supported all along the implementation of the project to strengthen their skills in project management and communication aspects. The class was divided into 3 groups (teams to be).



## 5.4. Action plan / work session example

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- **08/10/2018**

For the period 09 - 10 October: **Autonomous work on the MIL project**

Benchmark Team:

Find campaigns not only for migrants' integration, viral tools to communicate, innovative ways to communicate and impact, build the strategy of communication

Implementing Strategy Team:

Find and target influential people

3 different campaign strategies with different languages

**Location: ENPC Campus**

- **11 October: Starting 9h30 - Skype interviews**

**To do list :**

- Google the participants background
- Prepare for the Skype meeting : Impactful Questions and communication through social media (Facebook, LinkedIn, Twitter.)
- How ? Work on the shared google file by adding one or more questions for each interview
- Find a way to present the group and the project (**5 words**)
- Ask for support
- Take some videos and pictures
- Make sure to have the official etiquette

Responsible of the group: Laila

**Location : ENPC Campus**

- **13 October** : 10h -12h

- Provide a written presentation of 10 pages max of the essence of the work done so far, and a resume of what was learned from the interview sessions.
- Oral presentation of 5 slides

**Coordinator** : Kristel & Hernan

Location : ENPC Campus

@Kristel : Coordinate the tree teams work and share it with Yannick and Laura every evening starting tomorrow

**Day Tags :**

**Sustainability, innovative, Global leaders**

Proactive, responsible, accountable

Impact, strategy, Global

Communication, Impact, Influence

Global citizen, Research, Teamwork,

Collaboration, innovation, Creativity

Semantics, Coordination, solution oriented

Common Objective, Results, Harmony

Key words, Meanings/Definitions, perception

Holistic approach, impactful ideas, actions

**What did we learn today? Key words:**

From Confusion to Confidence

Find the right PEO

Preparation, Implementation, synchronization

Commitment, Results oriented, organization

Common goals, common values, common project, common rules

## 5.5. Example of main follow up short report of a SIP work day provided by the Cohort

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Please find below the agenda for what we worked on today:

**Strategic Team:** Started creating the 4 strategies that will be represented in the meeting on Saturday

Strategy 1: based on viral virtual campaign

Strategy 2: based on storytelling

Strategy 3: based on networking events

Strategy 4: Pursue new partnerships and sponsors

- Each member of the group finalized the following parts of the overall strategy: Ecosystem, target, visions/values/national issues, strategy, purpose and ways of communication.
- Did a meeting with the 2 other teams at 5 to have a view for what everybody is working and include their ideas.
- Delivered by person, 2- 3 questions for the interviews of tomorrow.

**Benchmark Team:**

- Used the link: <https://app.buzzsumo.com/> and similar links to check the influence of every campaign and how much people it reached
- Checked the indicators and impacts of hashtags etc.....
- Looked for influencers and bloggers in Africa, Europe on Instagram, Facebook, Twitter and how much influence they have. Check the ideas. Maybe later we decide to have a contact with them.
- Explored online petition activism.
- Checked the counter speech on Facebook campaign and how it can be used.
- Checked the colors and their importance that have been used in the campaigns. (Archetypal communication you have mentioned)
- Delivered 2- 3 questions for the interviews of tomorrow.



### Communication:

- Skype interview preparation including mails etc....
- Reserving the room for tomorrow
- Profile research for the interviews tomorrow
- Sharing posts on social media
- Meeting with the rest of the teams to discuss the questions for tomorrow.





## PART III. PROJECT IMPLEMENTATION

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# I. Preparing the campaign

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## I.I. Studies and reports for the campaign

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In order to have a holistic view of migration issues and actions, the MBA cohort was asked to read and analyze the following studies and reports. The documentation was made available on the digital collaborative platform called “The Bridge” where all the project team teachers and participants shared open resources applicable to the project.

### Reports :

- [“Report on rapid and sustainable migrant holistic integration”](#), 2018, MIL
- “L’essentiel de l’immigration “, DGEF-DSED, 2015
- “Annual Report on Integration 2016”, CBS - Statistics Netherlands, 2016.
- “Annual Report on Migration and Asylum 2016 “, EUROPEAN MIGRATION NETWORK, 2017, European Commission.
- “ Pour construire un monde commun : l'urgence d'une politique d'intégration “, Terra Nova – Bernardot, 2017.
- “Annual Report on Migration and Asylum 2017”, European Migration Network, 15th May 2018, European Commission.
- “Working Together for Local, Integration of Migrants and Refugees”, OECD, 2018.
- “Les principales données de l'immigration en France du 15 janvier 2019”, Ministère de l’Intérieur, France, DGEF, 2019.

### Study Case:

“The Refugee Crisis and Social Media – Finding New Solutions using the power of Data“, Beyond CSR - Talkwalker, 2017.

### Research Articles:

[https://www.huffingtonpost.com/entry/how-migrant-entrepreneurship-could-shape-good-long\\_us\\_59e1f20ee4b003f928d5e700](https://www.huffingtonpost.com/entry/how-migrant-entrepreneurship-could-shape-good-long_us_59e1f20ee4b003f928d5e700)  
<https://www.linkedin.com/pulse/migrant-integration-lab-transnational-pattern-laura-iuliana-petrache>

Literature review -please see Appendix

## I.2. Project Presentation

On the first day of launching the project October the 1<sup>st</sup>, at ENPC Business School were presented to the MBA cohort, Ecole des Ponts representatives, Professors and Coordination Team the following:

- **B1-AKT's presentation**

- 50 leading experts
- Transnational cooperation
- Sustainable development
- The Team



### MIGRANT INTEGRATION LAB

A NATIONAL AND EUROPEAN DEVICE FOR SUSTAINABLE  
INTEGRATION & POLICIES IMPLEMENTATION

<http://www.migrantintegrationlab.stikingly.com/>

- **Migrant Integration Lab Device**

- The Origin of the initiative
- A European Framework for sustainable  
integration and public policy implementation
- Main and specific Beneficiaries
- An efficient process of sustainable integration
- MIL's Sustainable Integration Process
- MIL Objectives
- Challenges and answers
- Main Results
- Outcomes

### SOCIAL IMPACT



Migrant Integration Lab includes The Social Impact Pathway.

It is designed for students who want to create positive social change  
throughout their careers.

The conceptual basis of the pathway gives the keys to define social value,  
identify and implement strategies to effect change through partnerships  
between business, government and nonprofits, and anticipate and manage  
inevitable value conflicts.

They will be able to explore the foundations of social value and key  
strategies to effect change.

- **Social Impact Project (SIP) - A grass root Public Policy  
International Awareness campaign.** The notion of impact  
and social Impact pathway

### PROJECT SYNOPSIS



B1-AKT //Migrant Integration Lab within the context of its  
global awareness campaign initiatives inspired by the  
Global Goals for Sustainable Development is launching a  
grass root Public Policy/ Citizens Diplomacy International  
awareness campaign, an open social media dialogue.

Aim: bringing together, citizens, civic societies, public & private  
sector, international organizations, Academia and media around  
the globe into a dialogue on the problems and probable &  
sustainable solutions on Migration Crisis (developed in Migrant  
Integration Lab).

- **Project synopsis**

- Context
- Values
- Objectives
- Process and Implementation Plan
- Time sheets and Deliverables
- KPI
- Methods
- Linked to Curriculum

## OBJECTIVES



Concrete deliverables at the end of the project:

- Developing and implementing a unique social media "International awareness campaign" for Migrant Sustainable Integration, based on our solutions & values
- Developing new positive narratives on issues of migration
- Public action: setting policy agenda // encourage opinion leaders and political ones to act, using influence
- Create sustainable positive social impact
- Create an influential media community of followers dedicated to social impact projects, concerned by Migration, Social Entrepreneurship, Sustainability, ...

- **Approach, tools and concepts**

- Axiological Action
- A New paradigm

## APPROACH, TOOLS & CONCEPTS

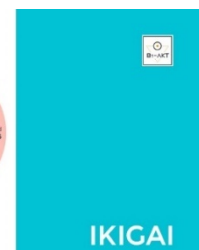


- SOCIAL DESIGN
- DESIGN THINKING
- TRANSITION DESIGN
- STRATEGIC DESIGN
- HOLONOMIC(S) APPROACH
- WIN CUBE



- **Major keys of your Self Fulfillment**

- Ikigai
- Your benefits
- Learning Outcomes
- Become a global Sustainable Leader



Please consult the overall description & Project presentation available in the appendix



## I.3. Training

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FROM DAY ONE TO THE END OF THE PROJECT, THE MBA COHORT WAS TRAINED FOLLOWING THE ACADEMIC METHODOLOGY DEVELOPED IN PART II - 3.1. AND THE CONCEPT DEVELOPED IN PART II-3.2:

- Academic methodology and concepts
- Team building and Intercultural Training + Games (prisoners' dilemma, helium stick, the 3 figures)
- Project Management
- Storytelling
- Communication with impact / semiology / archetypal communication



The 8th of October the cohort was invited to start the collaborative work at the “Rosa Parks Cultural Center” B1-AKT partner. Lunch was provided for the cohort and team on the spot. The program of the day can be summed up as following:

### **Example of One day training Rosa Parks Center:**

The 8th of October the cohort was invited to start the collaborative work at the “Rosa Parks Cultural Center” B1-AKT partner. Lunch was provided for the cohort and team on the spot. The program of the day can be summed up as following:

## Setting Common Rules: MBA cohort & the team

- Kindness & Respect
- Listening
- No judgement
- Information sharing
- Common objectives
- Common Rules
- Team spirit: share information to create bonds & links
- Participation
- Anticipation
- Pro-activity
- Alert duty
- Transparency
- Autonomy
- Trust
- Prepare meetings
- Coming up with solutions
- Respect of engagements
- Respect of hours (be on time)
- Solidarity
- Conviviality
- Co-responsibility
- Celebrate Success
- Diligency
- Open mindness: don't judge, respect other's culture, welcome other's opinion
- Be creative: take initiative, be proactive
- Respond to same objective, coordination between all groups
- A team to be: common rules, common goal, solidarity, mutual respect
- Prepare to be: Pull leaders and not push managers



## Reviewing Project purpose /Evaluation / Timetable / KPI/Challenges

During this point MBA cohort was reminded and given key information about project's synopsis, context, values, objectives, the process & implementation plan was detailed, the timetable and deliverables acted, the KPI's and the challenges of the project were underlined, the methods and the expectation thoroughly explained.

## Project management training

Under the shape of a game the cohort was able to identify its own skills, forces and weaknesses.

The group formed within the MBA did not know each other yet. The project as well as team spirit had to be created. At the initiative of B1-AKT, the cohort had the opportunity to participate in team building activities that created a very good team spirit. This was necessary in order to foster collaborative work to successfully complete the project. The Intercultural collaboration to produce a uniform campaign delivering the same objectives made teamwork a challenge.

Finally, the MBA leaders were able to **incorporate different perspectives and work together** (taking diverse religious, political and cultural issues into account).

For team building and alignment, the game **Helium stick** was used.

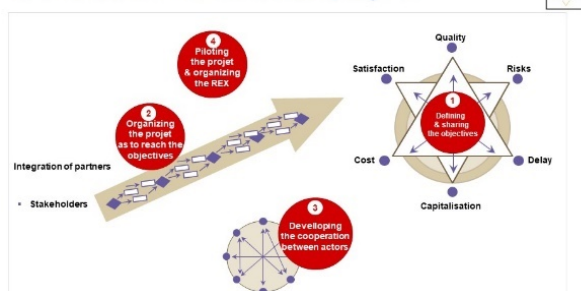
After a review of project specifications, as given exercise, the cohort had to build the semantic universe of the campaign was built under the shape of a **collective brainstorm**. The 4 main dimensions of a project were discussed.

Tools, as for example, **DECSC Method**, were applied and provided to the MBA cohort. The technical project specifications / mission was shared as a collaborative tool.

Also, the strategic management dashboard was created and shared to the MBA cohort as collaborative tool. (strategic steering, operational steering, evaluation, management). **The Groups and responsibilities were defined for each group representative, cohort communicator and report responsible on voluntary basis.**

In addition, **throughout the project management**, the students have been supported all along the implementation of the project to strengthen their skills in project management and communication aspects.

## The 4 main dimensions of a project



### Sharing Technical project specifications / mission

Client / sponsor / chef de projet /	Strategic Context	Strategic Need	Objectives / Delivrables
Perimeter / tasks interfaces / hypotheses	Stakeholders / Team and skills	Risks	Intercultural aspects
Budget / ROI	Schedule / Deadlines / Milestones / KPIs	Intercultural Management / RACI	Project Organization / Meetings
Innovation Process	QSR / HSE & Legal	Communication plan	Sustainability

Together with the MBA cohort the coordination team of the project set out the common rules, shared the objective and the common tools necessary to efficient steering, divided the Cohort in working groups, established task coordinators and group representatives on voluntary basis, set up the channels and tools for efficient communication.

## The Strategic Management Dashboard

[illegible]

Strategic Steering	Operational Steering	Evaluation	Management
<ul style="list-style-type: none"> <li>Projects</li> <li>Strategic priority</li> <li>Status</li> <li>Stakeholders</li> <li>Sponsors &amp; Key actors</li> </ul>	<ul style="list-style-type: none"> <li>Objective</li> <li>Responsability</li> <li>Deliverables</li> <li>Realisation date</li> <li>Reporting milestones</li> </ul>	<ul style="list-style-type: none"> <li>Follow-up indicators</li> <li>Risks</li> <li>Initial Budget</li> <li>Accomplished budget</li> <li>Gaps</li> </ul>	<ul style="list-style-type: none"> <li>RACI</li> <li>Comments</li> <li>Actions</li> </ul>

## I.4. Interviews

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A simple, well-structured interview and meetings can provide a very rich source of insights.

**Prior to the launch of the campaign**, our team conducted preliminary discussions with local community leaders, religious leaders, and governmental authorities at the local level (France), local NGOs, representatives from private sector, refugees and migrants. These discussions were organized to identify specific needs at the local level and to strengthen the impact of the “No Walls But Bridges” campaign with a tailored intervention.

### I.4.1. Political & Private Institutions Leaders Interviews

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Interviews with B1-AKT’s ecosystem were the primary source of information in the early stages of the project. The MBA young leaders’ team conducted intensive interviews with “one to one interaction” to probe into the respondents’ experience and insights, as to gather the most amounts of data possible for the work groups to synthesize.

The research technique was a blend of structured interviews with a series of predefined questions, collectively prepared. The interviewer allowed the flexibility to change questions, shuffle their order or go off in promising tangents. “The methodology was adapted to create an evolving knowledge base to tweak our line of questioning as we went along. This helped fostered a better output from respondents as we progressed through the interviews” (MBA cohort).

## Interviews' key takeaways



**Miss Elvana THAÇI- Legal Advisor at Council of Europe – “Special Representative of the Secretary General on migration and refugees”.**

Elvana Tachi works on issues of migration and refugees for the Council of Europe, which encompasses 47 European governments which are her primarily clients. Her work stems from advocating for human rights and democracy which also represent her core values. Her interests lie in the protection of human rights and fundamental freedoms, such as the freedom of expression, privacy, the freedom of association, and democracy, as they relate to the internet.

After a very insightful discussion with Miss Elvana Thaçi, substantial feedback was gathered and transcribed. A summary of the feedback is given below:

- The campaign should focus on getting people’s empathy and reach their emotional side
- The Campaign must first be “local before it is transnational”; it must consider the particularities of the targeted country (ies).
- Deal with stereotypes working with public sentiment due to malleable perception
- The campaign must be strong and evidence-based
- Explore opportunities for partnership with tech companies
- The angle of innovation and creativity is very important; pursue it further with the tech companies if possibility arise
- The campaign can benefit from lots of insight and leverage by working with these companies.



**Mister Jonathan MIDWOOD- Founder of the “Head To Heart Network” (H2HN)**

Jonathan Midwood specializes in having lasting impact on individuals and institutions

which inculcates **positive thinking**.

The interview with him taught the MBA cohort the importance of the message itself.

The cohort was invited to find ways to transcend man-made identities and open up a communication

channel based on “the human side of any society, regardless of demographics”. For self-assessment, the

MBA leaders were told to use meditation and take the opportunity to connect to themselves, mindfulness,

awareness, self-regulation, compassion, were some of the key words of the interview.

Some of the key action items gathered from the session with Jonathan are given below.

- The campaign should try to create understanding of similarities, rather than highlight differences
- Promote the importance of health, safety, and similar humanitarian needs
- Self-awareness, self-regulation and EI: we will need all these to build a positive psychology
- Focus on education and social skills, understanding of the world around us, and bring passion to the campaign.
- Consider an emotional dimension, as to deal with a migrant crisis



**Miss Sylvie GUILLAUME - A French political personality elected Vice President of the European Parliament in 2014.**

Miss Sylvie Guillaume is a leader of migrant and refugee rights in the EU political strata.

Her expertise are immigration and European harmonization of the right of asylum, Frontex, Schengen, human rights, in particular discrimination against the Roma, homophobia and the protection of personal data. Key insights:

- Focus on the desired goals and work with the public opinion in order to create policy. It is therefore necessary to enroll civil society to impact decision-makers
- Fight against irregular immigration by setting up legal channel for migrants
- Rely on well-founded and correct arguments
- Harmonize rather than homogenize, dig in the best from each state's culture and policy to make a better policy that suits every one's values
- Go from moral solidarity to action. Migrants have always made a positive contribution to host societies
- We must assume that the migration issue would not stop
- The campaign must be comprehensible, and to bring concrete proofs (figures, formulas, examples ...)
- Complicated issues need to be presented in a simplified manner
- For Miss Sylvie Guillaume, the most effective and formalized in terms of migrant integration are the Germans. Their integration process is very clear.
- Local authorities in France and cities are quoted as "exemplary in terms of reception".
- The power of social civil society is underlined as "the population crosses the cultural barrier and accompanies migrants"





**Mister Umesh MUKHI -Founder of Sustainable Leadership Initiative as to coin new leadership models required for resolving challenges of 21st century**

Umesh MUKHI has a diverse profile with active interest in Business, International Relations and Youth affairs. He completed his Doctoral research from France, which focuses on integrating sustainability in management education through the lens of Organizational Learning theories.

Umesh likes working in multicultural and international atmosphere and is fluent in English, French and Hindi. Today Doctor Umesh Mukhi is pursuing as Professor of Management at FGV - Fundação Getulio Vargas

After an interactive session a part of the feedback gathered is given below. Key points for further actions:

- Sustainability by adapting each MBA participant leadership style to the situation
- Using cultural intelligence
- Using the support of local associations and influential figures like NGOs
- Synthesizing the journey of immigrant through media and exhibition
- Use Sustainable Mindset
- Use Leadership for Impact



### **Miss Pavlina PROTEOU- Founder of “Beyond CSR”**

She is Cross Sector Innovation and Sustainable Development expert, turned social entrepreneur. She brings an interdisciplinary wealth of experience, drawing on her expertise garnered in International & Public Affairs. Expert advisor on EU projects, governments, international organizations, consulting firms and leading private financial institutions.

The session with Pavlina Proteou was instrumental. She gave actionable advice based on experience of having run a similar campaign.

- Include different forms of education to change the narrative, encouraging learning the language
- Training media to change their narrative about migrants, building awareness and make people part of it using diverse languages and the word “WE”
- Overcome fears and tackle down barriers of religion, negative sentiments
- Use social media: LinkedIn, Twitter, Facebook, Instagram, etc.
- Ask the public to be part of it (academia, media, citizens, entrepreneurs...) with analytics in thousands, see the campaign as a platform with a dual purpose : awareness and solution oriented
- Bring in the business community
- Tailor and adjust solutions
- Find micro-influencers they can be more influential than famous influencers



**Mister Antoine SAVARY- Deputy Head of Unit, Legal Migration and Integration, DG HOME, European Commission**

- Focus on civil society contribution as facilitators, conveners and innovators as well as service providers and advocates
- Resilient global system alongside government and business can emerge
- Shifting external contexts will shape their opportunities to achieve impact
- Civil society is evolving in impactful and dynamic ways.
- Definitions are changing as civil society is recognized as encompassing far more than a mere “sector” dominated by the NGO community: civil society today includes an ever wider and more vibrant range of organized and unorganized groups, as new civil society actors blur the boundaries between sectors and experiment with new organizational forms, both online and off.
- Roles are also changing: civil society actors are demonstrating their value as facilitators, conveners and innovators as well as service providers and advocates, while the private sector is playing an increasingly visible and effective role in tackling societal challenges.
- In a turbulent and uncertain environment, actors can no longer work well in isolation – new, more effective ways of tackling societal challenges will inevitably transcend traditional sector boundaries.
- By being engaged with government, business and international organizations, civil society actors can and should provide the resilient dynamism the world urgently needs.
- The power and influence of civil society are growing and should be harnessed to create trust and enable action across sectors.
- The changes that civil society is undergoing strongly suggest that it should no longer be viewed as a “third sector”; rather, civil society should be the glue that binds public and private activity together in such a way as to strengthen the common good.
- In playing this role, civil society actors need to ensure they retain their core missions, integrity, purposefulness and high levels of trust.
- The world will always need independent organizations and individuals to act as watchdogs, ethical guardians and advocates of the marginalized or under-represented. Civil society in all its forms has an important role in holding all stakeholders, including itself, to the highest levels of accountability.
- Leaders across civil society, business, government and international organizations possess the opportunity to harness the shifts in order to design new solutions to societal challenges
- Civil society can play a particularly powerful role in this process as an enabler and constructive challenger, creating the political and social space for collaborations that are based on the core values of trust, service and the collective good.



**Miss Jill CHAPMAN –Create Seven Community Network**

Miss Jill Chapman is an HPC Registered Occupational Psychologist. She is a highly

experienced facilitator, coach and mindfulness trainer, and is qualified in a wide range of tools and instruments to enable people to achieve their full potential.

She has international experience working in public, private and not for profit sectors. Jill uses Mindfulness, Acceptance and Commitment Training and a range of psychological tools and techniques in her work with her diverse range of clients from Board members to graduates and participants in Create Community Network's programmes. Jill is a founder of the Create Network and Director of the Create Community Network.

You can consult the video made up especially for the MBA leaders "Leading Social Change with Values & Soul" video available [HERE](#).



**Miss Sandrine COURCHINOUX- Project Manager Valorization of educational actions and Educational Coordinator - Host Program for Refugee Students "Ecole des Ponts"**

- Believe in every individual
- Migration can be an asset to hosting countries





## I.4.2. Refugees and Migrants Interviews

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**Sustainability** involves looking for long-term, resilient solutions that set in place processes, structures and systems that can accommodate change as the problem space evolves. For all stakeholder groups (the refugees/migrants, the local host communities, the refugee/ migrant countries of origin and the international communities), having a sustainable and positive approach to the refugee/migrant “problem” would seem to offer **win-win-win** (the Win Cube Concept @B1-AKT) **solutions**.

A conception of **sustainable, positive integration** must also include the perspective of those that are being told that they have to integrate. What migrants, refugees and asylum seekers think about integration, how they define integration, what it means for them are all important questions that need further analysis and explication.

We can argue that the **integration policies** of countries with the highest migrants, refugees or asylum seeker groups need to consider the **aspirations and the needs**, as well as what they want to achieve at the end of their lived experiences, in their host countries before any discourses about “**successful integration**” in the long term.

As the perception of migrants, refugees and asylum seekers **on integration in both academic and policy** debates are often overlooked, we decided to integrate their opinion while designing the campaign.

We, therefore, paid particular attention to the **aspirations, experiences and actions of migrants**, but also **refugees and asylum seekers**: how integration is interpreted by these targeted subjects and how the diverse nature of migrants and their multiple characteristics shape integration opportunities and challenges.

This was organized under the shape of several “**face to face**” **meetings** and interviews conducted before and during the campaign.

The MBA cohort was put in contact with Mister Jörg Eschenauer (president of Languages and Cultures department and president of the program of reception for refugees students at Ecole Nationale des Ponts et Chaussées) and Miss Sandrine Courchinoux (project manager for Valorization of Educational Actions and coordinator of the program of reception for refugees students at Ecole Nationale des Ponts et Chaussées).



A meeting with the refugees was scheduled to help them for a better comprehension.

The MBA cohort class received the students of the program of reception for refugees' students (PER from the French acronym) for a gathering and share of experiences.

There were present:

- 16 refugees' students,
- the PER coordinator,
- the PER English teacher,
- the PER French teacher.



Follow below the **main feedback from the meeting with the refugee program (PER)**:

- Great interaction between the cohort and the refugee students' group. Some of them could share about their struggle before and during their stay in France.
- All PER students are educated and have a professional background (many are engineers)
- Many of them have the ambition to continue their studies and/or work in France.
- The meeting was a good experience for the PER students (feedback from PER coordinator)

### **An Inspiring story**

Following in the footsteps of new initiatives set up by students from ENS and then by other Higher Education Institutions, and the creation of the network of associations Resome, the student association Dévelop'Ponts (Humanitarian Association at École des Ponts ParisTech) spurred on our institution to adopt this program. In September 2016, École des Ponts ParisTech (ENPC) and AgroParisTech were the only two « écoles d'ingénieurs » committed to the creation of a program, called at ENPC Hosting Program for refugee students (PER).

## **The initiative**

The main aim of the PER program at ENPC is to guide and accompany science students, who are asylum seekers or refugees, to continue to build their educational cursus and/or their professional career prospects.

In order to do this, the following areas were defined:

- Social insertion (cultural activities, helping with everyday administrative issues, conversation workshops)
- Student life (email/computer account, learning center, restaurant, sports, French/English language courses, science courses, tutoring, external language certification, student representatives)
- Building educational/professional future in France (individual coaching for both academic and professional orientation: comparability statement, university application procedures and guidance, grant-aid/scholarship search, etc.).

A number of different people from the school (teachers, administrative staff and students) are involved in this program and committed to its success. This program is independently financed by the staff and free for beneficiaries. It does not deliver any qualification but is an integral part of their professionalization.

This educational initiative focuses on developing competences for studying or working, an individualized “parcours”, immersion in science courses and computer skills.

## **Testimonials:**

“The migrants we met shared their stories on how they got here, what was done for them and how happy they were to be integrated into the country. This gave us firsthand details of what it was like for them and how important this campaign was.

There were about sixteen students from the PER including one baby and three supervisors. We had great interaction between our cohort and their group. Some of them could share their struggle before and during their stay in France. Some of them are still waiting for the interview with OFII (Office Français de l’immigration et de l’intégration). We noticed that all of them have a well-educated background (many are

engineers). Many of them have the ambition to continue their studies and work in France” (the MBA cohort).

Moreover, was provided “free space of expression” for two inspirational migrants (Khaled Kaka and Iragi Zabona) in an article that you can consult on MeltingBook [http: //www.meltingbook.com/migrant-integration-lab/](http://www.meltingbook.com/migrant-integration-lab/)



### Testimonials:

“The first thought that I had when I first arrived in Paris, is to experience the French culture, by meeting people and make a network of strong relationships, be part of the society For me, Refugees or newcomers are a workforce that I call «The Mobile Nations » that moved from their natural place to another for many reasons such as (climate change, conflicts, economic issues etc.).

To achieve a successful integration, the European governments and the European Union and private sector such as Banks and institutions, they should support the projects that are built jointly by the local in partnership with newcomers and stop supporting the one side solution that is built by only the citizens of the country when they don't really know what newcomers needs, skills, and mindset.

This may stop the waste of inefficient financial support and may unlock the real potential of the newcomers and create an opportunity for economic grow, then and only then, programs may help refugees to be an actual part of the society. Special “Thank You” to my mentor Laura Petrache”. **Khaled Kaka.**



“Refugee is just a name and together we can overcome the challenges with our brothers and sisters with that status especially, negative challenges that they are facing in everyday life. This not means by give them a million of euros but giving them access on how to make their lives sustainable.

All over the world refugees are hustling hard to get access on education and finance protection which still impossible and those who benefit from the few organizations like Migrants Integration Lab – Sustainable Solutions are not many ... From the refugees that I managed to talk with coming from different areas around the globe, and yet it's very difficult for us to believe in them because we only think about ourselves and I'm saying this due the experience. Since a refugee is not allowed to get a finance loan and be considered as equal citizen, people are not considering him as a human being who can have access to other services similar to rightful citizens.

If I would be entitled to write an article about this situation and start with introducing myself as Iragi Zabona a Refugee from Uganda, few will read it. But still, Migrant Integration Lab gave me a chance to express my feelings and write upon it. Thank you. With much love, **Iragi.**»





## Migrant Integration Lab- Sustainable Solutions

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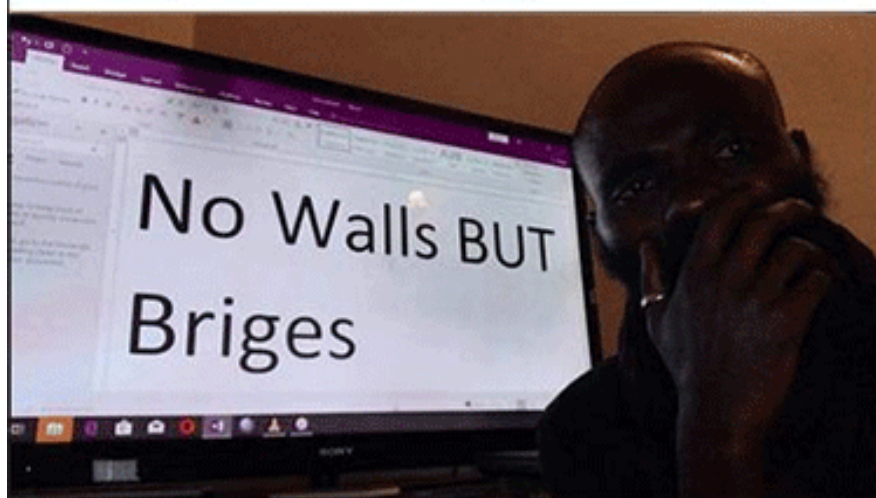
November 12, 2018 · 🌐

#NoWallsButBridges #Transnationals #BeyondBorders #SharingLife  
#EnablingTalents #Education #Arts with Dezaira Bin Zabona, Dezavidart

"Refugee is just a name and together we can overcome the challenges with our brothers and sisters with that status especially , negative challenges that they are facing in everyday life. This not means by give them a million of euros, but giving them access on how to make their lives sustainable.

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### I.4.3. Testimonies

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Due to sensitive topic of the Campaign & Intercultural issues, B1-AKT choose to publish the personal view on migration of the participants and targeted groups, under anonymously state. Here below some of the Student's and Migrant's Articles on personal views about migration and integration.

#### **View One: Circular Economy**

"Migration is a topic that has to be included in all state policies due to the impact having globally as a result of the gaps between developed and developing countries. Face excessive globalization, governments have been unable to anticipate and controlled the migration phenomenon, and for example, if we only take into account the war in Syria, so far, there are 13 million migrants on average, and in the coming years, it is expected that migration will also due to climate change.

Taking into account this new phenomenon of climate change migration, the United Nations has predicted 50 - 200 million people will migrate by 2050 if situation continues on that way. That is why we must change the behavior of host countries facing this phenomenon and anticipate against future waves of migration. From social and innovative perception, migrant's entrepreneurs are a great solution to the economic growth of Europe. Migrants themselves represent added values, social mobility and circular economy".

#### **View Two: Why Migration is our responsibility**

"A Myriad factor drives people to leave their homes. Today, we believe that war or economic crisis is the main reason for migration, but we need to look at the initial cause. Wars are the results of major conflicts and problems. Some conflicts are fought to control water; others are fought to dominate natural resources. If we go back to the cause, water and natural resources are related to climate change, and this is a problem that is having its effects on every part of the world.

Whether we are citizens of the first world countries or citizens of third world countries, climate change is having a direct impact on every one of us. By the blink of an eye, we can become migrants. Although today,

migration is coming from specific parts of the world, tomorrow it might be our turn. We can decide to ignore it or fight it, but sooner or later, every human around the world will suffer from displacement and eventually we need to find a solution for it. To see the answer, we need first to accept it and then influence it to get the best of it. The image that we have for California is about relaxing beaches, amazing vineyards, Universal Studios, and Hollywood.

But in the last few years, we are starting to have a different perspective of California. Today, once we google California, we are directly prompted to search for "California fires."

Citizens of California are first world citizens, but every year because of drought, they have fires that the government can't control. They become "migrants" since they are obliged to leave their houses. Day after day, this problem will grow. Sooner or later, we will all become migrants. If we don't understand that we need to accept the other human being, one day we will not be recognized once we become the migrants. Another example is what happened in the south of France a month ago; the floods resulted in the death of dozens of human beings. These human beings were living a secure and prosperous life just a day before. These might seem like a minor movement of citizens but what starts today as minor tomorrow will be a massive flux of people, our children, passing the borders of countries and continents and not just the boundaries of their cities and villages.

Wars happen in specific locations, and usually in the fragile areas of the world. If we consider that these hostilities are the result of climate change, then the legitimate question is "Who is responsible for the climate change that we are having?"

Based on the data from the Carbon Dioxide Information Analysis Center that dates back to 160 years, we can notice that developed countries are way ahead in the emission of the Carbon dioxide.

Once we accept that migrants can be us and that we can imagine being in their place one day, we can start seeing them as ordinary people who have families, ideas, happy moments, and bad moments. We can relate more to their lives. Once we relate more to their lives, then it becomes easier to work together. We would be just more people working for the benefit of our earth and the benefit of the whole community.

At this point, we cannot define how migration is good for society, because the word would not exist anymore. We are just human beings, each in their domain, working the best for our survival. Humans can be useful in manufacturing, sciences, poetry, painting, entrepreneurship, and innovation. Everything starts

with awareness of our position in this world, our good and bad deeds, as well as our ancestors good and bad deeds.”

### **View Three: Migrants Entrepreneurs**

“From the perspective of the country of destination, immigration debates focus usually on the perceived negative aspects. Immigrants may actually stimulate innovation and entrepreneurship. They bring new skills and competencies.

Migrants have an entrepreneurial mindset. Leaving your country to build a new life project is an entrepreneurial approach. Migrants are in an almost perpetual process of building a new life project. They have to adapt and adjust perpetually in their integration journey in their host country. This state of mind must be emphasized as it brings a completely innovative approach to build your life of tomorrow. An entrepreneur has the same approach. He starts a project from just an idea and go through all phases of implementation. It can be bumpy. The journey continues until success.

Arriving in a host country, migrants have already gone through an entrepreneurial process of building their life project. It is therefore necessary to capitalize and highlight this approach already successfully accomplished.

The next step would be to support them in the construction of an entrepreneurial professional project. “

### **View Four: Innovation & Migration**

“Young people aren't the future; they are the present (Bianchi et al. 2018) and, this applies to all young people, it doesn't matter where they come from or where they go.

We as humans walk different paths along our journeys, sometimes we need to leave our homes and families transcending borders, and emerging in other countries, becoming global citizens most commonly known as migrants and, skilled young migrants bring with them the power of innovation, economic growth and social development enabling the potential of sustainable cooperation.

But, immigration has also become a susceptible political issue, the current surge in migration to the

European Union (EU) is rapidly becoming the largest and most complex facing Europe since the Second World War (Petrache, 2016) and it is one of the most essential concerns within young European people according to EYE report 2018.

There exist young migrants who need help on integrating hosting societies, and different initiatives are taking place in Europe to tackle the issue and contribute young migrants and refugees to integrate into their local communities allowing them to forge connections, familiarize themselves with local culture and learn the mother tongue. Furthermore, these initiatives equip young migrants with the necessary skills to play an instrumental role contributing to society (EYE Report 2018).

To mention some; there is the initiative of “Migrant Integration Lab” that emerged in France and extended to Romania, Italy, Greece, Netherlands, Africa and Syria and the initiative “TandEM: Towards Empowered Migrant Youth in Southern Europe” which is being implemented in Croatia, Cyprus, Greece, Italy, Malta and Spain and the “Refugee Project at École des Ponts”. Such initiatives are crucial in migrant integration and should be encouraged at the European level.”

### **View five: The story of an innovative expat**

“My first experience as an expat was 20 years ago as a kid in a small nice city in Belgium which I spent my childhood for 5 years. I didn’t have a clear idea that there are also some different people in all countries speaking different languages and sharing different kinds of cultures. Nonetheless, going to kindergarten and then school, where encouraged me the most to integrate with the Belgian society, helped me to understand my situation as an expat in a European country.

I was not a refugee, nor an exile, I just knew that I would stay for a while due to my father’s postgraduate studies, but none of them was an issue for my Dutch teacher and friends at school. They kindly treated me during the very first days that I was somehow lost and feeling isolated, their sense of benevolence and kindness was effectively inspiring me. In all that years we’ve built such a friendly and sensational relation that my last day at school went so emotional while my closest friends cried in front of me on my farewell.

Years passed and I’ve become an adult in my country Iran. Given the circumstances in the region, we are used to deal with the immigration issues. Although Iran is not hosting a variety of expats, Afghans who have fled wars in Afghanistan since the April 1978 Saur Revolution in Kabul, are the main migrants in Iran. Due to

an estimation in 2015, there were over 2.5 million Afghan refugees of which less than a million are registered refugees, and the remaining may have a passport or entered Iran illegally.

They might have not been so welcomed at the first but nowadays, I know a lot of NGOs and social movements standing for the migrants' rights such as the right of education for their children. Thanks to those migrants integration movements, a number of Afghans youths have entered the best universities in Iran and made a substantial contribution to the society and eventually for their own country. I believe that the least contribution of migrants to any society, regardless of their country of origin or their beliefs and cultures, is awareness.

Migrants will bring challenges as well as opportunities, they bring experience, culture, opinions and on top of that, they remind us that we are all equal when it comes to our souls.

Today's chaotic global situation overwhelming with war and poverty has raised a huge wave of immigration, especially to western countries. By understanding this situation, the societies can help migrants to discover their path, and to contribute fairly. Not all the migrants should've stay abroad, and they could hopefully get back to their countries bringing all their skills and experience. We should stand against xenophobia and raise awareness that although migrants have rights in societies, they would've responsibilities as well."

## View six: The story of An Economic Migrant

**"Migration: a word that has always evoked mixed feelings for me.** A word that can find its place among auto-antonyms, those words that have the particularity to convey multiple senses – and emotions - at the same time, of which one is the total opposite of another. **Migrants are happy** to start new lives: they move abroad to improve their lives and those of their families. They are excited to have new friends from different cultures, with whom they will build new meaningful relationships.

**At the same time, migrants are always sad** to leave what they love the most and what is dear to them: their home countries, their friends, but beyond all their own families and beloved ones. They are also sad because they need to adapt to new environments and cultures, which might take time and sometimes lead to assimilation difficulties.

**Migrants are seeking a brighter and safe future** for them, their families and their children: their journeys might be triggered by a personal search for work or career development opportunities, but they still directly contribute to the improvement of the lives of their family members back home. **On the other hand, migrants embark on an uncertain future**, going beyond their comfort zone and stepping into the unknown for the sake of better lives.”

**Migrants are surely foreigners** in their host country, **yet they are active – not to say vital – citizens** who contribute, through their work and tax payments, to the economic development of their destination country.

Being myself what is commonly called an “economic migrant,” who flew from Morocco to France in search for better career opportunities and a brighter future, I have experienced all these mixed feelings. However, and through my own experience, I think that positive feelings far outweigh negative feelings over time, making migration an exceptional opportunity for both the migrant and the host country.”

## **View seven: A story of a “Born National”**

“Satya Nadella and Sundar Pichai were born in a country which is different from the country where they work. They are migrants who through academic excellence, has eventually become CEOs of Microsoft and Google respectively. Steve Jobs who was the son of migrants has revolutionized the way we communicate with one another thanks to his genius.

‘Migrants’, ‘Refugees’, ‘Aliens’ are all just labels to further divide the social community. A country with closed borders cannot prosper. Take the example of North Korea, Kim Jong Un made history this year (2018) when he initiated dialogue with neighbor South Korea and the United States of America due to challenges the country is currently facing, such as: poor public infrastructure, lack of manpower, aging population, outdated education, lack of social diversity, amongst others.

It is true that embargo has greatly contributed to these issues; however, North Korea managed to circumvent the embargo by illegal trading with China, Iran and Russia. The fact that the border was closed for such a long time prevented external interactions with the rest of the world. With time, this lack of interactions and exchanges has led to the deterioration in the country’s daily operations. In many countries, migrants are synonymous to ‘migrant workers’ and cheap labor.



However, in countries such as Malaysia, Singapore, and France, migrants have demonstrated an ability to quickly integrate the society and embrace culture by learning the language and actively contributing to the community. The French national football team is constituted mainly of players of foreign origins (western and central Africa mostly). The CEO of Air Asia, Malaysia number one low cost carriers is of foreign origins as well. Migration is an important and even integral part of a country's progress and evolution. The richness and the diverse set of skills that are brought forward by migration are a gift to the host countries which should be accepted with the utmost respect."

## **View Eight: A Valuable Migrant**

"Migration is often simply portrayed as the movement of people from one country, place or locality to another. In recent times, there has been a lot of mostly negative narratives about migration; migrants are described as invaders, pests and criminals. It can be said that these predominantly negative characterization is as a result of lack of the potential benefits of migration.

When migration is described simplistically as the movement of people from one place to another, what we fail to capture is that migration is also the movement of cultures. When people move from one place to another, they take some of their culture with them. The receiving countries benefit from an infusion of culture, they can adopt and/or adapt the positive practices from those cultures.

The other side to this is that migration offers nations the chance to spread their culture abroad. Most migrants maintain connections with their home countries for some time, if they are properly integrated into their new countries of residence, they invariably pass on some of these practices to their home countries.

Also, beyond being the movement of people from one place to another, migration is the flow of energy—this could be innovation, creativity, and entrepreneurial spirit. Every nation needs an inflow of these sort of energy. However, as with most things, there may be negative consequences of migration. These consequences are oftentimes as a result of poor integration of migrants. If nations would develop policies and processes to help migrants settle into new communities, they would benefit from it in the long run.

I am a migrant and I admire the greatness of my current country of my residence, I appreciate the

opportunity to learn and appreciate the beauty of their culture. Contrary to what those who oppose migration think, I do not seek freebies. Instead, what I desire is to be given an opportunity to contribute and add value, and I believe this to be true for most other migrants too. My vision is of societies that treat migrants first as humans, benefit from their energy, and allow them to contribute.”

## **View Nine: The Face of migration**

“Migration has several faces. The face of students who go in search of knowledge in other cultures and often in other languages.

- The face of au pairs, who seek to have a deeper conviviality with the culture and language of their host countries.
- The face of professionals who move to other countries seeking professional growth.
- The face of diplomats, establishing connections and cooperation between countries.
- The face of entrepreneurs, opening businesses in different territories. The face of a lovers, who move to other countries to finally be able to stay close to their loved ones.
- The face of a sister, brother, niece, aunt, mother, father, or any relative who moves to stay close to their family.
- The face of volunteers, who seek to join the experience of knowing other cultures and languages, at the same time helping actively the people in need in their new country. The face of asylum seekers and refugees, who are forced to find a safer place than their own countries to be able to restart their lives and protect their families.

During my years as a migrant I realized how challenging it can be (anyone living abroad that need to deal with homesickness, language issues and migration offices, know what I mean) and how much achievements I can have.

The discovery of other customs and social norms, of new cultures and languages, made me even more aware of my own culture and language. I discovered that things that I thought were normal are cultural norms of my country.

I found out how flexible and adaptable I can be. I have noticed that as a migrant I also transmit my culture, my language, my work, my knowledge wherever I go. Regardless of the face of migrant I am, the

relationship is always reciprocal. As more I feel good and adapted to the local culture, more I want to contribute to make this place better and greater.

Being a Brazilian living in Europe, I've had several of these migrants' faces during my last 5 years. I have already lived in another country as a volunteer, as an au pair. Stayed working and starting up a company. Right now, I'm a student and still don't know which face of migration will be my next one. I still have so many dreams and some many goals, and they are not limited by borders or walls, they have wings and strings.

They fly everywhere, making connections between countries and cultures. You know that scares me? What I fear making my dreams be tied up? You! You that got into this wave of hate towards migration. You that act as you don't have any migrants in your family or friends (in your country or abroad).

You that don't put yourself in the situation of the other to understand their reasons, their fears, their strengths and will. You that prefer closing borders and building walls instead of discussing a sustainable to help. And you, that agrees with what I'm saying here, but still don't do anything to decrease the hate wave. A wise teacher told me once: is enough the good ones don't do anything, to the bad ones take over."

## **View 10: A highly skilled Migrant**

"I hail from the country India with about 1.35 billion people. In a study conducted by the UN population division, it was reported that about 15 million Indians live abroad.

Data on international migration shows that Indians make the highest population living outside their country of birth. Migration could be for several reasons, the positive ones being: better job opportunities, improving standard of living and quality of life. Some other reasons that cause forceful migration could be: environmental disaster, war, or poverty.

Irrespective of the reason for migration, an underlying fact exists that migration involves loss. Even if You're privileged and move out of your own choice, as I did, one senses a sacrifice from a personal aspect of your life such as, for example: family, culture, food, festivals, language etc. here are also important milestones of your loved ones that you could miss out such as weddings, graduation

ceremonies, birthdays due to the distance and paucity of time.

In such circumstances, a migrant typically wishes the host country welcomes him/her with open arms and embraces a fellow human with only one expression and that of love and/or empathy.

However, when viewed from the other side from a host country's perspective, history has proven that the migration is a complex issue. Integration of migrants into the local community has been increasingly challenging and varies between countries.

At the outset, the common apprehensions have been of taking away of employment opportunities of the local citizens, forming of criminal syndicates encouraging illegal immigration, elimination of the local culture in the long term etc. An additional critical component is the immigration and domestic policies towards migrants that are formed by the local governing bodies.

The government has a significant role in ensuring that there is a balance between favoring the migrant community versus the local community. The local community plays a key role for the government in terms of elections and accordingly, it becomes politically desirable for the government to support the views of the local citizens. Contrary to popular belief of migrants being a negative influence on the society, there are examples to illustrate how the migrant population has boosted the economy of countries.

For instance, in the U.S., the introduction of H1B (employment) visas to thousands of software/ IT professionals has increased efficiency at a reduced cost and the multi-national companies are the biggest beneficiaries. Similarly, Germany had recently argued for the immigration of 20,000 IT specialists from India.

Additionally, migrants usually provide a good substitute for labour for the type of jobs that the local citizens are not willing to do or bring in the essential skillset that the citizens cannot provide. The local citizens also gain exposure to variety of other cultures in terms of food, arts, festivities that otherwise would not occur.

In conclusion, data provided over several years (decades) proves that migrants do not burden national economies and instead, benefit them. Furthermore, nations with strict immigration policies due to cultural and security reasons are bound to pay an economic price."



## View eleven: Economic Growth and Migration

“We must guard against the adoption of protectionist and isolationist policies: history has shown us the cost of those. We must make sure that we guarantee the rights of migrants and assure them of decent lives and working conditions,” said H.E. Mr. Joseph Deiss, President of the 65th session of the United Nations General Assembly, as he opened the Informal Thematic Debate on International Migration and Development in 2011.

It is now seven years later, and still, the debate on international migration and development continues. Many governments are again adopting isolationist policies due to fear and hysteria.

The general public in these countries is not much better, and they view migrants as invaders and competitors for already scarce resources.

The causes of migration remain out of the control of migrants. Some move due to climate change, political unrest, need for better opportunities or persecution and as such, the places they move are viewed as havens. According to UNFPA, by 2015 244 million people, or 3.3 percent of the world's population, lived outside their country of origin. This number has gone up because we live in an age of mobility, where more and more people are migrating voluntarily. There is a need for a shift in receiving countries to welcome them warmly and include their resettlement into migrant integration strategies.

There is a need for a global mindset change regarding migration and creation of awareness about the importance of migrants in our societies. Governments too need to discuss policies that harness the opportunities brought about by international movement for the development and reduce the drawbacks. A government can work with private partner's such as civil society organizations to frame the conversation based on relevant facts, evidence and trends such that migration can be planned for and incorporated since it is inevitable.

Migrant labor can be used to sustain economic growth and add diverse talents to a country's workforce. It is essential for an exchange of human resources and skills and provides the needed knowledge and innovation for global growth.

For the government to combat the issues raised by international migration, it is necessary to create sustainable integration programs at a national level. This needs a national or regional policy. These policies



need to incorporate migrant rights, plan their communities, employment opportunities, welfare, construction of permanent structures and solutions to some of their challenges upon relocation. These policies need committees or ministries to implement them at grass root level. We have a lot to do to integrate migrants in our societies, and some lessons can be drawn from our own and other mistakes. “

## **View twelve: A community Solution**

“It’s hard for a community that locks up itself behind solid walls and build strong geographic borders giving no place to constructive exchange and difference acceptance, to flourish and fully achieve its potential. Diversity, dissimilarities and open dialogue are fundamental pillars on which homogeneous and prosperous societies rely. Therefore, migration can be a source of power, inspiration, and energy that will contribute to the growth of our society and create cultural and economic wealth.

By facilitating migrants’ integration, we not only embrace humanity, inculcate tolerance and give the opportunity to those newcomers to build a new life, but we also provide ourselves with a chance to revitalize our society by benefiting from migrants professional and personal skills, cultural backgrounds, as well as innovative and entrepreneurship ideas.

Developing and implementing a consistent integration process will lead to build a coherent and sustainable community, where individuals apart from their race and origins, collaborate together to create a positive and thriving environment and make the world a better place.”

## I.5. Benchmark and defining the environment

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The class was divided into 3 groups to formulate different strategies and ideas for the campaign. This process produced ideas such as a school art competition to involve learners in the migration problem, a Facebook frame, placard campaign, flash mob and various other innovative ideas.

### I.5.1. Analysis of different Campaigns

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Under the guidance of B1-AKT, the MBA cohort performed a benchmark study that aimed at analyzing similar campaigns to build on their experiences and learn about communication strategies and best practices to run successfully our campaign. They proceed to the **Analysis of different Campaigns**.

#### Case Study Leading Example: [BeyondCSR](#) (B1-AKT MIL Partner)

“Twitter, Resolution Call on Refugee Crisis” Finding new solutions using the power of Data. Turning Public Opinion to Global Action

**The Idea & The Campaign:** “Twitter Resolution Call on Refugee Crisis” was the first grass roots innovative solutions oriented Digital Public Policy/Data Diplomacy campaign. We brought together, citizens, media, academia, public, private, third sector, international organizations, turning social media into a virtual Agora using the power of Data to seek possible solutions to a major humanitarian crisis, in ways that would both benefit host countries communities and the refugees. We turned Public Opinion into Global Action.

“**Resolution Call**” reached an audience of 12m viewers, Ambassadors and participants were from 17 countries, our leading hashtag #refolution became a hashtag in Twitter and in the top five globally (related to refugee crisis) during and for three weeks after the campaign was concluded; while, it became a case study for Talkwalker, the leading social media analytics platform in the world.





In addition, Outreach Digital, (London’s and Europe’s number one digital professionals community with members like Ali Baba, Bloomberg etc.) organized a hackathon in order to help boost the campaign. Ideas

on tangible innovative solutions on both Refugee Crisis and economically and socially challenged citizens in the host countries, included domains such as: Gender issues, Women Empowerment (focus Women Refugees), Arts and Culture, Social Entrepreneurship/Business, Technology, Health, Sports, Education and Environment.

The Ambassadors were selected personalities from media, academia, citizens, politicians, social entrepreneurs who spread the word and ignited the campaign.

The following are examples of the most striking campaigns that the cohort analyzed for their study:

- **[Women's March Campaign](#)**: This campaign aimed & aims to advocate legislation and policies regarding human rights and other issues.
- **[#StopFundingHate](#)**: Stop newspapers from funding hate against migrants. The vision of the campaign is to press on companies such as Lego and The Body shop to stop advertising in newspapers that are using fear and hate to keep their business going.
- **[#Heartimmigration Campaign](#)**: This campaign celebrates how diversity makes society more beautiful. Using fashion as the tool, the campaign illustrated how each fashion item is a fusion of different cultures and nationalities.
- **[#RhodesMustFall](#)**: Initially a campaign for the removal of outward remnants of colonial imperialism- Cecil John Rhodes statues at a South African University in an effort to “decolonize” education.
- **The European Citizens' Initiative “[We Are Welcoming Europe](#)”**: Supporting citizens who want to offer safety to people fleeing persecution, helping victims of exploitation abuse to seek justice.

Campaign	Actions	Strengths	Illustration
Women's March	Creation the name 'Women's March'	Strong influencers participated in the campaign : CNN, Taylor Swift, Katy Perry & Emma Watson...	
	Creation the hashtag : #WomensMarch		
	Designing the logo	the campaign touched many countries in the world	
	Creation of the Facebook page (800K likes)		
	Creation of the Website	Using all social media channels to reach the maximum of people	
	Creation of the Instagram page (1M Followers)		
	Creation of the Twitter page (623K Followers)		
Stop Funding Hate	Looking for partnership/sponsors	Using all social media channels to reach the maximum of people	
	Creation the Pink hat		
	Sell symbols to finance the campaign (T-shirt, Button, Bag, etc.)		
	Creation of the hashtag		
	Design the logo		
Heart Immigration	Creation of Facebook page (238K likes)	the campaign was based essentially on the brand	
	Creation of Twitter Page (93K, 12K tweets)		
	Creation of Youtube Account		
	Creation of Instagram page (894 followers)		
	Creation of the name Heart Immigration		
Rhodes Must Fall	Supported by the brand figure	Using all social media channels to reach the maximum of students & the spread the idea	
	Creation of the hashtag - #RhodesMustFall		
	Migrants models were representing the campaign		
	Protest/Demonstrations		
	Internet activism - #RhodesMustFall		
We are welcoming Europe	Change petition (UK)	the petition sit a tangible objective	
	Using social media to spread the campaign		
	Creation of the name		
	Creation of the petition		
	Creation of the Website		
	Designing the logo		
	Organizing Protests		

## I.5.2. Good practices and other initiatives

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“B1-AKT offered us the possibility to look for examples of solutions, good practices in our own country and worldwide. Some of the diverse initiatives about sustainable migrant or refugee’s integration benefiting to society are listed here bellow” (MBA leaders):

### Iran

**HAMI** started out as a volunteer and independent organization during the Balkan crisis in 1992 to provide help for vulnerable women and children suffering from persecution and abuse in Bosnia and Herzegovina.

Later on, as Iran was hosting more than four million Afghan and Iraqi refugees due to the non-ending crisis in the region since the 1980s HAMI decided to establish itself formally as a humanitarian organization in the region. Focusing on Afghan women and children as the most vulnerable groups among those undergoing forced

migrations, HAMI strives to empower **refugee women** and **children** to realize and activate their potentials to overcome individual and social barriers, to not only assume a noteworthy role in reestablishing their lives in the host country but also engage in their country’s rehabilitation.

In line with their goals to provide protection and support for affected and disadvantaged Afghan women, and following the fall of the Taliban in 2002, HAMI opened its office in Afghanistan to support Afghan women in gaining their fundamental human rights. (<http://hamiorg.org/en/>).

### Morocco

The United Nations Refugee Agency (UNHCR), the Moroccan Association for Support to the Promotion of Small Business (AMAPPE), the National Agency for the Promotion of Employment and Skills (ANAPEC) and the Office for the Development of Cooperation (ODCO) sign on Monday, October 22, 2018 in Tangier, as part of a project co-funded by the European Union, a Convention to facilitate the economic integration of refugees in Morocco.

This convention will frame the collaboration of UNHCR, AMAPPE, ANAPEC, and ODCO to facilitate refugees' access to the services of these agencies. These institutions will provide reception, registration, and support for refugees in several cities of the Kingdom to improve their employability and empowerment. This agreement will ultimately facilitate the creation by the end of 2019 of 24 micro enterprises or refugee cooperatives.

## France

With the help of 'Develop Ponts' and the 'foundation des ponts', Ecole des Ponts ParisTech is the first engineering school in France to establish a study program for students with refugee status. The program aims to ease the social and cultural integration of the student within the community and to support them to continue their study and to reinforce their competencies through language, ICT, and Science programs.

## Amsterdam

In Amsterdam, Netherlands, the **Startblok Riekerhaven project** is a housing project which serves as an 'European laboratory' for integrating a wave of refugees (<https://startblokkriekerhaven.nl/en/>). In this project, Dutch youth and refugees live together in prefab housing blocks and together, the group manages the smooth running of the project.

## New Zealand

In New Zealand, with the growing number in diversity of patients in the healthcare system, the community pharmacists have started to translate prescriptions in up to 11 different languages to help patient with limited knowledge of the English language to better read the instructions the label.

**The Pharmacy Translation Kit project** (<http://www.scoop.co.nz/stories/GE1112/S00039/updated-pharmacy-translation-kit-now-in-11-languages.htm>) was realized thanks to the Pharmacy Guild of New Zealand, a voluntary professional association. (<http://www.pgnz.org.nz/>)

## Finland

**Read Together** is nationwide network that supports the learning and integration of immigrants, especially women, in the country. The network offers volunteering literacy and the teaching of Finnish or Swedish to immigrants across Finland.

## Luxembourg

Festival of Migrations, Cultures and Citizenships

The CLAE is a platform that advocates for residence citizenship, for the recognition and valorization of cultures resulting from immigration, for an open and supportive immigration policy in Luxembourg and in Europe. Its action contributes to the definition and construction of a society with multiple cultural references to find a new approach to citizenship.

## Austria

**Mentoring for migrants** -The project "Mentoring for migrants" of the Chambers of Commerce of Austria, Austrian Integration Fund and Employment Service brings together successful business leaders (mentors) and qualified persons with a migration background (mentees).

The aim of the mentoring program is to support mentees in their integration into the Austrian labor market and to promote the internationalization of the domestic economy. Many people with a migrant background in Austria, who have the necessary tools for employment, but they lack contacts and valuable knowledge about the Austrian labor market.

## Portugal

The Municipality of Moita, district of Setúbal, in Portugal, got approved the application submitted for the construction and implementation of the Municipal Plan for the Integration of Migrants'One World'. This project, co-financed by the Fund for Asylum, Migration and Integration (FAMI) and the Office of the High Commissioner for Migration, I.P. (ACM) as a delegated entity, aims to define joint strategies that promote the integration of the migrant community that resides in the municipality, valuing its potential for local development. (<https://www.cm-moita.pt/pages/1416>)



## India

The UNHCR Office in India works closely with the Government of India, non-governmental organizations and members of civil society in ensuring that asylum seekers and refugees in India are not involuntarily returned to their countries of origin, or of former residence and have access to international protection.

UNHCR together with its partners and civil society provides a range of services to support refugees and asylum-seekers in health, education, legal counseling, vocational skills and livelihoods. UNHCR places great emphasis on every child's right to primary education and access to health care for all people of concern as a basic human right. In addition, UNHCR offers its support for all refugee and asylum-seeker children to attend public schools since the government allows them free access.

This has recently been corroborated by the passing of the Right of Children to Free and Compulsory Education Act, 2009 under which every child between the ages of 6 to 14 years has the right to free and compulsory education.

In New Delhi, the Socio-Legal Information Centre provides legal assistance to protect persons under UNHCR's mandate. Bosco assists the refugees in accessing government hospitals, dispensaries and other medical facilities, which are generously made available by the Government to refugees and asylum seekers.

Besides, it offers education services and offers language classes, counseling and support for livelihood activities including vocational training. Bosco works very closely with refugee youth. In India UNHCR supports income generating activities to help refugees lead a life with dignity. Koshish, a popular line of traditional clothing made by refugee women is one of them.

The Gandhi National Memorial Society in Pune assists refugees and asylum seekers in Pune, the Confederation of Voluntary Agencies is UNHCR's partner in Hyderabad and Development And Justice Initiative (DAJI) supports refugees and asylum seekers in Jammu, Mewat and Jaipur.

Moreover, women protection is high on UNHCR's agenda. UNHCR along with its partner organization and Delhi police has been organizing self-defense training for refugee women. The training program aims at empowering women by equipping them with basic martial arts techniques.

([https://www.unhcr.org.in/index.php?option=com\\_content&view=article&id=8&Itemid=130](https://www.unhcr.org.in/index.php?option=com_content&view=article&id=8&Itemid=130))

## **Nordic Countries**

Unaccompanied Refugee Minors Program (URM) helps unaccompanied refugee minors develop appropriate skills to enter adulthood and to achieve social self-sufficiency.

<https://nordicwelfare.org/wp-content/uploads/2018/03/FULLTEXT022.pdf>

<http://www.usccb.org/about/children-and-migration/upload/urm-one-pager-lirs-usccb.pdf>

### I.5.3. MIL ecosystem and good practices

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Good practices leading example:

#### The 4C's project (B1-AKT MIL Partner)

**From Conflict to Conviviality through Creativity and Culture** is a European Cooperation Project co-funded by the Creative Europe Programme of the European Union. The 4Cs seeks to understand how training and education in art and culture can constitute powerful resources to address the issue of conflict as well as to envision creative ways in which to deal with **conflictual phenomena**, while contributing to audience development through active participation and co-production. The project aims at advancing the conceptual framework of intercultural dialogue and enhancing the role of public arts and cultural institutions in fostering togetherness through **cultural diversity and intercultural encounters**.

The European Commission has acknowledged that **tackling the migration and refugee crisis is a European obligation** that requires a **comprehensive strategy and a determined effort**. Within such framework, the European Commission has emphasized the role of culture and the arts in contributing towards building a more cohesive and open society through the integration of refugees, helping them to better understand their new environment and its interaction with their own socio-cultural background.

Grounded in the belief that culture and creative practice can emerge as powerful resources in conflict situations, the 4Cs wishes to respond to this challenge by exploring the ways in which culture and the arts can help bring individuals together within a model of intercultural dialogue, mutual recognition, and equal participation.

Find out more about their latest inspirational actions on:

- **Conference – Whose Land Have I Lit On Now?** Contemplations on the Notions of Hospitality - INVOCATIONS – Berlin (<https://www.4cs-conflict-conviviality.eu/post/conference-berlin>)
- Mediation Lab - The Silent University Cafe – Stockholm
- <https://www.4cs-conflict-conviviality.eu/post/the-silent-university-language-cafe>

- <http://thesilentuniversity.org/>
- Multi-Chapter Exhibition - Aimée Zito Lema. 13 Shots – Lisbon
- <https://www.4cs-conflict-conviviality.eu/post/aimee-zito-lema-from-conflict-to-conviviality>
- **Research Residency** - Noor Abuarafteh - London  
<https://www.4cs-conflict-conviviality.eu/post/research-residency-noor-abuarafteh>

### Learning & research leading example: [MEnt Project](#) (B1-AKT MIL Partner)

MEnt is an innovative and dynamic incubation and mentoring programme which gives migrants and refugees the chance to be supported in the first steps of launching entrepreneurial projects

The project intends to facilitate and foster economic and social integration of migrants supporting them in the development of new business initiatives, via light incubation and mentorship programmes. The relationship with mentors is the core of the project, enabling the improvement of emerging business ideas through the interaction with experts in the given business sector and national context.

<http://www.mentproject.eu/ment-light-incubation-toolkit/>

<https://www.zsi.at/de/users/113>

## MIL Ecosystem and other Partners Initiatives made available:

### CASE STUDY// Crafting for Change (B1-AKT MIL Partner)

"Crafting for Change" is a project from the Development Division from Sorbonne for the United Nations Organization SONU. This project aims to help communities in distress through the development of craftsmanship. In order to achieve this, three workshops linking design students and craftsmen take place: in Argentina and in France. In Paris, **refugee craftsmen** are currently working with design students from The Sorbonne University. The aim of it all is to create a positive image for these communities, refugees and rural craftsmen in order to enhance their social and economic integration into society. The project was born from a proposal of the former Head of SONU's Development Division, [Natalia Baudoin](#) an international designer.

### CASE STUDY// [Link Art Projects](#) (B1-AKT MIL Partner)

#### " Act, React & Never Give Up" GIVE

**LiNK** is an international network of young artists struggling against any form of social and cultural rejection. Link art projects organizes exhibitions under the form of "Workshops solidaires et artistiques" .These workshops are **mixing art students and refugees artists**. The latest workshop used as material the safety jacket. Beautiful **works of art** were compelled under the form of a booklet that you can consult here:

### CASE STUDY// [Seventeen muscles](#) (B1-AKT MIL Partner)

This project is a media project that aims at changing the perceptions surrounding refugees and exiled persons through the universal power of culture. Through a web-series – firstly produced in France, then abroad – and a documentary, we want to put forward their culture: how they do poetry, dance, theatre, cuisine...

The final objective is to project this web-series and documentary in schools and universities; because we think that the new generations will change this world in a decade, a moment when migrations will become more and more common and impactful. **By shedding a "new light" upon refugees**, we help create links between local population and newcomers, also creating a positive narrative and Intercultural dialogue.

## CASE STUDY//BRICOLAGE [American University of Sharjah](#) (B1-AKT MIL Partner)

Bricolage is a term that arose from the fine arts, referring to “creating something out of readily available materials.” Recently, it has emerged from the entrepreneurship literature in business, describing a capability by which new venture owners “create something out of nothing”.

In this project, we intend to provide both the fine arts and business perspectives into a cross-disciplinary study expanding upon prior research on the psychological capital of Syrian refugee entrepreneurs in Zaatari Refugee Camp in Jordan, through additional survey materials and conflict entrepreneurs. Bricolage, as an entrepreneurial trait, which can be studied and cultivated through training and is especially relevant to entrepreneurs in conflict and post conflict zones. These entrepreneurs face extraordinary challenges in obtaining resources (financial, human, social, political, and physical capital). The research problem addressed in this proposal is: how does bricolage capability support the self-sufficiency in terms of new venture establishment in refugee communities? Our research would employ qualitative research methods in order to examine the bricolage strategies of a sample of post-conflict or de-escalation zone entrepreneurs in Jordan. We examine what bricolage strategies are used by Syrian refugee entrepreneurs as well as their perceptions of the importance of bricolage strategies for successful venture creation regarding access to capital.

<http://www.paperispretty.com/the-business-of-outsiders--refugees--jordan.html>

### Research in building: The Bricolage Of the Bricoleur

Refugees are bricoleurs. Researchers are bricoleurs, these two groups unite in a super bricolage - building something from nothing.

The research team uses cross-disciplinary theories and practices of bricolage conceptualized by Denzin and Lincoln in qualitative social inquiry in order to build a complex narrative surrounding the importance of refugee communities, specifically the Zaatari Camp in Northern Jordan. They are looking to answer the questions : How do refugees use the process of bricolage in entrepreneurship? Are there advantages to host countries who support refugees? And what are their stories - building a business and life from nothing?



It's an "Intellectual bricolage" intended to make meaning out of the web of data collection and personal resources constructing a bricolage output from a qualitative survey, personal narratives, artifacts collected from their businesses, atmospheric audio from the camp, and visuals of experience. The researchers were influenced by the metaphors and narratives of artists like Man Ray, Tomoko Takahashi, and the anthropologist Claude Levi-Strauss. The result is a complex social relationships and observations that can only be built and displayed in a 3-dimensional mapping of texture, language, and picture in context of place and social practices.

There is a definitive challenge to the current structuralist binary representation of the refugee population and environment. This project will have a significant impact on society and academia in the understanding and impact of refugees on their new home countries. And with the rise of refugee communities, the time to share this research is now.

<https://www.linkedin.com/in/beckybeamer>

<https://www.aus.edu/faculty/dr-kimberly-gleason>

## I.5.4. Evaluating Best Practices

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By analyzing different campaigns and evaluating their **strategies of communication**, the cohort realized that, in order to reach a wider audience and increase engagement, the campaign needs to create a brand/identity that can be used to promote our **key messages** via different channels and most importantly create **a sense of belonging** among the audience.

Therefore, the MBA cohort decided to create a **unique customized slogan**, a **logo** and a **number of powerful hashtags** to be used in all our posts and **communication materials**. In order to secure **awareness and sustainability**, the MBA cohort used different media channels (blogs, traditional media...) and focused on promoting the campaign on social media platforms (Facebook, Twitter, LinkedIn, etc.) by “getting the support of influencers and bloggers around the world”. (MBA cohort)

### Studying Communication Strategies

To convey key messages and create impact, the campaign developed and implemented a strong communication plans based on the following ideas:

- Creating a name/brand
- Creating Facebook pages, websites, Instagram and twitter accounts
- Designing a logo
- Looking for partnership/sponsors
- Selling symbols to finance the campaign (T-shirt, Button, Bag, etc.)
- Creating hashtags to be used on multiple social platforms
- Creating petitions
- Using videos as well as images
- Reinforcing the message by using both traditional and new media tool
- Using famous figures and influencers to promote the campaign
- Organizing events and public gatherings

## Identifying Trends

- Incorporating visual and emotional qualities
- Promoting on multiple platforms
- Changing audience attitude from awareness to engagement
- Planning for outgoing and incoming messages (plan how to respond to people who interact with the campaign content)
- Engage with influencers- do background research and determine fit for the campaign

## Selecting Influencers Background & Justification

This initiative was triggered to develop a strategic plan to change the mindset towards migrants, and nowadays, influencers are playing an essential role in marketing brands, products, services, and campaigns, etc. When the stakeholders' and influencers' common interests are aligned, selecting the right influencers in order to bring about the impact needed on the audience would be much easier.

The challenge was to choose the person not with the biggest number of followers, but the one who would have the most important impact on people and who triggers change. With the help of B1-AKT, the MBA cohort managed to pick the right influencers who had a unique, specific audience.

## Selection Process

### 1. Identify Potential Contributors

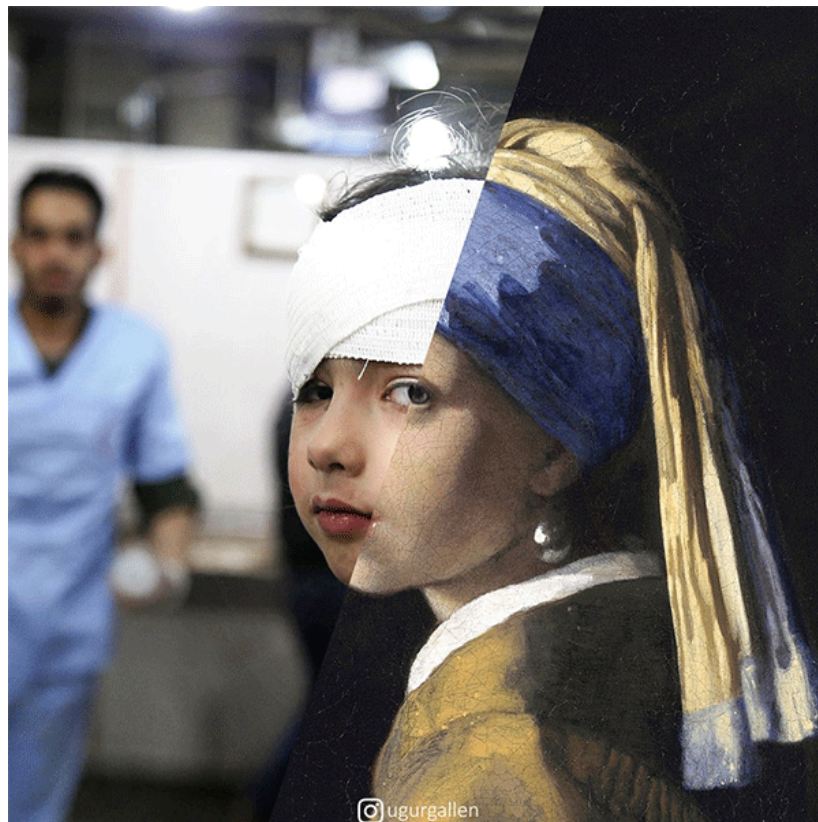
- Identify Profession (Politicians/Journalists/NGOs/Celebrities)
- Field of Expertise
- Assess Level of Professionalism
- Choose Platform Accordingly
- Check Influencer's Audience
- Assess Level of Engagement (Engaged/Non-engaged/Disengaged)
- Set Guidelines
- Start Research

## 2. Determine Fit

- Conduct Background Check
- Identify Existent Similar Campaigns
- Collect Information & Select Key Points to be Discussed
- Measure Potential Success
- Measure influencer's follower's level of engagement and what determine platforms that are used the most with high efficiency


## 3. Determine Willingness

- Ensure Motivation
- Build Relationship
- Empower
- Follow-up




Phot Credit Ugur Gallen

## 2. Launching the campaign

**B1-AKT-Leading Sustainable Strategies & Paragon Communication** is 😊 feeling excited.  
Published by Laura Iuliana (?) · October 23, 2018 · 🌐



Today was an exciting day as B1-AKT-Leading Sustainable Strategies & Paragon Communication and Migrant Integration Lab- Sustainable Solutions joined forces as to create sustainable impact with École des Ponts Business School MBA. #LaunchingCampaign #NoWallsButBridges with Yannick Le Guem, Laura Iuliana & young leaders of the MBA.












**1,760**  
People Reached

**392**  
Engagements

Boost Post

  You, Emmanuel Coppelia Veasna, Vtk Ktsc and 17 others    16 Shares

 Like     Comment     Share    

 Write a comment...       

## 2.1. Time lines and deliverables

Date	01-oct	04-oct	08-oct	09-oct	10-oct	13-oct	15-17 oct	17-oct	22-oct
Contenu	Kick off	interview leadership / answering questions	Coaching	Autonomous work in designated teams	Autonomous work in designated teams		use the course as support and the depth knowledge of your professor		Training and Team work Validation of the strategy
Deliverables & Assignments	Project specification		Training / Project Specification	<b>1. Benchmark:</b> <ul style="list-style-type: none"><li>•Prospective and trends / Benchmark / Creating the framework (theories / good practices/ tools...)</li><li>•Finding comparable examples and initiatives in different countries, trends, experiences and prototypes as to create the framework</li><li>•Visions / values / issues international and local</li><li>•Method</li><li>•Ecosystem</li><li>•Strategy of communication</li><li>•Impact</li></ul>	<b>2. Building the strategy</b> <ul style="list-style-type: none"><li>•Identify the ecosystem and the stakeholders and their specificities (local, national, international level)</li><li>•Identify targets</li><li>•Vision / values / national issues</li><li>•Strategy</li><li>•Purpose</li><li>•Ways of Communication</li><li>•Communication archetype production and semantic universe</li><li>•Designing the overall campaign (strategic, unique, powerful)</li></ul>	Written presentation (10 pages max) Oral presentation with ppt 5 slides max	defining strategic impactfull communication more innovative ideas	<b>Redefining strategic impactfull &amp; innovative communication</b>	

23-oct	24-oct	25-oct	26-oct	07-nov	08-nov	16-nov	17-nov	12-déc	13-déc	14-déc
Training and Team work	Training and Team work	Team work	Training and Team work	Training session & Team Work	Team work	Training session	presentation	training session	autonomus work	final presentation to the grand jury (influential people)
<b>3. Implementing strategy / Monitoring &amp; impact launching the campaign - phase 1</b> <ul style="list-style-type: none"> <li>•Target influential politicians, bloggers, influencers and journalists, European and national policy makers</li> <li>•Encouraging involvement of the social media public is to create hashtags that are unique and impactful.</li> <li>•Create the Buzz and Deconstruct stereotypes</li> <li>•Process of evaluation / monitoring and impact / Lay out a variety of social media metrics used to accurately measure the impact of the campaign.</li> <li>•Isolating key insights</li> </ul>	Campaign - phase 1	Campaign - phase 1	Written report on influence and political aspects	<b>Communication Campaign Phase 2</b>	Communication Campaign Phase 2 / Impact & KPI - Monitoring & impact	<b>Communication Campaign Phase 3</b>	Impact & KPI Monitoring & impact			<b>4. Short Report on key findings, and results</b>  All the material will be collected, assessed and put into one Resolution/White Paper -first based on a grass root social media debate-with outcomes: <ul style="list-style-type: none"> <li>•Ideas on tangible &amp; sustainable solutions for both, integrating refugees and benefiting local communities in Europe.</li> <li>•Mapping of stakeholders involved (public &amp; private)</li> <li>•Mapping of tech apps and solutions already in use or new ones.</li> <li>•Urgent needs to be addressed.</li> <li>•Lessons learned</li> </ul> <b>5. Power point presentation in Ecole des Ponts Business School</b> White paper : 30-50 pages & powerpoint presentation (12 slides)



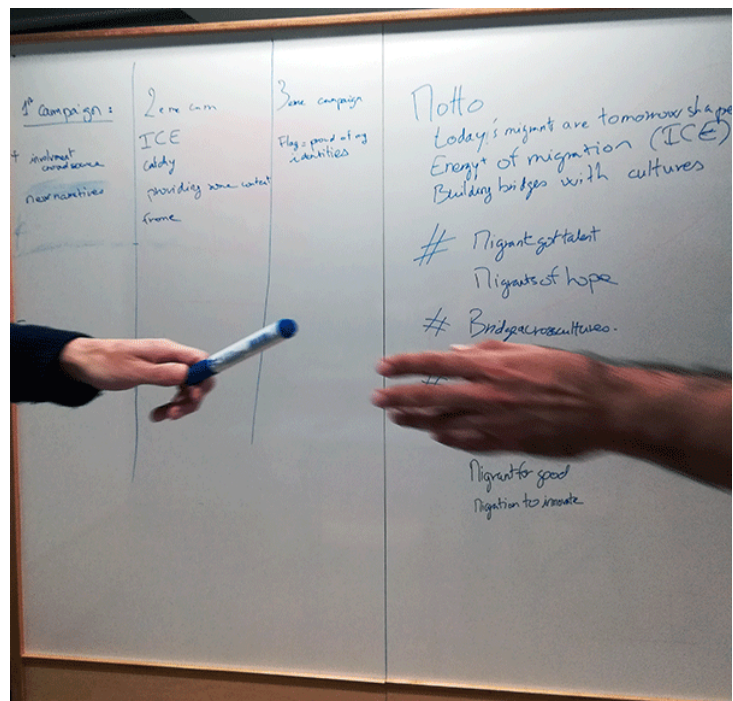
## 2.2. Phases

- **Campaign Launch**

On the 23rd of October, the campaign was launched by “posting and sharing content across all social media channels using impactful hashtags designed in collaboration with B1-AKT, targeting influential politicians, influencers, bloggers and journalists as well as national and international policy makers”. (MBA Cohort)

From the numerous ideas proposed by the cohort, two ideas were selected: **the placard campaign**, with the slogan, **“No Walls But Bridges”** and **the ICE Facebook frame**. The chosen hashtag represents the link between the Ecole des Ponts (ponts = bridges in English) and the concept of removing borders or “walls” between countries allowing free displacement of the people.

Part of the reason for its success was the ease with which people could show support for the cause simply by holding a placard which showed their own values. The campaign strategy was to engage the community and have them taking photos, holding a placard with #NoWallsButBridges and showing support for migrants for various reasons; humans, ethical, progressives and logical. The same steps are then implemented by another advocate of the campaign.



- **The Logo & Facebook Framework**

The concept of the campaign was initially based on three strong words that would give the tone of the messages that the campaign will convey:

- **Innovation**
- **Citizenship**
- **Entrepreneurship**

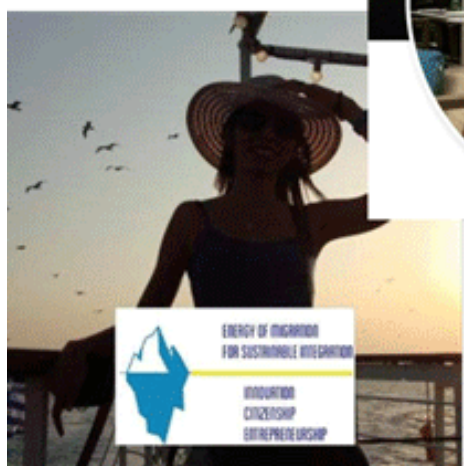


The ICEberg effect was born!

The metaphor of the iceberg was the highlight of the innovative approach of the campaign: “We wanted to bring a new perspective on migration as well as give more space to the migrant’s journeys. What we see often is the tip of the Iceberg, but that is only a small part of the truth.

“We see migrants, but we don’t see the whole story behind them. We want to show the unseen. Migration brings good in societies. What we see often is the tip of the Iceberg, but that is only a small part of the truth. 3 words can speak about it: Innovation, Citizenship and Entrepreneurship. Those words are our motto!” (MBA Cohort).

The logo has been also used for the campaign to create the frame on Facebook. Every participant as well as some followers used the frame in their profile pictures. The main goal was to spread the principles of the energy of migration for sustainable integration: **innovation, citizenship, entrepreneurship**.



- **Dissemination strategy**

The cohort proposed to develop the campaign on the following social media: Facebook, Instagram, Twitter & LinkedIn ...The main target of the campaign were people ranging from 16 to 45 years old, active on social media.

To make the campaign viral, the sharer had to tag three friends that also believed in “our messages of hope. By asking that, we would multiply the spreading of the posts. Diligence would be conducted on each post-construction to make them as attractive as possible and to encourage the community to spread the message. In parallel, an influencer’s work would relay our messages to a broader audience”. (MBA cohort)



Similarly, the idea of sharing a post with the heart of flags and the question “What is your identity ?” had the objective to open a debate on the issue of migration. Regarding the question posed by the members of our SIP group the answers was positive. A poll was created on Twitter in order to convince people to answer it.

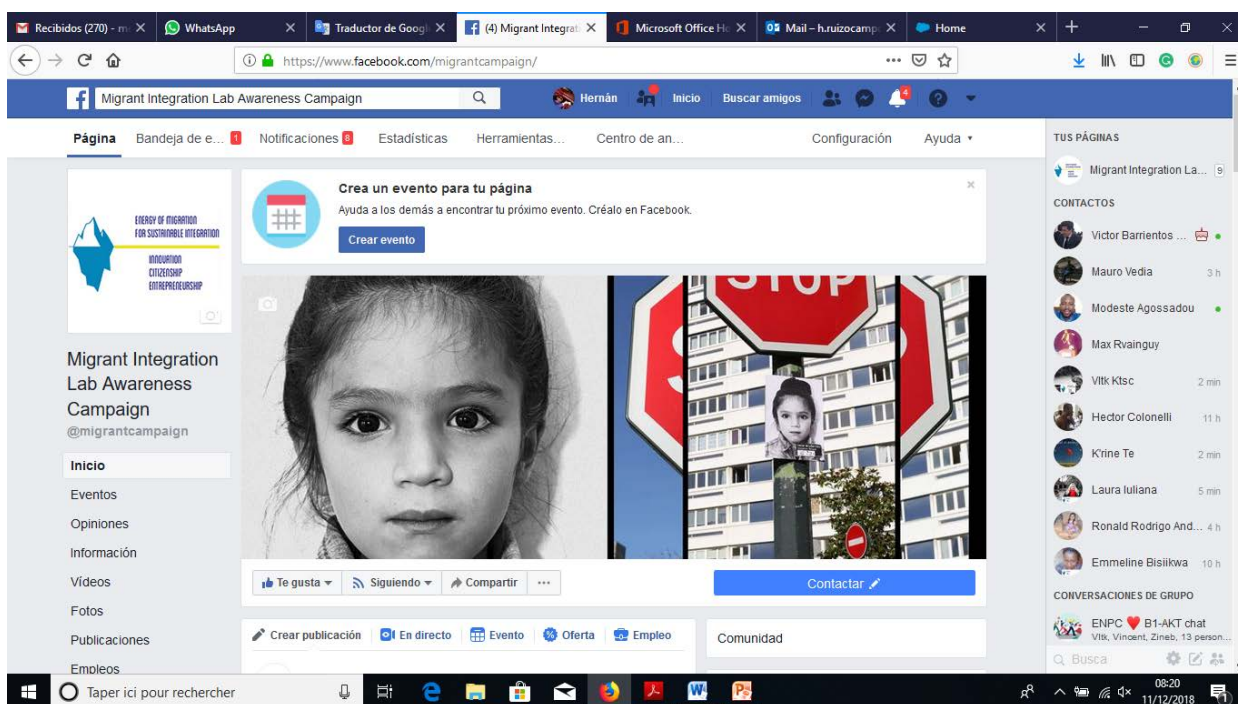




## The Facebook Page

The creation of the Facebook page **“Migrant Integration Lab Awareness Campaign”** objective was to boost the visibility, strength and credibility of the campaign. In addition, the objective was to concentrate the posts of the members in one place as well as to create buzz around the campaign through the frequent posts. Since the creation of the Facebook page on 24th October the campaign already has more than 450 followers

### Screenshot from the Facebook page

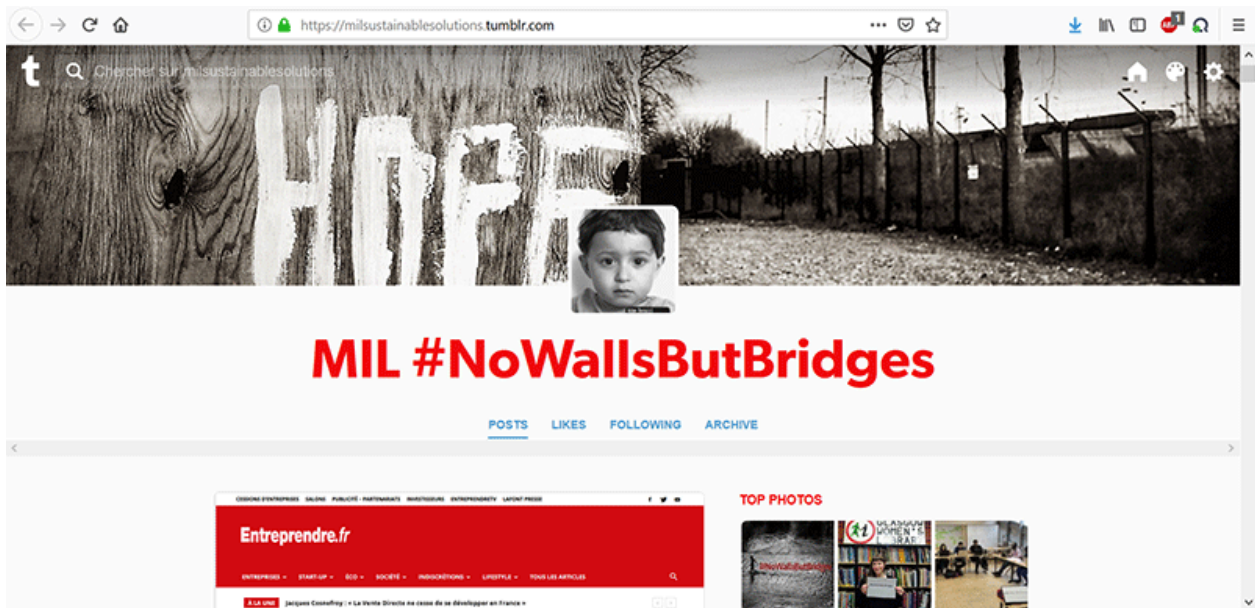


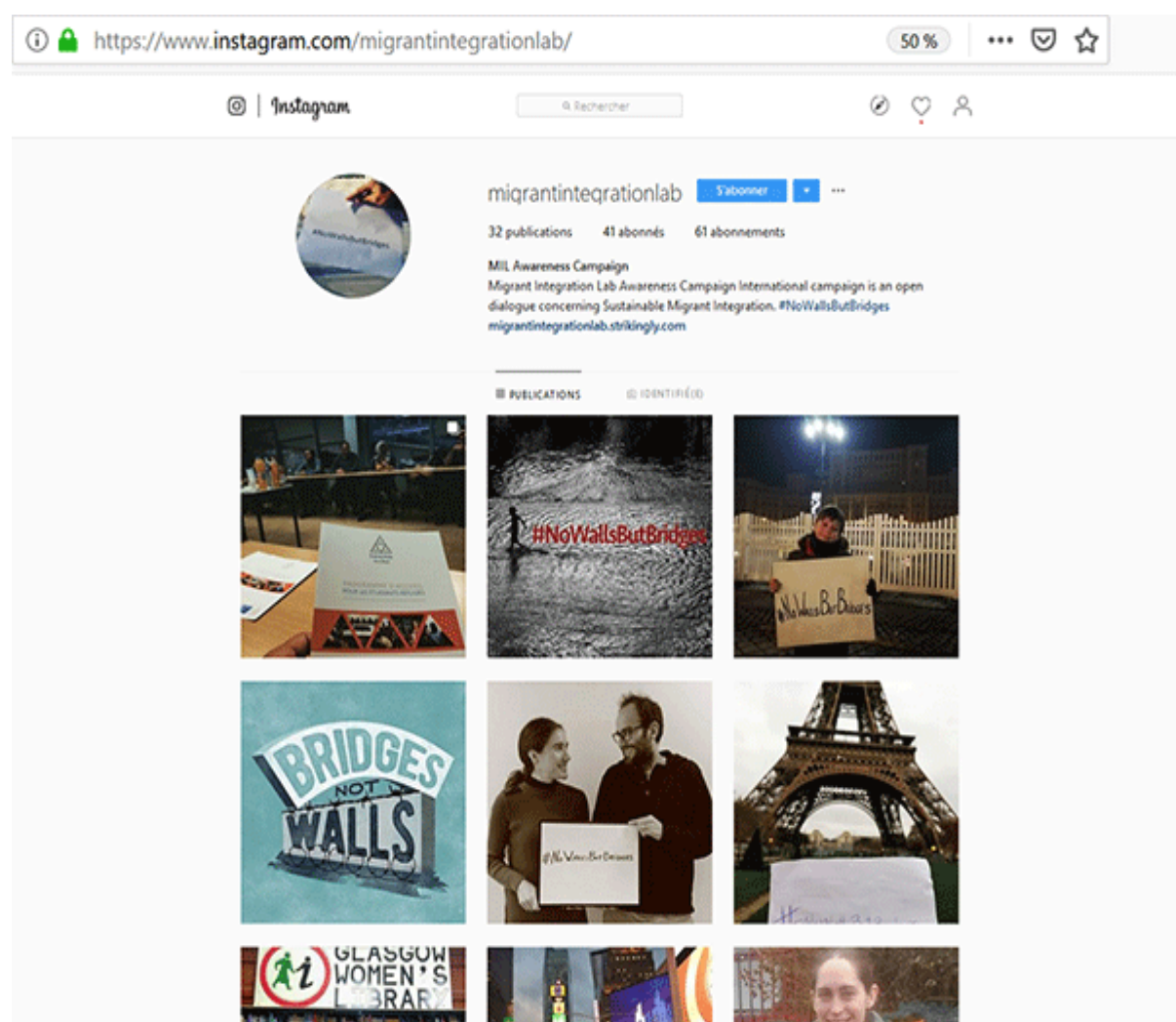
The Twitter account

The objective was also to boost the visibility, strength and credibility of the campaign.









In the end, the campaign was created for numerous platforms, with posts generated for Facebook, twitter, LinkedIn and Instagram, Tumblr in various languages and formats to engage the public. Under B1-AKT's close guidance and strong capacity building, the cohort was able to develop a different methodology for use on each platform so as to reach the most audiences, to create awareness and generate the biggest impact.

After launching the campaign, the cohort had to work on **promoting the message across different channels**, as well as secure awareness and engagement among the audience through different actions:

- Contacting networks to take part in NoWallsButBridges placard campaign
- Engaging people from around the world in the placard campaign
- Getting in touch with influencers and bloggers
- Researching and contacting potential partners and collaborators
- Posting articles in different blogs with several languages
- Engage media outlets to have our campaign featured in published works, write articles, translate into multiple languages, posts across social media, etc.)
- The team was asked to get press coverage for the campaign through traditional and other media. A number of blogs were engaged, and articles published on them.

**Influencers, political figures and leaders were tagged on social media and Public Engagement was inspired.**

A central repository was established of images, contributions and texts that were gathered from voluntary support as well as the project team. It served for people to show solidarity with the cause, use our hashtag, and write personal opinions on social media and publications. Guided by B1-AKT in conflict management, “we also invited people’s commentary for fruitful dialogue, thought exchange and gain attention from influencers mentioned above”. (MBA cohort)

## Multiplier strategy

The campaign was elevated also by leveraging student's personal ecosystem, as to voluntarily participate in the placard campaign and reposting/sharing the posts on platforms where they are active. This was an essential contributor to scaling the efforts.

Each additional quality friend or follower in the network increased the value of all other people on the network and spread of the message. For example, FeLT NYC – which is a community of women dedicated to supporting immigrants and refugees in New York through free English language courses and a variety of practical workshops, became a follower on student's personal twitter accounts.

In the interest of privacy, we allowed people to crop the pictures in any way they wanted. “All pictures, anonymous or otherwise were shared on all our (social) media channels with our own logos and mottos, in addition to sharing it via B1-AKT's accounts for our multiplier strategy” (MBA Cohort).



Video available [Here](#)

Finally, to ensure the results of the campaign, it was proposed to set up an evaluation system. Key Performance Indicators had therefore been created about the actions recommended for the campaign.

**As added value, Adeyemi Adeyelu**, one of the cohort's young leaders used the power of words to create an **inspirational poem** that you can read here bellow:

“When the rains stopped  
The rivers dried up  
First the crops died,  
And the animals died next,  
Then humans started dying too,  
I left to survive  
Now I am an immigrant,  
Despised for choosing to survive,  
Reviled for doing what they would do,  
If they were in my shoes  
Who will tell them my story,  
Who will make them see,  
That I cannot speak to the rain,  
That I am a product of circumstances I did not create?  
Who will speak for me,  
That all I ask for is dignity,  
To be treated as human,  
And given a chance to contribute?  
Maybe then they would build bridges  
And not walls.”

## 2.3. Storytelling

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### 2.3.1. Themes and storytelling: focus on Laura Petrache's Posts

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The following example of Facebook posts were adapted to all channels and posted simultaneously on Facebook, twitter, LinkedIn, Instagram, Tumbler, blogs, official accounts of B1-AKT, Ecole des Ponts, Migrant Integration Lab, Global Sustainable Leaders, etc.... This process was the same for each MBA participant.

The following themes have been addressed:

- **Hybrid Identities** and social development
- Transnational Citizenship – Under the sign of liberty
- Activism Mobilization – **Awareness** on the Rise
- **Positive narratives and economic growth** – The East Bridge
- **Stereotypes** and acceptance – The Future Bridge
- Economic **Benefits and Integration** – The other side of the wall 235
- **Women Sustainable Leadership**
- **Social Cohesion** Strategy – response to USA situation
- Social cohesion – **Identity and Belonging**
- Identity and **Global Citizenship** – Beyond Boundaries
- **Civic innovation** – Trust and the collective Good
- Make the Change Happen – **Beyond the Walls**
- **Awareness and cultural diversity** – Design sustainable solution
- The power of words – **No Walls But Bridges**
- Be a **Game Changer** – Sustainable Future
- **Civil society grass root policy**
- Be an **Active Citizen** for a better tomorrow – Be the Change
- **Migrant Entrepreneurship** fostering economic growth
- **Borders** – “The Wall”
- Bridges in your organization – Tomorrow’s **Social Impact Leaders**
- **Cross-Pollination** and Opportunity for growth
- **Fostering entrepreneurship** – No Walls Just Bridges



- Fostering **social cohesion** – The outsider

## Hybrid Identities and social development

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October 8<sup>th</sup>, 2018

### [#NoWallsButBridges](#)

The hybrid identity is a sustainable key of social development. At @MigrantIntegrationLab we are cultivating a thriving ecosystem for social innovation and more sustainable, equitable and inclusive communities.

Our transnational framework is defining sustainable actions for migrant integration, economic development, job creation, promoting democracy and solidarity by fostering cohesion, gender equality, tackling social exclusion; poverty and generational disparities.

### [#Wearetranshumans](#) [#TranscendingBorders](#)

### [#Buildingsustainablecommunities](#)

### [#Takeactionchangelives](#) [Vlatka KATUSIC](#),

### [École des Ponts Business School](#), [Jill](#)

### [Chapman](#), [Gary King](#), [Jonathan Midwood](#),

### [Umesh Mukhi](#), [Pavlina Proteou](#), [Yannick Le](#)

### [Guern](#)



## Transnational Citizenship – Under the sign of liberty

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October 14, 2018

Transnationally, transculturally and translingually [#nowallsbutbridges](#) [#trancendingboundaries](#)  
[#transhumans](#) [#hybrideidentitied](#) [#belongingabdbecoming](#)

The assumption that people will live their lives in one place, according to one set of national and cultural norms, in countries with impermeable national borders, no longer holds. Rather, in the 21st century, more and more people will belong to two or more societies at the same time. This is what many researchers refer to as transnational migration.

The challenge is to figure out how individuals who live between two cultures can best be protected and represented and what we should expect from them in return. To meet it, we need to acknowledge the interdependence between the Nation States and sending countries and begin to solve problems by looking outside the nation-state box.

People in the 21st century will claim multiple political and religious identities, to both national and transnational groups. The critical task is to understand the way individuals and organizations actually operate across cultures, and the costs and benefits of these arrangements. It is to understand how ordinary individuals and organizations negotiate these challenges, who wins and who loses, and how they redefine the boundaries of belonging along the way.

In terms of the categories of social and individual forms of belonging, transnational citizens are marked by multiple identities and allegiances, and often travel between two or more countries, all in which they have created sizeable networks of differing functions.

Similar to global or cosmopolitan citizenship, it is composed of cross-national and multi-layered memberships to certain societies. Transnational citizenship is based on the idea that a new global framework consistent of subgroups of national identities will eventually replace membership to one sole nation-state.

In a hyper-realized version of transnational citizenship, "states become intermediaries between the local and the global." Institutionalizing transnational citizenship would loosen ties between territories and citizenship and would ultimately result in a reconstruction of world order that forever changes the capacity in which individuals interact with government institutions.

[#wearetransnationals](#) [#circulareconomy](#) [#sustainable solutions](#) [B1-AKT-Leading Sustainable Strategies & Paragon Communication](#), [ENPC](#) ❤️ [B1-AKT](#), [Beyondcsr](#), [Head To Heart Network](#), [Obama Foundation](#)  
[https://www.facebook.com/search/str/%23nowallsbutbridges+laura+iuliana+/keywords/blended\\_posts?epa=SEARCH\\_BOX](https://www.facebook.com/search/str/%23nowallsbutbridges+laura+iuliana+/keywords/blended_posts?epa=SEARCH_BOX)



## Activism Mobilization – Awareness on the Rise

October 23<sup>rd</sup>, 2018

Public awareness is important to increase enthusiasm and support, stimulate self-mobilization and action, and mobilize local knowledge and resources. Raising political awareness is important as policy makers and politicians are key actors in the policy process of adaptation.

Awareness raising requires strategies of effective communication to reach the desired outcome.

The combination of these communication strategies for a targeted audience for a given period can broadly be described as ‘awareness raising campaign’.

Support us and create social impact & positive narratives!

[Migrant Integration Lab](#)  
[Awareness Campaign](#), [Anne Hidalgo](#), [Anne Fadia](#), [European Programme for Integration and Migration](#), [Intergovernmental Committee for European Migration](#), [European Network of Migrant Women \(ENoMW\)](#), [IOM - UN Migration](#), [Council of Europe on migration and refugees](#), [Australian Migration Council - A M C](#), [Refugees Welcome](#), [Refugees Foundation Serbia](#)





## Positive narratives and economic growth – The East Bridge

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27 October 2018

[#NoWallsButBridges](#) [#economicgrowth](#) [#positivenarratives](#) [#transnationalmobility](#)

Much of the conventional wisdom that has shaped European responses to the migrant and refugee crisis has been wrong-headed. Opinion formers must challenge the widely-held idea that there's only a finite pool of jobs, so that newcomers threaten job-holders. The public must be encouraged to understand that newcomers also bring fresh demand and so spur growth.

The media, as primary shapers of public opinion, have a vital role to play in alerting people across Europe that a failure to embrace immigration carries heavy costs, especially for their children and their children's children. By mid-century, the ratio between working-age people making up the active population and those who are retired and drawing a pension will have shrunk dramatically from 4:1 today to just 2:1.

The only way to fund social security systems will be to import young people as workers and taxpayers. The rise of populist parties in many EU countries has done nothing to encourage mainstream politicians, including mayors and local leaders, to be more courageous on immigration.

Yet the shrinkage of ageing Europe's workforce, and in many cases national populations, is eye-catching. The challenges are not only economic but also cultural. Europe as France therefore are in need of a new narrative on integration - especially of Muslims - and it is needed it urgently.

Such an exercise will require determination and vision, good arguments backed by facts, and much better communication. Integration requires a 'whole of society' approach.





Migrants swell the workforce and help to expand the overall economy, but it's a message that has gained little traction with public opinion. It is up to governments and civil society leaders to hammer home this message. We point out that far from hitting people in the pocket, it is countries like Austria, Germany and Sweden that have been the most successful in getting immigrants into work that are benefitting the most economically.

[Migrant Integration Lab Awareness Campaign, B1-AKT-Leading Sustainable Strategies & Paragon Communication](#)

<https://www.facebook.com/photo.php?fbid=10211919441133165&set=a.10209609345342214&type=3&theater>

## Stereotypes and acceptance – The Future Bridge

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October 27th, 2018

[https://www.facebook.com/search/top/?q=%23nowallsbutbridges&epa=SEARCH\\_BOX](https://www.facebook.com/search/top/?q=%23nowallsbutbridges&epa=SEARCH_BOX)

[#NoWallsButBridges](#) In the current political climate, it can be challenging to be recognized for one's talent and expertise rather than the (often stereotypical) socio-cultural identities that are assigned to us, whatever our nationality, physical appearance and length of time spent in the country.

We believe that if we are to contribute to making human communities successful and sustainable while organically embracing diversity, our activities must involve:

- Cross-Cultural Collaboration
- Inclusion and acceptance

[#transnationals](#) [#sustainable solutions](#) [#tailored dialogic teaching](#) [#fromdriftersto innovators](#)  
[#europeanIdentity](#)

[Migrant Integration Lab- Sustainable Solutions](#), [Migrant Integration Lab Awareness Campaign](#), [Council of Europe on migration and refugees](#), [United Migrants](#), [Beyondcsr](#)



## Economic Benefits and Integration – The other side of the wall

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31 October 2018

[#NoWallsButBridges](#) [#BuildSolidarity](#) [#EconomicBenefits](#) [#AdvancesEconomies](#)

People will sometimes align themselves with a more extreme group (or political leader) because that person or group appears to represent their concerns.

Such groups often use an 'us' and 'them' narrative, positioning another group within society as the problem, which exploits people's feelings of unfairness.

People who are aggrieved are more likely to be persuaded by anti-social messages or proposed extreme tactics or violence, particularly if they feel they haven't been dealt with fairly and they are marginalized from mainstream society.

If we want a socially cohesive society it is then important to address inequality and to ensure all people have access to opportunity, particularly to education and employment.

By acknowledging and addressing people's legitimate grievances, you have a greater opportunity for a constructive dialogue that leads to solutions and helps defuse divisive debates. You can build solidarity by ensuring people feel included, their voices are heard, and by emphasizing shared values and common goals.

Migration, no matter how controversial politically, makes sense economically. Over the longer term, both high- and low-skilled workers who migrate bring benefits to their new home countries by increasing income per person and living standards. High-skilled migrants bring diverse talent and expertise, while low-skilled migrants fill essential occupations for which natives are in short supply and allow natives to be employed at higher-skilled jobs. Moreover, the gains are broadly shared by the population. It may therefore be well-worth shouldering the short-term costs to help integrate these new workers.

Migration is nothing new: Rhetoric surrounding migration has turned more negative in recent years. Yet, migration is not a new phenomenon. While the recent refugee surge has made it a hot-button issue, advanced economies already have a large and growing population of migrants. They constitute 15 to 20 percent of the working-age population in many advanced economies, and around 30 percent in some

Anglo-Saxon countries such as Australia and New Zealand.

Between 1990 and 2015, immigrants accounted for half of the growth in working age population of advanced economies. They are essential to ensure the future workforce in most advanced economies, where the working-age population would shrink over the next decade without further immigration.

Both high- and low-skilled migrants improve productivity: The gains migrants bring are not exclusive to high-skilled workers with specific knowledge and diverse skills. Low-skilled migrants also have a significant impact on overall productivity by complementing the existing skill set of the population:

a) Low-skilled migrants fill essential occupations for which the native-born population is in short supply, contributing to a more efficient functioning of the economy;

b) When low-skilled migrants take up more manual routine tasks, the native-born population tend to move to more complex occupations that require language and communication skills in which they have a comparative advantage; and

c) In what is a key example of complementarity, low-skilled migrants provide housekeeping and childcare services (the “nanny effect”) and thus allow native-born women to return to work, or work longer hours. Indeed, wherever more low-skilled migrants are present, more high-skilled females participate in the labor force.

Prosperity is broadly shared: An increase in the migrant share benefits the average income per person of both the bottom 90 percent and the top 10 percent of earners, even though high-skilled migration benefits more the average income of top earners. In addition, the presence of migrants does not seem to increase inequality within the bottom 90 percent of earners.

Immigration can bring substantial benefits to advanced economies, in terms of higher per capita GDP and standards of living. These gains are broadly shared by the population. But the key to reaping these benefits is to address the challenges posed by migration in the short term and, in particular, to ensure migrants are integrated into the labor market.

The policies to accomplish this include: language training, job search support, better recognition of the education and work experience of migrants, and lower barriers to entrepreneurship.

While integrating migrants can add to fiscal cost pressures in the short run, these policies allow migrants to

obtain and keep a job at a relevant skill level, and increasingly contribute to the fiscal accounts.

At the same time, native workers, too, require some help to adjust, including by upgrading their skills.

Policymakers also need to avoid possible overburdening of public services such as health care and education to contain possible buildup of social tensions. [Migrant Integration Lab Awareness Campaign](#),

[Migrant Integration Lab- Sustainable Solutions](#), [B1-AKT-Leading Sustainable Strategies & Paragon Communication](#)

<https://www.facebook.com/photo.php?fbid=10211941518445084&set=a.3312943394173&type=3&theater>

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## Women Sustainable Leadership

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November the 2<sup>nd</sup>, 2018

"If women ran the world, there would be no wars." It's an old stereotype, but there's something to be said for the effects of more women in leadership positions. In fact, according to a Morgan Stanley report, "more gender diversity, particularly in corporate settings, can translate to increased productivity, greater innovation, better products, better decision-making, and higher employee retention and satisfaction."

Great leaders come in all forms, but most employees can agree that organization, decisiveness, and honesty are key factors in determining what makes a capable leader.

For female leaders in particular, there's an even deeper layer of skill required to guide a workforce in an age when many women haven't been given the opportunity to do so.

By embracing their unique leadership potential, women can blaze a path to the top of the corporate ladder, and those who have already made it have demonstrated how important female leadership can be to an organization.

Female leaders are proving themselves to be uniquely qualified for piloting their companies' workforces and strategies. How female leadership will continue to evolve as more women rise the ranks and break down barriers is the next big question for companies seeking to gain an edge over the competition.

Very proud of women sustainable leaders of tomorrow!



[École des Ponts Business School](#), [B1-AKT-Leading Sustainable Strategies & Paragon Communication](#)  
[#NoWallsButBridges](#)





## Social Cohesion Strategy – response to USA situation

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November 3<sup>rd</sup>, 2018

No society is fully cohesive. Social cohesion is an ideal to be striven for rather than a goal capable of being fully achieved. It constantly needs to be nurtured, improved and adapted.

Each generation has to find a fresh manageable equilibrium of forces. This is a constantly shifting equilibrium which has to adapt to changes in the social and economic environment, in technology and in national and international political systems.

Social cohesion is not only a matter of combating social exclusion and poverty. It is also about creating solidarity in society such that exclusion will be minimized.

At the same time, in so far as poverty and exclusion continue to exist, there is also a need to take specific measures to help vulnerable members of society. A social cohesion strategy must therefore tackle exclusion...



Photo credit unknown



## Social cohesion – Identity and Belonging

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November 5th, 2018

[#NoWallsButBridges](#) [#Cohesion](#) [#Belonging](#) [#Identity](#) [#MigrantImpactEntrepreneurs](#)

With a growing sense of hostility towards migrants in different regions of Europe, it is important to remember the different benefits of social cohesion.

Social cohesion is defined as the willingness of members of a society to cooperate with each other in order to survive and prosper.

Willingness to cooperate means they freely choose to form partnerships and have a reasonable chance of realizing goals, because others are willing to cooperate and share the fruits of their endeavors equitably.

Social cohesion contributes to a wide variety of social outcomes such as health and economic prosperity. 'When we want social cohesion, we need a sense of identity and a sense of belonging'

At Migrant Integration Lab, we believe that racial prejudice is deep-seated, and we need to face it head on...But we also accept that we need sensitivity rather than political correctness. It is a two-way street. If we are going to have social cohesion, we have got to develop a sense of identity and a sense of belonging.

Discussions about belonging, national identity and social cohesion are part of a broader debate that emerges from a number of concerns, mainly to do with identity and specifically with ethnic or religious identities versus the perceived homogeneous national identity.

One major concern in immigration countries is that many immigrants and ethnic minorities are not integrating into the destination or receiving societies. This perceived lack of integration creates fears about whether newcomers are developing a shared sense of belonging to the national identity.

Without this commitment it is feared that social cohesion and indeed the very basis of liberal democracy is under threat.

But the multifaceted modes of belonging and whether migrants and ethnic minorities, who do not have a sense of belonging to the nation or who have a sense of belonging to more than one symbolic or material locality, have a sense of belonging and commitment to the common good, which in turn, contributes to societal cohesion.

Diversity enriches every society and contributes to social cohesion – something that is all too often taken for granted. Societies with large migrant populations are in many ways translocal and transnational themselves, already connected to many parts of the world through migrant and diasporic practices and networks.

At Migrant Integration Lab we consider Migration as a chance for our societies to reach their full potential. In the era of an information-led and service-based economy, countries have become vigorously dependent on creative entrepreneurs who can successfully integrate creativity into production. Migrant entrepreneurs are taking risks, generating ideas, and exploring the possibilities of converting them into innovations. The challenge today in France, is to put in place true policies of integration that will ensure successful integration while benefiting both the countries of residence and origin.

Policy making therefore should move away from assimilationist frameworks.

Instead, the policy emphasis should be on working with countries of origin to achieve sustainable integration (and re integration in the case of return immigration. Consequently, we have to put integration (and re-integration) on the agenda of bi-lateral, multilateral, and international dialogues.

There is likewise a linguistic, cultural phenomenon we would like to come back to: economic migrants are often treated differently than refugees. However, the plight of some of the economic migrants may not be too different to that of the refugees. In addition to the mass migration of refugees, we also see the mass migration of economic migrants.

Perhaps some of the insights from the refugee context can be applied to economic migrants, notably the potential for win-win-win solutions using and developing the capability of the migrants to make a positive contribution to local host communities.

Mass and sustained migration, of both refugee and economic migrants, is often treated in a negative light, yet the reality is that there is significant potential for migration to be a positive activity for the various stakeholders, including the countries of origin, host countries and communities, the migrants themselves and the wider global society.

To continue thriving as a nation, France must be intentional about weaving newcomers into the fabric of society.

How well we integrate migrants and provide opportunities for all members has far -reaching implications for -and is inextricable from—our current and future vitality.

Growth, diversity, and dispersion of newcomer populations create opportunities to address longstanding social issues, improve racial and ethnic equity and cohesion, and strengthen our democratic traditions. Migrants help address labor market shortages, revitalize declining urban and rural communities, and could expand France global competitiveness.

Migrants became entrepreneurs, but not in a traditional sense (with some capital, investors, physical location, and a staff to hire). They became entrepreneurs of their life – creating value while supporting their lifestyle. They have this advantage ...This freedom and independence also comes with a certain ethic. The very ethic that too many giant global corporations lack.

Yes, more and more migrants create their own job to support their dream lifestyle, but not in a selfish way. Having a positive impact is part of the values of most global citizens & migrants. As a result, more and more migrants are becoming impact entrepreneurs.

- They can sell organic / fair trade products,
- They can promote healthy life-style,
- They can connect wealthy people with the poorest on the planet,
- They can empower woman entrepreneur, and girls going to school, via community leadership
- They can support isolated elderlies,
- They can innovate to fight unemployment, they can create social innovation
- They can share their experience as to change people's life – on the other side of the planet...In few words :

Less borders. More connections ! [Migrant Integration Lab Awareness Campaign](#), [MEnt - Migrant Entrepreneurs Mentoring Program](#), [MEnt Europe](#), [B1-AKT-Leading Sustainable Strategies & Paragon Communication](#), [Migrant Integration Lab- Sustainable Solutions Scotland #ReportHate Build Bridges No Walls, Bridges not Walls](#)



## Identity and Global Citizenship – Beyond Boundaries

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November 6, 2018 ·

[#NoWallsButBridges](#) [#IDentity](#) [#Transnationals](#) [#GlobalCitizenship](#) [#TranscendingBorders](#)

I am what I call a “hybrid Identity”: global citizen & of course European. I truly believe that a cultural “hybrid identity” is a sustainable key of social development. Trans-nationally, trans-lingually and trans-culturally” are the key words that I use for a “sustainable future”; there is no hierarchy amongst and between the cultures I embrace: they all have their treasures, and can all bring something to a common global project.

As a viable tool I underline the power of Dialogue-Dialogue as a vital tool for citizenship- in a democracy, citizens need to be able to participate in discussions about the issues which affect them and their communities. In fact, it is all about belonging, becoming and transcending the boundaries of culture, nationality, class and religion.

Building sustainable communities and intercultural dialogue are therefore vital for a sustainable integration. I tend to define Integration as a “state” that people slip in and out of depending on the circumstances of the moment; a “complex junction” with a complicated, multiple set of intersections, crossroads and junctions going in lots of different directions as David Mallows greatly put it!

A citizen leader is each one of us, the man, the woman, the young adult, the teen who pauses to take stock of the kind of world that we want to help shape for the people we care about, and then acts to make it so. A citizen leader is an active participant not a passive observer!

Building sustainable communities and intercultural dialogue are therefore vital for a sustainable integration. I tend to define Integration as a “state” that people slip in and out of depending on the circumstances of the moment; a “complex junction” with a complicated, multiple set of intersections, crossroads and junctions going in lots of different directions as David Mallows greatly put it!

Our modern economy and way of life is based on a series of technologies that cannot be sustained the way they were originally developed.

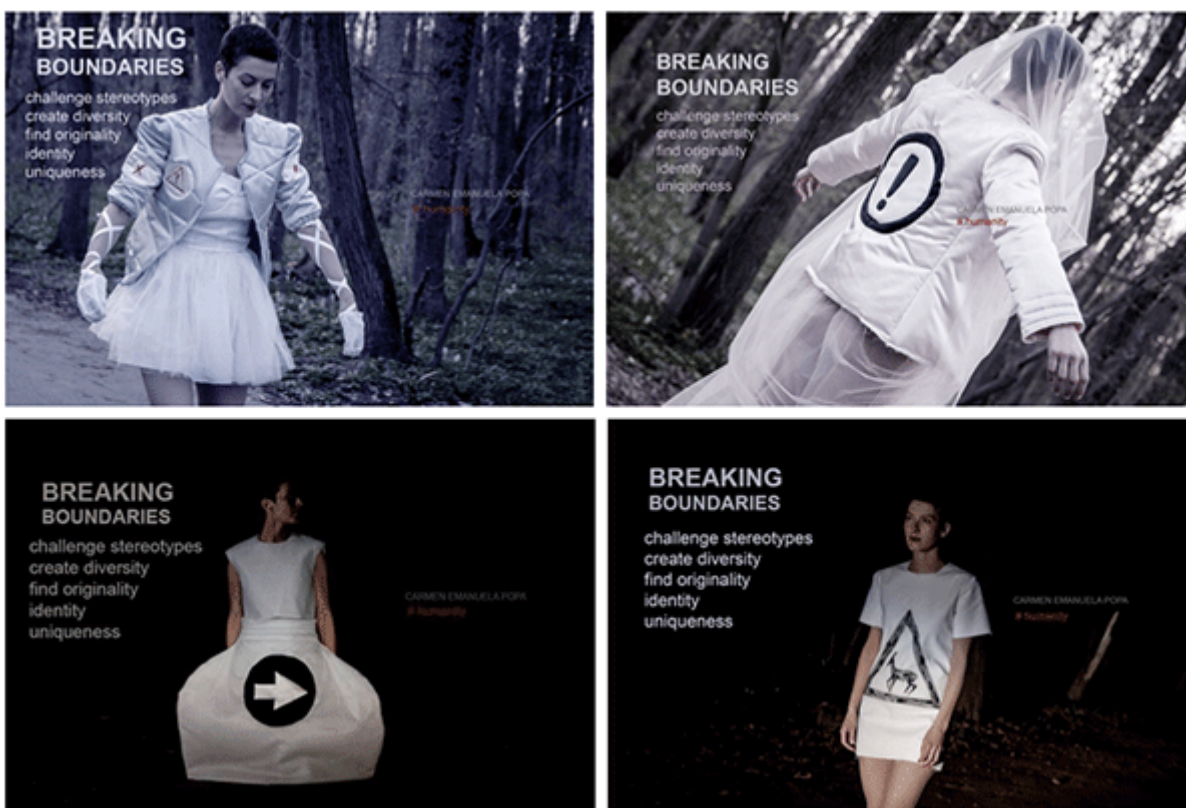


As the population of the planet grows, and the consumption of land, food, water, energy and raw materials grows along with it, we are learning that we cannot simply use stuff up, destroy the landscape and move on to the next mountain or valley.

The current approach to economic life has created a lifestyle our forbearers couldn't even dream of, but it cannot sustain without a revolution in management, technology and scientific understand of our home planet.

Fortunately, I think we are capable of creating the change we need. The facts of population and economic growth, environmental degradation, and human reliance on the natural world make sustainability politics, technology and management inevitable.

The importance of an interconnected biosphere and its awareness has formed the conceptual base for sustainability politics and needs to be understood as a long-term, continuously growing force in our political world. This will make the difference for our future generations...



<https://www.facebook.com/laura.iuliana1/posts/10211978227762794>

## Civic innovation – Trust and the collective Good

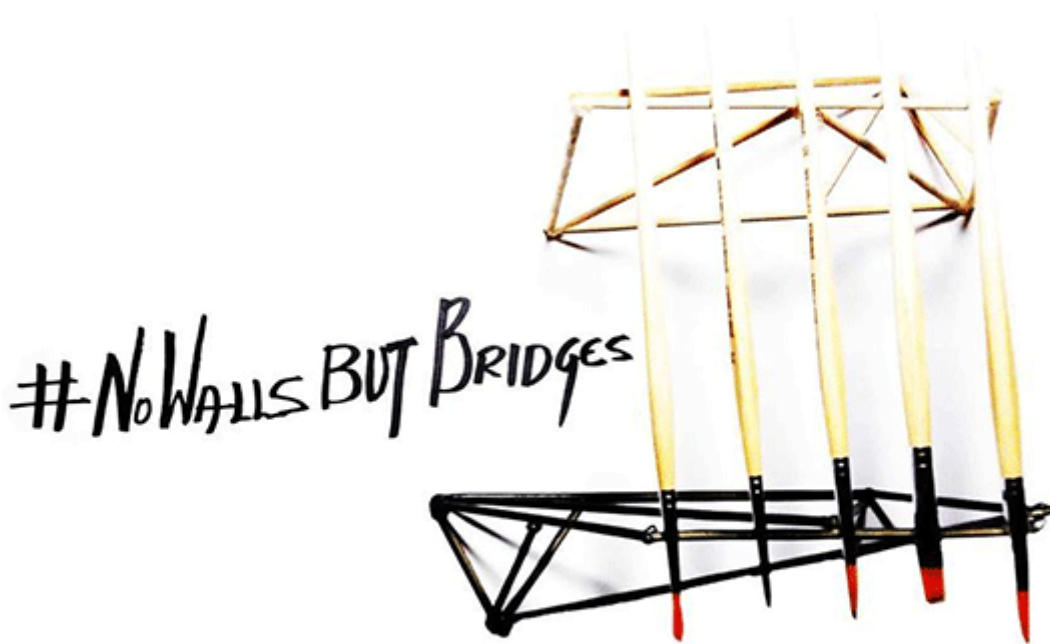
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November 6<sup>th</sup>, 2018

**About civic innovators and making the change happen** [#CivilRootPolicy](#)

Leaders across civil society, business, government and international organizations possess the opportunity to harness the shifts in order to design new solutions to societal challenges.

Civil society can play a particularly powerful role in this process as an enabler and constructive challenger, creating the political and social space for collaborations that are based on the core values of trust, service and the collective good...



## Make the Change Happen – Beyond the Walls

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Climate change plays on the vulnerabilities of ecosystems and communities. By the end of the century, climate change may drive 660,000 additional asylum seekers per year toward Europe.

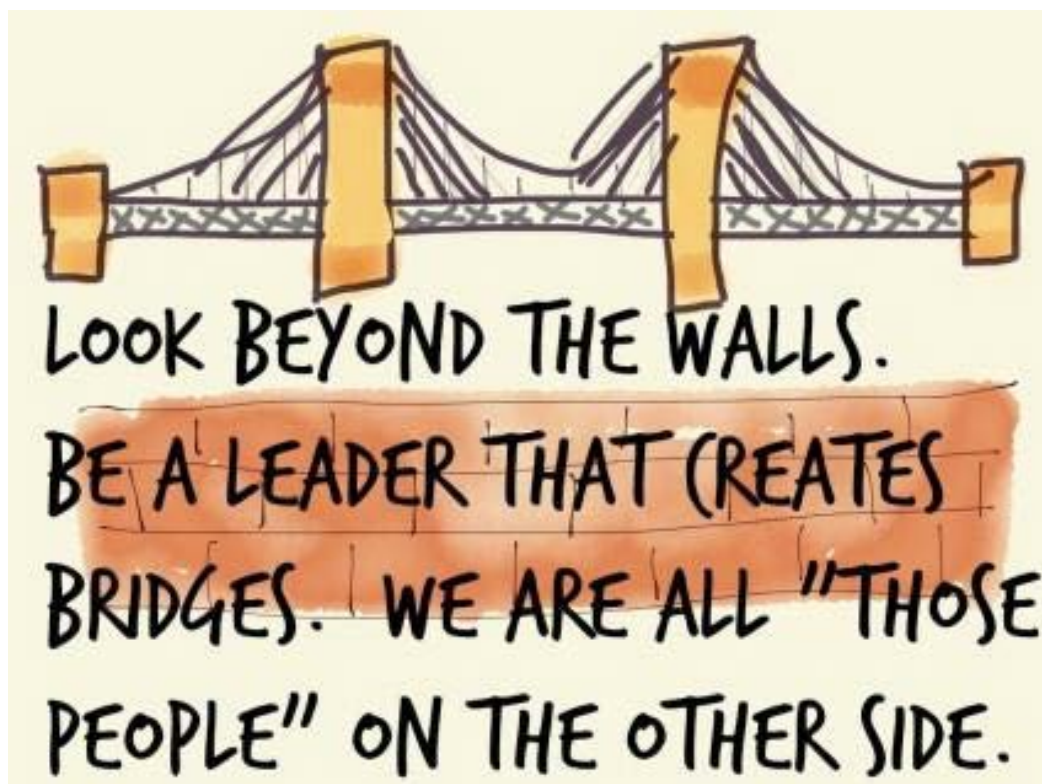
There are not only environmental consequences, but also social, and will increasingly involve the movement of large numbers of people.

As mass migration is already causing tensions all over the world, leaders will have to find new strategies to manage the growing nomad communities of the future.

We need to act as to empower the next generation of global sustainable leaders!

The extent to which we communicate, learn, collaborate and coordinate our actions in a sustainable manner will determine the fate of humanity and the quality of life for current and future generations

[#NoWallsButBridges](#) [#MakeTheChangeHappen](#)



## Awareness and cultural diversity – Design sustainable solutions

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November 7<sup>th</sup>, 2018

[#NoWallsButBridges](#) [#Migration](#)

Migration is one of the most urgent topics in our society. It is a phenomenon of our human condition, which, in Europe and other parts of the World, will be present into the next decades.

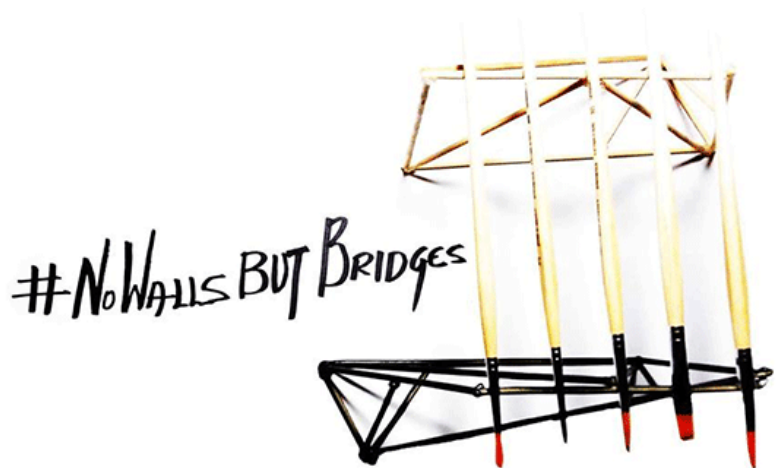
Moreover, migration is significantly influencing the current Western world political agenda, as well our perception of the “others” and “diversity”.

In recent years some important projects demonstrate how design deals with the migration issues by supporting the opening of debates, facilitating the social integration among communities, contrasting the misinformation and letting alternative narratives emerge.

Such projects are important and, in current circumstances, are urgent, to raise awareness, to offer a more approachable way to complex issues, to reduce fear and tension by exposure to others, and to the cultural notion of diversity.

Thank you for your valuable support and for the inspirational design

[Stamatia Mamoutou](#)  
[#designforsocialinnovation](#) [École](#)  
[des Ponts Business School, B1-AKT](#)  
[Leading Sustainable Strategies &](#)  
[Paragon Communication](#)



## The power of words – No Walls But Bridges

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November 7<sup>th</sup>, 2018

### [#NoWallsButBridges](#)

The power of words should never be underestimated. Even though devoid of physical human attributes, words as miniscule as they are, have the power to converge forces that create, destroy and alter social perspective...Words have power and deeply influence our lives. They seep into our consciousness and influence our emotions and our behavior.

They shape how we see the world. Words consist of vibration and sound. It is these vibrations that create the very reality that surrounds us. Words are the creator; the creator of our universe, our lives, our reality. There is something about words. In expert hands, manipulated deftly, they take you prisoner.

Wind themselves around your limbs like spider silk, and when you are so enthralled you cannot move, they pierce your skin, enter your blood, numb your thoughts. Inside you they work their magic...

Thank you young leader [Junaid Gulzar Malik](#)  
[for your sustainable support!](#)





## Be a Game Changer – Sustainable Future

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November 9<sup>th</sup>, 2018

Every generation has a chance to remake history. But if you're a young person who wants to change the world, where do you start?

[#NoWallsButBridges](#) [#SocialImpact](#) [#SustainableInnovation](#) [#LeadingManagement](#) [#TransitionDesign](#) [ENPC](#)

♥ [B1-AKT](#)



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## Civil society grass root policy

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November 10<sup>th</sup>, 2018

In the last two decades these roles have shifted as the external environment for civil society has changed. Recently, a renewed focus on the essential contribution of civil society to a resilient global system alongside government and business has emerged.

Civil society is evolving in impactful and dynamic ways.

Definitions are changing as civil society is recognized as encompassing far more than a mere “sector” dominated by the NGO community: civil society today includes an ever wider and more vibrant range of organized and unorganized groups, as new civil society actors blur the boundaries between sectors and experiment with new organizational forms, both online and off.

Roles are also changing: civil society actors are demonstrating their value as facilitators, conveners and innovators as well as service providers and advocates, while the private sector is playing an increasingly visible and effective role in tackling societal challenges.

Looking forward to 2030, civil society leaders need to understand how shifting external contexts will shape their opportunities to achieve impact, and, in particular, what this evolution means for their relationships with businesses, governments and international organizations.

In a turbulent and uncertain environment, actors can no longer work well in isolation – new, more effective ways of tackling societal challenges will inevitably transcend traditional sector boundaries.

This means civil society actors need to look to unusual sources for inspiration and relevance in order to adapt successfully.

By being engaged with government, business and international organizations, civil society actors can and should provide the resilient dynamism the world urgently needs.

The power and influence of civil society are growing and should be harnessed to create trust and enable action across sectors.

The changes that civil society is undergoing strongly suggest that it should no longer be viewed as a “third sector”; rather, civil society should be the glue that binds public and private activity together in such a way as to strengthen the common good.

In playing this role, civil society actors need to ensure they retain their core missions, integrity, purposefulness and high levels of trust.

The world will always need independent organizations and individuals to act as watchdogs, ethical guardians and advocates of the marginalized or under-represented. Civil society in all its forms has an important role in holding all stakeholders, including itself, to the highest levels of accountability.

Leaders across civil society, business, government and international organizations possess the opportunity to harness the shifts in order to design new solutions to societal challenges.

Civil society can play a particularly powerful role in this process as an enabler and constructive challenger, creating the political and social space for collaborations that are based on the core values of trust, service and the collective good.

To name some of the inspirational actions that make the change happen along [Migrant Integration Lab-Sustainable Solutions: Beyondcsr](#) the 40+ Project, Change Makers, [Cultural IP Rights Initiative](#), [Crafting for Change - SONU](#), [Seventeen muscles project](#), [Sustainable Leadership Initiative](#), [Head To Heart Network](#), [Create Seven Community](#), [Refugees Foundation Serbia](#), [Link art projects](#), [Humans For Women](#), [Change 2R](#), [Carmen Emanuela Popa](#) design for innovation, [Alumnus Club UNESCO](#), [Melting Book](#), [MEnt Europe](#), [Global Sustainable Leaders](#), [Seren Dalkiran](#) - [Synergized Earth Network](#), [Alex Alex](#) -[Tesla](#) Workshop, [Loc Llg...](#)

[#NoWallsButBridges](#) [#TogetherWeGrowStronger](#)  
[Migrant Integration Lab Awareness Campaign](#)



Photo credit [Stamatia Mamoutou Princess Consuella](#)

## Be an Active Citizen for a better tomorrow – Be the Change

November 15 2018

[Laura Iuliana](#) — avec [Karine Tritel](#) et [20 autres personnes](#).

The stories you share today can help shape, inspire, and invigorate our sustainable community. Seeing the world through your eyes gives us strength and hope knowing we are all working towards a better tomorrow!

No matter how different each of our tales are, together we achieve the extraordinary! [Migrant Integration Lab Awareness Campaign](#), [Migrant Integration Lab- Sustainable Solutions](#), [ENPC](#) ♥ [B1-AKT](#), [B1-AKT-Leading Sustainable Strategies & Paragon Communication](#), [École des Ponts Business School](#), [Paris Peace Forum](#), [World Peace Forum](#), [Commission Nationale Française pour l'UNESCO](#), [UNESCO's Academy of Young Women 2017](#), [Journal Libération](#), [Le Parisien](#), [Le Parisien 92 - Hauts de Seine](#)

**Laura Iuliana** — avec **Karine Tritel** et **20 autres personnes**.  
15 novembre 2018 · 🌐

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**Migrant Integration Lab Awareness Campaign**  
15 novembre 2018 · 🌐

Building social impact all over the world! #NoWallsButBridges #HybridIdentity #Citizenship #SustainableMigrantIntegration Migrant Integration Lab- Sustainable Solutions B1-AKT-Leading Sustainable Strategies & Paragon Communication OECD UNHCR Central Europe France terre d'asile

Vous, Laura Iuliana, Karine Tritel et 16 autres personnes · 1 partage

J'aime · Commenter · Partager

Votre commentaire...

**VOS PAGES** VOIR TOUT

- B1-AKT-Leading Susta...
- Migrant Integration La...
- Global Sustainable Le...

**CONTACTS**

- Laura Iuliana
- Patricia Jarosz
- Emmanuelle Georges
- Nely Che
- Seva Manfredi Zava...
- Jeanne Villeneuve

**CONVERSATIONS DE GROUPE**

- Entrepreneurship Sur...

Q Rechercher

## Labour Market and Migration opportunities

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November 16th

Migration has the potential to work for all. Not only does it present positive prospects for the individuals, but it also represents an economic opportunity for host communities as well. Migrants bring with them a wide range of skills and capabilities that if utilized effectively and rapidly can help alleviate skill shortages which exist in host country labour markets and minimize integration costs borne by host countries.

Despite recent developments, economic integration of migrants and refugees remains a complex and prolonged process, especially in countries where there are but a few specialized employability services available.

Access to the labor market remains limited to refugees due to a range of challenges such limited language skills, informational deficiencies, complex qualification recognition processes, negative employer attitudes and perceived risk, lack of networks and others.

To minimize the distance between migrants and the labor market, a multi-stakeholder approach (engaging with employers, national employment agencies, private recruitment agencies, business associations, chambers of commerce, public sector employers, qualification accreditation bodies and NGOs working on integration services) is needed where actors from public, private, social and scientific sectors all play an important part in both understanding and exploiting effective pathways of labor market integration.



## Migrant Entrepreneurship fostering economic growth

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November 16th

[Migrant Integration Lab Awareness Campaign #NoWallsButBridges #EconomicGrowth](#)

Migrant entrepreneurship-especially in high-value-added or innovative areas-holds a great deal of promise for the economic growth and competitiveness of receiving countries.

New businesses could do much to integrate the newcomers, and also serve the needs of migrant communities that look set to grow rapidly over the years ahead. But migrant entrepreneurs need far more support than they currently enjoy. On average, only 18% of microloans for small start-ups went to immigrants and ethnic minorities in 2013.

There's a host of barriers that obstruct migrants' use of widely-available financial services. There are 'proof of residency' requirements along with language and cultural differences that make it hard for newcomers to open a bank account and obtain a credit or debit card. These are banal and easily-remedied handicaps that needlessly delay the integration process.

Some EU countries - notably the Netherlands, followed by Belgium - have pioneered the use of microloans to encourage entrepreneurial migrants. This could be achieved by providing a true "entrepreneurial culture": rewarding entrepreneurship as an educational and career path, presenting entrepreneurs –both native and foreign born- as role models in media, and supporting a welcoming environment for native and migrant entrepreneurs.

It is up to the national and local policymakers to work together to identify complementary, cost-effective strategies that might realize the full potential of migrant and immigrant entrepreneurship to contribute to receiving countries' growth and competitiveness.

We could rely on promoting the recruitment of counselors with immigrant background in local chamber of commerce and business centers as in Amsterdam or Germany (they speak minority language so as better to adapt to the needs of migrant entrepreneurs).

Of course, we would need to embed business –support in a broader policy framework. These programs should be embedded in comprehensive strategies aiming at promoting an entrepreneurship–friendly environment. And last but not the least, develop public-private partnership.

[École des Ponts Business School](#), [ECIT Foundation](#), [Bert-Ola Bergstrand](#), [Entrepreneur](#), [Entrepreneurs Engagés](#), [CCI Paris](#), [CCI Paris IDF](#), [CCI Entreprendre](#), [European Commission](#)

## Borders – “The Wall”

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November 20<sup>th</sup>, 2018

Californian Support!

[#USA](#) [#SustainableCitizenship](#) [#NoWallsButBridges](#) [#Transnationals](#) [#Citizenship](#) [#Cohesion](#)  
[#SustainableCommunities](#)

From one viewpoint, interstate borders are simple ‘artefacts on the ground’. Borders exist for a variety of practical reasons and can be classified according to the purposes they serve and how they serve them.

They enable a whole host of important political, social, and economic activities. From a very different perspective, borders are artefacts of dominant discursive processes that have led to the fencing off of chunks of territory and people from one another.

Such processes can change and as they do, borders live on as residual phenomena that may still capture our imagination but no longer serve any essential purpose.

Yet, what if, although still necessary for all sorts of reasons, borders are also inherently problematic? We need to change the way in which we think about borders to openly acknowledge their equivocal character.

In other words, we need to see a border not as that which is either fixed or that as such must be overcome, but as an evolving construction that has both practical merits and demerits that must be constantly reweighed.

Thinking about borders should be opened up to consider territorial spaces as ‘dwelling’ rather than national spaces and to see political responsibility for pursuit of a ‘decent life’ as extending beyond the borders of any particular state.

Borders matter, then, both because they have real effects and because they trap thinking about and acting in the world in territorial terms.

A border divides in and out, here and there, self and other. It not only distinguishes, but it separates, actively pushing the sides apart.



A wall, then, is a materialization of divisive thinking. Simplification often accompanies this process of drawing distinctions. Border lines slice apart gradation, making apparently clear and evident that which actually blends across society and space.

Unsurprisingly, border symbolism's power to unify meanings serves nationalism, often a racialized version. Real nation-states are unequal and diverse, and have links across borders. But via condensation, these complexities are reinterpreted as a single unified package inside a bounded container – that is, the nation-state.

Such unification on one side, and separation from the other, mean that border thinking tends to deny basic processes of social life. It denies relations that span borders.

Likewise, border thinking resists the co-presence and connectedness of differentiated and unequal people, whether already inside boundaries (such as immigrants of various statuses) or transnationally.

This is not only a matter of social analysis, but also of ethics: Border thinking makes it harder to conceptualize people across boundaries, or migrants who cross them, as moral equals to those within.

We stand at a key junction. We can attempt to rectify the world to adhere to closed borders, in a way that damages human lives...we can recognize that immigrants and hosts working and raising families over time make increasingly rich and strong relationships.

[#IStandForSustainableIntegration](#) [Migrant Integration Lab Awareness Campaign](#), [Migrant Integration Lab-Sustainable Solutions](#),



## #NoWallsButBridges

## Bridges in your organization – Tomorrow's Social Impact Leaders

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November 23<sup>rd</sup>, 2018

Build bridges, and tear down walls [#NoWallsButBridges](#)

It doesn't take much to build a bridge: just a measure of openness and curiosity, the willingness to share ideas and an eagerness to try new things. And the benefits can be profound!

Here are three great reasons to build bridges in your organization:

Innovation accelerates. In my work with executives in organizations large and small, it's a consistent finding: isolation breeds stagnation, connection feeds innovation. When employees talk to one another across levels, departments, regions and business units, ideas flow, creativity surges and the discovery of your next great innovation is only a matter of time.

Results improve. When a company lacks effective and open team dialogue, fails to foster the "cross-pollination" of ideas, or lacks adequate connections to industry and customers, results invariably suffer. The best outcomes arise in the context of multi-directional communication among a diversity of stakeholders. It is under these conditions that successes can be replicated, and repetitive mistakes avoided—as success in one area becomes the catalyst for a thriving organization.

The future shines brighter. When you build connections across your organization, you uncover opportunities for growth. You discover talent. You identify successors and learn how prepare top candidates for the roles of tomorrow. And, above all, you create a culture of trust, robust debate and deep commitment—essential stuff for maximizing today's outcomes and forging the path to a remarkable tomorrow.

Bridges' connect us, help us understand each other's challenges, allow us to try and figure out how we can better help each other and show that we care and appreciate one another.

Society is made up of a series of communities. Whether that's the business community, the community of the unemployed, the communities of migrant workers that help build many cities around the world or any other community, for that matter.

For many communities showing them that we care and appreciate them can be the biggest and best gift that we could possibly give them.

So, whether you are an executive in a corporation or an entrepreneur running a business or a social enterprise, take a moment to think about where else we could apply such thinking and action?

Imagine if you did start to build bridges with relevant communities, whether they are customers, employees, suppliers or stakeholders, what the results could be. Imagine how much better and stronger your relationships with them would be and how that could benefit what you are trying to achieve.

Building a bridge is all about strength, intelligence, empathy, wisdom, compassion, reason, leadership, power! Siobhan Kelleher Kukolic, [Pont Alexandre III](#), [Migrant Integration Lab Awareness Campaign](#), [École des Ponts Business School](#), [Ponts Etudes Projets](#), [Migrant Leaders](#)



[https://www.facebook.com/search/str/%23nowallsbutbridges/keywords\\_blended\\_posts?epa=SEARCH\\_BOX](https://www.facebook.com/search/str/%23nowallsbutbridges/keywords_blended_posts?epa=SEARCH_BOX)

## Cross-Pollination and Opportunity for growth

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[#NoWallsButBridges](#) [École des Ponts Business School](#)





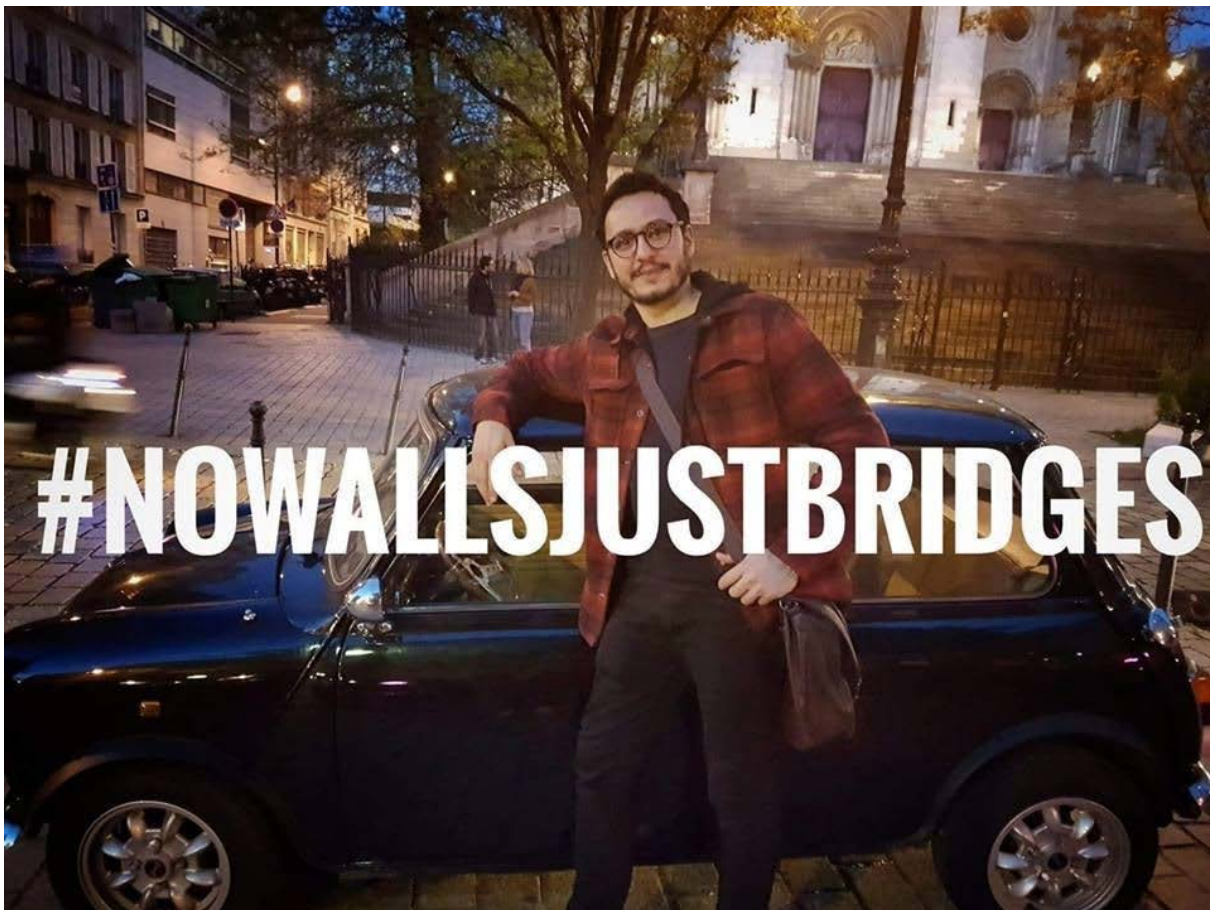
## Fostering entrepreneurship – No Walls Just Bridges

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All parts of the society have a role to play in fostering entrepreneurship: governments, industry and business associations, non-profit organizations, the financial sector, media, entrepreneur themselves and their families and communities.

By working together, stakeholders can seize the opportunities that newcomers themselves say their hopes and desires represent. Acting in concert to help them achieve their goals will in turn create a more vibrant and prosperous France.

[#NoWallsButBridges](#) [Khaled Kaka](#), [Vlatka KATUSIC](#), [Aline Souza](#), [Junaid Gulzar Malik](#), [Riyad Dusmohamud](#), [Vincent Page](#), [Adeyemi Adeyelu](#)



## Fostering social cohesion – The outsider

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December 2<sup>nd</sup>, 2018

[#NoWallsButBridges](#) [#SocialCohesion](#)

A cohesive society is one where people are protected against life risks, trust their neighbors and the institutions of the state and can work towards a better future for themselves and their families.

Fostering social cohesion is about striving for greater inclusiveness, more civic participation and creating opportunities for upward mobility. It is the glue that holds society together.

For the analysis, social cohesion is built around three key values: social inclusion, social capital and social mobility. Social inclusion refers to the degree to which all citizens can participate on equal footing in the economic, social and political life, including whether people are protected in times of need. Social capital refers to trust between people and in institutions and the sense of belonging to a society. Social mobility refers to equality of opportunity to get ahead.

How can governments promote social cohesion? The structural transformation of economies brought about by integration into the world economy offers various unprecedented possibilities to foster social cohesion.

Policies can make a difference: New resources are now available and could be invested in social development through better health care, education, social protection and other services.

Governments have to rethink social and economic policies to ensure that all citizens have a voice, by fostering civic participation and strengthening democratic institutions. [#SustainableIntegration](#) [#Economy](#)  
[Migrant Integration Lab Awareness Campaign](#)



Photo credit LLG Loc



## 2.3.2. Examples of personal engagement

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### Junaid Gulzar Malik

Example of storytelling by [Junaid Gulzar Malik](#) MBA at École des Ponts Business School | Digital Innovation Strategist.

<https://www.linkedin.com/pulse/new-paradigm-nowallsbutbridges-junaid-gulzar-malik/>



#### A New Paradigm #NoWallsButBridges

When we open our doors to migrants, they open our minds to us. If we transcend race, colour and borders, together, we give wings to innovation and let it soar.

[www.linkedin.com](http://www.linkedin.com)



Photo by Ferial ([fb.com/FerialArtist](https://fb.com/FerialArtist))

When we open our doors to migrants, they open our minds to us. If we transcend race, color and borders, together, we give wings to innovation and let it soar. Enabling one talented migrant can create jobs for thousands of global citizens. By ending discrimination, together we can end not only poverty, but promote sustainable social and economic development.

Migrant path evolution goes beyond just being accepted, from social and innovative perception, migrants entrepreneurs are a great solution to the economic growth of Europe. Migrants themselves represent added values, social mobility and circular economy. Here at [Migrant Integration Lab - Sustainable Solutions](#) we believe that:

- Migrant entrepreneurs play a positive role in the economic and social development of the country they live in.
- Migrant populations have strong entrepreneurial skills and the flexibility can adapt to any economic environment.
- The success of migrant entrepreneurs is due to their diverse networks, social resilience, economic resourcefulness and business creativity



Photo by F  rial (fb.com/FerialArtist)



Migrants represent approximately 3% of the world's population but produce more than 9% of global GDP.

For migrants, relevant education and training is essential for establishing a solid foundation for a better future; for host countries, it can boost the productivity and competitiveness of their future labour force. Host countries should ensure migrants have access to affordable, quality education or vocational training that enables a smooth transition to gainful employment.

In a diverse society, being able to communicate effectively with people of different backgrounds is of increasing importance. The #InterculturalDialogue is a bi-directional tool which brings more understanding and awareness on the challenges faced by migrants and the local, receiving communities. Migrants are already contributing to their host communities by 'sparking the change', building new innovative ways of acting and implementing an entrepreneurial state of mind.

Nowadays, your identity and culture are not related only to your roots. They are also about your connections and learning from others, doesn't matter where they are from or where they live. The exchange of cultures is integration. It shows different ways of understanding and doing things, generating more innovation and tolerance. This enables sustainable communities, gender equality and social inclusion.

**Your identity has no borders, so don't build walls, build bridges!**





## Junaid Gulzar Malik

Look at this picture. What do you see?



Look at this picture. What do you see?

The man you see is from Ukrainian Soviet Union, and moved to United States at age 16.

Started work worked as a cleaner at a grocery store.

Had a restraining order filed against him at age 20. Lost both his parents by age 24.

What do you see in this picture?

Would you trust him with your money?  
Would you trust him to have a positive influence on society?

At age 33, this man founded WhatsApp.



Look at this picture. What do you see?

The woman you see is from Mashhad, Iran.

She is Muslim.

Emigrated to the United States in 1984 as a teenager. Didn't speak English.

You may think she wouldn't have gone far in life.

At age 40, she became the first private female space explorer.

First Iranian in space. Self-funded.

By Junaid Gulzar Malik

## Aline Souza da Silva

October 23<sup>rd</sup>, 2018

[#NoWallsButBridges](#)

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👍❤️😮 71

6 commentaires 10 partages

Awareness Campaign in collaboration between [École des Ponts ParisTech](#) and [Migrant Integration Lab-Sustainable Solutions](#) / [B1-AKT-Leading Sustainable Strategies & Paragon Communication ENPC](#) ❤️ [B1-AKT](#) [#transhumans](#) [#ChangeMindset](#) [#AcrossSevenSeas](#) [#fromdrifterstoshifters](#)



## Vlatka Katusic

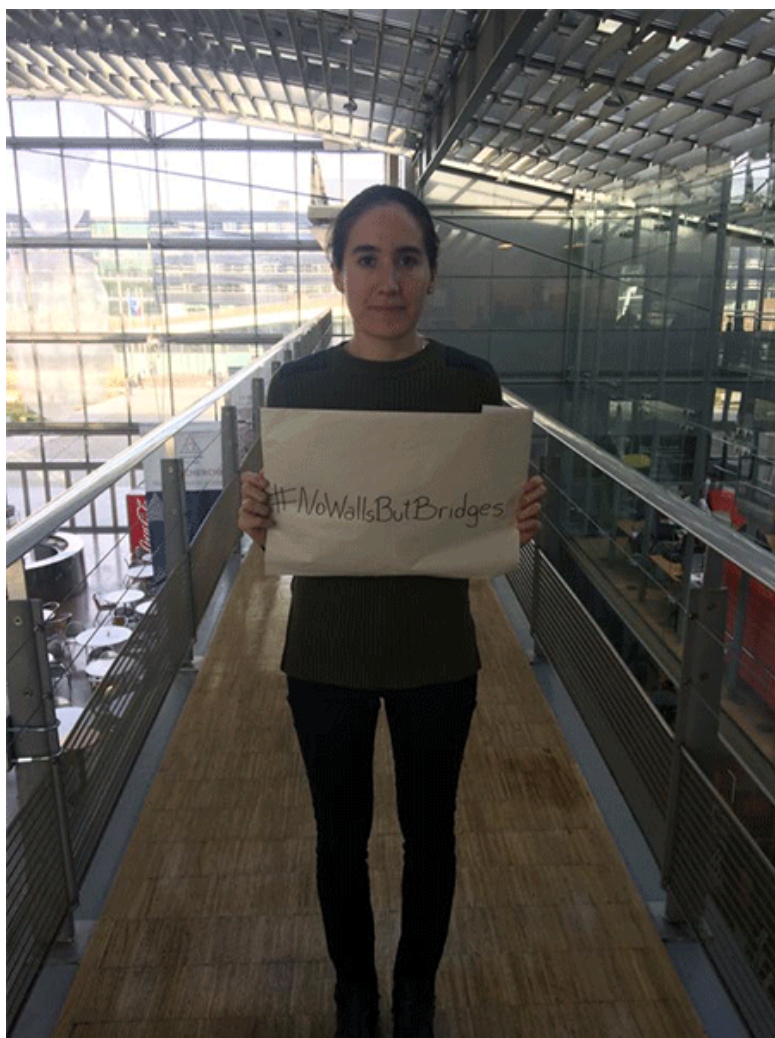
November 5<sup>th</sup>, 2018

### [#NoWallsButBridges](#) Hybrid Identity and Trans Humans

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[#transhumans](#) [#ChangeMindset](#)  
[#AcrossSevenSeas/](#)  
[#fromdrifterstoshifters](#) [B1-AKT-Leading](#)  
[Sustainable Strategies & Paragon](#)  
[Communication](#) [Migrant Integration Lab-](#)  
[Sustainable Solutions](#) [ENPC](#) [Sylvie](#)  
[Guillaume](#) [Jonathan](#) [Midwood](#) [Pavlina](#)  
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[Bolivia](#) [UNICEF Hrvatska](#) [European](#)  
[Commission](#) [European Parliament](#) [Barack](#)  
[Obama](#) [Obama Foundation](#) [Emmanuel](#)  
[Macron](#) [IOM - UN Migration](#)  
[Organizacion de las Naciones Unidas](#)  
[para la Educacion la Ciencia y la Cultura](#)  
[Nations Unies](#) [International Centre for](#)  
[Migration Policy Development \(ICMPD\)](#)  
[Estudios Croatas](#)



## Naoual Almi

November 24<sup>th</sup>, 2018

Migrants walk different paths along their journeys. When leaving their homes and families they are transcending borders and emerging in other countries. They are bringing with them the power of innovation and economic growth

Migrants become “transnationals” and global citizens’, ambassadors of a hybrid culture enabling the power of sustainable cooperation.

#nowallsbutbridges [#transhumans](#) [#globalcitizens](#) [#innovation](#) [#hybrideidentity](#) [#IOM - UN Migration](#)  
[#Obama Foundation](#)  
[Douzi Cristiano Ronaldo](#)

The screenshot shows a Facebook post from the 'Migrant Integration Lab Awareness Campaign' page. The page header includes the Facebook logo, the page name, a search bar, and the user's name 'Laura'. The navigation bar shows 'Page', 'Inbox 3', 'Notifications 72', 'Insights', 'Publishing Tools', 'Ad Center', and 'More'. The post itself is titled 'Migrant Integration Lab Awareness Campaign' and was published by Naoual Almi on November 24, 2018. The post content includes the hashtag #NoWallsButBridges, a paragraph about migrants transcending borders, and a thank you message to Naoual. Below the text is a photo of a woman holding a large white banner with the hashtag #NOWALLSBUTBRIDGES written on it. The post has 966 people reached and 427 engagements. The bottom of the post shows the names of people who interacted: 'You, Oladotun Olatunji, Anissa Alloubane and 36 others' and 6 shares.

**Migrant Integration Lab Awareness Campaign**  
Published by Naoual Almi · November 24, 2018 ·

#NoWallsButBridges

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Thank you Naoual for supporting us !

#nowallsbutbridges #transhumans #globalcitizens #innovation #hybrideidentity  
#IOM - UN Migration #Obama Foundation  
Douzi Cristiano Ronaldo

**#NOWALLSBUTBRIDGES**

966 People Reached 427 Engagements Boost Post

You, Oladotun Olatunji, Anissa Alloubane and 36 others 6 Shares

### 2.3.3. Yannick Le Guern's Posts with influencers and political leaders tagging

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**Yannick Le Guern** est avec **Laura Iuliana** et **81 autres personnes**.

8 novembre 2018 · 🌐 ▼



#### **Agissons concrètement pour une société intégrée...**

L'intégration des migrants doit sortir de l'émotionnel et du compassionnel. Il ne s'agit ni de « créer un appel d'air » pour accueillir toute la misère du monde comme dirait nos gouvernants, ni de rejeter les réfugiés à la mer, au sens propre comme figuré, ou de renvoyer en charter les migrants aux frontières de l'Europe, réenclenchant sans cesse les mouvements migratoires.

Les migrants en situation légale ou non sont ici, les regroupements familiaux se font également. Les migrants et nouveaux entrant en Europe, dans nos pays, nos communautés nationales, nos territoires, sont là.

Pauvres, fuyant, avec une seule motivation : survivre. Ils sont souvent prêts au meilleur, à offrir ce qu'ils sont, leurs compétences, leur volonté d'acier forgée au creuset des drames, pourvu qu'on les accompagne et les oriente, qu'on leur montre un chemin d'intégration.

Sans cela ils perdent tant l'espoir, que l'envie de donner, de s'intégrer, de se fondre, d'accepter un nouveau style de vie, des nouveaux impératifs culturels et normes occidentales. Sans cela le pire est devant nous.

L'intégration et l'accueil des migrants ne sont pas qu'une simple vue émotionnelle, gauchiste ou humaniste. C'est une nécessité : sociale, sociétale, hygiénique, sécuritaire, citoyenne, économique, politique.

Pour sortir donc de l'épidermique, du posturale, du caricatural, essayons de penser simplement en terme pragmatique, afin de nous prémunir contre les risques, problèmes et déviances, et de développer des opportunités, des projets, de la pérennité.

L'arrivée de migrants dans nos sociétés avec leur volonté, leur culture souvent plus portée sur la solidarité et le partage, leur désir de survie, d'harmonie, de rejet de la violence vécue en font des entrepreneurs sociétaux potentiels capables de transformer notre société, de la revitaliser économiquement, d'innover socialement, dans ses projets politiques, de territoire. A condition de les intégrer.

Très concrètement, l'intégration des migrants ne doit justement pas se limiter aux réfugiés mais à l'ensemble des migrants, regroupements familiaux, étudiants, et tout nouvel entrant sur le territoire

français afin de passer sous les fourches caudines d'un parcours global d'intégration basé sur 4 piliers comme le préconise le dispositif européen « Migrant Intégration Lab – Sustainable Solutions » afin de :

1. Déterminer le profil des entrants, leurs compétences et aspirations et de repérer tant les éléments déviants ou à risques, que ceux porteurs d'innovation, de haut potentiel ou simplement de profils permettant de répondre aux besoins de nos territoires économiques, de nos marchés locaux du travail et besoins de revitalisation de nos territoires.
2. Former et intégrer par un apprentissage sociolinguistique : pas seulement apprendre les bases de la langue mais passer par l'approche culturel et les ponts interculturels nécessaires, afin de mieux communiquer, de s'adapter aux us et coutumes nationaux et d'induire un dialogue bidirectionnel avec la communauté nationale et la communauté locale. Occasion de découvrir comment peut se construire pour les individus une identité hybride, respectueuse et évolutionnaire.
3. Accentuer l'intégration civique et citoyenne afin de comprendre, accepter et intégrer les principes fondamentaux et républicains qui sont les nôtres dans un dialogue et une réflexion sur l'innovation sociétale et la manière de contribuer à notre société.
4. Repenser l'intégration économique notamment par l'entrepreneuriat afin de dynamiser la croissance économique, et de ne pas entrer en concurrence avec les chercheurs d'emploi nationaux, mais de favoriser justement le développement de projets d'entreprise en commun (les expérimentations en la matière ont des résultats extrêmement bénéfiques).

Les méthodes et processus d'intégration mis en œuvre pour ces publics peuvent être aisément étendus, démultipliés et maillés avec et pour les publics nationaux vulnérables, minorités ethniques, publics issus de l'immigration de la 2eme à la 4eme génération, etc.

Si nous voulons diminuer les tensions entre les individus, les quartiers, les communautés, et les tensions civilisationnelles internes et internationales, si nous voulons éradiquer les pulsions de morts, de fragmentation et les désirs d'en découdre, de rechercher des bouc-émissaires, il nous faut, de manière urgente, désormais repenser un projet de société, plus citoyen, intégrant, entrepreneurial, basé sur nos valeurs communes, en faveur de l'innovation, respectueux de l'environnement, de l'Humanité, participant d'une évolution sociétale et du respect des individus.

Il est question de penser l'intégration des migrants mais pas seulement ; des publics vulnérables, tout autant que de chacun d'entre nous comme acteur et contributeur à un bien commun, à une société plus souhaitable, solidaire, active.

Les enjeux de l'intégration des migrants ne sont pas juste liés à des hapax, des lubies ou des crises ponctuelles. Les conséquences d'une non-intégration seront désastreuses, longues et coûteuses.

Il y a une nécessité à trouver une réponse politique pérenne (ce qui n'est pas le cas des dispositions réglementaires et législatives qui viennent d'être prises) pour transformer des problèmes réels, concrets,

en opportunité pour penser notre identité collective, notre désir de réalisation individuel et commun, notre projet de société, bref, pour construire, enfin, un futur souhaitable et positif.

[#NoWallsButBridges](#) [#InternationalAwarenessCampaign](#)

[Migrant Integration Lab- Sustainable Solutions](#) [Migrant Integration Lab Awareness Campaign](#) [Anne Hidalgo](#) [Dominique Restino](#) [Aurélien Taché](#) [Élysée – Présidence de la République française](#) [Pmc Europe](#) [UNESCO](#) [Libération](#) [Rue89](#) [Le Figaro Culture](#) [Radio Nova](#) [Franceinfo](#) [AFP News Agency](#) [Chantal Juglard](#) [Parlement Européen des Jeunes - France](#) [Sylvie Guillaume](#) [Jean-Philippe LaMarche](#) [Philippe Courtin](#) [Dasse Philippe](#) [Patrick Cohen](#) [Global Sustainable Leaders](#) [Isabelle Jouanneau](#) [Cornel Ion](#) [Bernard Marie Chiquet](#) [Fabienne Marion](#) [Fatima Fetouhi](#)





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L'intégration et l'accueil des migrants ne sont pas qu'une simple vue émotionnelle, gauchiste ou humaniste. C'est une nécessité : sociale, sociétale, hygiénique, sécuritaire, citoyenne, économique, politique.

Pour sortir donc de l'épidémique, du posturalisme, du caricatural, essayons de penser simplement en terme pragmatique, afin de nous prémunir contre les risques, problèmes et déviations, et de développer des opportunités, des projets, de la pérennité.

L'arrivée de migrants dans nos sociétés avec leur volonté, leur culture souvent plus portée sur la solidarité et le partage, leur désir de survie, d'harmonie, de rejet de la violence vécue en tant que entrepreneurs sociaux potentiels capables de transformer notre société, de la revitaliser économiquement, d'innover socialement, dans ses projets politiques, de territoire. A condition de les intégrer.

Très concrètement, l'intégration des migrants ne doit justement pas se limiter aux réfugiés mais à l'ensemble des migrants, regroupements familiaux, étudiants, et tout nouvel entrant sur le territoire français afin de passer sous les fourches caudines d'un parcours global d'intégration basé sur 4 piliers comme le préconise le dispositif européen « Migrant Integration Lab – Sustainable Solutions » afin de :

- 1. Déterminer le profil des entrants, leurs compétences et aspirations et de repérer tant les éléments devant ou à risques, que ceux porteurs d'innovation, de haut potentiel ou simplement de profils permettant de répondre aux besoins de nos territoires économiques, de nos marchés locaux du travail et besoins de revitalisation de nos territoires.
- 2. Former et intégrer par un apprentissage sociolinguistique : pas seulement apprendre les bases de la langue mais passer par l'approche culturelle et les ponts interculturels nécessaires, afin de mieux communiquer, de s'adapter aux us et coutumes nationaux et d'induire un dialogue bidirectionnel avec la communauté nationale et la communauté locale. Occasion de découvrir comment peut se construire pour les individus une identité hybride, respectueuse et évolutive.
- 3. Accentuer l'intégration civique et citoyenne afin de comprendre, accepter et intégrer les principes fondamentaux et républicains qui sont les nôtres dans un dialogue et une réflexion sur l'innovation sociétale et la manière de contribuer à notre société.
- 4. Repenser l'intégration économique notamment par l'entrepreneuriat afin de dynamiser la croissance économique, et de ne pas entrer en concurrence avec les chercheurs d'emploi nationaux, mais de favoriser justement le développement de projets d'entreprise en commun (les expérimentations en la matière ont des résultats extrêmement bénéfiques).

Les méthodes et processus d'intégration mis en œuvre pour ces publics peuvent être aisément étendus, démultipliés et adaptés et pour les publics nationaux vulnérables, minorités ethniques, publics issus de l'immigration de la 2ème à la 4ème génération, etc.

Si nous voulons diminuer les tensions entre les individus, les quartiers, les communautés, et les tensions civilisationnelles internes et internationales, si nous voulons éradiquer les pulsions de mort, de fragmentation et les désirs d'en découdre, de rechercher des bouc-émissaires, il nous faut, de manière urgente, désormais repenser un projet de société, plus citoyen, intégré, entrepreneurial, basé sur nos valeurs communes, en faveur de l'innovation, respectueux de l'environnement, de l'humanité, participant d'une évolution sociétale et du respect des individus.


Il est question de penser l'intégration des migrants mais pas seulement ; des publics vulnérables, tout autant que de chacun d'entre nous comme acteur et contributeur à un bien commun, à une société plus souhaitable, solidaire, active.

Les enjeux de l'intégration des migrants ne sont pas juste liés à des haps, des lubis ou des crises ponctuelles. Les conséquences d'une non intégration seront désastreuses, longues et coûteuses.

Il y a une nécessité à trouver une réponse politique pérenne (ce qui n'est pas le cas des dispositions réglementaires et législatives qui viennent d'être prises) pour transformer des problèmes réels, concrets, en opportunité pour penser notre identité collective, notre désir de réalisation individuel et commun, notre projet de société, bref, pour construire, enfin, un futur souhaitable et positif.

#NoWallsButBridges #InternationalAwarenessCampaign  
YLG

Migrant Integration Lab - Sustainable Solutions Migrant Integration Lab Awareness Campaign Anne Hidalgo Dominique Restino Aurélien Tachet Élyse – Présidence de la République Française Pmc Europe UNESCO Libération Rue91 Le Figaro Culture Radio Nova Francoinfo AFP News Agency Chantal Jaugard Parlement Européen des Jeunes - France Sylvie Guillaume Jean-Philippe LaMarche Philippe Courtin Dasse Philippe Patrick Cohen Global Sustainable Leaders Isabelle Jouanneau Corniel Ion Bernard Marie Chiquet Fabienne Marion Fatma Fethoui




👍 64 10 commentaires 22 partages

## 2.4. Examples of posts

### Naoual's Post

Naoual Almi shared a post.  
November 24 at 8:12 PM · 🌐

Bonsoir mes Ami(e)s,  
Comme déjà annoncé, nous (My Cohort & ENPC ❤️ B1-AKT, B1-AKT-Leading Sustainable Strategies & Paragon Communication) sommes entrain de mener une campagne globale de sensibilisation sur l'integration des migrants dans le monde entier, et ce dans le cadre de notre projet à impact social à École des Ponts Business School  
Merci de nous supporter !  
#NoWallsButBridges



Migrant Integration Lab Awareness Campaign  
November 24 at 7:04 PM · 🌐

#NoWallsButBridges

Migrants walk different paths along their journeys. When leaving their homes and families they are transcending borders and emerging in other...  
See More

65 · 12 Comments · 1 Share


Love · Comment · Share

Naoual Almi is with Junaid Gulzar and 15 others.  
November 1 · 🌐

#NoWallsButBridges

Hybrid Identity and Trans Humans

Nowadays, your identity and culture are not related only to your roots. They are also about your connections and learning from others, doesn't matter where they are from or where they live. The exchange of cultures is integration. It shows different ways of understanding and doing things, generating more innovation and tolerance. This enables sustainable communities, gender equality and social inclusion. Your identity has... See More




#NoWallsButBridges

Mo Saeed Mohaghegh, Aline Souza da Silva and 14 others · 2 Shares

Naoual Almi is with Junaid Gulzar and 15 others.  
November 17 at 2:33 PM · 🌐

Une vidéo à voir !!  
A Must see Video !!  
"Et Si tout le monde connaît son origine, on aura plus place à l'extrémisme"  
"Par ce qu'un monde plus ouvert commence par un esprit plus ouvert"  
... See More



YOUTUBE.COM  
Fiers de leurs origines, ils acceptent un test ADN  
http://www.momondo.fr/letsopenourworld

Mo Saeed Mohaghegh · 1 Comment · 1 Share

Like · Comment · Share

Mo Saeed Mohaghegh an absolutely eyeopening clip! · 3w · 2


Naoual Almi replied · 1 Reply

Naoual Almi is with Lhoucine Yousfi and 27 others at École des Ponts Business School.  
October 23 · Champs-sur-Marne · 🌐

#NoWallsButBridges

Social Innovation and Global Citizenship

Hi Dears,  
With my cohort & B1-AKT-Leading Sustainable Strategies & Paragon Communication, we are launching a global campaign to create awareness about the integration of migrants. This campaign is part of my Social Impact Project at École des Ponts Business School...  
See More




Riyad Epps, Aline Souza da Silva and 24 others · 8 Shares

Naoual Almi is with Junaid Gulzar and 16 others.  
November 17 at 12:57 PM · 🌐

#NoWallsButBridges (Non aux murs, Oui aux Ponts)

"People do not often associate migration with the rich and famous, but the data tells a different story"  
Cristiano Ronaldo  
Albert Einstein... See More




THE GUARDIAN.COM  
When we think of migrants, why not include Einstein and Ronaldo? | Jasper Tjaden

Aline Souza da Silva, Nicolas Sobeh and 6 others · 1 Share

Migrant Integration Lab Awareness Campaign is in Morocco.  
Published by Naoual Almi (7) · October 30 · 🌐

Thank you Adel From Morocco for supporting us 🙏  
#NoWallsButBridges  
#GlobalCitizenship  
#Belonging  
#HybridIdentity



1,264 People Reached · 285 Engagements · Boost With Credit

18 · 1 Comment · 4 Shares

Love · Comment · Share

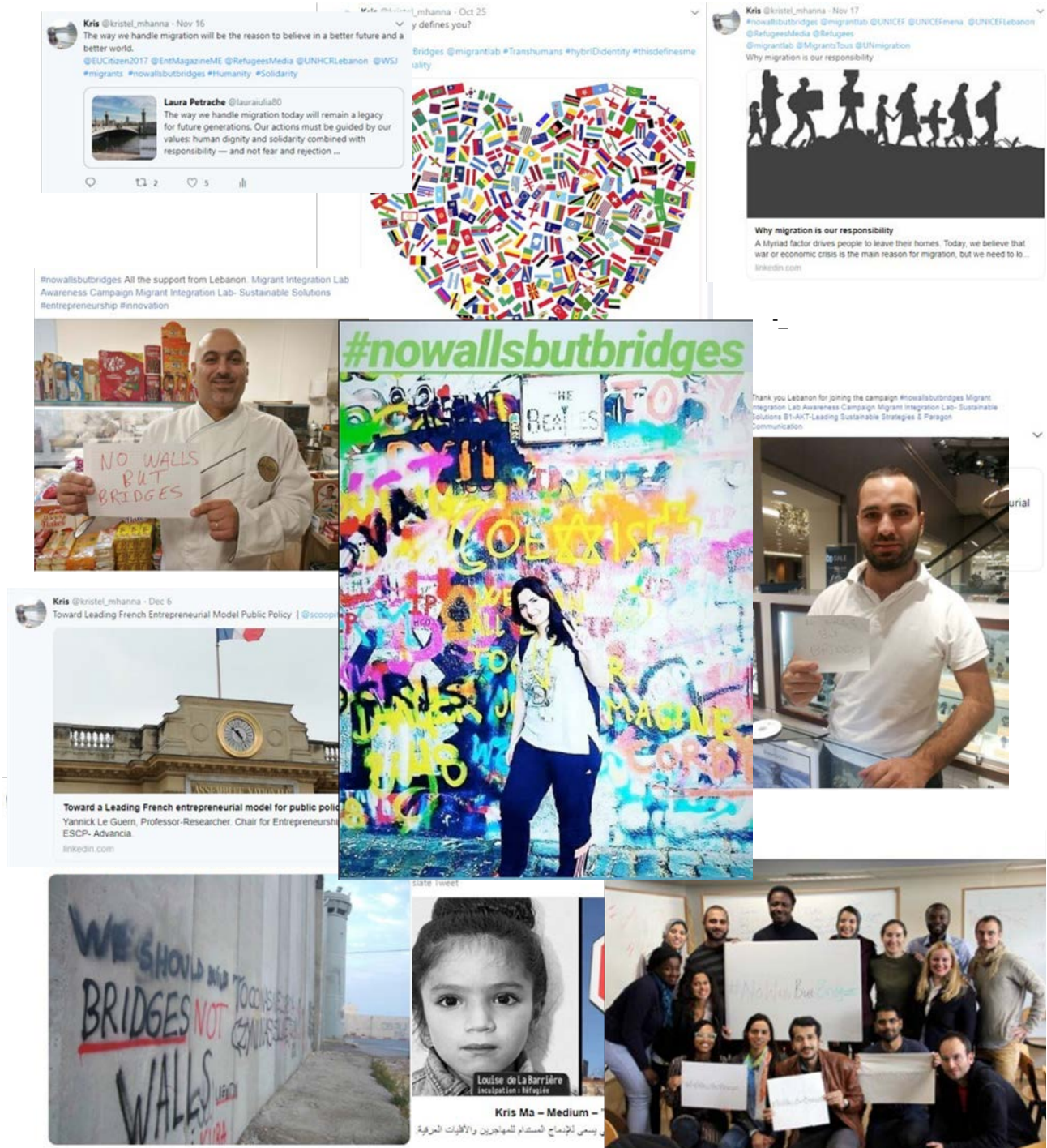
Most Relevant

Write a comment...

Fahd Fahd · Love · Reply · Message · 6w



## Kristel's post





## Vlatka's posts





## Hernan's posts



## Vincent's post

**Vincent Page** @Vincent\_Page\_ · 16 nov.  
#NoWallsButBridges Campaign

@migrantlab and @PontsSchool for positive narratives on migration

RT to show your support to the campaign

@FRMalefant @Guitinews @sylvieguillaume @SINGA\_FRANCE  
@marylinebaumard @HumanSafetyNet @FDBourgerly @Ce\_Schmitt  
@JeromeRuskin @Nico\_Agostini

**Laura Petrache** @laurailia80  
The way we handle migration today will remain a legacy for future generations. Our actions must be guided by our values: human dignity and solidarity combined with responsibility.

Traduire le Tweet

**Vincent Page** @Vincent\_Page\_ · 07/09 - 5 nov. 2018

#NoWallsButBridges campaign for @migrantlab at @FondationLV #BasquiatFLV

**Vincent Page** @Vincent\_Page\_ · 19/14 - 8 nov. 2018

#NoWallsButBridges  
#SustainableMigrantIntegration  
#SocialInnovation #Transnationals  
#Entrepreneurship #HybridIdentity  
#Citizenship

1 Retweet 2 J'aime

**Vincent Page** @Vincent\_Page\_ · 1 mois

Because entrepreneurship can be an engine to sustainable economic growth, numerous studies speculate on what factors compel someone to beo ... voir plus

14 J'aime · 1 commentaire

543 vues de votre post dans le fil

**B1-AKT-Leading Sustainable Strategies & Paragon Communication** is feeling excited.  
October 23 ·

Today was an exciting day as B1-AKT-Leading Sustainable Strategies & Paragon Communication and Migrant Integration Lab- Sustainable Solutions joined forces as L... See More

Kathia Cárdenas, Haryanti Sunarto and Mary Christine Clier

Like Comment Share

Write a comment...

**migrantlab** and **PontsSchool** partnered to highlight a new image of Migration. The campaign #NoWallsButBridges has been created.

@Ce\_Schmitt @FlavieDeprez  
@CarennewsCom @Socialter  
@GuillaumeBJC @Eurasylum  
@hugoclement @marylinebaumard  
@sylvieguillaume

**Laura Petrache** @laurailia80  
Forging leaders who are working with their communities to create transformational change, addressing some of the world's most pressing problems. #NoWallsButBridges #SocialImpact #SustainableInnovation

Traduire le Tweet

00:15 - 10 nov. 2018

5 Retweets 7 J'aime

**Vincent Page** @Vincent\_Page\_ · 8 nov.

Engage also in #NoWallsButBridges campaign of @migrantlab to show out your support for a new image of migration! @laurailia80 @Ce\_Schmitt @FlavieDeprez @CarennewsCom @Socialter @GuillaumeBJC @Eurasylum @hugoclement @marylinebaumard @Nico\_Agostini @SINGA\_FRANCE @BasquiatFLV

Traduire le Tweet

1 Retweet 3 J'aime

**Vincent Page** @Vincent\_Page\_ · 8 nov.

#NoWallsButBridges campaign for @migrantlab at @FondationLV #BasquiatFLV

Traduire le Tweet

1 Retweet 2 J'aime

**Vincent Page** @Vincent\_Page\_ · 1 mois

Because entrepreneurship can be an engine to sustainable economic growth, numerous studies speculate on what factors compel someone to beo ... voir plus

14 J'aime · 1 commentaire

543 vues de votre post dans le fil



## 2.5. Grand jury's presentation

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### Composition of the Grand Jury



- [Nadia Henni Moulai](#) is an entrepreneur and the founder of MeltingBook, a digital and independent media. [MeltingBook](#) sheds light on those French people who have pushed the boundaries of social diversity. She is the author of several Books and her work covers various aspects social issues in France.
- [Aleksandar Protic](#) serves as the Vice President of the European Federation for UNESCO Centers, Clubs and Associations, Academic Director of the United Nations Development Programme “Overachievers in the Service of Development” project, Aleksandar foster a culture of collaboration between universities and industry. Since 2009 Director of the Tesla Memory Project at Sorbonne University in Paris, Aleksandar has also been Academic Director at the Tesla Global Forum, Honorary President of the Faculty of Industrial Management Tesla Cercle, co-founder of the MTS Tesla Virtual Museum, and the Tesla Congress special advisor.
- [Natalia Baudoin](#) She believes that design can be a tool for social integration that enhances local identities, knowledge and culture. Her work is a dialog between her several cultural influences creating expressive objects with symbolic value. Her work has been exhibited in Buenos Aires, and Córdoba (Argentina) and Paris (France). She is an ENSAD Lab representative (l'École des Arts Déco Paris) and the project leader of Crafting for Change.

- [Thomas Benzazon-Co-founder of Widoobiz media & journalist](#) Key words: Entrepreneurship, Economic development, Business Leading
- **Grand Jury presentation of Final Report**



At the end of the project the MBA cohort presented the work of the Final Report on the Social Impact project to the grand Jury and other attending peers, persons and influencers invited for this occasion.



## **Thank you Note**

Huge thanks to: Alon Rozen, Saman Sarbazvatan, Lisa Xiong, Linda Crofton, Hina Wadhwa, Karen Rentschler & the entire École des Ponts Business School team, Professors Michele O'Dwyer, Bob Marx, as well as our inspirational supporters & brilliant jury : Sylvie Guillaume, Elvana Thaçi, Pavlina Proteou, Jonathan Midwood, Umesh Mukhi, Antoine Savary, Natalia Baudoin, Nadia Henni-Moulai, Alexandar Protic, Thomas Benzazon, Jill Chapman.

## **Dear Participants,**

As all good things come to an end, we wanted to drop you a note to express our personal gratitude for the effort and extra time you put into the SIP Project “No Walls but Bridges”.

When we think about inspiration, what inspires us most are ordinary people who have done extraordinary things. We appreciate when someone has the ability and willingness to be selfless, creative, innovative, or just dares to be different.

Mother Teresa. Gandhi. Martin Luther King, Jr. All of them were ordinary people who decided that the world needed their help — true leaders who believed that they could change the world and who, despite nearly impossible odds and tremendous opposition, weren't afraid to try.

There were several points where the excellent problem-solving skills and creativity allowed us to swiftly resolve issues that might have easily escalated into roadblocks. You have done wonderful work in contributing your talents and skills to the project.

We are looking forward to seeing what you can achieve in the future are going to take your upcoming projects! You have our highest recommendation.

On behalf of B1-AKT team and Migrant Integration Lab- Sustainable Solutions, we express heartfelt thanks for all you did.

### 3. Monitoring and Evaluation of Impact

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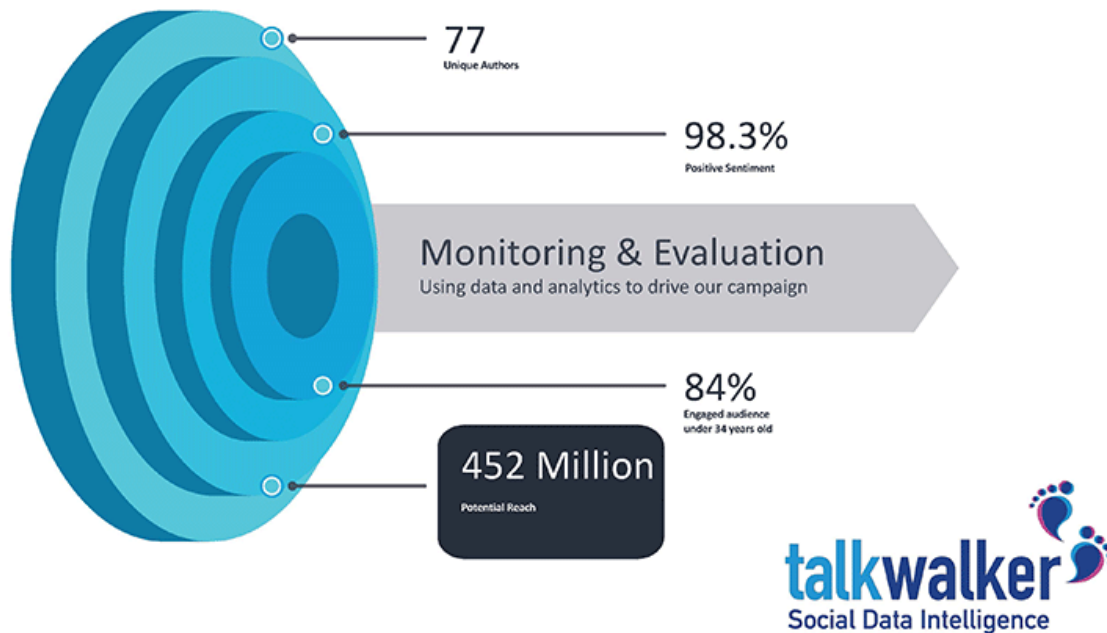
#### 3.1. KPI's

---

Audience Growth	<ul style="list-style-type: none"><li>•How quickly are our fans growing?</li><li>•What are we doing to increase growth?</li><li>•Are we setting growth goals?</li><li>•Are we achieving those goals?</li></ul>
Audience Profile	<ul style="list-style-type: none"><li>•How close is the audience we are building to our target audience?</li></ul>
Audience Engagement	<ul style="list-style-type: none"><li>•Is our audience interacting with our content?</li><li>•If so, how are we engaging? (click, comments, likes, shares)</li><li>•If they're not engaging, why aren't they?</li><li>•Are we responding to comments on posts?</li></ul>
Content Reach	<ul style="list-style-type: none"><li>•How many people are seeing our content each week?</li><li>•What are we doing to improve reach?</li><li>•What's the optimal time of day to reach fans/followers?</li></ul>
Negative Feedback	<ul style="list-style-type: none"><li>•How much negative feedback have we received?</li><li>•What is our process for dealing with?</li></ul>

The Use of services were offered by industry leader in social media analytics, Talkwalker. The tool proved instrumental in pivoting campaign focuses to get the optimal reach, engagement and desired sentiment.

## 3.2. TalkWalker Social Data Intelligence Report

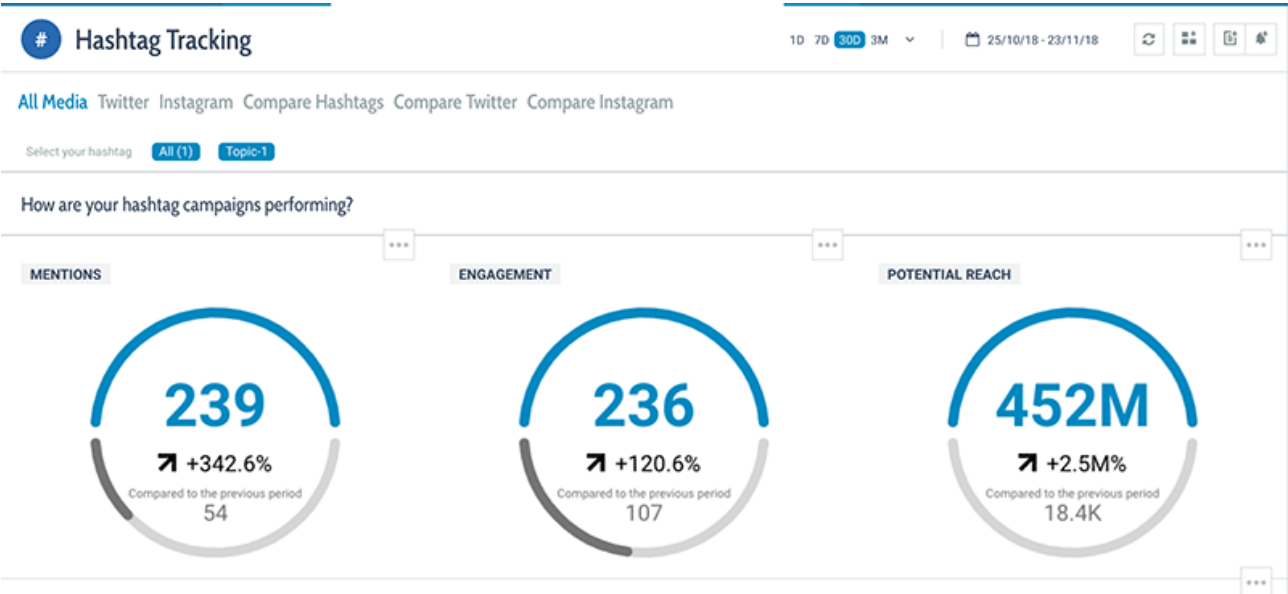


Campaign Refinement Regular meetings were a recurring solution by B1-AKT to any problems that occurred when the projects teams met to discuss future plans and share feedback. It was utilized as a time to raise issues and surface ideas, followed by in-depth problem-solving in collaboration. These were used as an effective mechanism to regularly synchronize and served multiple purposes:

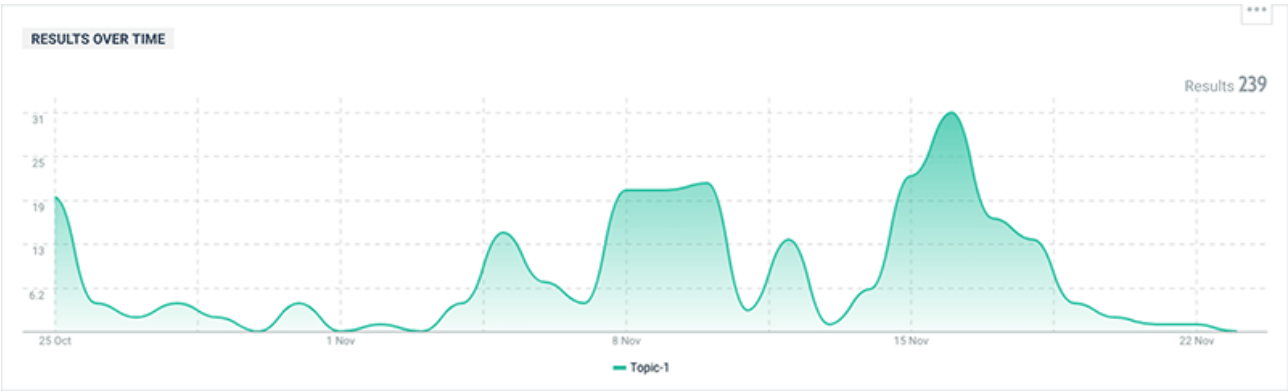
- The cohort and B1-AKT shared updates on different fronts. The standups allowed the team to ensure each team member is working toward the same strategic goals.
- Since we had a sizable team, the work required immense coordination. Efficient coordination amongst the cohort and B1-AKT allowed for enhanced productivity. Feedback from B1-AKT was used at all stages to pivot campaign strategy in terms of direction of efforts.

- Team members from different groups were able to help each other when someone encountered a problem or discovered a better way of doing something. B1-AKT ensured team members are comfortable sharing problems and/or help each other tends to be effective. Subjective evaluations/challenges/comments were welcome and freely shared.
- Team building exercises were used by B1-AKT when it proved difficult to manage discord between the project team. The teams developed a strong sense of relatedness since they believed in the cause behind the project and were constantly reassured by B1-AKT of being capable of realizing the project's success.
- The meetings were used for content creation using whatever skills and expertise existed in the collaborative teams. Visual content, translations, articles were all worked on together.
- In a short timeframe, the teams and B1-AKT posted and shared several times to multiply the effect and reach of posts. Each post ended up creating an exponential propagation through the joint network. B1-AKT orchestrated this coordinated timing of posts.

Mentions, Engagement and Potential Reach

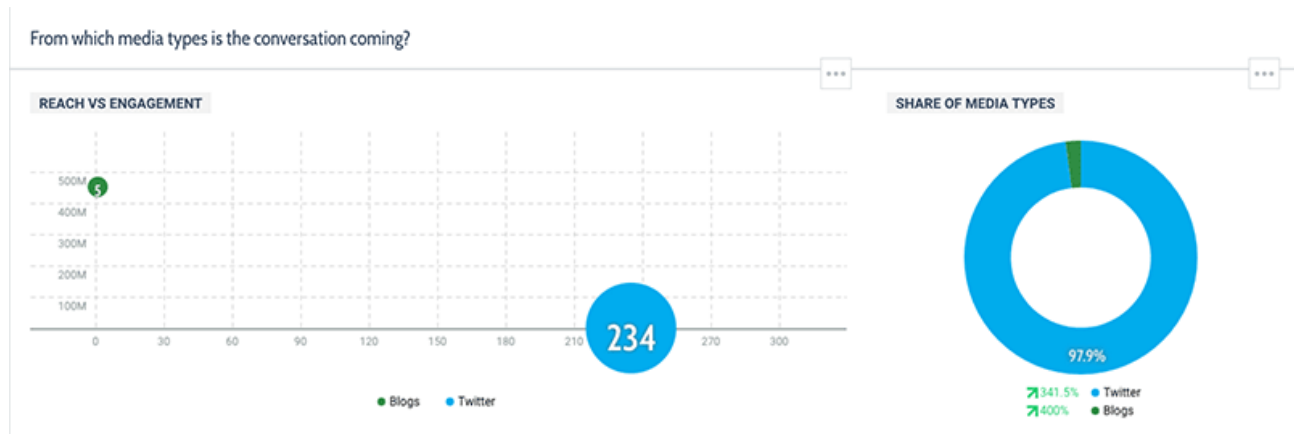


Results over time – Phase 1 and 2

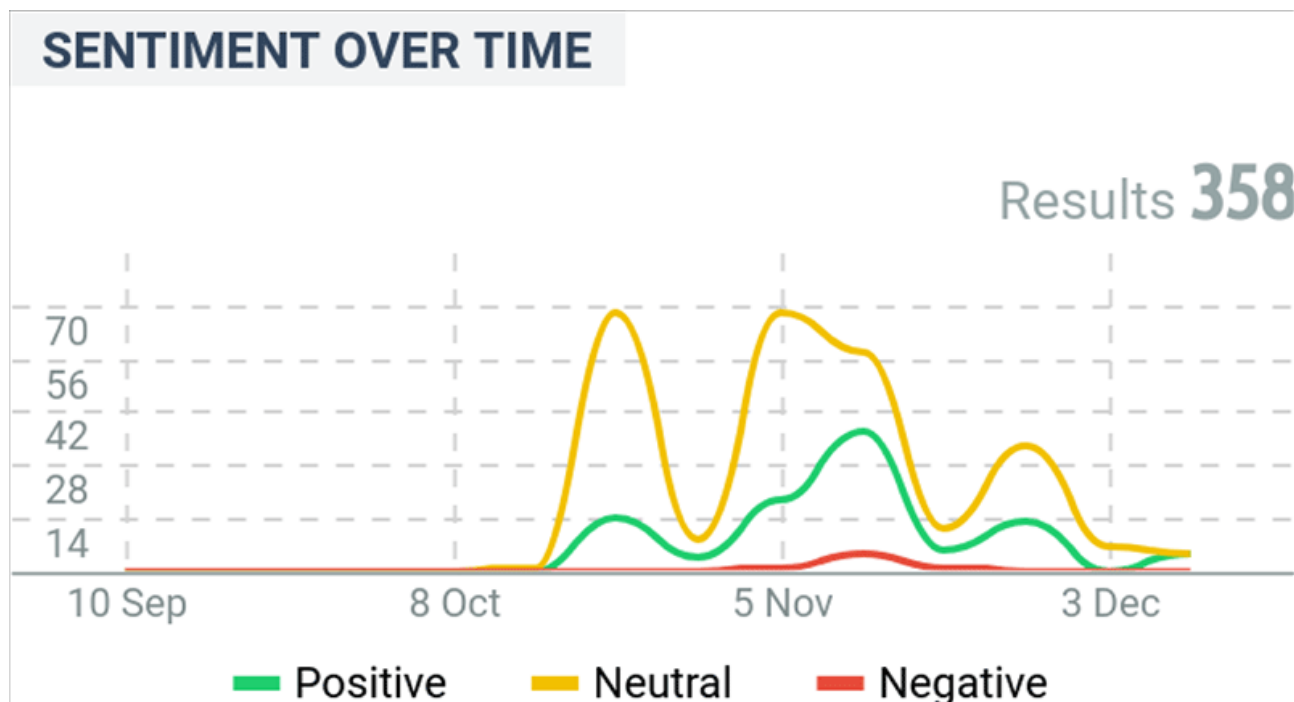
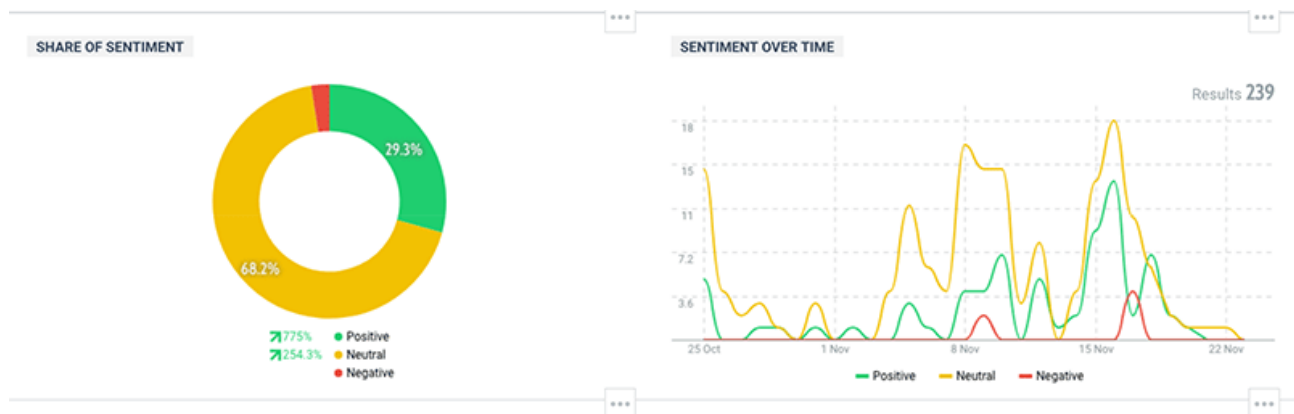




## From Which Media types is the conversation coming?



## Share of sentiment Phase 1 and 2



## SENTIMENT KEY DRIVERS



Frequency	Percentage
Daily	71.8%
Weekly	26.5%
Monthly	1.7%

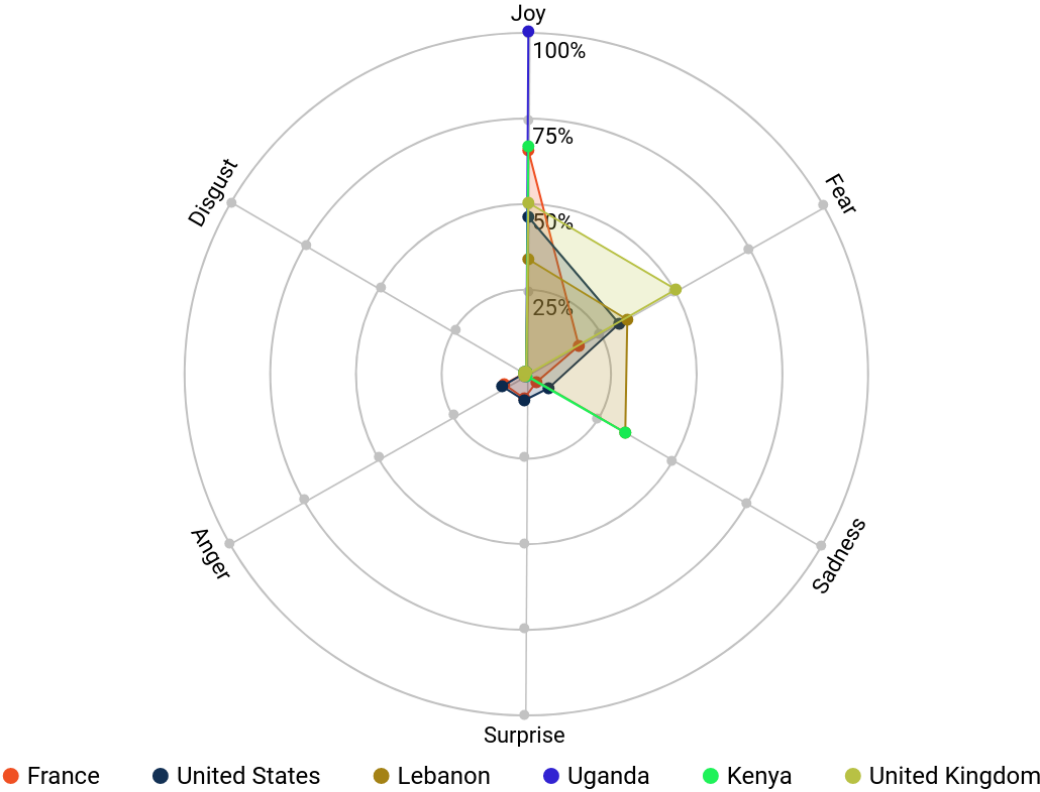
- SENTIMENT

by Countries

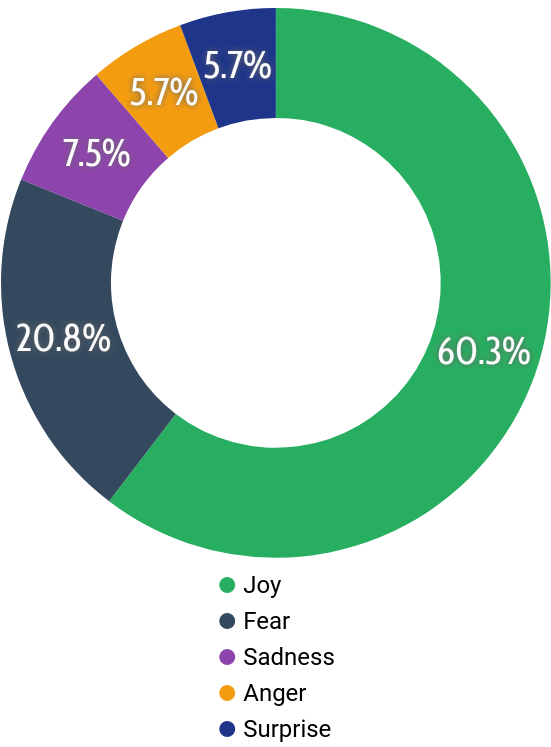


Emotions

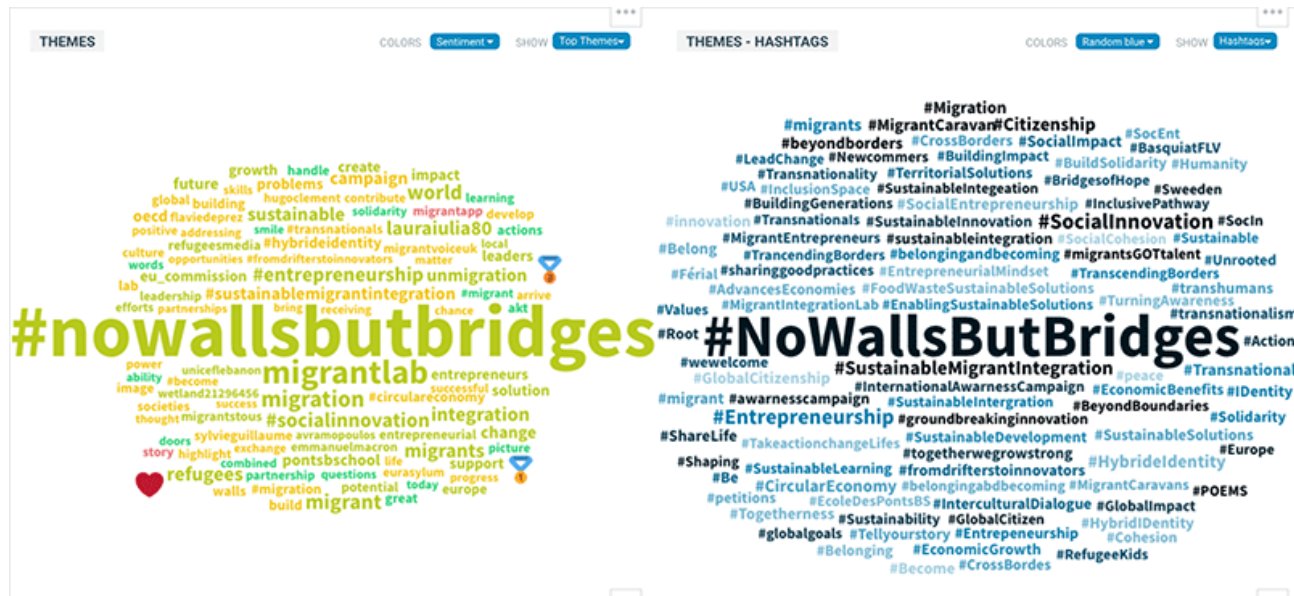
EMOTIONS



SHARE OF EMOTIONS



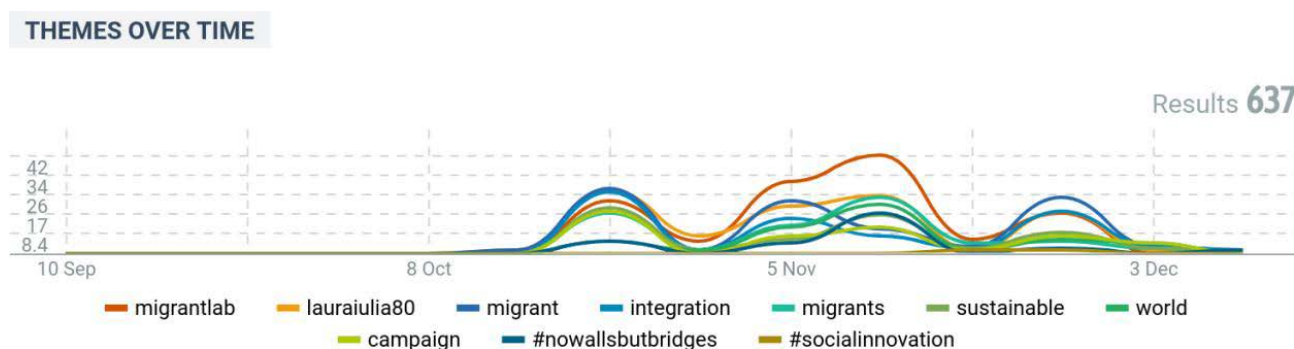
## Themes phase 1



## Themes: Positive and Negative



## Themes over time





## THEMES





## Top Influencers phase 1 and 2

### TOP INFLUENCERS
















VIEW MODE [Most Influential Authors](#)

Influencers	Posts	Sentiment	Reach	Reach per mention	Engagement	Engagement per mention
Laura Iuliana, medium.com	4		361.5M	90.4M	1	0.3
Laura IulianaBlockedUnblockFollowFollowing, medium.com	1		90.4M	90.4M	0	0
Okan McAllister @okanmcallister	1		1.2K	1.2K	0	0
Migrant Voice @MigrantVoiceUK	1		25K	25K	0	0
Roy Grubb @roygrubb	1		6.4K	6.4K	0	0
BeeoTop @BeeoTopParis	1		1.7K	1.7K	0	0
pinkpamther @Penelopepamstop	1		1.4K	1.4K	0	0
Simon Nguye @NguyeSimon	1 ↑ 0%		667 ↑ 0.3%	667 ↑ 0.3%	0	0
BeyondCSR @BeyondCSRNet	1 ↑ 0%		1.4K ↑ 0.1%	1.4K ↑ 0.1%	0	0
MeltingBook @MeltingBook	1		2.3K	2.3K	0	0

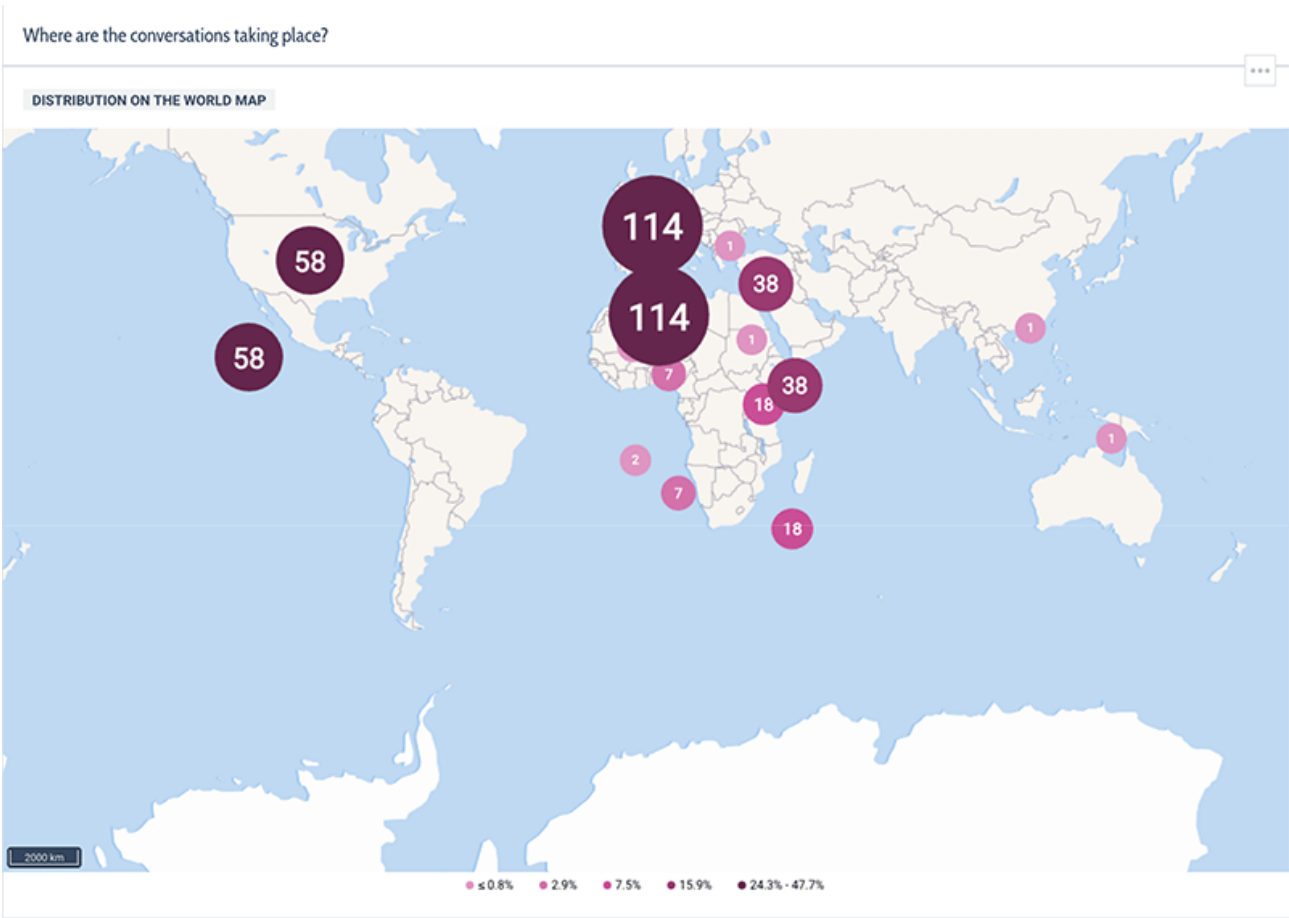
### TOP INFLUENCERS

Influencers	Posts	Sentiment	Reach	Reach per mention	Engagement	Engagement per mention
Laura Iuliana, medium.com	6		542.3M	90.4M	7	1.2
BeyondCSR @BeyondCSRNet	5		7K	1.4K	9	1.8
Laura IulianaBlockedUnblockFollowFollowing, medium.com	2		180.8M	90.4M	0	0
kris ma, medium.com	2		180.8M	90.4M	1	0.5
Simon Nguye @NguyeSimon	2		1.3K	666	0	0
Pirate Irwin @pirateirwin	2		7.8K	3.9K	0	0
Vltk Ktsc, medium.com	1		90.4M	90.4M	0	0
alnaoual, mil836783462.wordpress.com	1		0	0	0	0
©meltingbook 2018, meltingbook.com	1		5K	5K	9	9
Okan McAllister @okanmcallister	1		1.2K	1.2K	0	0

## Top results

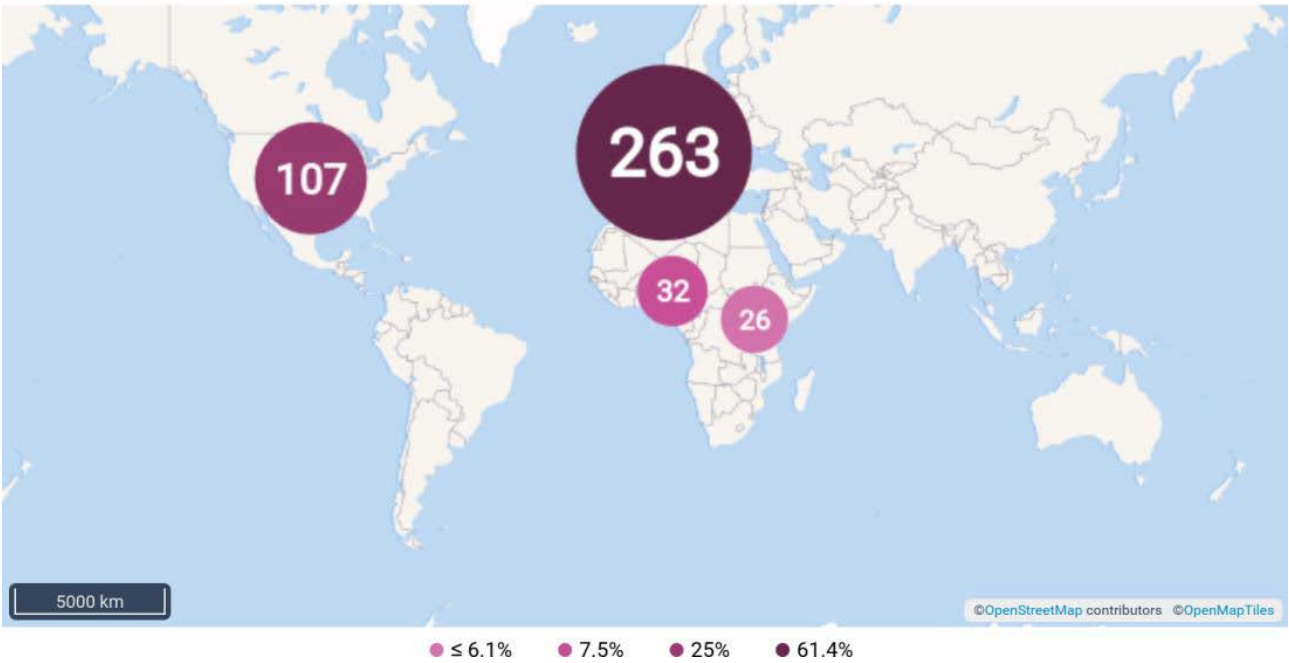
What are the top results?					
RESULTS			LAYOUT	GROUP	SORT BY
SHOW TOP 10 25 50 100 250			Normal	None	Engagement (Most engaging)
	<b>Emmeline Bisilikwa</b> @EmmelineEmm tweeted	Migrant integration is a solution to many world problems. #NoWallsButBridges @EU_Commission @UNmigration @OECD_Centre @OECD @MigrantVoiceUK published on 10/11/18 at 20:59   Twitter   Uganda   <a href="#">twitter.com</a>	MATCHES	Topic-1	0/10
			METRICS	16 287	7 Retweets, 9 Twitter Likes, 287 Twitter Followers
	<b>Vincent Page</b> @Vincent_Page_ shared a link	@migrantlab and @Pontsbschool partnered to highlight a new image of ☀️ #Migration ☀️ The campaign #NoWallsButBridges has been created 🇫🇷 = RT 🇫🇷 = ❤️ @Ce_Schmitt @FlavieDeprez @CarennewsCom @Socialter @GuillaumeBJC @Eurasyum @hugoclement @marylinebaumard @sylvieguillaume <a href="#">twitter.com/laurailia80/s...</a> published on 10/11/18 at 13:15   Twitter   France   <a href="#">twitter.com</a>	MATCHES	Topic-1	0/10
			METRICS	12 57	5 Retweets, 7 Twitter Likes, 57 Twitter Followers
	<b>Laura Petrache</b> @laurailia80 shared an image	 #NoWallsButBridges #sustainableintegration #socialimpact #innovation #entrepreneurship #transnationals #awarnesscampaign #IDentity @migrantlab <a href="#">pic.twitter.com/i1xKXVXi</a> <small>published on 10/11/18 at 13:15   Twitter   France   <a href="#">twitter.com</a></small>	MATCHES	Topic-1	N/A
			METRICS	9 154	1 Retweets, 8 Twitter Likes, 154 Twitter Followers
	<b>Laura Petrache</b> @laurailia80 shared an image	 The youngest of tomorrow's sustainable leaders are learning and helping to make a change! Such a great picture & smile! #NoWallsButBridges @migrantlab <a href="#">pic.twitter.com/UV28x6nwSh</a> <small>published on 12/11/18 at 17:18   Twitter   France   <a href="#">twitter.com</a></small>	MATCHES	Topic-1	0/10
			METRICS	8 166	4 Retweets, 4 Twitter Likes, 166 Twitter Followers
	<b>Vincent Page</b> @Vincent_Page_ shared a link	@MeltingBook asked few questions @laurailia80 on @migrantlab Nice words on the partnership between @Pontsbschool and B1-AKT <a href="#">meltingbook.com/migrant-integr...</a> published on 28/10/18 at 19:47   Twitter   France   <a href="#">twitter.com</a>	MATCHES	Topic-1	0/10
			METRICS	8 9	4 Retweets, 4 Twitter Likes, 9 Twitter Followers
	<b>Naoual</b> @NaoualAlmi shared a link	3 Keys to Economic Growth: #NoWallsButBridges -Migration boosts the working-age population. -Migrants arrive with skills and contribute to human capital -development -Migrants contribute to technological progress. #TerritorialSolutions #CircularEconomy <a href="#">facebook.com/laura.iuliana1...</a> published on 17/11/18 at 16:47   Twitter   United States   <a href="#">twitter.com</a>	MATCHES	Topic-1	0/10
			METRICS	7 17	3 Retweets, 4 Twitter Likes, 17 Twitter Followers
	<b>Adeyemi Adeyelu</b> @yadeyelu shared a link	Environmental factors are becoming an important driver of migration, nations have to develop solutions that tackle climate change and also help environmental migrants settle into new communities. <a href="#">linkedin.com/pulse/meditati...</a> #NoWallsButBridges @Pontsbschool @migrantlab published on 14/11/18 at 20:15   Twitter   Nigeria   <a href="#">twitter.com</a>	MATCHES	Topic-1	0/10
			METRICS	7 216	3 Retweets, 4 Twitter Likes, 216 Twitter Followers
	<b>migrantintegrationlab</b> @migrantlab shared an image	 When we open our doors to migrants, they open our minds to us #NoWallsButBridges #migrant #MigrantCaravan @MigrantConnect @MigrantsSupport @MigrantsTous <a href="#">pic.twitter.com/GeUlsDiZES</a> <small>published on 10/11/18 at 18:55   Twitter   United States   <a href="#">twitter.com</a></small>	MATCHES	Topic-1	0/10
			METRICS	7 25	3 Retweets, 4 Twitter Likes, 25 Twitter Followers
	<b>Laura Petrache</b> @laurailia80 shared an image	 Forging leaders who are working with their communities to create transformational change, addressing some of the world's most pressing problems #nowallsbutbridges #SocialImpact #SustainableInnovation <a href="#">pic.twitter.com/Cd0QcL7E6s</a> <small>published on 10/11/18 at 00:51   Twitter   France   <a href="#">twitter.com</a></small>	MATCHES	Topic-1	0/10
			METRICS	7 164	3 Retweets, 4 Twitter Likes, 164 Twitter Followers
	<b>migrantintegrationlab</b> @migrantlab shared an image	 #NoWallsButBridges Nowadays, your identity and culture are not related only to your roots. The exchange of cultures is integration. Your identity has no borders, so don't build walls, build bridges! @laurailia80 @YannickLeGuern @Vincent_Page_ @NaoualAlmi @wetland21296456 <a href="#">pic.twitter.com/4yrg07RRiv</a> <small>published on 05/11/18 at 19:37   Twitter   United States   <a href="#">twitter.com</a></small>	MATCHES	Topic-1	0/10
			METRICS	7 7	2 Retweets, 5 Twitter Likes, 7 Twitter Followers

Where is the conversation taking place? Phase 1 and 2



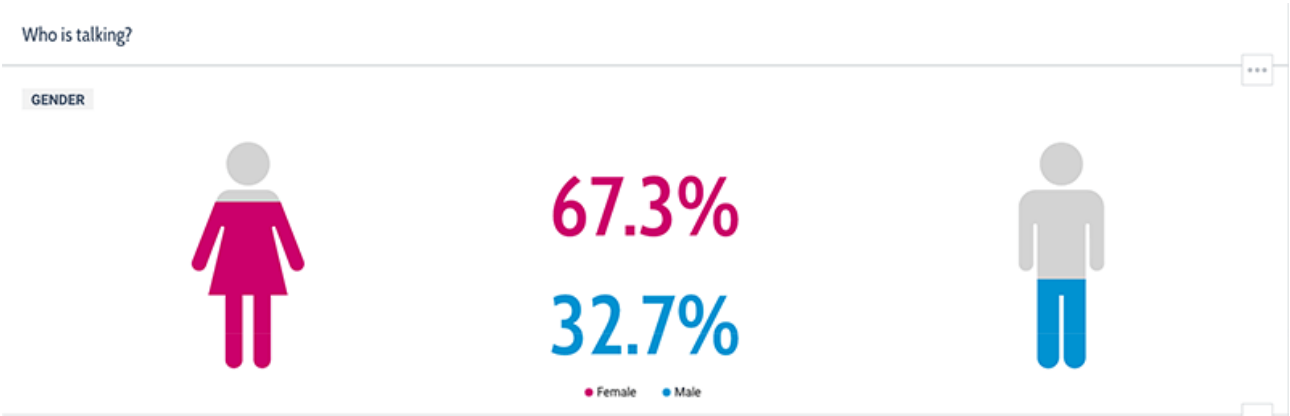
DISTRIBUTION ON THE WORLD MAP

by Results

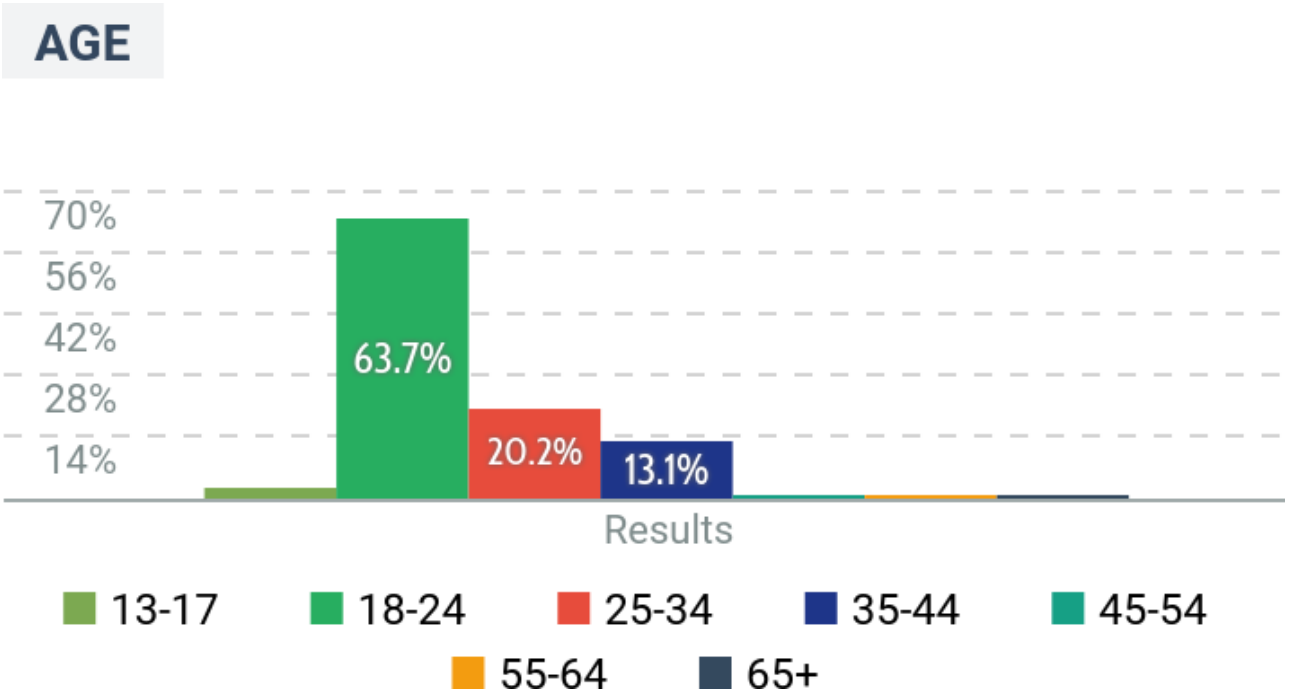


Who is talking?

Gender

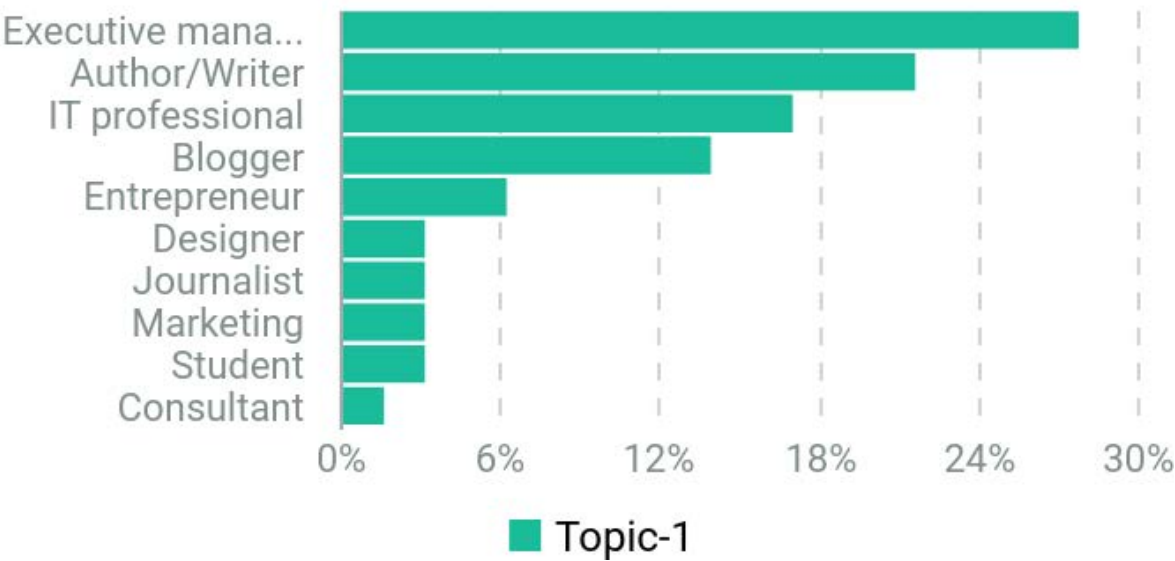


Age



Top occupations phase 2

TOP OCCUPATIONS



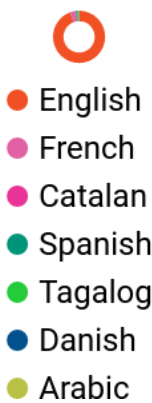
Sentiment by gender





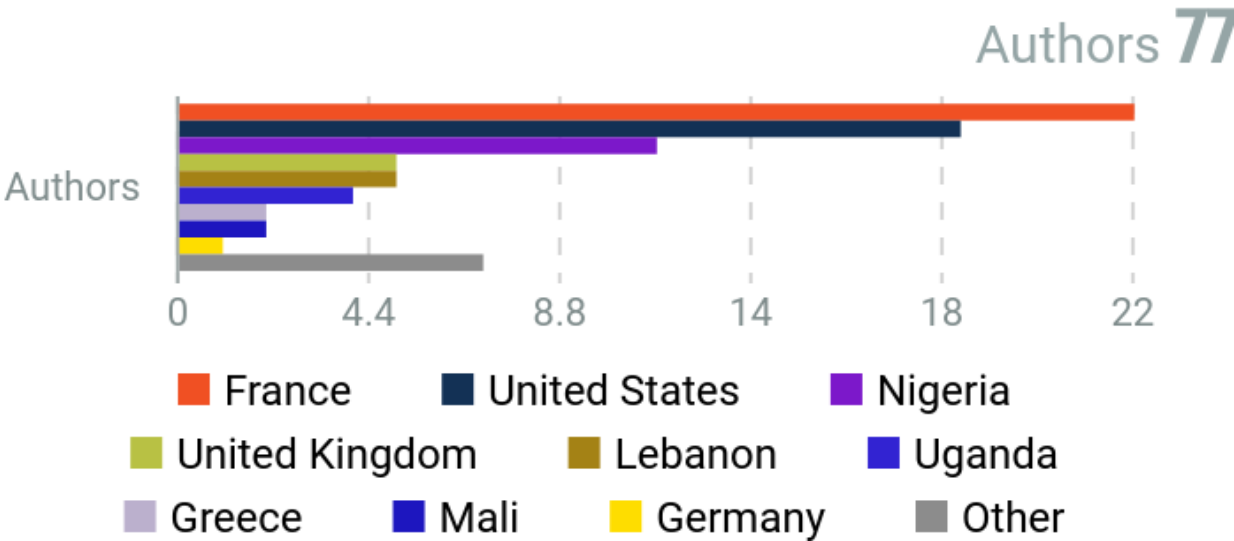
Languages

SHARE OF LANGUAGES



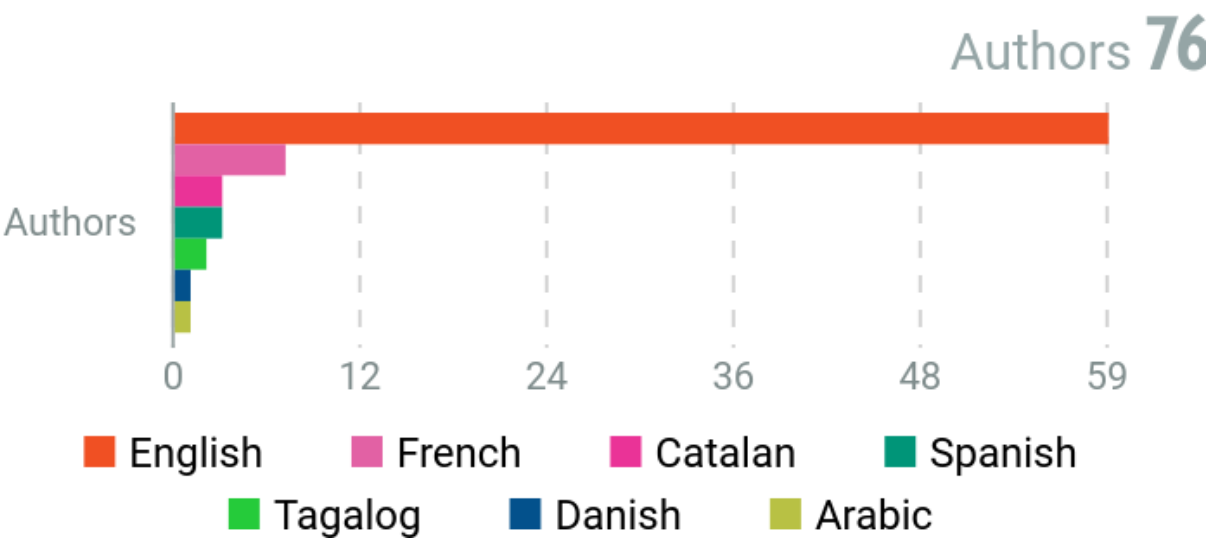
Unique Authors by countries

UNIQUE AUTHORS BY COUNTRIES



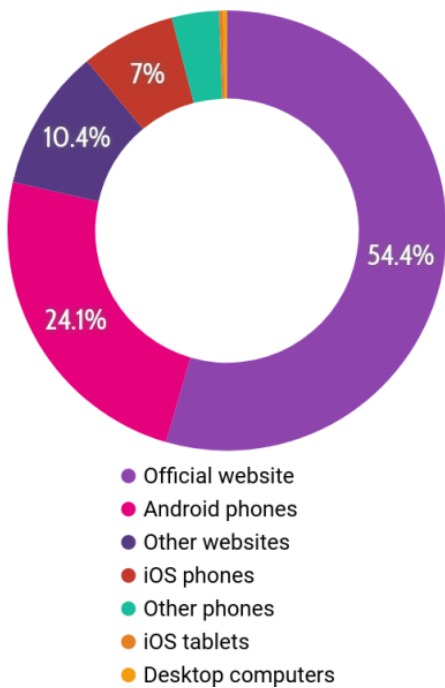
Unique authors by languages

UNIQUE AUTHORS BY LANGUAGES



Share of devices

SHARE OF DEVICES



### 3.3. Key elements of the campaign

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#### Relevance of the campaign

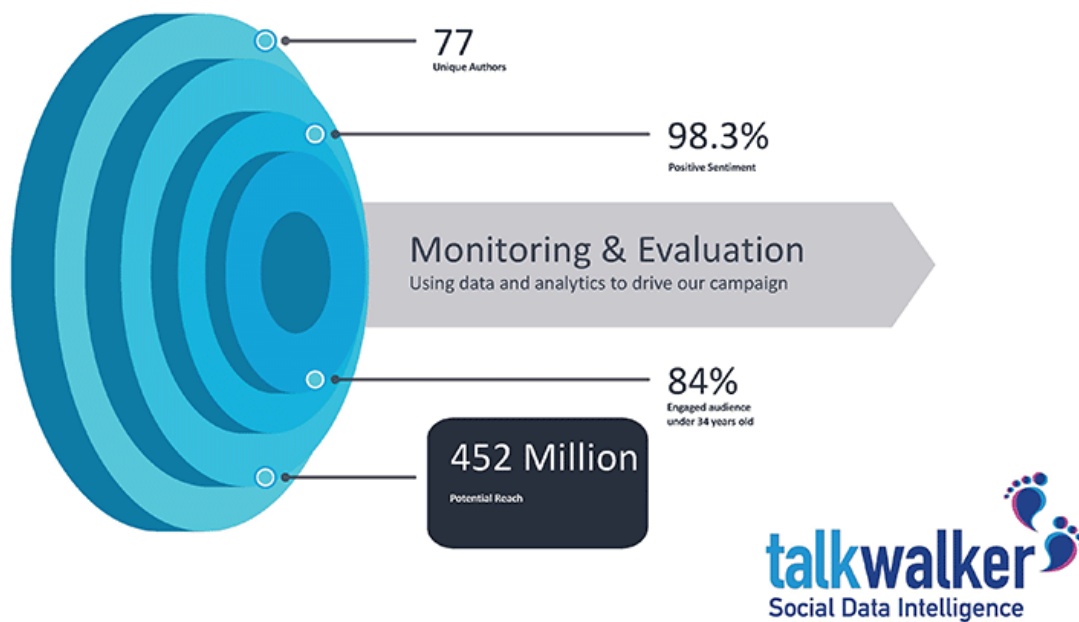
The relevance of the campaign was examined through the appropriateness of campaign messages, the activities and the communication channels, as well as the extent to which the campaign complemented other related initiatives.

The messages of the campaign were considered to be both easy to understand and informative by stakeholders and the target audience.

Twitter was the dominant social media platform. Campaign partners and other public institutions were important for the promotion of the campaign, however this is rather limiting in terms of audience exposure. For instance, individuals and businesses (and even celebrities, as suggested) with social media influence have a far greater reach. Overall, **Medium blogs, Twitter and Facebook** were considered appropriate channels.

In terms of the extent to which the campaign complements other related initiatives, few examples of complementary initiatives were found. Where similar examples existed, the messages were complementary.

Some countries may have missed opportunities for complementary activities which could have been determined in the planning stages through stakeholder engagement prior to campaign launch.



## Effectiveness of the campaign

The effectiveness of the campaign was examined by whether the target audiences have been reached effectively and by assessing whether awareness of the specific objective has risen.

## Audience Engagement

We noticed that the audience interact more with posts with portraits and with people that they already recognize, or with storytelling.



Figure 21 : Vlatka portrait with 656 People reached



Figure 22 : Naoual Portrait with 937 People Reached



### **Sustainability of the campaign**

The sustainability of the campaign was assessed by examining whether the effect of peak activity of the campaign persists throughout the low-activity periods in the campaign. It was also measured by assessing whether the target audiences had been reached effectively.

### **Advisability of future campaigns**

The evidence collected for this study suggests that the overall impact had positive aspects and impact. It is advisable to run campaigns of a similar nature in the future.

### **Conclusions**

If it is accepted that people aged 18-44 are an appropriate target audience, the design of the campaign could be considered generally appropriate, for instance, by using social media to promote information campaign - the messages.

In terms of the overall messages delivered by the campaign, these were generally seen as informative and easy to understand by those who were exposed to them.



## PART IV. FINDINGS, SUSTAINABLE IMPACT AND RECOMMENDATIONS

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# I. Findings

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## I.1. Campaign Key figures

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- **Team:** 15
- **Unique Authors:** 77
- **Engagement :** 431
- **Potential reach :** 452 Million
- **7 Languages:** English, French, Catalan and Spanish, Tagalog, Danish, Arabic, Romanian
- **23 Countries involved:** United States, France, United Kingdom, Nigeria, Lebanon, Uganda, Greece, Mali, Germany, Romania, Morocco, Bolivia, Croatia, Italy, New Zealand, Japan, China, India, Pakistan, Belgium, Scotland, Bolivia, Bulgaria
- **Target:** 18-44 years
- **Sentiment over the time:** 97,5 % positive or neutral
- **Social Media:** Medium, Twitter, Facebook, LinkedIn, Instagram, Pinterest, Tumblr
- **Time Period :** 8 oct – 3 dec
- **Effective number of campaign days:** 12
- **Sustainable impact:**
  - Blog and websites articles: 20
  - Traditional media articles: 3
- **Gender**
- **Themes:** MigrantLab, Migrants Sustainable, #SocialInnovation, #NoWallsButBridges
- **Keywords:** Humanism//Sustainability//Social Entrepreneurship // Global Citizenship//Intercultural Dialogue//Hybrid Identities //Trans nationality//Trans cultural//Trans Lingual//Common Good  
#CrossBordes #Be #Belong #Become #Root #Unrooted #ShareLife #Togetherness  
#togetherwegrowstrong #beyondborders  
Transhumans//Drifters//Wanderers//WeshareLife//Wewelcome//FromDrifterstoshapers  
#fromdrifterstoinnovators #trancendingboundaries #transhumans #hybrideidentities  
#belongingabdbecoming  
#wearetransnationals #circulareconomy #sustainable solutions B1-AKT-Leading Sustainable Strategies & Paragon Communication #MigrantIntegrationLab #InclusivePathway  
#EconomicGrowth #LeadChange #TakeactionchangeLifes #BridgesofHope #livingtogether

## I.2. Several results of notes are delivered:

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- First, we find that exposure to positive information can **lead to a sizable increase** in support for allowing more migrants into the country (ies)
- Second, it leads also to a change in a quasi-behavioral measure of active engagement in the form of signing on to a petition in support of a **more immigration-friendly policy**.
- Third, we find that **the effects persist after the end of the campaign**, a striking result given the relatively short nature of the intervention. The results provide support to the conjecture that many people have little exposure to, and knowledge about, the potential benefits of a more open immigration policy and sustainable integration of migrants
- Fourth, we helped **refugees and migrants socialize**, express themselves by fostering respect and understanding for diversity, gender equality, intercultural, civic competencies, democratic values and citizenship
- Fifth, an **intercultural sustainable community** was aggregated around the campaign
- Communicating 'tough' messages on immigration seemed to provoke new waves of **pro-migrant activism**.
- Campaigns with 'tough' & “facts” messages on immigration increased anxiety and anger for a significant minority of people – especially people opposed to migrants.
- Many in the general public find it difficult to distinguish between 'illegal' and 'legal' migrants, and between **asylum seeker** and **refugee** - and indeed **ethnic minority**.
- There were local variations in how the campaign was experienced, followed by **variations in the responding activism**.

The most important lesson that we learnt was the recognition that there was a need for generating awareness at the grassroot level. We, however, have to accept that changing mindset is a slow affair and it is not a one-time exercise.

There is, therefore, **a need for continuation of such campaigns, on a regular basis**. Furthermore, total involvement of the official machinery at the national and European level as well as elected political representatives is absolutely essential for the success of this type of campaign.

### I.3. Policy relevance and implications:

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- A strategy of demonstrating **'toughness' on immigration simply increases fear**. **Evidence-based representation of migration** should be promoted by correcting and challenging factual misrepresentations in the media and public debate.
- **Positive values should be promoted**, for example by making clear that all people - whatever their migration or settlement status - are entitled to take part in public debate and democratic political activities, subject to and protected by the rule of law.
- **Government and civil society institutions, on a national and local level, should lead public debate** in discussing immigration in a historical context - including the legacy of colonialism, slavery and war - to develop a deeper public understanding of the issues connected to global and national migration.

## 2. Policy Recommendations & Responding Activism

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### 2.1. Policy Recommendations

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#### 2.1.1. General Public policy implementation recommendation - Toward an entrepreneurial State

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**Refugees and migrants are there even though they do not officially exist.** In fact, 9/10th of migrants and refugees do not fall within the legal framework in France (neither refugee, nor asylum seeker, nor official migrant) of integration devices, reserved for the newly arrived already in legal situation.

**It is useless to chase and move a few hundred thousand migrants** and send them back to the gates of Europe (Dublin Regulation) where they resume their migration ways in appalling conditions. It is futile to “park them” in camps where violence, rape, disease, loss of humanity and subsequent tensions reign.

**Politicians must stop playing with the fear of indigenous peoples facing a crisis in their society,** a loss of landmarks, mass unemployment, environmental and ecosystem degradation, loss of individual and collective identities and markers.

**The scapegoat technique** - the Muslim migrant and the great replacement having replaced (more or less) or rather, completed the fear of the “Jew” or the “Woman” responsible for unemployment, maintains tensions in our countries and must be stopped. The time has come to change the structures that generate injustice and resentment, and not confine ourselves looking for a scapegoat.

**In order to prevent the rejection of integration policies and to combat the rise of extremism, the integration of migrants and their access to employment must not take place outside the integration of specific concerned, national groups** (disadvantaged and vulnerable groups - 2nd and 3rd generation, unemployed nationals, demoralized and disenfranchised groups...) but together, as to create dialogue, knowledge and joint projects (see Greek experiments).



It is thus a question of defining comprehensive and lasting integration policies for all individuals and population in disarray, who need to rediscover link, identity, social and professional integration, common project.

Beyond the distressed groups, the example of the crisis and the demands of the Yellow Vests in France calls for a renewal of the foundations, principles and projects of our society (see article Gilet Jaune, La voie des sans-voix - Yannick Le Guern 2019)

Correspondingly, the representativeness and credibility of the political and leadership classes is questioned (yellow vests, black Blocks, populism). **The initiatives for the evolution of our societies can only be citizens initiatives.** The future of politics is a citizenship. Citizenship is the consciousness of the other, of others, of a single world and is based on a desire for common construction.

The citizenship to be created, as facing populist movements or violent destruction of our societies, requires:

- The sharing of collective values that are simple to (re)discover or develop, such as that of secularism developed in France or proposed by Yuval Noah Harari, which guarantees tolerance, respect, universality, freedom and equality.
- A willingness to act, to contribute to the evolution of society, to practice solidarity and brotherhood.
- The implementation of concrete actions enabling everyone to carry out projects and contribute to the Society, either independently or in projects (associative, entrepreneurial, cultural, territorial, projects etc.)

The development of autonomy, responsibility, individual and collective citizenship.

This implies a global, projective and evolutionary societal and political vision: what do we want for our Societies? Societies could be based on solid common construction, respectful of the environment, of individuals, and where everyone (individual, enterprise, institution, etc.) makes its contribution to the common good.

In order to achieve this goal, one possible key may be based on societal, perennial and humanistic entrepreneurship: in other words, how to develop projects, businesses, territories, through entrepreneurial methods and project management, respecting the 3 pillars of sustainable development (see article YLG, Laura Petrache – Entreprendre revue).

The question of the integration of migrants must be raised to move to that of the construction of “our Society”. If migrants must learn to communicate, to respect citizenship, to develop civility and to integrate the values of the society in which they arrive, to achieve their integration through diligent work and projects (there are effective integration devices , See Migrant Integration Lab), we must also find values that bring us all together, develop common projects, learn together what solidarity really means, develop our own citizenship, the willingness to act, achieve constructive criticism and autonomy.

For this to be possible, the keys of our development must contain the following phases:

- work on our collective emotional intelligence, based on a constructive dialogue,
- work on common action based on entrepreneurial techniques or project management integrating a sustainable, societal and global vision,
- the renewal of our identities, hybrid, open and strong ones,
- intercultural dialogue,
- the development of a transnational thinking and a global citizen awareness allowing us to act and think in terms of societal positive impact,
- the implementation of citizen and societal political innovations
- the creation of interconnected territorial ecosystems

## Beyond Open Government: The Entrepreneurial State & Government

Public policies, whether dealing with integration or not, must be renewed and include (see “Toward a French Entrepreneurial Model for Public Policy Implementation”, Yannick Le Guern 2019<sup>1</sup>):

- A holistic, long-term and sustainable political vision based on the common good
- A quadruple analysis:
  - o Short, medium and long term needs,
  - o Impact (positive, negative, transversal, global, societal),
  - o Risks and opportunities,
  - o Stakeholders and expectations.
- Building and steering the implementation of public policies through a process and entrepreneurial approach to action, based on common and republican values.
- Specific support for change, transition and transformation
- The creation of renewed ecosystems, including citizen involvement
- The collaboration of ecosystem actors in the construction and implementation of public policies.

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<sup>1</sup> <https://researchbank.swinburne.edu.au/file/0f6f17d1-3235-4080-a69f-61fde295fb90/1/PDF%20%28Published%20version%29.pdf>

## 2.1.2. Integration policy recommendation

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Europe has a mixed and not very encouraging record on integrating (im)migrants, both socially and economically. This dates from when the volume of arrivals was more manageable. **Lessons must be drawn** from those shortcomings.

At the same time, national and local authorities must grapple with very immediate problems of relocating, housing, employing and in some cases educating newcomers. Europe's responses have to date been focused far **more on burden-sharing** than on how to **resolve** these **integration challenges**.

On top of this, there is the '**security' dimension of the crisis**. An equally significant issue is the absence of **longer-term thinking and sustainability issues**.

**The implemented work, the awareness campaign and the practical results of MIL's implementation in 7 countries leads us to make the following recommendations for turning the refugee and migrant crisis to economic, cultural and political advantage:**

1. **Change the public and politic perception** on Newcomers and integration: **Acknowledge the benefits of immigration by crafting a positive, new narrative on integration**. Immigration can be positive politically, socially and economically, under the condition that migrants can be sustainably integrated in the receiving communities through Awareness and Informative Campaigns.
2. **View Migration as a chance for Countries and Europe 's economic growth, territory revitalization**.
3. **Rebuild Trust and redefine a hybrid identity**: Developing sustainable communities and intercultural dialogue **via social cohesion** and open dialogue tools (build social events where people can share food, culture, visions...on short: connecting locals and newcomers).
4. **Create A Global Ecosystem** regrouping National and International actors, Stakeholders, Institutions working on Sustainable integration issues
5. **Provide Sustainable Frameworks to strengthen communities**

6. **Permit rapid access to basic needs**, housing and care services
7. **Integrate newcomers sustainably and holistically, based on 4 simultaneous pillars via Labs:**
  - Linguistical thinking and communication
  - Economic integration
  - Civism and citizenship
  - Intercultural dialogue
8. **In order to prevent the rejection of integration policies and to combat the rise of extremism, the integration of migrants and their access to employment must not take place outside the integration of specific concerned, national groups** ( disadvantaged and vulnerable groups - 2nd and 3rd generation, unemployed nationals, demoralized and disenfranchised groups...) but together, as to create dialogue, knowledge and joint projects (see Greek experiments). It is thus a question of defining comprehensive and lasting integration policies for all individuals and population in disarray, who need to rediscover identity, social and professional integration via common project.

**Concerned public:**

- Newcomers, Migrants, Refugees, Immigrants, humanitarian entrants
  - Ethnic minorities and communities
  - Disadvantaged and vulnerable groups - 2nd and 3rd generation, women and youth
  - Unemployed nationals - specific cases
9. **Develop Training, Skills and Opportunities:** Enhancement of social innovation and capitalizing on newcomers' talent by **strengthen entrepreneurial education and training** (create entrepreneurship friendly environment for both migrants and native –born population and help migrant entrepreneurs through access to credit)
  10. **Provide dialogic teaching, tailored services and centered learning sessions for Newcomers & vulnerable groups**



11. **Build economic growth and territorial revitalization** via economic and entrepreneurial activities **linked to territorial needs** (increase support for social and economic inclusion at national level and view migration as a chance for economic growth, territory revitalization)
12. **Develop a daring, innovative and distinctive political vision** for common and better future-build sustainable policy making based on cooperation and transnational frameworks, mainly via the creation of a **3 steps efficient & holistic process of sustainable integration**:
  - Step One: A global process of integration
  - Step Two: A national public policy
    - Professionalizing and training the main stakeholders and integration facilitators.
    - Steering the integration ecosystem for a better coordination of actions & stakeholders
  - Step Three: An international Network as to permit good practices exchange and enable transnational cooperation (fostering agile, adaptive and modern processes that lead to social mobility and cohesion)
13. **Beyond Open Government : The Entrepreneurial State & Government.** Public policies, must be renewed and include a process and an entrepreneurial approach to action, based on common and republican values.

## 2.2. Focus on

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### 2.2.1. Acknowledge the benefits of immigration by crafting a positive, new narrative on integration

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Much of the conventional wisdom that has shaped European responses to the migrant and refugee crisis has been wrong-headed. **Opinion formers must challenge** the widely-held idea that there's only a finite pool of jobs, so that **newcomers threaten job-holders**. The public must be encouraged to understand that newcomers also bring fresh demand and so **spur growth**.

**The media, as primary shapers of public opinion**, have a vital role to play in alerting people across Europe that a failure to embrace immigration carries heavy costs, especially for their children and their children's children. By mid-century, the ratio between working-age people making up the active population and those who are retired and drawing a pension will have shrunk dramatically from 4:1 today to just 2:1.

The only way **to fund social security systems** will be **to import young people as workers and taxpayers**. The rise of populist parties in many EU countries has done nothing to encourage mainstream politicians, **including mayors and local leaders, to be more courageous on immigration**.

Yet the shrinkage of ageing Europe's workforce, and in many cases national populations, is eye-catching. Until the refugee crisis broke in 2015 Germany's population of 82 million was expected by 2030 to have shrunk by 6 million, and by 2060 to just 65 million.

The challenges are not only **economic but also cultural**. Europe as France therefore are in need of a new narrative on integration - especially of Muslims - and it is needed it urgently. Such an exercise will require **determination and vision, good arguments backed by facts, and much better communication**. Integration requires a '**whole of society**' approach.

Migrants **swell the workforce and help to expand the overall economy**, but it's a message that has gained little traction with **public opinion**. It is up to governments and civil society leaders to hammer home this message. We point out that far from hitting people in the pocket, it is countries like **Austria, Germany and Sweden** that have been the most successful in getting immigrants into work that are **benefitting the most economically**.

### 2.2.2. **View Migration as a chance for economic growth and territory revitalization: Providing Sustainable Frameworks to strengthen communities**

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**Migration is a chance for our societies to reach their full potential.** The confluence of demographic, economic, social, and political factors creates imperatives for migrant integration. To continue thriving as a nation, **countries must be intentional about weaving newcomers into the fabric of society.**

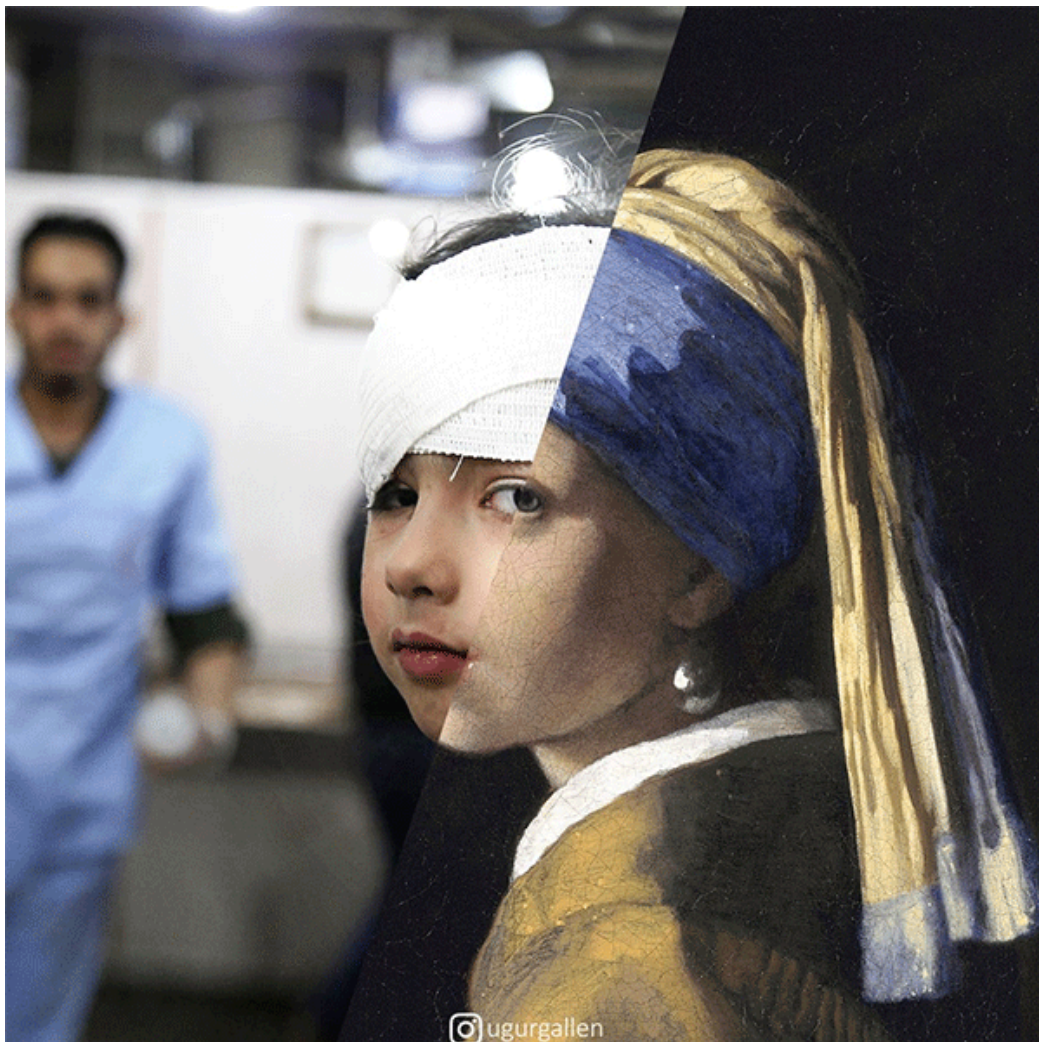
How well we integrate migrants and provide opportunities for all members has far-reaching implications for—and is inextricable from—our current and **future vitality. Growth, diversity, and dispersion of newcomer populations create opportunities to address longstanding social issues, improve racial and ethnic equity and cohesion, and strengthen our democratic traditions.**

Migrants help address labor market shortages, revitalize declining urban and rural communities, and could expand France global competitiveness. Through **strong leadership by and collaboration among all stakeholder groups**, including philanthropy, (im)migrant integration holds the potential to create:

1. **A vibrant, cohesive society shared** and valued by established and newcomer residents of different experiences, histories, ethnicities, and backgrounds.
2. **The revitalization of declining Communities** through the contributions of immigrant families working in tandem with their native-born Neighbors.
3. **Stronger communities with the ability to meet wide-ranging needs;** address racial, ethnic, and economic diversity; and enrich the social and cultural fabric of our Society.
4. **Increased productivity and a robust economy** through an expanded base of workers, consumers, taxpayers, and entrepreneurs.
5. **Global Competitiveness** through a multi-lingual, multi-cultural workforce.
6. **A more vibrant democracy** in which all groups are accepted as equal members of society with the opportunity and responsibility to engage and contribute to the common good.
7. **A more secure country** where all members of society—regardless of race, national origin, or socio-economic status, live in dignity and equality.

**Strategy:** We recommend a strategy based on Six strategic pathways as to enable all stakeholders work together to leverage migrants' human capital to the benefit of our entire society.

- **Community wide Planning**
- **Language & Education**
- **Health, Well-being, Economic Mobility**
- **Equal Treatment & Opportunity**
- **Citizenship & Civic Participation**
- **Social & Cultural Interaction**



Phot Credit Ugur Gallen

## The Framework

Why Now: The Imperatives for Integration	Pathways to Integration	Benefits of Integration
<p>The confluence of demographic, economic, social, and political factors creates imperatives for migrant integration. To continue thriving as a nation, France must be intentional about weaving newcomers into the fabric of society. How well we integrate migrants and provide opportunities for all members has far-reaching implications for—and is inextricable from—our current and future vitality.</p>	<p>Through these six strategic pathways, all stakeholders can work together to leverage migrants' human capital to the benefit of our entire society. Migrant integration efforts can draw upon myriad strategies from organizing and advocacy to research and communications.</p> <div> <div>NEWCOMER COMMUNITY</div> <div>RECEIVING COMMUNITY</div> </div> <hr/> <p><b>Community wide Planning</b>  <i>Intentional and inclusive planning allows newcomers and longtime residents to work together to facilitate migrant integration and promote overall safety, health, and well-being of communities.</i></p> <div> <div>Seek opportunities to participate actively in broad community planning endeavors</div> <div>↔</div> <div>Systematically engage newcomers in community planning efforts</div> </div> <hr/> <p><b>Language &amp; Education</b>  <i>Eliminating language barriers, promoting French proficiency, and providing education opportunities are key to successful integration.</i></p> <div> <div>Learn French while maintaining native language Utilize and support school system</div> <div>↔</div> <div>Offer quality French classes; ensure language access Provide equitable access to quality education</div> </div> <hr/> <p><b>Health, Well-being, &amp; Economic Mobility</b>  <i>Programs that promote health, well-being and economic mobility are essential to helping migrants establish a foothold and to strengthening the broader community.</i></p>	<p>Through strong leadership by and collaboration among all stakeholder groups, including philanthropy, migrant integration holds the potential to create:</p> <ul style="list-style-type: none"> <li>• <b>A vibrant, cohesive society shared</b> and valued by established and newcomer residents of different experiences, histories, ethnicities, and backgrounds.</li> <li>• <b>The revitalization of declining Communities</b> through the contributions of migrant families working in tandem with their native-born Neighbors.</li> <li>• <b>Stronger communities with the ability to meet wide-ranging needs;</b> address racial, ethnic, and economic diversity; and enrich the social and cultural fabric of our Society.</li> <li>• <b>Increased productivity and a robust economy</b> through an expanded base of workers, consumers, taxpayers, an entrepreneur.</li> </ul>
<p><b>DEMOGRAPHIC</b></p> <ul style="list-style-type: none"> <li>• <b>Global migration is a growing phenomenon that shows no signs of abating.</b> This trend has enormous implications for France as a top migrant-receiving country.</li> <li>• <b>Growth, diversity, and dispersion of newcomer populations create opportunities</b> to address longstanding social issues, improve racial and ethnic equity and cohesion, and strengthen our democratic traditions.</li> </ul>		

<p><b>ECONOMIC</b></p>	<p><b>Health, Well-being, &amp; Economic Mobility</b>  <i>Programs that promote health, well-being and economic mobility are essential to helping immigrants establish a foothold and to strengthening the broader community.</i></p> <p>Be self-sufficient and support family ↔ Provide services that support self-sufficiency, e.g., job training, health care, housing  Offer access to training opportunities, living-wage jobs, and support for entrepreneurship</p> <hr/> <p><b>Equal Treatment &amp; Opportunity</b>  <i>Fair laws and policies are critical building blocks for successful integration.</i></p> <p>Be responsible, contributing community members; help promote equal treatment and opportunity for all ↔ Enact and enforce laws that promote equal treatment and opportunity and provide resources to protect newcomers' rights, e.g., legal assistance</p> <hr/> <p><b>Social &amp; Cultural Interaction</b>  <i>Such interaction fosters understanding, creates a sense of belonging, and facilitates mutual engagement.</i></p> <p>Adapt to a new culture without losing identity ↔ Learn about and respect diverse cultures  Engage with longtime residents to find common ground ↔ Engage with newcomers to find common ground</p> <hr/> <p><b>Citizenship &amp; Civic Participation</b>  <i>Opportunities for newcomers to participate in civic life are vital to integration.</i></p> <p>Commit to new community, learn about civic processes, engage in life of broader community ↔ Promote citizenship, opportunities for community participation, and right to organize community</p>	<ul style="list-style-type: none"> <li>• <b>Global Competitiveness</b> through a multi-lingual, multi-cultural workforce.</li> <li>• <b>A more vibrant democracy</b> in which all groups are accepted as equal members of society with the opportunity and responsibility to engage and contribute to the common good.</li> <li>• <b>A more secure France</b> where all members of society—regardless of race, national origin, or socio-economic status, live in dignity and equality.</li> </ul>
<p><b>SOCIAL &amp; CIVIC</b></p>	<p>• <b>Current and future France economic growth and stability depend on migrants</b> who help address labor market shortages, revitalize declining urban and rural communities, and expand France global competitiveness.</p> <p>• <b>Migrants and their children—as workers, taxpayers, consumers, and entrepreneurs—will become even more critical to France economic vitality</b></p>	
<p>• <b>Policies intended to affect only migrants have a direct impact on many French families and communities</b></p> <p>• <b>Policy changes values and affect the ability of migrants to integrate</b> by curtailing their civil rights and limiting their eligibility for publicly funded health and social services.</p>		



### 2.2.3. Transcending identities: Rebuild Trust and redefine a hybrid identity

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*“The only thing constant is change”* We all have heard this phrase. Maybe so much that we tune it out as a “cliché”. The world around us is constantly disrupting us, everywhere in our lives. Surely one will answer: *we cannot control what happens to us, but we can control how we respond*. But, how do we respond to change, and more importantly how can we influence or even spark it?

As more and more humans cross more and more borders in search of jobs, security and a better future, the need to confront, assimilate or expel strangers, strains political systems and collective identities that were shaped in less fluid times. The European Union was built on the promise to transcend the cultural differences between French, Germans, Spanish and Greeks. It might collapse due to its inability to contain the cultural differences between Europeans and migrants from Africa and the Middle East. But let us not forget that it has been Europe’s very success in building a prosperous multicultural system that drew so many migrants in the first place.

The growing wave of refugees and immigrants produces mixed reactions among Europeans, and sparks bitter discussions about **Europe’s identity and future**. Some Europeans demand that Europe slam its gates shut. Others call for opening the gates wider... This discussion about immigration often degenerates into a shouting match in which neither side hears the other.

Let us remember that people have always sought the world, have always explored. The Ancient Greek philosopher Diogenes declared, “I am a citizen of the world,” and sought with other cosmopolitans to discern ethical actions for a citizen conscious of what lay beyond the walls, conscious – to do this is still an intellectual problem and paradox for us today – of the unknown, unexplored, or misunderstood. Gandhi advocated for a new social-economic-religious order based on the unity of humanity and the opportunity to be of service. Various traditions speak of right, wrong, fairness, and justice.

Today we have the opportunity to see the overlap and differences among these paths. The assumption that people will live their lives in one place, according to one set of national and cultural norms, in countries with **impermeable national borders, no longer holds**.

In the 21st century, more and more people will belong to two or more societies at the same time. This is what many researchers refer to as transnational migration. They will claim multiple political and religious

identities, to both national and transnational groups. The critical task is to understand the way individuals and organizations actually operate across cultures, and the costs and benefits of these arrangements. It is to understand how ordinary individuals and organizations negotiate these challenges, who wins and who loses, and how they redefine the boundaries of belonging along the way.

**Identity, being a person's sense of self and relation to the world, is understood as dynamic, multiple, diverse and even contradictory.**

**National identity** in Europe has long been rather fluid but over a decade ago Germany had a Finance minister bore the French name Lafontaine. The 2008 election of Barack Hussein Obama—the son of a Kenyan immigrant with what he cheerfully admitted was a “funny name”, as well as a Muslim one—showed American broad-mindedness at its best. But America was hardly a global pioneer, Argentina had elected the son of a Syrian immigrant, Carlos Saul Menem, as president, and Peru had done the same with Alberto Fujimori, whose parents were Japanese, though both are overwhelmingly white-majority nations. Mediaeval kings hired their warriors where they could—Indian armies, well before the colonial era, had Turkish artillery gunners, Uzbek horsemen and French generals—and no one found it odd. It is only now that we expect our leaders to conform to a national identity stereotype.

**Transcend identities:** A matter of belonging, becoming and **transcending the boundaries of culture, nationality, class and religion.**

Today we live in a “**fractured world**” and it is not only visible in world relations but is also continuously increasing, within societies. The rise of populism and protectionism is of concern to those who have relied on closer international cooperation to prosper. **Thinking “borders” is not** going to help constructing a **sustainable future**. In today's world, international migration not only affects those who are on the move but the vast majority of the global population. In today's uncertain international environment, we should seize the opportunity to **advance human dignity** through a revitalized refugee and migrants response.

Thinking about borders should be opened up to consider territorial spaces as ‘dwelling’ rather than national spaces and to see political responsibility for pursuit of a ‘decent life’ as extending beyond the borders of any particular state. Borders matter, then, both because they have real effects and because they trap thinking about and acting in the world in territorial terms. A border divides in and out, here and there, self and other. It not only distinguishes, but it separates, actively pushing the sides apart. Border thinking resists the co-presence and connectedness of differentiated and unequal people, whether already inside boundaries (such as immigrants of various statuses) or transnationally.

Rethinking the realities of both migrants and non-migrants in a **transnationally connected world** could be one solution. In this unprecedented period of migration and forced displacement, people and places are interconnected more than ever before, whether by choice or by necessity. As we know, **diversity enriches every society** and contributes to **social cohesion** – something that is all too often taken for granted. Societies with large migrant populations are in many ways trans-local and transnational themselves, already connected to many parts of the world through migrant and diasporic practices and networks.

Rethinking migration and migrants from the perspective of movement and not the perspective of the state, would lead to a change; once we accept to operate this change of perspective, we may start to view migrants not as ‘failed citizens,’ but as powerful constitutive (economical, innovating, entrepreneurship and cultural) agents of society’s structure and texture.

How well we integrate migrants and provide opportunities for all members has far reaching implications for and is inextricable from our current and future vitality. Growth, diversity, and dispersion of newcomer populations create opportunities to address longstanding social issues, improve racial and ethnic equity and cohesion, and strengthen our democratic traditions. In terms of the categories of **social and individual forms of belonging, transnational citizens** are marked by multiple identities and allegiances, and often travel between two or more countries, all in which they have created sizeable networks of differing functions.

Similar to global or cosmopolitan citizenship, it is composed of cross-national and multi-layered memberships to certain societies. Transnational citizenship is based on the idea that a new global framework consistent of subgroups of national identities will eventually replace membership to one sole nation-state. In a hyper-realized version of transnational citizenship, "states become intermediaries between the local and the global." Institutionalizing **transnational citizenship** would loosen ties between territories and citizenship and would ultimately result in a reconstruction of world order that forever changes the capacity in which individuals interact with government institutions.

Today’s Europe’s cultural “hybrid identity” can be consider a sustainable key of social development. Trans-nationally, trans-lingually and trans-culturally are the key words for a “**sustainable future**”; there is no hierarchy amongst and between the cultures we could embrace: they all have their treasures, and can all bring something to a common, positive global project.

New forms of sustainable leadership in a modern era, where fake news spreading like wildfire on social media, are not easy to bear. Key projects like: renewal of European identity, Intergenerational dialogues, sustainable leader’ development and clear communication can be and should be approached through

methods of social entrepreneurship and innovation labs. **Bringing people into dialogue has to be built on hybrid identities and news ways of exchange.** These new ways have to be explored by networks and the invitation on the side of politics to create strong sustainable policies and can create a holistic solution and answer.

Border thinking makes it harder to conceptualize people across boundaries, or migrants who cross them, as moral equals to those within...Today, we stand at a key junction and we can attempt to rectify the world to adhere to closed borders, in a way that damages human lives and recognize that a sustainable world is made out of immigrants and hosts working together towards a shared future: A greater Europe!

*Article published by Laura Petrache and Yannick Le Guern*



Photo Credit Ugur Gallen

## 2.2.4. Sustainable and Holistic Integration

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**Sustainability involves looking for long-term, resilient solutions** that set in place processes, structures and systems that can accommodate change as the problem space evolves.

For all stakeholder groups (the refugees/migrants, the local host communities, the refugee/ migrant countries of origin and the international communities), having a sustainable and positive approach to the refugee/migrant “problem” would seem to offer win-win solutions.

Economic migrants are often treated differently to refugees. However, the plight of some of the economic migrants may not be too different to that of the refugees. In addition to the mass migration of refugees, we also see the mass migration of economic migrants. Perhaps some of the insights from the refugee context can be applied to economic migrants, notably the potential for **win-win solutions using and developing the capability of the migrants to make a positive contribution to local host communities.**

Mass and sustained migration, of both refugee and economic migrants, is often treated in a negative light, yet the reality is that there is significant potential for migration to be a positive activity for the various stakeholders, including the countries of origin, host countries and communities, the migrants themselves and the wider global society.

Given the current geopolitical climate in many parts of the world, with instabilities in various countries and regions, the desire for economic improvement in poorer communities in the world, and the impact of impending disasters as we move into a period of global warming, it is likely that the need for sustainable and resilient solutions for the refugee and migration issues will task policymakers for many years to come.

**Hopefully the discussion and our insights in this paper will inform such policymakers.**

More radically, sustainable integration is about changing the way we change. It builds on our avowed commitment to sustainability as a goal for our global environment. **This demands a broader philosophy of transnational governance.** It is the name of the game when boundaries of all kinds have been radically reconfigured. Politics-across-borders must change too in our virtual times, with emphasis on empowerment, resilience, robustness, distributed intelligence and adaptive learning.

It must mirror the potential and restraint called for by contemporary patterns of technological innovation. For the France and EU, **sustainable integration would be a new governing idea of integration calling for moving away from the old remedies of “deeper faster” in favor of “better and fairer”** – through processes that are politically acceptable across generations. **It is altogether a practice, an ethos and a state of mind.**

For such an agenda to be politically desirable, it needs to be applied through empowerment rather than centralization, through the channeling of local democratic energies, in the spirit of the groundswell of ‘bottom up’ climate action pledged under COP21’s fourth pillar. In order to foster a sustainable integration culture, the actors must systematically assess short-term actions against long-term goals by shaping bolder and more political versions of its current tools.

**Integration** is a difficult term to define and a more difficult concept to discuss. This **prominent, significant term can mean different things** to different people at different times, and it is contested in public and political debate. ‘Integration’ is frequently linked to other complex terms such as ‘**cohesion**’, ‘**belonging**’, ‘**becoming**’, ‘**democracy**’, ‘**diversity**’ and ‘**citizenship**’.

Therefore, we tend to define Integration as a “**state**” that people slip in and out of depending on the circumstances of the moment; a “**complex junction**” with a complicated, multiple set of intersections, crossroads and junctions going in lots of different directions as David Mallows greatly put it.

Across Europe much anti-immigration sentiment is driven by people who are most affected by structural economic changes related to the decline of labor-intensive manufacturing and the rise of automation. And yet business needs migrant workers. The best way to reconcile this is to ensure that our social policies and industrial policies mean that receiving communities share in the benefits of immigration.

**Migration is part of the current globalized world**, and it can offer significant benefits to receiving and sending societies, as well as migrants themselves. However, in order to avoid the politics of panic seen in Europe and beyond since 2015, there is an urgent need for clear-sighted and ethically grounded framework for sustainable migration.

Any **vision for migration policy** must first identify the principles that define ‘good’ migration policies. Today we live in a “fractured world” and it is not only visible in world relations but is also continuously increasing, within societies. The rise of populism and protectionism is of concern to those who have relied on closer international cooperation to prosper. Key projects like: Renewable European identity, Intergenerational dialogues, and clear communication can be and should be approached through methods of social entrepreneurship and innovation labs. Bringing people into dialogue has to be built on **hybrid identities** and new ways of exchange.



These new ways have to be explored by **networks** and the invitation on the side of politics to create strong **sustainable policies**. We therefore begin with ethics. What should the moral purpose of the state be when it comes to migration? To whom does it have obligations, and where there are conflicts and trade-offs, how should these be reconciled? We suggest that just migration **policies must fulfil two sets of conditions**.

First, they must be compatible with our duties of rescue. Second, they must be sustainable.

In general terms, **sustainability implies the ability to maintain a desired set of outcomes over time**. The concept has become the organizing principle of many policy fields, most notably international development.

The Sustainable Development Goals (SDGs), for example represent recognition that goal of development is not just rapid economic growth, but the improvement of human welfare in a manner that can be balanced with environmental, economic, social, cultural, and political imperatives over time. But what does it mean in relation to migration? We define **sustainable migration** as “migration that has the democratic support of the receiving society, meets the long-term interests of the receiving state, sending society, and migrant themselves, and fulfils basic ethical obligations”.

To make this more precise, sustainability in relation to migration requires that two basic conditions be met. What is ‘sustainable’ depends in part on context. Where values and narratives trend towards cosmopolitanism there will be greater scope for more expansive immigration policies. The fine balance of **political leadership is to float new ideas that are well-based in evidence**, while ensuring that what is actually done has a democratic mandate. A democratic mandate achieved through fake news and exaggerated fears delegitimize the very concept of such a mandate.

### Important points to consider

- Consider what sustainability means in context. Each society will have different social, cultural, and economic tipping points relating to migration
- Distinguish the refugee and migration systems. They have different logics and serve different purposes.
- Undertake responsibility-sharing for refugees based on comparative advantage. Providing refuge is a collective responsibility, and all states should contribute. However, not all states can or should contribute in identical ways. Some states will be better placed to contribute in particular ways; they

may be able to make a greater and more politically sustainable.

- Engage with politics. Sustainability is about politics. It relies upon recognizing what the political constraints, opportunities, and tipping points are likely to be within local, national, and international politics.
- Consider labour migration as transactional but respectful. Unlike, refugee, economic migration is primarily transactional. It should be mainly based on a logic of reciprocity and should benefit receiving states and societies, migrants, and sending societies. This requires that migration policy be based on reflection on its sustainability for all three groups.
- Design circular migration to be mutually beneficial. Temporary migration can have enormous reciprocal benefits. This is especially the case when it is based on careful matching between sending and receiving society needs, not just at national levels but also the local level. Such schemes can be mutually beneficial and contribute to the long-term development of sending societies.
- Redistribute the benefits of migration. Migration can offer significant benefits. But these benefits are not always equally distributed, and often the costs of migration fall on those that are already socio-economically marginalized.
- Design transnational frameworks for sustainable migration

Concretely and in order to foster a sustainable integration culture, EU actors must adopt new ways of taking decisions together dedicated to systematically assessing short term actions against long term goals through such tools as long-term impact assessments before each law or decision. **The transnational framework can be the answer as it gives policymakers a new lens with which to develop innovative public programs, and public-private partnerships across borders.**

### 2.2.5. Global integration process through 4 pillars

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The current global economic crisis and its impact on both origin and host countries is complicating even more, the already difficult challenges everyone is facing on migrant integration.

The process of migrant integration can sometimes generate some degree of public anxiety and at times fear, especially during periods of economic downturn. With unemployment persisting in many countries, migrants are sometimes perceived as competitors for jobs, exerting downward pressure on salaries, and as a burden on the welfare system. However, experiences thus far suggest that these perceptions are largely unfounded. Not only do migrants tend to concentrate in just a few sectors such as construction, domestic services, and health care, but also these sectors tend to be those in which there is a deficit in the local job market, so that migrants most often fill jobs unfilled by the local population.

Migrant integration involves a number of dimensions; these are, **economic, social, cultural, political and legal**. Ideally, migrants should be integrated in all these dimensions. However, not all host countries are willing and / or able to support migrants in all these. This also varies depending on the status of the migrants in the host country. While much discussion of integration focuses on ensuring migrants' ability to be gainfully employed and contribute to the local economy, more than this is required if migrants are to be full participants in their host society.

The responsibility for migrant integration rests with many actors: migrants themselves, origin and host countries, public and private institutions and communities. The experiences of individual migrants are a valuable source of information to aid understanding of the challenges of integration and for developing effective strategies to address these challenges.

Migrant integration requires an inclusive approach. **Migration requires not only a “whole of government approach” but a “whole of society approach.”** The private sector and civil society in general can offer valuable assistance and ideas to facilitate migrant integration. Institutions at the local community level where nationals and non-nationals most often interact, such as schools, marketplaces and banks, are often in the best position to assess and address the particular needs of the community and migrants. Non-state actors therefore complement the efforts of governments owing to their grass roots presence to engage and assist migrants in their daily lives.

Migration does not end with the arrival of a migrant in a foreign country. Migration brings change that impacts on the lives and well-being of both migrants and host societies. How to manage such change to the mutual benefit of all is one of the biggest challenges for governments today. It is expected that the challenge will grow with the rising global movement of persons, particularly temporary migration and rapid changes in global labour markets as well as demographic pressures.

## Linguistic pillar

The ability to communicate in the National Language of the receiving country is critical for migrants to be able to attain better jobs, advance in their careers, participate more fully in civic life, and become more integral members of the larger community. **Linguistic integration occurs when non- proficient individuals have acquired the necessary National language skills and related cultural knowledge to be able to meaningfully contribute to their community.**

Language training courses for migrants and refugees provide participants with language skills that enable them to cope independently with their most immediate needs in their new country while also preparing them for post-arrival experiences which may also include employment.

Newly settled migrants and refugees are equipped with functional and practical language skills to carry out simple tasks required of them during their first few months in-country. With these skills comes an increased level of respect towards the newcomers as host communities are able to communicate and understand them, and respond to their needs. Governments also gain through decreased costs as newcomers become self-sufficient sooner and productive members of the receiving society. All in all, it is an empowering experience for all.

One of the principal features of our language training is that language is taught for the purpose of practical communication, rather than as an academic exercise. Each training course is tailored to fit the needs of the particular target population. The focus is more on speaking and listening, although reading and writing skills are also addressed, with reference to real situations. Grammar is learned by deduction. Explanations and translations are not normally provided, and whenever possible the target language is used as the medium of instruction with a focus on language acquisition rather than formal language learning.

## Economic integration pillar

### Economic integration by Building Successful communities

Finding a job that pays a living wage is the top priority for most working-age migrants. Economic integration occurs when employers are able to attract and retain the best talent, when both employers and immigrant workers understand their rights, and the latter have the resources to excel and obtain economic and financial self-sufficiency. This vision of economic integration is not a reality for many migrants given that migrants are disproportionately concentrated in low-wage jobs that do not pay family-sustaining wages.

In the short-term, migrants need job readiness skills and job placement assistance. To move ahead beyond the first job, they are able to land in France, most immigrants need further education and training and an understanding about the local labor market and how to pursue the most viable career and/or entrepreneurship pathway.

The framework addresses evidence-based strategies and initiatives that local networks can pursue to facilitate migrants' full economic integration related to job readiness and career pathways; Financial literacy and asset building; Entrepreneurship; Engaging the receiving community etc.

Successful integration builds communities that are stronger economically and more inclusive socially and culturally.

This could focus on:

- identification of potential migrant entrepreneurs and awareness about entrepreneurship in their communities;
- training courses on entrepreneurship, business planning, legal aspects of setting up a company and hiring employees, etc.;
- mentoring schemes for (future) migrant entrepreneurs;
- best-practice exchange and mutual learning among organizations active in supporting migrant entrepreneurs

## Guidelines and principles:

Identification of a migrant's skills and qualifications should be undertaken as early as possible upon his or her arrival; thereafter each migrant should receive Detailed guidance on validation and/or retraining and assistance in completing necessary administrative procedures; and a personal portfolio or competence passport designed to show his or her relevant learning experience and professional competence.

## Civism & Citizenship pillar

Migrants' civic engagement is critical to **upholding the nation's values and democratic institutions**. Civic integration occurs when all community members belong, are secure in their rights, exercise their liberties, and **share ownership in the community and the nation's future**.

Citizenship is a classic benchmark of integration in any society. With citizenship comes the right to access to public benefits as well as the ability to sponsor family members. Even if they have not yet attained citizenship, migrants should be encouraged to participate in civic life.

Such participation increases interactions with other migrant and receiving community members and signals migrants' commitment to their community and new country. It develops leadership skills and social and professional ties that can expand migrants' access to resources and job opportunities.

## Focus on Gender Equality

**Gender considerations are integrated into the planning.** This takes account of the different information requirements and other specific needs of women. **Migrant women often experience legal and financial dependency related to their residency status, which in turn puts them at risk of violence, exploitation and abuse.** Undocumented women experience greater risks as fears over insecure residency status may prevent them from accessing shelters or support services.

The gendered nature of employment and the different sectors in which women and men work, are important to understand also: for example, women are overwhelmingly employed in domestic and care work: sectors that are poorly protected by employment rights or trade union representation. Men often work in construction and agriculture, which in turn are unregulated sectors with poor union protection. Even where women and men work in the same sectors, women predominate in the lower skilled jobs and



experience discrimination in pay and conditions of employment and the undervaluing of their skills. The overwhelming majority of victims of trafficking for sexual exploitation are women.

### **Focus on “Laïcité”**

All the trainings must take into account the cultural specificity, hereby the French concept of secularism. This concept encourages the absence of religious involvement in government affairs, especially the prohibition of religious influence in the determination of state policies; it is also the absence of government involvement in religious affairs, especially the prohibition of government influence in the determination of religion. “Laïcité” is distinct from anti-clericalism, which actively opposes the influence of religion and the clergy. It relies on the division between private life, where adherents believe religion belongs, and the public sphere, in which each individual, adherents believe, should appear as a simple citizen equal to all other citizens, devoid of ethnic, religious or other particularities.

## **Communication and Intercultural dialogue (sustainable communities & hybrid identity) pillar**

### **Cultural Identity**

Intercultural training Program: we are making a difference through intercultural dialogue

### **Why we need intercultural training?**

In a diverse society, being able to communicate effectively with people of different backgrounds is of increasing importance. From classrooms to workplaces to local communities, there is a real need to make sense of diversity, and to be able to talk about it productively and meaningfully without offending.

However, **people often lack the confidence, skills and knowledge to approach these issues.**

It is very important to be **aware** of the different behavior, attitudes and values of people from **different cultures.**

The training programs should help people to build the intercultural awareness and communication skills they need to succeed, with a focus on practical results. The participants should be trained in tried and tested intercultural methods, including how to:

- Feel confident to establish "safe spaces" for discussions and meetings with intercultural elements
- Unlock the power of empathetic language for more effective communication
- Learn basic facilitation for leading discussions, or sharpen your skills to get the best from difficult meetings
- Create welcoming environments where those of all beliefs and cultures can thrive
- Communicate the value of intercultural interaction to others

**All the trainings should:**

Be tailored to the needs of the migrant groups

Use participative methods to engage and inspire

Provide ready-to-use tools and techniques

Be delivered by expert facilitators

**Focus on: Interfaith training**

During integration we should also work closely with migrant leaders, including with religious leaders, through interfaith trainings designed to empower community leaders in their role to promote the process of integration.

The programs should be tailored to take into account migrant characteristics such as gender, age, duration of stay, and overall economic and societal trends in the receiving country.

## 2.2.6. Strengthen entrepreneurial education and training

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**Migrant entrepreneurship-especially in high-value-added or innovative areas-holds a great deal of promise for the economic growth and competitiveness of receiving countries.**

**New businesses could do much to integrate the newcomers, and also serve the needs of migrant communities that look set to grow rapidly over the years ahead.** But migrant entrepreneurs need far more support than they currently enjoy. On average, only 18% of microloans for small start-ups went to immigrants and ethnic minorities in 2013. There's a host of barriers that obstruct migrants' use of widely available financial services. There are 'proof of residency' requirements along with language and cultural differences that make it hard for newcomers to open a bank account and obtain a credit or debit card. These are banal and easily remedied handicaps that needlessly delay the integration process. Some EU countries - notably the Netherlands, followed by Belgium - have pioneered the use of microloans to encourage entrepreneurial migrants.

This could be achieved by providing a **true “entrepreneurial culture”**: rewarding entrepreneurship as an educational and career path, presenting entrepreneurs –both native and foreign born- as role models in media, and supporting a welcoming environment for native and migrant entrepreneurs.

It is **up to the national and local policymakers to work together to identify complementary, cost-effective strategies that might realize the full potential of migrant and immigrant entrepreneurship to contribute to receiving countries’ growth and competitiveness.** We could rely on promoting the recruitment of counselors with immigrant background in local chamber of commerce and business centers as in Amsterdam or Germany (they speak minority language so as better to adapt to the needs of migrant entrepreneurs)

Of course, we would need to embed business –**support in a broader policy framework.** These programs should be embedded in comprehensive strategies aiming at **promoting an entrepreneurship –friendly environment.** And last but not the least, develop **public-private partnership.**

## Why a Migrant becomes an entrepreneur?

Because **entrepreneurship can be an engine to sustainable economic growth**, numerous studies speculate on what factors compel someone to become an entrepreneur. The common reasons why a migrant, or anyone, might attempt entrepreneurial activity are: cultural and personal predispositions, a regulatory environment supportive of entrepreneurship, if they have commercially viable business idea, access to capital and alternative employment options. These factors can have particular implications for migrants and explain why they often become entrepreneurs.

If a migrant comes from a **more entrepreneurial culture**, he may be more likely to start a business than natives in his host country. Hout and Rosen found that while being an immigrant increases rates of **self-employment**, immigrants with self-employed parents are no more likely to become entrepreneurs than other immigrants. This suggests the migrant effect may be stronger than the parent effect. There may also be some selection bias amongst migrants. Many migrants (particularly foreign students and labor migrants) left their home country, often in pursuit of better economic opportunity. So, they are by definition more ambitious, independent and **less risk averse** than many of their counterparts who stayed in their native country.

**Access to a cohesive social network also tends to spur entrepreneurship.** Migrants tend to form tight social networks with fellow nationals. These networks can facilitate entrepreneurial activity by providing capital, support, knowledge and a supply or customer base. **Mentoring**, access to **sufficient capital** and a reliable supply and customer base are often key factors in the decision to undertake an **entrepreneurial endeavor**. These networks can also make up for the fact that migrants often do not have the contacts and local understanding of regulations and culture that natives often do. **Social networks** have been known to enhance business relationships and encourage trade.

For low-skill migrants a lack of other employment opportunities might drive entrepreneurial activity. Migrants typically have lower rates of employment, labor-force participation and earn lower wages than natives. This is often due to language barriers, **employers' inability to recognize foreign credentials**, **lack of contacts** in the domestic market (so migrants do not hear about job opportunities or obtain references) and **racial or ethnic stereotyping**. **Entrepreneurship circumvents these obstacles**. The new venture can even provide jobs for other migrants, facing the same challenges. According to Oliveria and Rath (2008), a structural shift away from unskilled labor in the 1970s and 1980s, which decreased the number of **unskilled jobs available**, can account for much of the **increase in migrant entrepreneurship in Europe**. Unskilled migrants, left with few other job options, became more likely to start their own business.

The nature of regulation in the host country also can influence a migrant's decision to become an entrepreneur and how successful they are at it. Klapper, Laeven and Rajan (2006) conducted a cross-country comparison and found entrepreneurship levels can largely be explained by different institutional regulations across European countries. **Regulations impose higher costs to starting a business.** For example: due to prohibitive institutional barriers, Italy has had lower firm birth rates than the United Kingdom, France or Germany. These costs may be even higher for migrants because they are more likely to be unfamiliar with the laws and regulations in their host country.

It seems that foreign migrants often pursue entrepreneurial activities. This can include many types of firms: from ones which employ only a few workers and have limited growth potential to firms that grow quickly, creating many new jobs and everything in between. How these firms may fare and provide for migrants varies across countries and their regulatory framework. Thus, it is important to understand how successful these firms are, the challenges they may face and what scope exists for policy makers to aide their success. Migrant-founded firms often face high rates of mortality, provide limited income and may be even more vulnerable to the recession than firms founded by natives. Yet, **self-employment may offer a viable alternative if the migrant is shut out of the traditional labour market and contributes a non-trivial amount of economic activity in the host country.**

It would be particularly interesting to understand the contribution of migrants to innovation and high-growth firms. **Because innovation is one of the key components to sustainable growth and job creation,** a better understanding of the relationship between migrants, high-growth firms and innovation would be useful to policy makers.

Migrants may be a source of job creation rather than taking a limited number of jobs from natives. But once in the host country, they need support to **gain access to capital, learn the language and deal with regulatory hurdles.** These constraints do not necessarily only apply to low-skill migrants. Even high-skill migrants have had difficulty obtaining capital and negotiating local regulations.

### **Positive outcomes: Migrant entrepreneurship as a source of self-employment**

- In many countries, migrants are more likely to be entrepreneurial than natives
- Migrants are also more likely to be self-employed than natives
- Self-employment includes entrepreneurship

### **Entrepreneurship-positive outcomes**

- Migrants “create” their own jobs
- Migrant entrepreneurs provide goods and services that might not exist or be limited in their absence (especially in regard to services)
- Migrant entrepreneurs may generate additional employment
- They can promote trade with countries of origin

### **Other potentially positive effects**

- Entrepreneurship has moderate return but the potential of generating high returns
- It gives a modicum of independence to migrants
- Migrant enterprises are training ground for new waves of migrants
- Enterprises in ethnic enclaves contribute to the cohesion of the community

### **Why is entrepreneurship increasing among migrants?**

- Entrepreneurship has a high potential payoff
- Provides a livelihood for migrants still unfamiliar with language and other host country mores
- It is a family strategy to accumulate wealth and set a foundation for the economic mobility of the next generation



## Why does this matter?

- Entrepreneurship in receiving countries is beneficial for the migrant and most probably for the host community (job generation, provision of goods and services)
- Countries of origin derive benefits from expansion of trade
- Return migration could be made more
- beneficial by promoting entrepreneurship

## Our beliefs

- We believe that migrant entrepreneurs play a positive role in the economic and social development of the country they live in.
- We believe that the migrant population have strong entrepreneurial skills and can adapt to any economic environment.
- We believe that the success of migrant entrepreneurs is due to their diverse networks, social resilience, economic resourcefulness and business creativity

## 2.2.7. Provide dialogic teaching, tailored services and centered learning sessions for Newcomers & vulnerable groups

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### Curriculum Content and Variations

Migrant Integration Lab Curricula are “living” documents **that are constantly being adapted and updated to meet the specific needs and abilities of each new group**. General topics covered for all participants typically include practical information about the country of destination while at the same time address issues such as cultural adjustment and integration.

Migrant training curricula take into account the core facts regarding the country of destination, including geography, climate, housing, laws, employment, education, health and social services, and transportation. **Topics such as social norms and values, cultural adaptation and coping with culture shock are spiraled throughout the curricula.**

**Content will vary, depending upon the target group.** While refugees will need to understand and learn about the resettlement realities which await them, including health and social services, migrant workers, on the other hand, will be presented with employment-specific information such as contracts, benefits, rights and responsibilities, remittances, etc.

**All migrants, whether they are temporary or permanent, will benefit from understanding the cultural norms and values they will encounter as they navigate from the known to the unknown, and make connections between that which they have experienced and that which is still new.**

### Training Methodology suggestions

**Training sessions must be “learner-centered”.** Skilled trainers directly involve the participants and ensure that they take ownership of the classes. The training methodology is hands-on, meaning that participants are not simply told about life in their new country, but are **given the opportunity to experience it through role-plays, case studies, problem- activities, games, debates, and other activities that require their full involvement.**

Effective training requires the trainers to know the background of their participants. Trainers draw parallels and connections between a participant's point of reference and **their own understanding of the societal expectations and behavioral norms of the destination country.**

Trainers must be sensitive to the **cross-cultural issues that may challenge the participants' own cultural values and traditions**, and create opportunities for open discussions on a range of topics. Sensitive topics are raised in a manner which is both respectful and non-judgmental, in which participants can explore their own attitudes and concerns. Sensitive topics are raised in a manner which is **both respectful and non-judgmental**, in which participants can explore their own attitudes and concerns.

#### **Make use of cross-cultural or bi-cultural trainers**

**Trainers who share similar cultural and linguistic backgrounds** as those of the migrants they work with are often considered **more effective** than those who do not share their language and have a less complete understanding of the migrants' culture. A further advantage of **cross-cultural trainers** is their keen understanding of the culture of the destination country, which gives them a unique perspective and enables them to effectively **address potential challenges the migrants may have** as they navigate the complexities of the receiving society. **Straddling both cultures becomes an asset, which enables them to gain the trust of the participants and increases overall credibility.**

#### **Promote gender equality in migrant training**

It is equally important to provide an open and secure learning environment in which **gender equality is promoted**. This not only sends an important message that the destination country values the role that both men and women play, but also **paves the way for future social interaction and learning opportunities whereby women's participation is not only encouraged but expected**. Trainers are particularly attentive to female migrants' needs, and, if necessary, will **create opportunities in which to address issues that may warrant separate discussions from those held with male participants**. If possible, training sessions addressing sensitive culture-specific issues (FGM, bride prices, sexual exploitation and abuse, and polygamy) should be carried out for men and women.

## **Recognize the inherent strengths and resources of migrants**

Trainers are encouraged to draw on the extensive experience, strengths and resiliency which migrants bring with them when designing, conducting and evaluating training programs. **These social resources should be factored into the delivery of any migrant training program.**

## **Make possible that migrants teach each other**

**One of the most effective ways to learn something is to teach it to others.** The migrant training must look for ways to help participants learn different facets of a training topic, then teach each other in order to fill in the information gaps. **This approach not only helps migrants learn their own part of the topic particularly well, but also helps them to develop self-confidence from being teachers of important information, instead of always being the recipients.**

## **Proceed from the known to the unknown**

**An effective teaching approach is one whereby the trainer first identifies what the learner already knows and then moves to what they want or need to learn.** This can be done by drawing on examples from what migrants already know – whether about public transportation, housing, health and social services, education, laws, or cultural adaptation – and extrapolating or bridging from that existing knowledge to new information.

## **Conclusion and results:**

By taking advantage of this type of training programmes **migrants, host communities, and governments all stand to benefit.** Migrants gain from having a better understanding of the migration process, which contributes towards reduced levels of anxiety while increasing the overall chances of successful integration. **Host communities gain through a decreased need to support the newcomers,** while fostering an atmosphere of mutual understanding and respect among all community members. And, finally, **governments gain through decreased costs as newcomers become self-sufficient, productive and integrated members of the receiving society more quickly.**

### 2.2.8. Transnational implications: Borders and transnationalism

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From one viewpoint, interstate borders are simple ‘artefacts on the ground’. Borders exist for a variety of practical reasons and can be classified according to the purposes they serve and how they serve them. They enable a whole host of important political, social, and economic activities. From a very different perspective, borders are artefacts of dominant discursive processes that have led to the fencing off of chunks of territory and people from one another.

Such processes can change and as they do, borders live on as residual phenomena that may still capture our imagination but no longer serve any essential purpose.

Yet, what if, although still necessary for all sorts of reasons, borders are also inherently problematic? We need to change the way in which we think about borders to openly acknowledge their equivocal character. In other words, we need to see a border not as that which is either fixed or that as such must be overcome, but as an evolving construction that has both practical merits and demerits that must be constantly reweighed.

Thinking about borders should be opened up to consider territorial spaces as ‘dwelling’ rather than national spaces and to see political responsibility for pursuit of a ‘decent life’ as extending beyond the borders of any particular state. Borders matter, then, both because they have real effects and because they trap thinking about and acting in the world in territorial terms.

A **border divides in and out**, here and there, self and other. It not only distinguishes, but it separates, actively pushing the sides apart. A **wall, then, is a materialization of divisive thinking**. Simplification often accompanies this process of drawing distinctions. Border lines slice apart gradation, making apparently clear and evident that which actually blends across society and space.

Unsurprisingly, **border symbolism’s power to unify meanings serves nationalism**, often a racialized version. Real nation-states are unequal and diverse, and have links across borders. But via condensation, these complexities are reinterpreted as a single unified package inside a bounded container – that is, the nation-state. Such unification on one side, and separation from the other, mean that border thinking tends to deny basic processes of social life. It denies relations that span borders.

Likewise, border thinking resists the co-presence and connectedness of differentiated and unequal people, whether already inside boundaries (such as immigrants of various statuses) or transnationally. Border thinking makes it harder to conceptualize people across boundaries, or migrants who cross them, as moral equals to those within.

“Transnationalism varies across and within groups with significant differences in the scope and range of transnational activities. Nor does it prevent migrants’ integration into their new communities. In reality, researchers have found that the more integrated a migrant or an immigrant is, the more transnational he or she is likely to be. Professor Alejandro Portes (2007) found, for example, that it is the better educated and the more comfortably established migrants who are the most likely to engage in transnational activities. The first and foremost reason why transnationalism deserves attention is its sheer growth in recent years. Its existence is highly relevant to the modern workings of global cities. Therefore, a transnational framework gives policymakers a new lens with which to develop innovative public programs, and public-private partnerships across borders. And because of the economic implications of transnationalism, it provides opportunities for businesses, social entrepreneurs, and governments. “

<https://www.linkedin.com/pulse/migrant-integration-lab-transnational-pattern-laura-iuliana-petrache?fbclid=IwAR3Kz9Wdlug3O3OzyACunkmhF-BmdfCEXolyCW1DHJiyah-TbLpGNOKlSk0>



### 3. Focus on positive engagement/ active Citizenship & responding activism

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#### 3.1.1. Public Policy recommendation by Angela Tacea

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Angela Tacea is a FWO postdoctoral fellow. She is affiliated with the Institute for European Studies of the Vrije Universiteit Brussel(VUB). She is also an associated researcher at the Center for European studies and comparative politics (CEE), Sciences Po Paris.

Her postdoctoral project, 'Who wins the legislative battle? Tracing legislative change and policy ideas in the Area of Freedom, Security and Justice', conducted in partnership with the VUB's Artificial Intelligence Lab, aims to understand the balance of powers between the main European institutional

actors in context of legislative decision-making in the Area of Freedom, Security and Justice (AFSJ).

Her research and teaching interests are broadly in European decision-making process and constitutional law, with special focus on institutional actors and procedure, fundamental rights and justice and home affairs policies, e-government, civic techs and artificial intelligence.

Before joining the VUB, she has been a temporary Lecturer in public law and political science at Université Paris 2 Panthéon- Assas. Angela completed her PhD at Sciences Po Paris (2010-2017). Her dissertation explains how national parliaments contribute to the decision-making process and the defense of human rights and civil liberties in the Area of Freedom, Security and Justice.

Find out more about her inspirational and leading actions on:

<https://vub.academia.edu/AngelaTacea>

<https://ies.be/users/angela-tacea>

## **“Mechanisms of immigrant integration should be the priority of policy-makers and States should take their responsibilities”**

The academic literature on integration distinguishes three main types of national immigrant integration policy models (Entzinger and Biezeveld 2003, Carrera 2006).

The multicultural model, traditionally followed by Sweden, emphasizes the protection and respect of cultural diversity and guarantees immigrants' identity.

The assimilationist model, followed by France, is based on a complete assimilation of immigrants to the traditional values and national identity of the host country.

The third model, followed by Germany, is exclusionist because it develops strict conditions of access to employment and residence on the territory.

Hence, there is no homogeneous model of immigrant integration. Moreover, several Belgium scholars (Adam 2013, Martiniello 1995; Rea 1994) portrayed the difficulties of applying the 'national model' of immigrant integration in federal states. In Belgium, the Flemish integration policy is more centralized, institutionalized and multicultural than the Wallonian one. In sum, immigrant integration policies, when they exist, do not only differ from one country to another, but also from one region to another.

Contrary to anti-discrimination policies, the European Union has not done much to harmonize integration policies, because the latter are the exclusive competence of EU Member States, which can also delegate it to the sub-national level.

This lack of harmonization is not without consequences for the current European migration “crisis”. In addition to family and economic reasons, migrants choose certain countries and not others because their integration might be easier and more effective. In this sense, there is clear room for **more harmonization of integration policies at the EU level**, though social and political inclusion and intra-EU mobility. The EU could start by **adopting a framework directive on equal treatment for third country nationals regarding access to common public goods**, such as employment, social assistance, social security, education etc.<sup>2</sup> The EU should

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<sup>2</sup> If discrimination on grounds of nationality is prohibited in the EU (art 18 TFEU, 21 CFREU), this is not intended to apply to cases of a possible difference in treatment between nationals of Member States and nationals of non-member countries (Cases C-22/08 and C-23/08 *Vatsouras and Koupatantze* (2009) ECR I-4585 [52] ; Case C-45/12 *Hadj*

also encourage intra-EU mobility of third country nationals, by **reforming the Long-Term Residence Directive 2003/109/EC in order to grant more mobility rights to non-EU country nationals and to create a common system of recognition of non-EU/EEA degrees and diplomas**. One has to admit that the EU common market should not be common only for EU citizens, but also for third country nationals who benefit from a legal status in one of the EU Member states.

The EU does, however, actively promote integration and language courses for new migrants through its funding mechanisms, such as the Asylum, Migration and Integration Fund (AMIF). Immigrant integration language and civic programs are mandatory for example in Germany, the Netherlands, Austria, Flanders and Denmark and scholars have underlined the trend towards restrictive immigrant integration policy in the EU (Carrera 2006). In sense, mandatory participation in integration programs seems to become a precondition of having access to a secure status.

Interestingly enough integration programs are not only open to criticism because they shift the responsibility from the State to the immigrant, but also because there is no scientific or empirical evidence of the positive impact of (mandatory) integration language and civic programs. Existing studies tend rather to show that integration is not always grater for those who followed integration programs than for those who did not. At the same time, too strict integration requirements might harm positive integration, if they are used as an instrument for migration control (Adam, 2019).

Thus, comparative **evaluation of existing policies and mechanisms of immigrant integration should be the priority of policymakers** and States should take their responsibilities when it comes to the positive integration of immigrants by favoring social inclusion and equality, non-discrimination and the respect of diversity.

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*Hamed* ECLI:EU:C:2013:390.) Moreover, the Framework Equality Directive does not cover differences of treatment based on nationality.

### 3.1.2. The necessity of a global sustainable policy of integration by MBA cohort

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Using the Migrant Integration Lab device, B1-Akt focuses on training and capacity building, to successfully manage migrant integration (through building partnerships with NGOs, Institutions, and organizations working on Migrant Integration Issues). “By **fostering private, public relationships**, B1-Akt can **leverage on the strengths of both sectors** and produce a white paper to influence policy in Europe.

In the current business environment, **Governments should view civil society not as a threat but as an asset** because they have access to information and the public in ways that the government doesn't. Building a public, private relationship for this initiative would only ensure that there is access to the right people, civic engagement and use of relevant information and case studies for successful implementation of the policy.

The Migrant Integration Labs are based **on transnational frameworks** that are giving policymakers a new lens with which to **develop innovative public programs** and **build public-private partnerships across borders**. And because of the economic implications of transnationalism, it provides opportunities for businesses, social entrepreneurs, and governments (Migrant Integration Lab, 2018). The project is a global migration initiative, and so has the potential to partner with international NGOs, civil societies, different governments and also cultural-oriented organizations, nationally and internationally.

With such a real objective, B1-Akt can **bridge the gap between diverse stakeholders** that represent refugee communities and have an interest in migration issues, academic institutions, private and state companies, entrepreneurs and investors who are **working to develop innovative and sustainable solutions**, responding to the **emerging challenges** of the current migrant crisis, and helping to **build inclusive communities**. The Training Methodology the lab uses for newcomers and the targeted public can be adopted for the primary stakeholders at national level. The training of the main stakeholders and integration facilitators is aimed to manage **migrant integration successfully**.

**A European Network involving a global ecosystem was created to promote good practices exchange** and enable **transnational cooperation**. This network can be leveraged to include political actors, influencers and civil society actors such as Amnesty International and Danish Refugee Council among others.

The device works through creating **intercultural dialogue** involving migrants and receiving communities. In France, most of the actions concerning migrants are not aligned due to the lack of a structured, sustainable and real policy of integration. The lack of system creates a need to work with the European Union, OECD,

United Nations Migration and other agencies to develop and incorporate a sustainable migrant policy into the country's processes and laws.

The **transnational framework can serve to reduce complexities** of developing an acceptable policy since it gives policymakers a new lens with which to create innovative public programs, and public-private partnerships across borders (Huffington post, 2017).

There is the need for a deep relationship and work plan involving the European governments and the European Union and private sector to create a successful and sustainable migration policy. According to Antoine Savary, the deputy head of unit at European Commission, in the last two decades, the roles of various players has shifted as the operating environment for civil society has evolved. There is an essential contribution of civil society to a flexible global system alongside government and business. **Civil society has changed to play their role in impactful and dynamic ways.**

Civil society is no longer a mere "sector" dominated by the NGO community; it encompasses much more. Civil society today includes an ever broader and more vibrant range of organized and unorganized groups, working in multiple sectors and with new organizational forms, both online and offline. They have taken an active role in **tackling societal challenges** in areas previously left to government or the public sector. Civil society has a more significant role to play with the shifting external contexts, and this evolution will impact their work and relationships with governments and private organizations.

In a turbulent and uncertain environment, all actors can't afford to work in isolation. Since they have the same goals and pooling resources will produce better results and generate new, more effective ways of tackling societal challenges which will inevitably transcend traditional sector boundaries — projects such as this need to look to unusual sources for inspiration and relevance to adapt successfully.

There is a need for synergy and dynamism through public, private partnerships led by an active organization of change makers. The power and influence of civil society organizations are growing and can be harnessed to create trust and enable action across sectors. Through the unique operating model, it can link public and private activity together in such a way as to strengthen the common good as it evolves. The advantage civil society brings to this partnership is their focus on their core missions, their relationship with the public and insight into people's needs and challenges as well as the data they have gathered in numerous white papers which we can use to inform policymakers.

There is a need for them as independent organizations that are ethical in their operations and focus on advocacy of the marginalized or under-represented. Civil society plays an integral part in building trust in the policy by upholding the integrity and accountability of all stakeholders, including itself.

The project can focus on best practices from initiatives of other players to build an innovative solution to the problem and harness knowledge to shift the design to address emerging problems with new solutions.

**Civil society can create a political and social space for collaborations and discuss the issues of political players to influence a sustainable, holistic policy.**

The Future Role of Civil Society project was launched in June 2012 by the World Economic Forum with the desire to explore the rapidly evolving space in which civil society actors operate. Definitions are changing as civil society becomes more than a mere "sector" dominated by the NGO community: civil society today includes an ever broader and more vibrant range of organized and unorganized groups experimenting with online and physical forms of operation.

In this context, we used an online campaign and so could have partnered with online campaigns of civil society organizations to have a more impactful campaign. In this way, we could build partnerships and share their posts, have them share ours and be able to harness their networks and platforms.

Civil society actors organize events such as debates where government and private organizations convene to discuss issues of importance.

These conventions are one area the project could have used as a field to share their work, gain awareness and debate best practices and solutions in different contexts and environments. With the disruption of technology on traditional funding models, the project can leverage online actors and campaigns to raise funds to implement an impactful campaign and dramatically increase social engagement. The technological disruption poses challenges but also creates opportunities for rapid adaptation on the part of the project and its partners.

With the power of social media, mere individuals become influential in their ability to voice opinions seen and shared by many in a few minutes. By identifying such gifted individuals, the project can work with them to build more prominent relationships and reach more audiences with people they know. There is a need for non-hierarchical communication structures, to control and produce information that is relatable and influential.



There is a need for agile partnerships that can respond to and engage the public in ongoing debates, mindsets, and conversations in real time to leverage the connectivity internet produces. The project with its partners can use such connectivity to explore different forms of public engagement and consultation to get them involved in policy formulation and development. These methods can be used to "crowd-source" input into the new policy.

The project needs to study the different civil society leaders and political actors involved in migrant issues to understand how shifting contexts have created opportunities to achieve impact, and what this evolution means for their relationships and work.

It can also compare and evaluate scenarios to test strategies and think through opportunities created by a rapidly changing world. Finally, there are many players in the migration environment, and so it is pertinent to map and build relationships with essential opinion-formers, influencers, politicians, and diplomats who influence the policy and agenda. With aligned interests, all the parties can form effective coalitions and networks to shape the debate progressively.

Civil society organizations and NGOs have experts and the budget to provide deep subject-matter expertise based on the first-hand experience, organize engagements for public and government, as well as produce a massive campaign that can reach millions and create the desired awareness and change in mindset towards migrants. **Through important partnerships and the results of the campaign, B1-AKT can produce a white paper to influence the policy on sustainable migrant integration in Europe.**

"We were able to see what the implementation of this project taught us, but this project is far from over. We sincerely hope that this project can continue in the long term in order to provide more sustainable solutions for migrants. Below are some recommendations that we consider can help the project." **(MBA cohort, 2018).**

### 3.1.3. The next powerhouse of Talent - Umesh Mukhi

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Business schools have become the next powerhouse of Talent, yet in this increasingly competitive environment there is a sense of homogeneity in what value they offer to students and organizations thereby creating a societal value. Leaving the stats apart, let's take a generic yet a critical perspective at business school, almost every business school claim to be a leader and yet from my experience they are still following the same traditional paradigm of offering courses and conducting research which is mostly disseminated among academics.

In my discussions with professors and to some extent senior management, I find that they all are passionate about doing something disruptive, but the institutional environment often obstructs from this passion to be executed. It is here I feel that schools should take a step back and see how they can create "meaningful" dialogue with the society by seizing unconventional thinking.

For instance, schools have been providing talent to organizations by shaping lives of student who enter via selective admission process which ultimately creates another elite structure in the society. However, schools can seize the opportunity of unconventional admission take in by looking into immigrating talent due to refugee crises.

In this context some questions could be asked regarding the capacity of business school as a socially responsible institution which would eventually value humanistic thinking such as Can the business schools offer scholarships to refugees, can **they create entrepreneurial spirit** among the refugees or can they train them to become successful business leaders or managers, can they create intangible assets by transforming lives of men and women who have left their home with nothing but only hope and inspiration.

This gives a unique opportunity to schools to partner with NGO's and civil society to tackle something measurable and impactful. I recall seeing Venezuelan refugees in Brazil on street signal asking for money, the same case with Syrian family asking for help in Paris Metro, yet I felt as if my hands were tied because couldn't see any visible initiatives from business schools.

Although I may only presume, they are equipped with desire, motivation to succeed, some of them even with educational degrees. Yet they business schools are in dormant stage and the refugee talent in despair. The task of creating a new ecosystem for them could thus be collaborative where regional authorities and business school could work together to devise talent and competency programs.

Some of this is already happening in Germany and I believe there is a huge scope in France if the government deals with it from strategic value creation perspective.

### 3.1.4. From fear to collective benefits - Jonathan Midwood

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In a seemingly disconnected and ever-changing world we need to re-assess how we start to build bridges and tear down walls of fear in order to become a global community and one with a future. For millennia 'man' has warred against and in some cases conquered foes that are seen as different and therefore form a target for our fear. The 'Other' is seen as our enemy and the default position is that it has to be eradicated so that the threat of our demise can be reduced; a pre-emptive strike if you wish.

The problem is that both sides of this 'war of the other' are both victims of a tit for tat approach that is leading to a false sense of future stability through incremental and small yet insignificant gains. Forced gains of land, the plundering of resources (knowledge and physical) and the rise of apparently high moral positions are no longer useful in times of change and uncertainty. This approach only leads to reversion, a crawling back to our base instincts and if we are to truly evolve then we need to look forward to new ways of being, thinking and acting.

Fear is a natural and often valid response to a threat. It has been something that has been of benefit to us for so long that before we could even evaluate what the 'fear response' was it served us. Since the turn of the century with the 'fore-fathers' of modern Psychology and in more recent time, through the use of medical technology, we have come to realize that fear is a response and one that we have become a slave of. Fear is in control of us, and has been at the driving seat for a long time.

Through the **use of reflective practices like mindfulness and emotional intelligence** many people have started to become more in tune with their body, their responses and their mind and the by-product has been that they have developed a well of compassion, lasting connection to the world and themselves and have established a deeper understanding that the 'other' is just like them; just like you and me. Has the same fears, doubts and desires.

Modern day politicians, if they were to take this step towards a deeper understanding of themselves and of others, they would realize that their fear is, in most cases, the same shared fear that keeps the perceived 'other' awake at night. That their desire for global stability and security is the same as the majority of the people across the globe; we all want to be safe. **That the best for the planet, the place that they have been intrusted to caretake is in all our collective interest as it is our legacy for future generations to come.**

Mindfulness and Emotional Intelligence with an open and listening ear, as well as an open and receptive mind, could form an approach that steers us away from more of the same reactive and destructive behavior that has led us in the past to push away and reject people 'not like ourselves'. **It could help us move away from building more walls and move us towards a lasting collective consciousness that in turn leads us to bridge gaps and difference.**

Ultimately, **we want to work towards a world where competitive advantage becomes collective benefit and where we can share this blue green planet with all the other global citizens in harmony and peace.** It starts with those in power and with the commitment to face fear with compassion and an open heart.

### **Jonathan Midwood – United Kingdom**

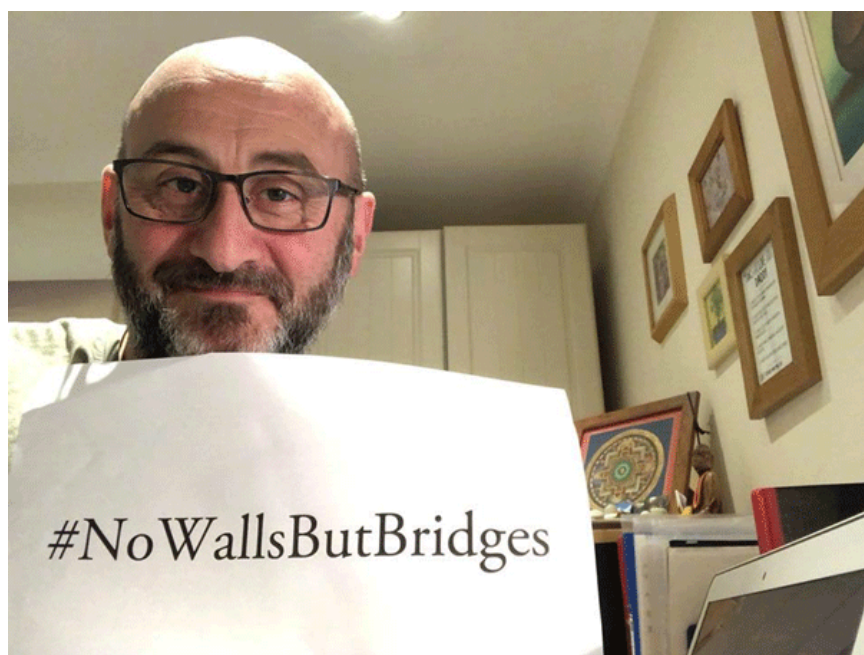
#### **Jonathan Midwood Active Citizenship response**

November 5th, 2018

From our hearts and minds we are able to create Ideas of great beauty and it is only through our behaviors that we can truly turn positive intent into positive action.

From our offices and workspaces, from our places of education to our own homes we can make a decision to move our minds and bodies towards a more integrated and sustainable way of living.

To co-create a future where difference and divergence becomes convergence and a parallel, shared path that we all walk. I am proud to, in my small way, walk with [Migrant Integration Lab- Sustainable Solutions](#) and work towards a world of unity and cohesion.



### 3.1.5. New wave of migrant integration activism

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Communicating 'tough' messages on immigration seemed to provoke new waves of pro-migrant activism.

#### Zac Brewer – USA

[Zac Brewer](#) Inspirational words on social cohesion [#NoWallsButBridges](#):

"Go to any place on the planet and talk with some of the people who live there. Inevitably you will speak with people who fall on one of two sides when it comes to the question of how people who were not born in that place ought to be treated within that **society**.

In your travels and your talks, you'll hear from some people who favor **social and political policies of isolation**, which align with deep seated fears of (and frustrations with) people born in other places, the way they think, and the way they do things. Though these folks are often well intentioned, and often think they're properly advocating for the safety and prosperity of their homeland, these people are holding their own society back.

On the other side of things, you'll also hear from people **who support programs and initiatives** which are more inclusive, people who see all humans as global citizens and recognize the perpetual inevitability of people migrating from their home in one land to new homes in other lands. These people look for **the benefits of integrating immigrants into their society**. These people are excited by the prospect of incorporating innovative new perspectives within their communities which will lead to the sort of advancement and prosperity that can only be achieved by opening the door to new ideas and approaches. These people are fighting for a success filled future for the land where they live, and for the human community which we are all a part of.

The largest hurdle between isolationist perspectives and perspectives of inclusion is the simple fact that -- whether we would like to admit it or not -- change is scary. New ideas, unique methods of thinking, and novel ways of doing things can all be scary too, or at the very least seem needlessly frustrating when we think that **"the old way works just fine"**. The trouble with that sort of thinking is that the old ways will only work fine for so long. The path to true prosperity and **societal advancement almost always lies with innovation**.



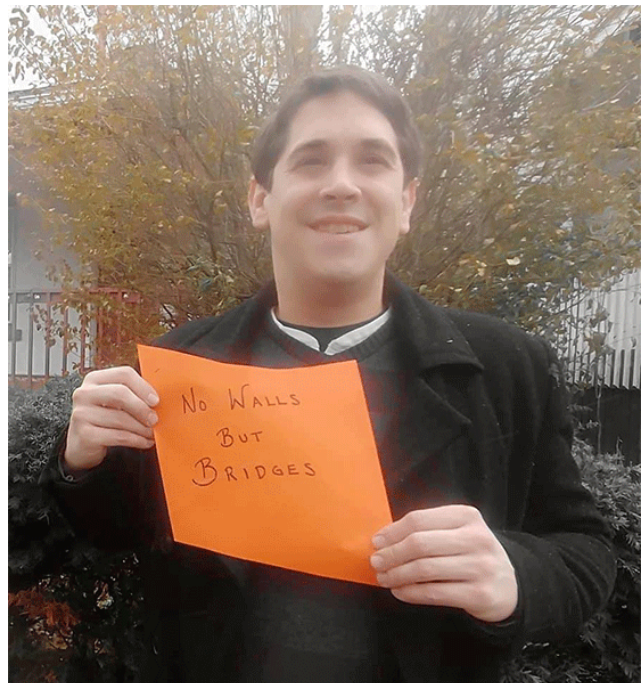
When people from new places are welcomed and appreciated, when their perspectives are embraced rather than feared, exponential progress is frequently achieved as people from different backgrounds come to work together, and in doing so combine their collective knowledge. The old adage **“knowledge is power”** is an old adage because it’s true.

With only our own knowledge, we (as individuals, and as a society) are much less powerful than we are when we share what we know with others and have them in turn share what they know with us. Much of this may seem obvious, but these values are being cast aside in many different parts of the world right now. Technology has advanced to the degree that large amounts of people, regardless of their position within their own society, have become **pacified by the ease of modern life**. Many people do not think they need their neighbor any longer, do not recognize the importance of incorporating different perspectives and methodologies into their lives and societies.

This way of thinking is dangerous to all human **societies** as it is sure to slow **advancement globally**, as it is sure to narrow individual perspectives.

By no means do I intend to suggest that working together with people from other places to understand different techniques and trains of thought is easy work. Taking the time to understand a new way of doing a thing you already know one way of doing can be complicated and extremely frustrating, especially in a world where we’ve come to expect all information to come quickly and with ease. But the alternative to doing that hard work (of embracing that which is new and foreign and complicated and frustrating to us) is falling behind in a global sense, both in our society and as individuals. And I have to hope that is not what anyone would want for themselves or their **communities**.

Here I am reminded of another proverb which has been advocating for the necessity of **social cohesion** since before that phrase even existed. **“If you want to go fast, go alone but If you want to go far, go together.”** For humanity to go far, we must go together. "



Nida Fe Ortego - California

[Nida Fe Ortego](#)

“As California continues to evolve in its policies aimed at migration, we can only hope that it serves as an example for the rest of our country. Most recent example: the state passed a law that allows everyone in the state, regardless of immigration status, to apply and have a driver’s license, allowing everyone greater mobility which in turn helps with wider opportunities when looking for employment”.



# #NoWallsButBridges



## Monica Bota Moisin - Sweden

### [Monica Bota Moisin](#)

Here I am in Jaume Plensa's House of Knowledge in Borås.

Who can come in? People of over 30 different nationalities pass by the House of Knowledge every day on their way to the Swedish School of Textiles, Sweden's best known textiles and fashion alma mater and an innovation center in smart textiles.

They can all come in. Cultural ambassadors always on the move. Being welcome for our stay.

#NoWallsButBridges and Homes. [B1-AKT-Leading Sustainable Strategies & Paragon Communication.](#)

[#NoWallsButBridges](#)

<https://jaumeplensa.com/>



## Carmen Emanuela Popa - Romania

Citizenship and activism - October 24, 2018

[Carmen Emanuela Popa](#) is with [Monica Boța Moisin](#) and [6 others](#) in [Europe/Bucharest](#).

Art unite us! Let's give us a chance to be human beings, through the face of metaphor that reminds us what we are and where we come from.

Each of us has the same birthplace. This world.

Every message of my art goes along with the steps of the human being because we are one.

Let's take care of each other, and do everything we can imagine about that.

[#NoWallsButBridges](#)

Thanks Laura & Yannick for Sharing these fundamental values!

B1-AKT-Leading Sustainable Strategies & Paragon Communication / Migrant Integration Lab / Humanism//Sustainability//Social Entrepreneurship // Global Citizenship//Intercultural Dialogue//Hybrid Identities //Trans nationality//Trans cultural//Trans Lingual//Common Good

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[#TakeactionchangeLifes](#)



**In sum:**

As our analysis indicate, providing people with information about potential benefits of migration, particularly if this information is new, can lead to substantial shifts in views. As the public conversation is often dominated by anti-migrants' voices, the paucity of politicians or organizations that publicly advocate for a more open immigration policy may mean that information about the **potential benefits of immigration** is not receiving substantial airing in the **public discussion**.

The fact that information treatments of the type we administered produce **such sizable effects**, many of which last beyond the immediate term, suggests that this type of awareness campaigns are potentially a powerful tool for countering widespread public hostility toward immigration.

We also observed, with respect to immigration that is also correlating with positive changes in attitudes toward migrants. If so, one can easily imagine how governments that are interested in creating a public sphere that is more amenable to migrants can adapt this approach and **fund campaigns in the media disseminating the type of information that was used in our campaign**.

Our campaign indicates that some treatments are more effective than others, and that some have a longer-lasting impact. Moreover, we find some evidence of heterogeneity across the population in receptiveness to the different treatments. To ensure effectiveness of information campaign, figuring out the specific migration-related benefits to which native citizens will most relate, and targeting different audiences with group-specific information, is a task that requires further experimentation. **As the results of our campaign indicate, this is a task very much worth pursuing.**

New generation building bridges





## 4. Public awareness and dissemination of results

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### 4.1. Sustainable impact

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**This present report aims at disseminating the results of the campaign and good practices**

The final information included in the report aim at promoting the active involvement of all stakeholders in the project. The activities of dissemination focus on the following target groups: Government authorities, local, European and International authorities, students of business schools, migrants, refugees and other relevant NGOs working on migration issues, the media, potential end-users and supporters, International Public, strategic partners, civil leaders and politicians.

**The advantages of the dissemination plan** rely on providing the French Government as well as the European Union, its Member States, the academia and civil society, with:

- Reliable, updated and comparative information on migration awareness campaigns & sustainable solutions on integration
- A guide of sustainable impact of this type of experience
- Making research serve action by connecting experts with both policymakers and the wider public through respectively policy-oriented research, training courses, and outreach programs.
- Capacity Building & Social impact projects for the Higher Education

**The following activities are envisaged as follows:**

- **The report will be diffused** to all the partner ecosystem and stakeholders involved through the web site and MIL/B1-AKT's International newsletters
- **The web site** will be part of dissemination a tool as well as all the other social media channels, blogs and press articles used during the campaign
- **A one-day seminar** will take place to inform about the objectives and results of the project in current 2019
- **Media coverage:** During the whole project and especially after the end of each project phase, the project activities and outputs will be promoted through the media by press releases, and articles in the newspapers/magazines (English, French).
- **Research Articles** are going to be issued until the end of 2019.

### **Together with Beyond CSR, organizing a lab on the theme “The power of social Data-How to influence a Sustainable future”.**

This is going to be a one-day event dedicated to the Social Impact and Awareness Campaigns implemented by B1-AKT.

The Lab is going to be based on a collaborative approach, by bringing together **diverse stakeholders** that represent refugee communities, academic institutions, private and state institutions, entrepreneurs and investors who are co-creating an enabling environment to develop tangible and sustainable solutions, **responding to the multidimensional challenges of migrant crisis**, helping in effect to **build inclusive communities via** data and Social Media.



## The Refugee Crisis and Social Media – Finding New Solutions Using the Power of Data

**Together with Ecole des Ponts and Beyond CSR- partnership of one day event on the theme “Blockchain - Social Impact – Sustainability”**

<https://pontsbschool.com/blockchain-social-impact-sustainability/>:

On the 11 th of April an event based on interactive exchanges around Sustainability and Social Impact with a focus on Blockchain and technology was held.

- How does Tokenized Business Modeling facilitate the implementation of Sustainable Development Goals?
- How do Technology and Social Impact combine to foster competitiveness and economic development globally?
- To quickly onboard everyone in what will be an active, collaborative and productive exchange, no prior technical understanding of these subjects are required.

<https://www.linkedin.com/feed/update/urn:li:activity:6520935955547983872/>



The MBA cohort participated on the discussion concerning the Social impact Project together with B1-AKT coordination team.

Results of the above activities will be made available for public consultation through the website of the project.

**The networks that have been built during the project are involved in the dissemination of the project results also after the close of the project.** The results will be integrated into the activities of the partner organizations.

At its best, the cooperation of the target and interest groups may result in a **new development project**.

**Overall, the diversity of the dissemination channels will ensure a sustainable multiplier effect.**





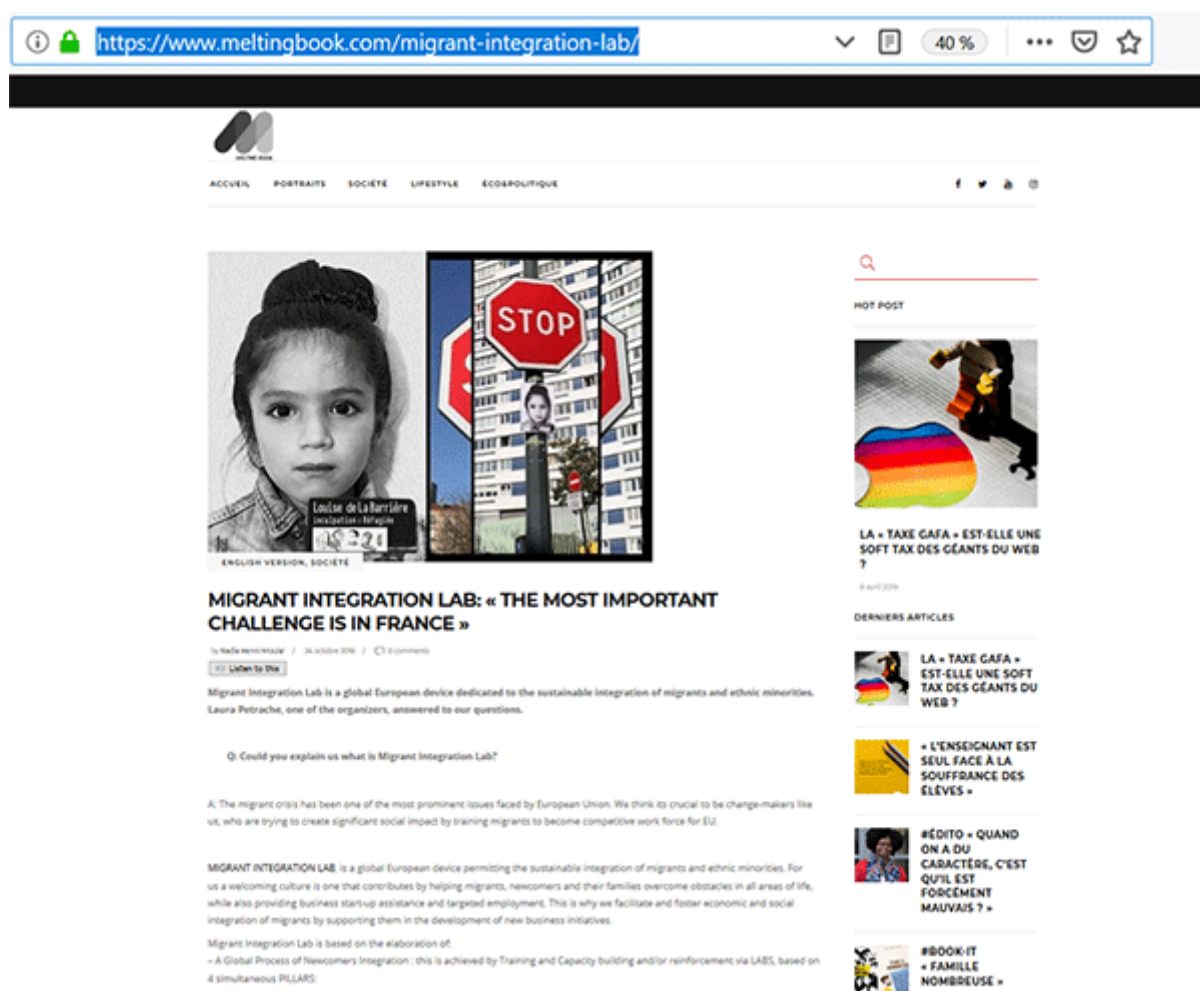
## 4.2. Example of dissemination and sustainable impact

Several articles were issued during and after the campaign in order to enlarge impact and to ensure the sustainability of the project.

As one of the deliverables of the project was to spread the ideas contained in Migrant Integration Lab Device, on which the campaign was based, the articles were translated in several languages and diffused through the channels of social media, traditional media, international prestigious blogs, and web sites.

### Blogs, websites, and journals

<https://www.meltingbook.com/migrant-integration-lab/>



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Société
Tous les articles

# Yannick Le Guern, l'homme qui aide les migrants à devenir entrepreneur

Par Isabelle Jouanneau - 06/03/2019

Entrepreneur engagé dans l'évolution de notre société et « influenceur d'un monde meilleur », **Yannick Le Guern** est le fondateur de **B1-AKT Leading Sustainable Strategies and Paragon Communication**. Il nous explique comment il a imaginé un dispositif européen d'intégration global et pérenne des migrants.

DERNIERS ARTICLES

Grand Débat : CroissancePlus propose 19 mesures pour les entreprises

Fintech : Mooncard supprime les notes de frais

Taxe GAFA : un coup d'épée dans l'eau ?

Uber, Deliveroo : un business model menacé ?

migrantintegrationlab.strikingly.com/#news

MIL WHO WE ARE AWARENESS CAMPAIGN MENTORING LABS PROJECTS

FIGURES FOCUS ON MAIN PARTNERS PUBLICATIONS NEWS THE WALL CONTACT

Article Entreprendre- migrants entrepreneurs  
March 7, 2019

4Cs - From Conflict to Conviviality through Creativity and Culture  
January 22, 2019

An Innovative International Awareness Campaign  
December 6, 2018

Migrant Integration Lab- Dispositivo global europeo dedicado a la integraci...  
November 6, 2018

IF DESIGN Award  
September 30, 2018

Building social impact & sustainable Innovation  
April 8, 2018

How Migrant Entrepreneurship could shape Good Long-Term Economic Growth...  
October 14, 2017

De l'apprentissage des langues à la pensée linguistique : Les ressorts...  
February 13, 2017




<https://www.scoop.it/u/vltk-ktsc/curated-scoops>

**Vlatka KATUSIC CUENTAS**

https://www.scoop.it/u/vltk-ktsc/curated-scoops

Scoop.it!


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**Curated Scoops**


Followed Topics

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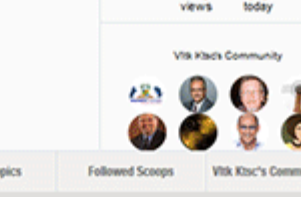


Rescoped by Vltk Ktsc from Social Innovation & Entrepreneurship, Sustainability & Migration onto Trends



Rescoped by Vltk Ktsc from Social Innovation & Entrepreneurship, Sustainability & Migration onto Trends

**The Art Lab - "Migrant Integration Lab Sustainable Solutions"**




November 28, 2015 8:45 PM

Public Domain and Arts The Migrant Art Lab is dedicated to bringing diverse forms of artistic expression by migrants and artists into the public domain. Through collaborative, cross-cultural projects using the universally comprehensible medium of art, we aim to strengthen and enrich the co-creation of human communities and foster long-term organic integration.

Our Lab aims to facilitate the inclusion of artistic expression of migrants (new and old) into wider society and the public space. Furthermore, through these happenings and intra-actions, we aim to co-create new approaches to migration and embracing differences in society. Inter-cultural cooperation has become a

**"De l'apprentissage des langues à la pensée linguistique - Les ressorts interculturels" - Cas du dispositif pérenne d'intégration des migrants"**



From [www.linesth.com](http://www.linesth.com) • November 28, 2015 8:47 PM

Résumé

L'apprentissage d'un idiome ou d'une langue nouvelle passe par la compréhension des facteurs culturels qui lui sont propres, des différences interculturelles avec la langue d'origine et de la pensée linguistique. Ces dimensions sont intégrées dans un dispositif européen d'intégration pérenne des migrants, qui permet de développer une identité hybride et interculturelle, riche de dialogue

[www.b1-akt.com](http://www.b1-akt.com)

## Personal sites and articles

**Laila ER-RFIG**

<https://medium.com/@lcoufy/migrant-integration-lab-the-most-important-challenge-is-in-france-55d1e7f8628a>

<https://www.scoop.it/t/culture-by-lili-80>

**Naoual Almi**

<https://mil836783462.wordpress.com/2018/12/06/migrant-integration-lab-the-most-important-challenge-is-in-france/>

<https://medium.com/@naoualalmi/migrant-integration-lab-35f29c8e00de>

**Riyad Dusmohamud**

<https://medium.com/@riyadepbs/migrant-integration-lab-the-most-important-challenge-is-in-france-b49d56a9611>

<http://sco.lt/9CyUJd>

**Adeyemi Adeyelu**

<https://medium.com/@netsoftng/migrant-integration-lab-the-most-important-challenge-is-in-france-b0c3a884bb8c>

<https://www.scoop.it/t/migrant-integration-lab-the-most-important-challenge-is-in-france>

**Sandeep Rao**

<http://amit21.edublogs.org/2018/12/06/no-walls-but-bridges-a-social-impact-initiative-on-migrant-integration/>

<https://amit2100.blogspot.com/2018/12/migrant-integration.html>

<https://readerscafeafrika.com/2018/12/migrant-integration-lab-the-most-important-challenge-is-in-france/>

https://readerscafeafrika.com/2018/12/migrant-integration-lab-the-most-i

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Reflections

## Migrant Integration Lab: The most Important Challenge is in France

© December 4, 2018



By Nadia Henni-Moulai

Migrant Integration Lab is a global European device dedicated to the sustainable integration of migrants and ethnic minorities. Laura Petrache, one of the organizers, answered our questions.

Q: Could you explain to us what Migrant Integration Lab is?

A: The migrant crisis has been one of the most prominent issues faced by European Union. We think it's crucial to be change-makers like us, who are trying to create


## Research articles were disseminated during the campaign.

Here below two examples (French and English Language)

« De l'apprentissage des langues à la pensée linguistique – Les ressorts interculturels. Cas du dispositif pérenne d'intégration des migrants »

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**"De l'apprentissage des langues à la pensée linguistique - Les ressorts interculturels" – Cas du dispositif pérenne d'intégration des migrants**

Laura Iuliana P. TRACHIE

Founder "BE COM 1 LAB" Sustainable Innovation/Founder of AKT AS 1 Leading Intercultural Training Institute

Laura Iuliana Le Guern Yannick

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[https://www.academia.edu/35283374/De\\_lapprentissage\\_des\\_langues\\_%C3%A0\\_la\\_pens%C3%A9e\\_linguistique\\_-\\_Les\\_ressorts\\_interculturels\\_Cas\\_du\\_dispositif\\_p%C3%A9renne\\_dintegration\\_des\\_migrants\\_Founder\\_BE\\_COM\\_1\\_LAB\\_-Sustainable\\_Innovation\\_Founder\\_of\\_AKT\\_AS\\_1\\_Leading\\_Intercultural\\_Training\\_Institute](https://www.academia.edu/35283374/De_lapprentissage_des_langues_%C3%A0_la_pens%C3%A9e_linguistique_-_Les_ressorts_interculturels_Cas_du_dispositif_p%C3%A9renne_dintegration_des_migrants_Founder_BE_COM_1_LAB_-Sustainable_Innovation_Founder_of_AKT_AS_1_Leading_Intercultural_Training_Institute)

## "Migrant Integration LAB – A transnational Pattern"

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**"Migrant Integration LAB" – A Transnational pattern**

Laura Iuliana

Laura Iuliana

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[https://www.academia.edu/37859758/Migrant\\_Integration\\_LAB\\_A\\_Transnational\\_pattern](https://www.academia.edu/37859758/Migrant_Integration_LAB_A_Transnational_pattern)

## Laura Petrache's Facebook Post

### Cities and Integration

25 March 2019

In terms of the key drivers of global urbanization, migration is one of the most important, together with fertility and life-expectancy. For many cities it may even be the most important. As such, a well-thought through migration policy is an essential component of effective urban development. However, migration policy will only succeed if it is underpinned by effective inclusion policies, which through the provision of services and opportunities, ensures the long-term integration of migrants into the urban fabric.

Cities are undoubtedly at the forefront of this situation as they are often the first port of call for migrants due to the level and quality of services and infrastructure that they provide. Thus, they are often faced with the difficult, complex and long term process of fostering integration and mutual trust. If this integration into the urban fabric is poorly managed, it can result in multiple problems and ineffective solutions that completely fail to address basic needs, and lead to the exclusion of migrants from the labour market, housing, health and education services etc. This is a particular risk when cities are asked to deal with sizeable and sudden population movements that put sudden pressure on the services of the cities.

[#Policy #Integration](#)

[#NoWallsButBridges](#)

[Migrant Integration Lab-](#)

[Sustainable Solutions,](#)

[Migrant Integration Lab](#)

[Awareness Campaign](#)

Photo credit [Férial](#)



<https://www.facebook.com/photo.php?fbid=10212807879543570&set=a.3312943394173&type=3&theater>



## Monica Moisin's Facebook Post

25<sup>th</sup> of April 2019

Page
Boîte de réc...
Notifications 46
Statistiques
Outils de pu...
Espace Pubs
Plus ▾
Paramètres
Aide ▾



Migrant Integration Lab- Sustainable Solutions  
@migrantintegrationlab

Accueil
Évènements
Avis
À propos
Vidéos
Photos
Publications
Offres d'emploi
Communauté
Gérer les promotions

J'aime déjà ▾
Déjà abonné(e) ▾
Partager
...

votre commentaire...

Voir tout

Migrant Integration Lab- Sustainable Solutions est à l'Inde.
Publié par Laura Iuliana (?) · 25 avril, 09:23 · 🌐

Buildings bridges with Monica Boța Moisin!
#WhiteDesert in Kutch

Perhaps, in our quest to celebrate diversity we didn't first answer a few crucial questions: who we are and what are we, Europeans, stand for and how? What makes Europe strong and what makes Europe weak? Why our young Europeans feel depressed and abandoned and are they so easily seduced by an ideology of death and destruction? How can Europe welcome others when among us, Europeans, we are so divided? The solutions to our crises are not only political or legal, but within us, in the way we internalize our identity, particularly in the meeting with the other...#NoWallsButBridges



516
Personnes touchées

67
Interactions

Boost indisponible

En savoir plus

À PROPOS MIGRANT INTEGRATION LAB- SUSTAINABLE SOLUTIONS

Our Story

Since the beginning of 2014, approximately 800,000 people have arrived at EU borders through irregul...

Afficher plus

Conseils pour les Pages
Voir tout

Créer un groupe pour votre Page
Aidez votre audience à communiquer dans un groupe. Les groupes sont des espaces distincts conçus pour la discussion, la planification d'événements, le partage de photos, et bien plus encore. Vous pouvez participer dans le groupe au nom de votre Page ou en votre nom propre.

Vous connaissez des amis à même d'aimer votre Page ?
Invitez des amis à aimer Migrant Integration Lab- Sustainable Solutions et à vous aider à communiquer avec plus de monde.

Voir tous les conseils pour les Pages

296 mentions J'aime +1 cette semaine
Sai Rao et 78 autres amis

311 abonnés

Voir le fil des Pages
Publications des Pages que vous avez aimées en tant que votre Page

Couverture des publications cette semaine : 219

296 personnes aiment ça et 311 personnes sont abonnées
Sai Rao et 78 autres amis

Communauté
Tout afficher

Louis Phi et 78 autres amis aiment ça


370



## Luciana Stoica's Facebook Post

24 April 2019

Page Boîte de réc... Notifications 46 Statistiques Outils de pu... Espace Pubs Plus Paramètres Aide



Migrant Integration Lab- Sustainable Solutions  
@migrantintegrationlab

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Avis  
À propos  
Vidéos  
Photos  
Publications  
Offres d'emploi  
Communauté  
Gérer les promotions

J'aime déjà Déjà abonné(e) Partager

En savoir plus

296 personnes aiment ça et 311 personnes sont abonnées  
Sai Rao et 78 autres amis

Communauté Tout afficher

Louis Phi et 78 autres amis aiment ça

Inviter des amis

296 personnes aiment ça

311 personnes suivent ce lieu

À Propos Voir tout

Envoyer un message

<http://migrantintegrationlab.strikingly.com/>

Communauté

Suggérer des modifications

Transparence De La Page Voir la suite

Facebook vous montre des informations pour vous aider à mieux comprendre le but de cette Page. Découvrez les actions des personnes qui gèrent et publient du contenu.

Membres De L'équipe

Laura Iuliana

Pages aimées par cette Page


Food Champions

Migrant Integration Lab Aware...

Migrant Integration Lab- Sustainable Solutions

Publié par Laura Iuliana (P) · 24 avril, 20:36 ·

#NowallsButbridges #SustainableSupport ENPC ❤️ B1-AKT



Laura Iuliana est à Barcelona City, Spain.  
24 avril, 20:30 · Barcelone, Spain

Building bridges in Barcelona ! Thank you cultural mediator and global citizen Luciana Stoica for valuable support! #NoWallsButBridges

When people migrate from ...  
Afficher la suite

44 Personnes touchées 2 Interactions Boost indisponible

### 4.3. Example of translation

Project manager Laura Petrache was interviewed by the creator of Melting Book in an interview entitled "Migrant Integration Lab: the most important challenge is in France" this interview was translated to Spanish and Arabic, and posted in different blogs such as Medium, WordPress, Scoop it,...

Translation into to Spanish and Arabic was carried out by Arabic speakers from the cohort. Special thank you to Vlatka Katusic, Zineb Naha & Kristel Mhanna the participants who carried out the difficult task of intercultural interpretations.

#### Arabic Language

Source: <http://www.meltingbook.com/migrant-integration-lab/>

"مختبر إدماج المهاجرين" أهم تحدي في فرنسا  
مختبر إدماج المهاجرين هو جهاز أوروبي يسعى للإدماج المستدام للمهاجرين والأقليات العرقية. في ما يلي إجابات لورا بتراش، أحد المنظمين، على أسئلتنا:

س: هل بإمكانك أن توضح لنا ما هو مختبر إدماج المهاجرين؟  
ج: أزمة المهاجرين هي واحدة من أبرز القضايا التي يواجهها الاتحاد الأوروبي. لذلك نعتقد أنه من الضروري تواجده صناع التغيير مثلنا الذين يحاولون خلق تأثير اجتماعي بارز من خلال تأطير المهاجرين ليصبحوا قوة عمل تنافسية داخل الاتحاد الأوروبي. هو أداة أوروبية عالمية تسعى لتحقيق الإدماج المستدام للمهاجرين والأقليات العرقية. بالنسبة لنا، MIGRANT INTEGRATION LAB، فإن الثقافة الترحيبية هي التي تساهم في مساعدة المهاجرين والوافدين الجدد وكذا عائلاتهم في التغلب على العقبات في جميع مجالات الحياة بالإضافة إلى تأطيرهم من أجل بدء مشاريع تجارية وخلق فرص الشغل. هذا ما يجعلنا نعمل على تسهيل وتعزيز الإدماج الاقتصادي، والاجتماعي للمهاجرين من خلال دعمهم من أجل تطوير مبادرات تجارية جديدة.

يشتمل مختبر إدماج المهاجرين أساساً على منهج شامل لإدماج الوافدين الجدد: الذي يقوم أساساً على تدريب وبناء أو تعزيز قدرات المهاجرين من خلال المختبرات O التي تقوم على أربع ركائز أساسية:

- الركن اللغوي (الاجتماعي والثقافي)
- الإدماج الاقتصادي (التأطير بهدف إيجاد فرص شغل و تشجيع المشاريع والمبادرات الفردية)
- ركن المواطنة
- الحوار بين الثقافات (المجتمعات المستدامة والهوية المختلطة)

منهجية تدريب القادمين الجدد والفئات المستهدفة، بالإضافة إلى مختلف الأطراف والمصالح المعنية على الصعيد الوطني، و O ذلك لإدارة عملية إدماج المهاجرين بشكل فعال ناجح.

شبكة أوروبية تسمح بتبادل الممارسات الجيدة وتمكين التعاون عبر مختلف الحدود والبلدان. تعتمد هذه الشبكة على منظومة O عالمية تشمل فاعلين، أطراف معنية ومؤسسات تعمل على قضايا الإدماج المستدام على المستوى الوطني والدولي والتي تعد واحدة من أشهر رموز، Ecole des Ponts Business School شراكة مع مدرسة MIL س: يقود مختبر إدماج المهاجرين ... النخبة الفرنسية. إنه نبأ عظيم

في إطار حملته التوعوية العالمية المستوحاة من الأهداف العالمية للتنمية B1-AKT // Migrant Integration Lab ج: باختصار: يقوم المستدامة بإطلاق حملة توعية دولية من خلال حوار مفتوح عبر وسائل التواصل الاجتماعي. لأنه في إطار أزمة الهجرة الحالية و تفاقم التطرف والشعبوية، نحتاج إلى إيجاد وتطبيق حلول مستدامة بهدف الإدماج الشامل للمهاجرين لخلق أفضل، Migrant Integration Lab، الرؤية: الهجرة هي فرصة لمجتمعاتنا لبلوغ وتوظيف إمكاناتها بالكامل. تسعى مبادراتنا الظروف لفائدة الأشخاص الوافدين إلى أوروبا ليصبحوا رواد أعمال، أو صناع تغيير أو حتى فنانون قادرين على العمل والابتكار وخلق قيمة مضافة داخل المجتمعات المضيفة.

"Ecole des Ponts Business School" هذا السنة نقوم بالتعاون مع مجموعة من القادة الشباب، طلاب ماجستير إدارة الأعمال بمدرسة

. من أجل العمل على مشروع يهدف لبناء تأثير اجتماعي إيجابي ومستدام

هو برنامج رائد لإدارة الأعمال و الابتكار في مجالات "Ecole des Ponts Business School" ماجستير إدارة الأعمال بمدرسة الاقتصاد العالمي، كما يستند على أحدث الأبحاث المستجدة في مجالات الابتكار والتكنولوجيا وريادة الأعمال

تعتمد مختبراتنا على أنظمة عالمية تمنح صناع القرار زاوية رؤية جديدة بهدف تطوير برامج عامة مبتكرة وشراكات بين القطاعين العام والخاص عبر الحدود، بالإضافة إلى توفير فرص للشركات ورجال الأعمال الاجتماعيين وكذا الحكومات

س : وفقاً لاستطلاع حديث ، فإن على الأقل 70 ٪ من الفرنسيين يرفضون الترحيب بالمهاجرين . كيف يمكنك العمل على تغيير هذا الواقع ؟

ج : من خلال مد المهاجرين بالدعم اللازم وتدريبهم ومرافقتهم، فإننا نقوم بتسهيل عملية الإدماج وتطوير قدرتهم على الانخراط في الحياة العملية وريادة الأعمال، إضافة إلى المساعدة في خلق مشاريع تضمن لهم العيش الكريم

من خلال أعمالنا هاته ، فنحن نشجع النقاش العام ، والمساهمة في تعزيز الوعي والمواطنة والنمو الاقتصادي بالإضافة إلى التنمية وخلق مجتمعات مستدامة

بذلك نحن نصبح "بناة" الحوار بين الثقافات "والمروجين لـ" التمثيل المتوازن بين الجنسين . "نحن ملتزمون بتعزيز قدرة المجتمع المضيف على التكيف مع التنوع ، وزيادة التفاهم والقبول ، وتعزيز توظيف النساء المهاجرات والتعليم المستدام للمهاجرين الشباب

كنتيجة لذلك، فإننا ننتج مجتمع أكثر حيوية وتماسكاً يتقاسمه ويقيمهم مواطنون محليون ووافدون جدد من عرقيات وخلفيات متنوعة، يتميز أيضاً بزيادة في الإنتاجية وباقتصاد قوي من خلال قاعدة واسعة من العمال والمستهلكين ودافعي الضرائب ورجال الأعمال

برأينا ، يمكن تعزيز القدرة التنافسية العالمية من خلال قوة عاملة متعددة اللغات ومتعددة الثقافات، ويمكن تحقيق إعادة إحياء المجتمعات المتدهورة من خلال مساهمات العائلات المهاجرة التي تعمل جنباً إلى جنب مع جيرانها . هذه هي بعض الأسباب وراء دعم و تمكين المهاجرين بهدف دفعهم إلى النجاح

من خلال تهيئة منظومة تتطلع للابتكار الاجتماعي و كذا مجتمعات أكثر استدامة وعدلاً وشمولية ، يمكننا مساعدة اللاجئين والمهاجرين على الانخراط في المجتمع

من خلال تعزيز الاحترام وقبول الاختلاف، إضافة إلى قيم الديمقراطية والمواطنة ، فإننا نمك المواطنين فرصة اكتشاف قيم وثقافات اللاجئين والمهاجرين ، والتعلم منهم وفهمهم بهدف إثراء ثقافتهم وبلدانهم

نحن نؤمن بالمجتمعات القوية ذات القدرة على تشكيل دولة فرنسية حيث يعيش جميع أفراد المجتمع - بغض النظر عن العرق أو الأصل القومي . أو الوضع الاجتماعي والاقتصادي - في كرامة ومساواة

س : مسألة المهاجرين هي قضية سياسية ساخنة . هل السياسيون مشاركون في هذا المشروع ؟

ج : أهم التحديات التي ما زلنا نواجهها هي أساساً في فرنسا . حقيقة كون أن المبادرة تم إطلاقها من طرف أفراد من المجتمع المدني شكلت صعوبات فيما يتعلق بالأطراف الفاعلة والمؤسسات في فرنسا ، لكن الدعم الأوروبي والدولي كان قوياً جداً

تختلف مبادراتنا عن المبادرات الأخرى بقدرتها على تفعيل عملية كاملة مستدامة من خلال أداة إدماج شاملة . هذا يؤدي إلى خلق استقلالية في العمل وتكامل اقتصادي سريع من خلال المبادرة وريادة المشاريع

إن جهازنا ديمقراطي بشكل عميق ، فهو يخلق حواراً بين الثقافات في إطار تبادل ثنائي يشمل المهاجرين والمجتمعات المضيفة، إضافة إلى خلق ابتكارات اجتماعية، مما يؤدي إلى مجتمع أكثر حيوية وتماسكاً

. تتمثل المشكلة في أن معظم الإجراءات المتعلقة بالمهاجرين في فرنسا غير متناسقة وغير مستدامة، كما أن سياسة الإدماج الحقيقية لم تنفذ بعد . لذلك فإننا نقدم إطار عمل شامل وعالمي على المستوى المحلي . بالنسبة لنا، الإدماج هو مسألة "انتماء وتحول

يتطلب الأمر بعض الوقت، لكننا نؤمن أن مستقبل أوروبا مشرق، ولا زال لفرنسا الكثير لتقوله حول هذا الموضوع ( لورا بتراش ويانيك . ليجرين )

في رأينا ، سيكون مستقبل الاتحاد الأوروبي مستداماً أو لن يكون على الإطلاق . من أجل تحقيق مستقبل مستدام ، هناك حاجة إلى تغيير السياسات . عمليات الدمج معقدة للغاية ولا يمكن اعتماد نفس الطريقة في مختلف المجالات

من الضروري التمييز بين مستويات الحكم وعملية صياغة الاستجابات السياسية حيثما كانت ضرورية ؛ علينا الاستفادة من الفرص حيثما توفرت

يمكن أن يكون إطار الإدماج الشامل هو الحل لأنه يعطي صناع السياسات زاوية رؤية جديدة لتطوير برامج عامة مبتكرة وشراكات بين القطاعين العام والخاص

س : ما هي ردود فعل المهاجرين الذين يشاركون في برنامجك ؟

ج : إن ردود الفعل إيجابية للغاية وهذا ما يجعلنا سعداء جداً ! نحن فخورون بشكل خاص بمشاريعهم حيث يشتمل أغلبها على بعد اجتماعي : خالد كاك ، أحد المهاجرين و رواد الأعمال أرسل لنا هذه الكلمات الملهمة

أول شيء فكرت به عندما وصلت إلى باريس لأول مرة ، هو اكتشاف الثقافة الفرنسية ، من خلال الاختلاط بالناس وتكوين شبكة من العلاقات " القوية . بالنسبة لي، اللاجئين أو القادمون الجدد هم قوة عمل أسمىها «الأمم المتنقلة» التي انتقلت من مكانها الطبيعي إلى مكان آخر لأسباب عديدة (مثل تغير المناخ ، والصراعات ، والقضايا الاقتصادية ، الخ )

لتحقيق إدماج ناجح ، يجب على الحكومات الأوروبية والاتحاد الأوروبي والقطاع الخاص مثل البنوك والمؤسسات ، دعم المشاريع التي يتم بناؤها بشكل مشترك من قبل الشراكة المحلية والوافدين الجدد، والتوقف عن دعم الحلول التي يتم بناؤها من طرف مواطني البلد فقط عندما لا يعرفون حقيقة ما يحتاجه الوافد الجديد، مهاراته، وعقليته

، هذا قد يوقف إهدار الدعم المالي بشكل غير فعال وقد يفتح المجال أمام الإمكانات الحقيقية للقادمين الجدد، ويخلق فرصة للنمو الاقتصادي . عندها وعندها فقط ، قد تساعد البرامج اللاجئين ليصبحوا جزءاً فعلياً من المجتمع . شكر خاص لمرشدتي لورا بتراش «خالد

. الحياة اليومية . هذا لا يعني من خلال أن نمنحهم مليون يورو ، ولكن منحهم إمكانية تحقيق سبل العيش بشكل مستدام في جميع أنحاء العالم ، يحاول اللاجئون باستماتة الوصول إلى التعليم والحماية المالية الشيء الذي يزال مستحيلا لحد الآن، والذين يستفيدون من المنظمات القليلة مثل مختبر إدماج المهاجرين هم ليسوا بكثير ... من خلال وجهة نظر العديد من اللاجئين الذين تمكنوا من التحدث إليهم . والقادمين من مختلف أنحاء العالم، فإنه من الصعب جدا بالنسبة لنا أن نثق في المهاجرين لأننا نفكر فقط في أنفسنا وأنا أقول ذلك عن تجربة بما أن اللاجئين لا يُسمح له بالحصول على قرض مالي ولا يعتبر مواطناً متساوياً ، فإن الناس لا يعتبرونه إنساناً يستطيع الاستفادة من خدمات لاجئاً من أوغندا ، فلن يقرأها سوى عدد Iragi Zabona إذا كان يحق لي كتابة مقال حول هذا الموقف والبدء في التعريف بنفسه بكوني قليل . ولكن بالرغم من ذلك ، فقد منحتي مختبر تكامل المهاجرين فرصة للتعبير عن مشاعري والكتابة حولها . شكرا لكم . مع الكثير من الحب ، ايراجي .

Translated to Arabic: Zineb NAHA & Kristel MHANNA

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## ”مختبر إدماج المهاجرين“ أهم تحدي في فرنسا



Kris Ma Follow  
Dec 12, 2018 · 7 min read



مختبر إدماج المهاجرين هو جهاز أوروبي عالمي يسعى للإدماج المستدام للمهاجرين والأقليات العرقية.

: في ما يلي إجابات لورا بتراش، أحد المنظمين ، على أسئلتنا

س: هل بإمكانك أن توضح لنا ما هو مختبر إدماج المهاجرين؟



**Migrant Integration Lab** es un dispositivo global europeo dedicado a la integración sostenible de migrantes y minorías étnicas. Laura Petrache, una de las organizadoras, respondió a nuestras preguntas.

**P: ¿Podría explicarnos qué es el Laboratorio de integración de migrantes?**

R: La crisis de los migrantes ha sido un problema crucial que enfrenta la Unión Europea. Creo que es crucial generar cambios, nosotros intentamos crear un impacto social significativo capacitando a migrantes para que se conviertan en una fuerza laboral competitiva para la UE.

MIGRANT INTEGRATION LAB, es un dispositivo global europeo que coadyuva a la integración sostenible de migrantes y minorías étnicas. Para nosotros, una cultura acogedora es aquella que contribuye a ayudar a los migrantes, los recién llegados y sus familias a superar los obstáculos en diferentes áreas de la vida, también proporcionamos asistencia en la creación de empresas y empleos, fomentamos y facilitamos la integración económica y social de los migrantes a través del apoyo en el desarrollo de iniciativas empresariales.

MIGRANT INTEGRATION LAB se basa en la elaboración de:

- Un proceso global de integración de recién llegados mediante la capacitación y el desarrollo de capacidades y/o el refuerzo a través de LABS, basados en 4 PILARES:

1. Pilar lingüístico (social y cultural)
2. Pilar de integración económica ("orientación laboral" e "iniciativa empresarial")
3. Pilar de civismo (ciudadanía)
4. Pilar de diálogo intercultural (comunidades sostenibles e identidad híbrida)

- Una metodología de capacitación aplicable a recién llegados, a nuestro público meta, así como a los diferentes actores a nivel nacional.

- Una red europea que permita el intercambio de buenas prácticas y la cooperación transnacional sobre la base de un Ecosistema global que agrupa actores nacionales, internacionales e instituciones dedicadas a la integración sostenible.

**P: MIGRANT INTEGRATION LAB se ha asociado con la «Escuela de Negocios de la Ecole des Ponts de Paris», una de las más antiguas y famosas escuelas de Francia. Esta es una gran noticia...**

R: En resumen: B1-AKT // MIGRANT INTEGRATION LAB en el contexto de sus campañas de sensibilización global e inspirados en las iniciativas de los Objetivos Mundiales para el Desarrollo Sostenible, nos hemos

asociado con la Escuela de Negocios de la École de Ponts de Paris y hemos lanzado una campaña de sensibilización en la cual nos colaboran los jóvenes estudiantes del Full Time MBA in Innovation Management. Creemos que en el contexto actual de la crisis migratoria, el aumento del extremismo y el populismo, debemos implementar soluciones sostenibles para la integración holística de los migrantes. El proyecto está diseñado para construir un impacto social positivo y sostenible y el Full Time MBA es un programa emblemático para la Gestión de la Innovación en una economía global ya que se basa en las últimas investigaciones y tradiciones de excelencia en Innovación, Gestión de la Tecnología y Emprendimiento.

**Visión:** La migración es una oportunidad para que nuestras sociedades alcancen su máximo potencial. Nuestra iniciativa, MIGRANT INTEGRATION LAB, crea las mejores condiciones para que las personas que llegan a Europa logren ser empresarios, creadores de cambios o artistas en condiciones de actuar, crear valor y ser una fuente de innovación para las sociedades de acogida.

Nuestros LABS se basan en marcos transnacionales que brindan a los responsables de la formulación de políticas, una nueva visión en el desarrollo de programas públicos innovadores y asociaciones público-privadas. Y debido a las implicaciones económicas del transnacionalismo, brinda oportunidades a empresas, emprendedores sociales y gobiernos.

**P: Según una encuesta reciente, al menos el 70% de los franceses se niegan a dar la bienvenida a los migrantes. ¿Cómo trabajas para cambiar esta realidad e incitar al francés a cambiar su visión acerca de los migrantes?**

**R:** Al capacitar, y acompañar a los migrantes, facilitamos la integración, desarrollamos la inserción laboral, el espíritu empresarial y ayudamos a elaborar proyectos de medios de vida. Mediante nuestras acciones, fomentamos el debate público, contribuimos y promovemos la concientización, la ciudadanía, el crecimiento económico, las comunidades sostenibles y el desarrollo.

Somos "constructores del diálogo intercultural" y promotores de una "representación de género equilibrada en sus acciones". Estamos comprometidos a fortalecer la capacidad de la sociedad de acogida para adaptarse a la diversidad, aumentar la comprensión y aceptación, promover el empleo para las mujeres migrantes y el aprendizaje sostenible para los jóvenes migrantes.

Queremos lograr una sociedad más vibrante y cohesionada, compartida y valorada por residentes y recién llegados portadores de experiencias e historias, también queremos lograr mayor productividad, una economía robusta entre trabajadores, consumidores, contribuyentes, y emprendedores.



En mi opinión, la competitividad global se puede expandir a través de la fuerza laboral multilingüe y multicultural. La revitalización de las comunidades se puede lograr a través de un trabajo conjunto entre familias migrantes y familias locales, logrando el empoderamiento de los migrantes para que tengan éxito.

Cultivando un ecosistema próspero para la innovación social y comunidades más sostenibles, equitativas e inclusivas, podemos ayudar a los refugiados y migrantes a socializar.

Al fomentar el respeto y la comprensión de la diversidad, los valores democráticos y la ciudadanía, brindamos a los ciudadanos la oportunidad de descubrir, aprender y entender los valores y las culturas de los refugiados y los migrantes y, en el proceso, enriquecer los suyos.

Creemos en comunidades más fuertes con la capacidad de constituir una Francia donde todos los miembros de la sociedad, independientemente de su raza, origen, condición socioeconómica, vivan con dignidad e igualdad.

**P: La cuestión de los migrantes es un tema político candente. ¿Están los políticos involucrados en este proyecto?**

R: En términos de desafíos, los más importantes a los que aún nos enfrentamos son en Francia. El hecho de que la iniciativa sea a nombre de los miembros de la Sociedad Civil ha encontrado dificultades frente a actores institucionales, sin embargo, existe apoyo europeo e internacional.

Lo que nos mantiene en marcha es que lideramos el cambio. Nuestra iniciativa difiere de otras iniciativas existentes porque tiene la particularidad de implementar un proceso de integración sostenible mediante un dispositivo global de integración; esto favorece la responsabilidad, la autonomía y la rápida integración económica mediante proyectos de emprendimiento.

Nuestro dispositivo es democrático, crea diálogo intercultural entre migrantes y comunidades receptoras, también crea innovación social.

El problema es que en Francia la mayoría de las acciones relacionadas con los migrantes no están alineadas, no son sostenibles y aún no se ha implementado una verdadera política de integración. Es por esto que a nivel local; en Francia estamos proporcionando un marco transnacional. Para nosotros, la integración es una cuestión de "pertenecer y llegar a ser", lleva tiempo, pero creemos que el futuro de Europa es brillante y Francia tiene algo que decir al respecto. (Laura Petrache y Yannick Le Guern).

En mi opinión, el futuro de la Unión Europea será sostenible o no lo será en absoluto. Para lograr un futuro sostenible, se necesita un cambio en términos de políticas. Los procesos de integración son demasiado complicados para ubicar políticas en un solo lugar.

Es necesario distinguir entre los niveles de gobernabilidad y formular respuestas políticas cuando sean necesarias; aprovechar las oportunidades donde surjan o se originan. El marco transnacional puede ser la respuesta, ya que brinda a los decisores políticos una nueva visión para desarrollar programas públicos innovadores y asociaciones público-privadas más allá de las fronteras.

**P: ¿Cuáles son los comentarios de los migrantes que se involucran en su programa?**

R: Los comentarios son positivos lo cual nos hace muy felices! Estamos orgullosos de los proyectos y del hecho de que casi todos tienen una dimensión social. Khaled Kaka, uno de nuestros principales empresarios migrantes, nos envía estas palabras inspiradoras:

"Lo primero que pensé cuando llegué a París por primera vez, fue conocer la cultura francesa, me reuní con personas y forme una red de relaciones sólidas, los refugiados o los recién llegados son una fuerza de trabajo que yo llamo «Las Naciones móviles» que se trasladaron de su lugar natural a otro por diferentes razones (cambio climático, conflictos, cuestiones económicas, etc.).

Para lograr una integración exitosa, los gobiernos europeos, la Unión Europea y el sector privado, como bancos e instituciones, deben respaldar los proyectos construidos conjuntamente por el local y los recién llegados y aprender a conocer las habilidades y la mentalidad de los recién llegados. Evitando el desperdicio financiero y así habilitar el potencial real de los recién llegados y crear oportunidades para el crecimiento económico. Solo entonces, los programas pueden ayudar a los refugiados a ser una parte real de la sociedad. Gracias especiales a mi mentora Laura Petrache » Khaled.

"Refugiado es solo un nombre y juntos podemos superar los desafíos con nuestros hermanos y hermanas con ese estatus, especialmente, los desafíos negativos que enfrentan en la vida cotidiana. Esto no significa darles un millón de euros, sino darles acceso a una vida sostenible.

En todo el mundo, los refugiados se están esforzando por acceder a la educación y a la protección financiera, lo que aún no es posible, son pocos los que benefician de iniciativas como MIGRANT INTEGRATION LAB - Las soluciones sostenibles no son muchas ... De los refugiados con los que logré hablar vinieron de diferentes áreas alrededor del mundo, y sin embargo, es muy difícil para nosotros creer en ellos porque solo pensamos en nosotros mismos y lo digo por experiencia. Dado que a un refugiado no se le permite obtener un préstamo financiero y ser considerado como ciudadano igualitario, las personas no lo consideran como un ser humano que puede tener acceso a otros servicios similares a los ciudadanos legítimos.

Si escribiera artículo sobre esta situación y comenzara presentándome como Iragi Zabona, una Refugiada de Uganda, pocos lo leerían. Pero aun así, MIGRANT INTEGRATION LAB me dio la oportunidad de expresar mis sentimientos y escribir sobre ellos. Gracias. Con mucho amor, Iragi.

October 27<sup>th</sup>, 2018

### [#NoWallsButBridges](#)

« Cu [Migrant Integration Lab- Sustainable Solutions](#) am dorit să dăm un răspuns concret și peren unei crize mondiale pe care o traversăm astăzi. Astfel, ne ocupă de integrarea migranților și a minorităților etnice. Concret, le propunem achiziția limbilor din țările respective unde doresc să se integreze.

În Franța de exemplu punem pe picioare un training foarte special pe bază de lingvistică, de educație civică dar și de economie prin proiecte antreprenoriale.

Trainingul este intensiv, durează trei luni după care 18 luni îi urmărim și îi ajutăm pentru a integra aceste proiecte în societatea franceză. Îi vom monitoriza, le vom evalua activitatea, îi vom ajuta ca să obțină fonduri, ca să achiziționeze o postură de antreprenoriat ».

Al doilea și al treilea pas corespund instituțiilor respective și actorilor care facilitează acest ecosistem de integrare. « Întotdeauna avem parteneri la nivel teritorial, local, regional sau european.

Funcționare e ca un tip de cluster, o mobilitate la nivel național și european » continuă Laura Petrache. « Metodologia noastră e pusă la punct în colaborare cu profesori, cu instituții specializate în lingvistică. Propunem și training intercultural, de exemplu pentru a preciza foarte bine gândirea culturală a Franței ».

« Nu trebuie uitat că integrarea este un proces care necesită o gândire complexă și bidirecțională. Trebuie făcute eforturi și de către instituțiile participante la acest proces de integrare dar și de către migranți și minorități. Totul poate fi realizat cu bunăvoința persoanelor care sunt aici pentru a se integra ».

### [#NoWallsButBridges](#)



## Immigration can bring Substantial benefits to advanced economies

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[#NoWallsButBridges](#) [#BuildSolidarity](#) [#EconomicBenefits](#) [#AdvancesEconomies](#)

People will sometimes align themselves with a more extreme group (or political leader) because that person or group appears to represent their concerns.

Such groups often use an 'us' and 'them' narrative, positioning another group within society as the problem, which exploits people's feelings of unfairness.

People who are aggrieved are more likely to be persuaded by anti-social messages or proposed extreme tactics or violence, particularly if they feel they haven't been dealt with fairly and they are marginalized from mainstream society.

If we want a socially cohesive society it is then important to address inequality and to ensure all people have access to opportunity, particularly to education and employment.

By acknowledging and addressing people's legitimate grievances, you have a greater opportunity for a constructive dialogue that leads to solutions and helps defuse divisive debates.

You can build solidarity by ensuring people feel included, their voices are heard, and by emphasizing shared values and common goals.

Migration, no matter how controversial politically, makes sense economically. Over the longer term, both high- and low-skilled workers who migrate bring benefits to their new home countries by increasing income per person and living standards. High-skilled migrants bring diverse talent and expertise, while low-skilled migrants fill essential occupations for which natives are in short supply and allow natives to be employed at higher-skilled jobs. Moreover, the gains are broadly shared by the population. It may therefore be well-worth shouldering the short-term costs to help integrate these new workers.

Migration is nothing new: Rhetoric surrounding migration has turned more negative in recent years. Yet, migration is not a new phenomenon. While the recent refugee surge has made it a hot-button issue, advanced economies already have a large and growing population of migrants. They constitute 15 to 20 percent of the working-age population in many advanced economies, and around 30 percent in some Anglo-Saxon countries such as Australia and New Zealand.

Between 1990 and 2015, immigrants accounted for half of the growth in working age population of advanced economies. They are essential to ensure the future workforce in most advanced economies, where the working-age population would shrink over the next decade without further immigration.

Both high- and low-skilled migrants improve productivity: The gains migrants bring are not exclusive to high-skilled workers with specific knowledge and diverse skills. Low-skilled migrants also have a significant impact on overall productivity by complementing the existing skill set of the population:

- a) Low-skilled migrants fill essential occupations for which the native-born population is in short supply, contributing to a more efficient functioning of the economy;
- b) When low-skilled migrants take up more manual routine tasks, the native-born population tend to move to more complex occupations that require language and communication skills in which they have a comparative advantage; and
- c) In what is a key example of complementarity, low-skilled migrants provide housekeeping and childcare services (the “nanny effect”) and thus allow native-born women to return to work, or work longer hours. Indeed, wherever more low-skilled migrants are present, more high-skilled females participate in the labor force.

Prosperity is broadly shared: An increase in the migrant share benefits the average income per person of both the bottom 90 percent and the top 10 percent of earners, even though high-skilled migration benefits more the average income of top earners. In addition, the presence of migrants does not seem to increase inequality within the bottom 90 percent of earners.

Immigration can bring substantial benefits to advanced economies, in terms of higher per capita GDP and standards of living. These gains are broadly shared by the population. But the key to reaping these benefits is to address the challenges posed by migration in the short term and, in particular, to ensure migrants are integrated into the labor market.

The policies to accomplish this include: language training, job search support, better recognition of the education and work experience of migrants, and lower barriers to entrepreneurship.

While integrating migrants can add to fiscal cost pressures in the short run, these policies allow migrants to obtain and keep a job at a relevant skill level, and increasingly contribute to the fiscal accounts.

At the same time, native workers, too, require some help to adjust, including by upgrading their skills. Policymakers also need to avoid possible overburdening of public services such as health care and education to contain possible buildup of social tensions.

[Migrant Integration Lab Awareness Campaign](#), [Migrant Integration Lab- Sustainable Solutions](#), [B1-AKT- Leading Sustainable Strategies & Paragon Communication](#)





### [#NoWallsButBridges](#)

Más allá de la polémica que suscita a nivel político, la migración tiene sentido en términos económicos. A más largo plazo, tanto los trabajadores calificados como los trabajadores poco calificados que emigran aportan beneficios a los países que los acogen, incrementando el ingreso por persona y mejorando los niveles de vida.

La inmigración calificada contribuye con talento y conocimientos, en tanto que los inmigrantes poco calificados desempeñan ocupaciones esenciales en las que escasea la mano de obra nativa, lo que le permite a la población del país ocupar puestos que requieren más aptitudes.

Además, estos beneficios se distribuyen ampliamente entre toda la población. Por lo tanto, quizá bien valga la pena soportar los costos a corto plazo de integrar a estos nuevos trabajadores.

La migración no es nada nuevo

Las opiniones en torno a la inmigración han adquirido tintes más negativos en los últimos años. Pero la migración no es un fenómeno nuevo. Aunque la reciente escalada de refugiados la ha puesto en primer plano, las economías avanzadas ya tienen una población amplia y creciente de inmigrantes (gráfico 1).

Constituyen entre 15 y 20% de la población en edad activa en muchas economías avanzadas, y alrededor de 30% en algunos países anglosajones como Australia y Nueva Zelandia. Entre 1990 y 2015, la mitad del crecimiento generado por la población en edad activa de las economías avanzadas tuvo lugar gracias a la inmigración, que jugará un papel esencial en la mayoría de las economías avanzadas, cuya población en edad activa de lo contrario se reducirá durante la próxima década.

Tanto los migrantes calificados como los poco calificados mejoran la productividad: Los beneficios de la inmigración no se limitan a los aportes de los trabajadores muy calificados, con sus conocimientos especializados y su diversidad de aptitudes.

Los inmigrantes poco calificados también producen un impacto significativo en la productividad global, ya que complementan las aptitudes de la población:

- a) Los inmigrantes poco calificados desempeñan ocupaciones esenciales para las cuales escasea la población local y contribuyen así a un funcionamiento más eficiente de la economía.
- b) Cuando los inmigrantes poco calificados se vuelcan a tareas rutinarias más manuales, la población nativa tiende a desplazarse hacia ocupaciones más complejas que requieren un manejo del idioma y una capacidad de comunicación en los cuales poseen una ventaja comparativa.
- c) En un ejemplo destacado de complementariedad, los inmigrantes poco calificados se ocupan del cuidado de casas y de niños (el “efecto niñera”), lo cual les permite a las mujeres del país de acogida reintegrarse a la fuerza laboral o trabajar más horas. De hecho, en los países con una presencia mayor de inmigrantes poco calificados, hay más mujeres calificadas en la fuerza laboral.

La prosperidad se generaliza: Un aumento de la proporción de inmigrantes hace subir el ingreso promedio por persona del 90% de la población que menos gana y del 10% de los que más ganan, aunque los inmigrantes más calificados benefician más el ingreso promedio de la población mejor remunerada. Además, la presencia de inmigrantes no parece agravar la desigualdad del 90% de la población con los sueldos más bajos.

La inmigración puede aportar beneficios sustanciales a las economías avanzadas, en términos de un mayor PIB per cápita y mejores niveles de vida. Estos beneficios están distribuidos más o menos entre toda la población. Pero la clave para cosecharlos radica en abordar los retos que plantea la migración a corto plazo y, en particular, en garantizar que los inmigrantes se integren al mercado laboral.

Para lograrlo, es necesario promover el aprendizaje del idioma, respaldar la búsqueda de empleos, reconocer mejor la formación y la experiencia laboral de los inmigrantes y facilitar el espíritu de empresa. Aunque la integración de los inmigrantes puede agudizar la presión en el costo fiscal a corto plazo, estas políticas les permiten encontrar y mantener un trabajo a un nivel acorde con sus aptitudes y contribuir cada vez más a las finanzas públicas.

Al mismo tiempo, la población nativa también necesita ayuda para adaptarse; entre otras cosas, adquiriendo nuevas aptitudes. Las autoridades deben cuidarse de sobrecargar los servicios públicos como la atención de la salud y la educación para que no recrudezcan las tensiones sociales.

« De l'étranger à l'Humanité » Camille J. & YLG

" Or je trouve, pour revenir à mon propos, qu'il n'y a rien de barbare et de sauvage en cette nation, à ce qu'on m'en a rapporté, sinon que chacun appelle barbarie ce qui n'est pas de son usage ; comme de vrai, il semble que nous n'avons autre mire de la vérité et de la raison que l'exemple et idée des opinions et usages du pays où nous sommes ".

Montaigne, Les Essais, « De l'indigène », 1578.

**La crainte de « l'étranger »** est due à une seule et unique raison : l'ignorance. Nous avons tous une identité nationale à défendre, identité historique, culturelle, linguistique, artistique, religieuse, littéraire, sportive ... Nous sommes le fruit de nations et de civilisations. Malheureusement, il nous arrive de nous enfermer dans ces identités.

Aujourd'hui les différences et les frontières s'estompent, les peuples se mélangent. La fierté nationale elle continue à faire battre les cœurs de chacun. Pour vivre en harmonie et apprendre chacun les uns des autres, ouvrons-nous à ces divergences et apprécions nos semblables différents.

Les identités peuvent se contredire, se compléter, se fonder les unes par opposition aux autres. Y aurait-il un Orient s'il n'y avait pas un Occident, un Nord s'il n'y avait pas de Sud ? Comme le moi n'existerait pas sans le regard des autres et les autres n'existeraient pas sans le regard du moi, il en est de même des cultures. Connaître les autres c'est apprendre à mieux se connaître. Tout est question de relativité.

Avons-nous tous la même origine, les théoriciens ne sont pas tous d'accord : Neandertal et Sapiens sont-ils de la même lignée ? Venons-nous tous d'Afrique ? Mais dans la réalité, nos caryotypes sont formés de la même manière, nous sommes compatibles (notre sang et nos organes) d'un Continent à un autre.

Nous sommes finalement **les mêmes êtres humains** avec des différences inhérentes à nos civilisations.

**Nous voulons être le pont entre ces différences.**

Ensemble nous sommes l'Humanité. Promouvons la richesse de la mixité entre les cultures et les nations ; pour mieux nous connaître en se tournant vers le monde et la multitude d'axes de lecture offerts par nos frères, cousins, amis d'ailleurs.

## 5. Sustainable Benefits and Multiplier effect of an Innovative Project

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Building a Unique **Transnational “Bridge”** between Policy Makers, Governments, Institutions, Business schools, Civil Society members, Migrants, Refugees, Asylum Seekers, Social Entrepreneurs, Media Representatives -leveraging positive benefits for stakeholders.

- **Benefits for the Higher Education:** Capacity Building, Educational Engineering forging the next sustainable leaders and social sustainable impact. The world needs more socially **responsible leaders** who can see and seize the complex challenges that intersect management and society. Migrant Integration “Lab Social Impact project” is designed for students who want to create **positive social change**
- **Benefits for MBA Participants:** Students develop the necessary skills to pursue **leadership positions** with a wide range of organizations, from corporations and governmental entities to startups and social enterprises. **Social Impact** is woven through the entire project under the shape of **experiential learning**
- **Benefits for the Media Representatives:** Shaping new positive Narratives based on MIL achievements, also the campaign, by creating sustainable positive social impact.
- **Benefits for migrants: The opportunity make their voices heard**, helping refugees and migrants socialize, express themselves by fostering respect and understanding for diversity, gender equality, intercultural, civic competencies, democratic values and citizenship, permitting sustainable integration. **Also, building improved social cohesion** and **wider solidarity** so that **people work together** towards a shared future.
- **Benefits for governments**, policy makers: building transnational frameworks that are giving policymakers a new lens with which to develop innovative public programs, and public-private partnerships across borders. And because of the economic implications of transnationalism, it provides opportunities for businesses, social entrepreneurs, and governments.

- **Benefits for Europe:** a renewed transnational identity, and sustainable communities build on cohesion and mutual understanding, a cultural “**hybrid identity**” as a sustainable key of social development, more sustainable, equitable, and inclusive communities. “Trans-nationally, trans-lingually and trans-culturally” are the key words she uses for a “sustainable future”
- **Benefits for civil society :** society knowledge, positive craft of narratives, intercultural dialogue, territory revitalization, a thriving ecosystem for social innovation and break down **negative stereotypes** and improve public perception of migrants and ethnic minorities and the phenomenon of migration by creating strong and long-lasting basis for **interaction** and **dialogue** between **migrants** and **members** of receiving communities.

#### Instead of conclusions:

Thinking “**borders**” is not going to help constructing a **sustainable future**. In today’s world, international migration not only affects those who are on the move but the vast majority of the global population. In today’s uncertain international environment, we should seize the opportunity to advance human dignity through a revitalized refugee and migrants response.

We urgently need to rethink migration and migrants from the perspective of movement, not the perspective of the state, but from that of the “migrant”.

Once we accept to operate this **change of perspective**, we may start to view migrants not as ‘failed citizens,’ but as powerful constitutive (**economical, innovating, entrepreneurship and cultural**) agents of society’s structure and texture.

Rethinking the realities of both migrants and non-migrants in a **transnationally connected world** could be one solution. In this unprecedented period of migration and forced displacement, people and places are **interconnected** more than ever before, **whether by choice or by necessity**.

**Diversity** enriches every society and contributes to **social cohesion** – something that is all too often taken for granted. Societies with large migrant populations are in many ways translocal and transnational themselves, already connected to many parts of the world through migrant and diasporic practices and networks. Develop **longer-term policies that promote intercultural dialogue is vital**, this will allow us in developing sensitive policies of inclusion, welcome and solidarity.





## 6. Awareness Campaign Guide & Recommendations

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### 1. Train the team responsible for the campaign implementation

In order to ensure the efficiency, quality of an international awareness campaign and build impact, consider training the team to:

- project management,
- communication,
- interculturality,
- innovation and creativity

### 2. Define and Implement an Agile Steering process

In order to ensure the efficiency and relevance of an international campaign, the campaign management process must incorporate agile and lean, including periods of evaluation, analysis and feedback to correct and reorient the campaign based on communication and the generated impact.

### 3. Use of technology for Impact

Use the technology in order to enable larger social impact and build better futures.

With technological disruption, spread the information can be spread and get awareness in an instant. By harnessing the power of social media, one can easily spread awareness and reach people.

#### **4. Design Campaigns that are focused on specific objective sand target audience(s)**

The careful research, design, and planning of an information campaign determines the effectiveness of the approach.

- Design campaigns that are focused on specific objectives and the target audience(s)
- Monitor and evaluate impact throughout the campaign
- Raise awareness through innovative and creative methods
- Engage and build capacity of government, media, and local community
- Establish and ensure trust with the target community

#### **5. Monitor and Evaluate Impact throughout the campaign**

The design of the M&E methodology should take place while designing the information campaign. Though evaluations are traditionally thought to take place post-intervention, a good practice is to include M&E throughout the information campaign, creating as many opportunities as possible to assess the effectiveness and adapt the campaign strategy as needed.

Monitoring purpose:

- To correct, reorient or redesign
- To readjust communication activities and messages

Monitoring answers these questions:

- What is happening to the target audience?
- Why is it happening?
- What early signs of progress can we detect?
- What are the short-term effects?
- To what extent are planned activities actually being realized?

Evaluation purpose:

- To demonstrate the impact of the communication activities
- To determine the level of behavior change, adoption or discontinuation

Evaluation answers these questions:

- What happened as a result of the communication activities?
- What behavior change(s) have taken place?
- What portion of the target audience adopted the new behavior or continued and/or expanded a currently practiced one?
- Why did they adopt it or continue/expand it; and did they influence others to practice it?
- What was the impact on the target audience?

We recommend taking into consideration the following questions when developing awareness-raising initiatives:

- Who is the specific target group for the intervention?
- What behavior is the intervention trying to change or reinforce among the target group?
- What action do you want them to take?
- What evidence is available to suggest these actions will contribute to the desired outcomes?
- What is the existing level of awareness among the target group(s)?
- What barriers exist to the target group(s) adopting the desired behaviors or outcomes? For example:
  - Are there cultural or social norms discouraging the desired behavior?
  - How will the planned intervention or program address these barriers?
  - What are the most trusted information sources for the target group? Is it, for example, particular members of the community, certain social media sites or a particular NGO/INGO?
  - Should the target group be segmented and, if so, how? For example, are separate messages or information sources needed for children and youth, men and women, ethnic minorities, different language groups, those with different education or literacy levels?

## **6. Raise Awareness through Innovative and Creative Methods**

Information campaigns can take many forms, for instance through pamphlets, posters, newspapers, billboards, radio, and media. Given the rise in use of social media and technology, information campaigns are adapting and utilizing social media as an innovative means to reach wider audiences. Innovative and creative approaches to raising awareness have shown success, particularly when keeping in mind specific target populations.

## **7. Engage and build Capacity of government, media, and local community**

How migrants are portrayed has a significant impact on how migrants are treated. In countries where xenophobia, racism, and discrimination are rampant, information campaigns can raise awareness of the positive contributions of migrants, as well as humanize the image of migrants and mitigate tensions between the host and migrant communities. Key stakeholders, such as media and governments, play an important role in how migrants are portrayed, and should be engaged as partners and trained to better understand and disseminate migration-related information.

## **8. Use a SWOT summary**

This enables you to organize the information you've gathered while investigating the campaigning climate into four categories. You can also explore your organization's internal priorities and capacity. SWOT analysis is best done in a group to consider what the strengths, weaknesses, opportunities and threats to your campaign may be. Things you might consider could include:

- resources, expertise, skills, capacity, funding
- the current environment and future trends
- how the issue is positioned
- your stakeholders such as beneficiaries, supporters and funders.

## 9. Use PEST (political, economic, social, and technological factors), forcefield& stakeholder analysis

These four categories as a manageable way of arranging a large amount of information, helping you to assess how these factors are likely to influence your ability to effect policy change. Variants of PEST analysis also looks at the environmental, legal and ethical factors (PESTEL and STEEPLE).

**Forcefield analysis:** Once you have completed SWOT and PEST analysis it can be helpful to analyze the forces for and against any change you are contemplating to see how realistic your idea is and what key issues you would need to address to bring about change.

**Stakeholder analysis:** Stakeholders are people or organizations who are affected by the issue. A stakeholder analysis is used to identify allies and opponents to your campaign, and prioritize whom to target. It also helps to determine your influencing strategy – who you'll influence, how and when – and priority audiences for you to focus your resources on.

## 10. Involve people in your campaign

Here are some different ways you can involve people in your campaign:

- inform your members, service users or other stakeholders with balanced and objective information
- consult to obtain feedback on your issue
- involve to ensure that the needs of your stakeholder group are identified, understood and considered
- collaborate to develop solutions or agreed course of action in collaboration with your stakeholder group
- empower to place final decision-making powers in hands of your stakeholder group so they can directly engage in policy process or campaigning.

## 11. Use clear terminology

The words used in campaign strategy and evaluation can be confusing. MIL uses the following definitions in our publications and training in campaigning.

- **Problem or Issue:** What is the problem or issue you are trying to address in your strategy?
- **Impact:** The ultimate effect on the lives of those you seek change for.
- **Strategies:** The overall grouping of types of activities/ key strategic decisions that you judge will lead to the change you are seeking.
- **Outcomes:** Significant changes that lead to the final impact.
- **Outputs:** The specific results of work programmes designed to achieve your outcomes.
- **Activities/process:** The work you do to achieve those outputs.
- **Inputs:** The resources you deploy to be able to undertake the activities to achieve the outputs.
- **Assumptions:** What are you assuming in your analysis about the world around you that could affect your strategy?

## 12. Understand the issue and what needs to be achieved

- Take time to understand and engage with the issue at what the campaign is about.
- Don't start planning the campaign until the issue is known "inside-out".
- Be precise and define what we want to achieve before the launch

## 13. Make sure the topic is a concern for the general public

- Campaign on a topic that people understand and that is of growing concern to people's lives.

## 14. Involve the target group in campaign planning

- Design the campaign together with members of the community you want to target.
- If campaigning on behalf of a marginalized group, try to get the group to play an active part in the campaign. If this isn't practical, involve the group as much as you can.



## **15. Use language and media used by your target group:**

- Make your message simple so that it's understood by ordinary people.
- Use the media and platforms most commonly used by your target group.
- Use real stories from ordinary people as a powerful way to illustrate your point.
- A cheeky provocative slogan can help get people's attention.

## **16. Make it easy for the target group to participate**

- Provide a few options for people to support your campaign.
- Do not overwhelm them.
- Make it obvious how people can support the campaign and easy to do so.

## **17. Use mainstream media and networks to amplify your message**

- The mainstream media can be a big help in getting the message across.
- Time your actions to coincide with moments when the media are focused on the issue you are campaigning about
- Reach out to your existing networks to help amplify your campaign.
- Use community members as multipliers.

## **18. Be accurate**

- Check any information carefully before you release it as inaccuracies can be used to undermine the legitimacy of the campaign, especially if it's a controversial topic.

## **19. Be flexible**

- Once your campaign is up and running, listen to feedback and be prepared to make changes to improve the campaign.
- If you can see your campaign is getting a lot of interest or support, scale it up quickly.

## 20. Make sure you can sustain the campaign over the planned period

- Running an ongoing campaign through a loose coalition or group of volunteers is difficult to sustain.
- Even if your campaign is planned so that different partners or chapters work autonomously, organizing and coordinating this centrally can ease communication and workflows.
- Be aware that you often need a range of skills in a campaign, from web design to fundraising.
- To keep the campaign sustainable, regular posts related to the campaign materials should be published.

## 21. Key elements of the campaign message

Effective campaigning is built around clear messages, which state the problem, the solution proposed (through the campaign goal), and the action the audience can take to reach the campaign goal. An effective message captures the attention of the target audience, is easy to understand and remember, and does not require any further explanation.

In some campaigns, a different message is crafted for each target audience, while in others, there may be an overarching message that also has accompanying 'sub-messages' that are intended for different segments of the target audience.

When devising a campaign message(s), it is important to take a participatory approach and solicit the views and perspectives of members of the target audience. 'Draft' messages should then also be pre-tested with those who have not been involved in the campaign so far to gain the benefit of 'fresh eyes and ears' and unbiased opinions.

The campaign message should include the following elements:

- The "ask", i.e. a brief statement of what the campaign wants to change or is protesting about. It should be positive and inspiring.
- The reason for the "ask", i.e. why the campaign is intended to achieve this, why something has to change, or the reason behind the protest.
- What is at stake, i.e. what will happen if the protest isn't heard or if the proposed change does not happen.
- Action to be taken, i.e. what the campaign calls for target audiences to do in order to effect or support the proposed change.

The message should:

- Resonate with the target audience(s) and leave a lasting impression.
- State the problem clearly and simply, in a way that shows, without exaggeration, that it is a serious problem which requires urgent action.
- Propose a solution.
- Invite the audience to take specific action.

**On short, Key points to consider:**

- “Catch-phrase messages” are useful for attracting the attention of the audience and providing information on complex matters in a direct and memorable manner. The language of these messages can also be tailored to the culture of the audience.
- Awareness campaigns are most effective when they target the entire community rather than only potential type of target
- Social media campaigns can address efficiently large audiences of different profiles and backgrounds.
- Raising awareness about legal migration opportunities, where they exist, can increase the effectiveness of information campaigns.
- Real-life testimonies can render information more accessible and intelligible.
- Discussion sessions may reach fewer persons, but they offer a more in-depth opportunity to discuss, exchange ideas and persuade individuals to change their minds.
- Using celebrities or high-profile individuals to convey messages can help establish trust, reach the target audience, and raise difficult and sometimes contentious issues
- Use simple targeted messages that are age, gender and culture sensitive and translated into appropriate languages to reach a wide audience.
- Encourage the involvement of persons who have experienced hazardous journeys to help influence individual choices and shift attitudes of host communities.
- Initiate awareness-raising activities
- Involve government officials, politicians and local communities in information strategies, and encourage open debate
- Cooperate with relevant actors on developing awareness campaigns in countries of origin, transit and destination
- Keep promoting tolerance, mutual respect, solidarity and respect for human rights

## **22. Suggestions for potential improvements to future campaigns:**

“Effective campaigns require careful planning and execution. And drawing on the experiences and knowledge of others can help overcome some common stumbling blocks and improve the chances of success. The impact of social media and its power to influence mindset and change hearts was a real asset and huge contributor to the success of the campaign.

Through social media, the reach and extent to which people could be engaged was spectacular. From around the globe, the #NoWallsButBridges campaign received numerous levels of engagement. Social media platforms create a borderless medium to which information can be spread with just a click”. (MBA Cohort, 2018).

### **Relevance - appropriateness and complementarity**

Should any future campaigns be similar in nature to this particular campaign, recommendations include:

- Research / engage with stakeholders about which social media channels are the most appropriate for the demographic in the country;
- Consider whether a video element to the campaign may be appropriate in some countries (e.g. YouTube,
- Consider developing a specific campaign website, and include more interactivity and updating
- Consider engaging local ‘celebrities’ or e-influencers to help promote campaign;
- Consider using catchier messaging

### **Effectiveness of the campaign – reach and increasing awareness**

Specific recommendations for maximizing the effectiveness of future, similar campaigns include:

- Tailor campaign materials to have the highest impact. This includes the use of locally relevant images, simple text that avoids jargon, as well as greater involvement of the target audience in designing campaign materials;

## **Sustainability – persistence and reach**

- Consider whether peaks in activity contribute to overall retention of messages. After a launch event, local stakeholders could have greater involvement to prolong media engagement, promote social media, distribute leaflets etc. to sustain the messages of the campaign,
- To measure sustainability of the messages, a longer timeframe is required.
- Seek further evidence of the value that is added by having peak periods in a campaign (and whether this is likely to create a significant impact above and beyond a launch activity).

# GENERAL CONCLUSION

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**Refugees and migrants are there even though they do not officially exist.** In fact, 9/10th of migrants and refugees do not fall within the legal framework in France (neither refugee, nor asylum seeker, nor official migrant) of integration devices, reserved for the newly arrived already in legal situation.

**It is useless to chase and move a few hundred thousand migrants** and send them back to the gates of Europe (Dublin Regulation) where they resume their migration ways in appalling conditions. It is futile to “park them” in camps where violence, rape, disease, loss of humanity and subsequent tensions reign.

**Politicians must stop playing with the fear of indigenous peoples facing a crisis in their society,** a loss of landmarks, mass unemployment, environmental and ecosystem degradation, loss of individual and collective identities and markers.

**The scapegoat technique** - the Muslim migrant and the great replacement having replaced (more or less) or rather, completed the fear of the “Jew” or the “Woman” responsible for unemployment, maintains tensions in our countries and must be stopped. The time has come to change the structures that generate injustice and resentment, and not confine ourselves to looking for a scapegoat.

**In order to prevent the rejection of integration policies and to combat the rise of extremism, the integration of migrants and their access to employment must not take place outside the integration of specific concerned, national groups** (disadvantaged and vulnerable groups - 2nd and 3rd generation, unemployed nationals, demoralized and disenfranchised groups...) but together, as to create dialogue, knowledge and joint projects (see Greek experiments). It is thus a question of defining comprehensive and lasting integration policies for all individuals and population in disarray, who need to rediscover identity, social and professional integration via common project

It is thus a question of defining comprehensive and lasting integration policies for all individuals and population in disarray, who need to rediscover link, identity, social and professional integration, common project.



Beyond the distressed groups, the example of the crisis and the demands of the Yellow Vests in France calls for a renewal of the foundations, principles and projects of our society (see article Gilet Jaune, La voix des sans-voie - Yannick Le Guern 2019)

Correspondingly, the representativeness and credibility of the political and leadership classes is questioned (yellow vests, black Blocks, populism). **The initiatives for the evolution of our societies can only be citizens initiatives.** The future of politics is a citizenship. Citizenship is the consciousness of the other, of others, of a single world and is based on a desire for common construction.

**The citizenship to be created**, as facing populist movements or violent destruction of our societies, requires:

- **The sharing of collective values** that are simple to (re)discover or develop, such as that of secularism developed in France or proposed by Yuval Noah Harari, which guarantees tolerance, respect, universality, freedom and equality.
- **A willingness to act**, to contribute to the evolution of society, to practice solidarity and brotherhood.
- **The implementation of concrete actions** enabling everyone to carry out projects and contribute to the Society, either independently or in projects (associative, entrepreneurial, cultural, territorial, projects etc.)
- **The development of autonomy**, responsibility, individual and collective citizenship.

**This implies a global, projective and evolutionary societal and political vision:**

what do we want for our Societies? Societies could be based on solid common construction, respectful of the environment, of individuals, and where everyone (individual, enterprise, institution, etc.) makes its contribution to the common good.

In order to achieve this goal, one possible key may be based on **societal, perennial and humanistic entrepreneurship**: in other words, how to develop projects, businesses, territories, through entrepreneurial methods and project management, respecting the 3 pillars of sustainable development (see article YLG, Laura Petrache – Entreprendre revue).

The question of the integration of migrants must be raised to move to that of the construction of “our Society”.

If migrants must learn to communicate, to respect citizenship, to develop civility and to integrate the values of the society in which they arrive, to achieve their integration through diligent work and projects (there are effective integration devices , see Migrant Integration Lab), **we must also find values that bring us all together, develop common projects, learn together what solidarity really means, develop our own citizenship, the willingness to act, achieve constructive criticism and autonomy.**

For this to be possible, the keys of our development must contain the following phases:

- work on our **collective emotional intelligence**, based on a constructive dialogue,
- work on **common action based on entrepreneurial techniques** or project management integrating a sustainable, societal and global vision,
- the **renewal of our identities**, hybrid, open and strong ones,
- **intercultural dialogue**,
- **the development of a transnational thinking and a global citizen awareness** allowing us to act and think in terms of societal positive impact,
- **the implementation of citizen and societal political innovations**
- the creation of **interconnected territorial ecosystems**

**Public policies**, whether dealing with integration or not, **must be renewed** and must include: (see “Toward a French Entrepreneurial Model for Public Policy Implementation”, Yannick Le Guern 2019):

- **A holistic, long-term and sustainable political vision based on the common good**
- **A quadruple analysis:**
  - Short, medium and long term needs,
  - **Impact** (positive, negative, transversal, global, societal),
  - **Risks and opportunities**,
  - **Stakeholders and expectations**.
- Building and **steering the implementation of public policies through a process and entrepreneurial approach to action, based on common and republican values.**
- Specific **support for change management**, transition and transformation
- **The creation of renewed ecosystems, including citizen involvement**,
- **The collaboration of ecosystem actors in the construction and implementation** of public policies.

# APPENDIX

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## I. French conclusion

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**Les réfugiés et migrants sont là même s'ils n'existent pas officiellement.** En effet, 9/10eme des migrants et réfugiés ne rentrent pas dans le cadre légal en France (ni réfugié, ni demandeur d'asile, ni migrant officiel) des dispositifs d'intégration, réservés aux primo-arrivant en situation légale. ?

**Il est inutile de chasser et déplacer quelques centaines de milliers de migrants** et à les renvoyer aux portes de l'Europe (Règlement Dublin) où ils reprennent leurs migrations dans des conditions épouvantables ou à les parquer dans des camps dans lesquels règnent violence, viols, maladies, perte d'humanité et ferments de tensions ultérieures.

**Les hommes et femmes politiques doivent arrêter de jouer avec la peur des populations autochtones** confrontées à une crise de leur société, une perte de repère, au chômage de masse, à une dégradation de l'environnement et des écosystèmes, une perte des identités et des repères individuels et collectifs.

**La technique du bouc émissaire** - le migrant musulman et le grand remplacement ayant remplacé (peu ou prou) ou plutôt complété la peur du juif ou de la femme responsable du chômage, entretient les tensions dans nos pays et **doit être stoppée**.

**L'intégration des migrants et leur accès à l'emploi ne doit pas se faire en dehors de l'intégration des publics nationaux mais avec eux** afin de créer du dialogue, de la connaissance et des projets communs (cf. expérimentations grecques)

Il s'agit ainsi de définir des politiques **d'intégration globales et pérennes** pour tous les individus et population en déshérence, qui ont besoin de retrouver lien, identité, insertion sociale et professionnelle, projet commun.

Au-delà des publics en difficulté, l'exemple de la crise et des revendications des Gilets Jaunes en France réclame une refonte des fondements, principes et projets de notre société (cf article Gilet Jaune, La voie des sans-voix - Yannick Le Guern 2019)

Corrélativement, la représentativité et crédibilité des classes politiques et dirigeantes est remise en cause (Gilets jaunes, Blacks Blocks, populismes). **Les initiatives d'évolution de nos sociétés ne peuvent être que citoyennes.** L'avenir du politique est citoyen. La citoyenneté est la conscience de l'autre, des autres, d'un monde unique et repose sur une volonté de construction commune.

La citoyenneté à créer, face aux mouvements populistes ou de destruction violente de la société passe par :

- **Le partage de valeurs** collectives simples à retrouver ou développer comme celle de laïcité développée en France ou proposées par Yuval Noah Harari, qui garantit tolérance, respect, universalité, liberté et égalité.
- **Une volonté d'agir**, de contribuer à l'évolution de la société, de pratiquer la solidarité et la fraternité.
- **La mise en place d'actions concrètes** permettant à chacun de réaliser des projets et de contribuer à la Société, de manière autonome ou en projets (associatifs, entrepreneuriaux, culturels, de territoires, ...)
- **Le développement de l'autonomie**, de la responsabilité et de la citoyenneté individuelle collective.

Cela implique une **vision sociétale et politique globale, projective et évolutionnaire** : que voulons-nous pour nos Sociétés, non plus restreintes, ni en tension mais en construction commune, respectueuse de l'environnement, des individus, et où chacun (individu, entreprise, institution, ...) apporte sa contribution au bien commun.

**Une clef est l'entrepreneuriat, sociétal, pérenne et humaniste** : comment développer des projets, des entreprises, des territoires, grâce à des méthodes entrepreneuriale et de pilotage de projets, respectueuses des 3 piliers du développement durable (cf article YLG, Laura Petrache - Entreprendre)

La question de l'intégration des migrants doit être élevée pour passer à celle de **la construction de notre Société**. Si les migrants doivent apprendre à communiquer, à respecter la citoyenneté, à développer du civisme et l'intégration des valeurs de la société dans laquelle ils arrivent, et à s'intégrer par le travail et des projets (il y a des dispositifs d'intégration efficaces, cf Migrant Integration Lab), nous devons également retrouver des valeurs qui nous rassemblent tous, élaborer des projets communs, réapprendre la solidarité, développer notre citoyenneté, la volonté d'action, la critique constructive et l'autonomie.



Pour cela, **les clefs de notre développement** passent par :

- un travail sur notre **intelligence émotionnelle collective**, basée sur un **dialogue constructif**,
- un travail sur **l'action commune basée sur des techniques entrepreneuriales ou de pilotage de projet intégrant une vision durable, sociétale et globale**,
- le **renouveau de nos identités**, hybrides, ouvertes et fortes
- **un dialogue interculturel**
- le **développement d'une pensée transnationale et d'une conscience citoyenne globale** nous permettant **d'agir et de penser en terme d'impact sociétale**.
- La mise en œuvre d'innovations politiques citoyennes et sociétales
- La **création d'écosystèmes territoriaux** reliés entre eux internationalement

Les politiques publiques qu'elles soient en matière d'intégration ou non doivent être renouvelées et inclure (Cf « L'introduction de nouvelles méthodes de management par les processus dans l'action publique – **L'Etat entrepreneurial** », Yannick Le Guern 2019) :

- **Une vision politique** holistique, longue et durable basée sur le bien commun
- Une quadruple **analyse** :
  - **Des besoins** à court, moyen et long termes,
  - **D'impact** (positive, négative, transversale, globale, sociétale),
  - **Des risques et des opportunités**,
  - **Des parties prenantes** et des attentes.
- Une construction et **un pilotage de la mise en œuvre** des politiques publiques suivant une méthode d'action processuelle et entrepreneuriale, basée sur des valeurs communes et républicaines.
- **Un accompagnement** spécifique en matière de changement, transition, **transformation**
- **La création d'écosystèmes** renouvelés et incluant une implication citoyenne,
- **la collaboration des acteurs des écosystèmes** dans la construction ET la mise en œuvre des politiques publiques

## 2. Takeaways for Social Innovation for #NowallsButBridges Campaign

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- **Be Intentional**

For a campaign to be successful, there is need for an authentic brand with a consistent message, purpose and culture to drive positive awareness and impact. The sustainability of the campaign needs to be driven through a top down and bottom up approach to engage the public.

- **Engage Partnerships**

“Only by having a diverse set of problem solvers will you solve the problems of tomorrow” (Gary Bolles-Singularity University). There is a true need for partnerships with governments, civil society organizations and influencers to get more done on a limited budget (in our case zero budget). The pooling of resources is vital to ensure the success of a campaign.

- **Operate on Scale**

One of the things that MBA participants learnt was “that scaling deep is as important as scaling up. The campaign grew by sharing widely, frequently and simultaneously together. The three principles to create positive impact and scale the project were used: disrupting, bridging and receiving. Innovation was the key word.

- **Use Networking & ecosystem development/Sustainability through possible synergies**

One of the main objectives of the campaign was to “make it sustainable”; developing a network and creating a viable sustainable ecosystem is vital for this type of project. During the campaign the existent ecosystem was enlarged via transnational strategic partnerships.

### **Few results here below:**

The UNDP Ecosystem – Regional Hub for Latin America and the Caribbean Panama: A specialist in the program for civil security and migration from UNDP Regional Hub for Latin America and the Caribbean was contacted with the aim of presenting the campaign as well as to expand the network. The proposition was accepted, presentation of the campaign is pending and there is the possibility to see its applicability in Latin America and The Caribbean.

Faculty of Law from La Salle University Bolivia, Defensor del Pueblo, Bolivian institution in charge of human rights was contacted, a process of dialogue was started opening the possibility for a proposal to create synergies.

Bolivian photograph Mateo Caballero, collaborated with the campaign by sending one of his pictures, Laura Petrache suggested proposing the artist to do a focus on his work so it can be included in the art lab.

- **Collaborate**

Through collaboration, “the cohort was able to grow the reach of the campaign. This created a multiplier ripple effect with the team speaking the same language to grow awareness. The work served to create a holistic view of strategic vision and everything was done in line with the big picture, changing the mindset and creating awareness. The Participants created articles based on their personal view of migration which they shared with B1-AKT. Also, “We were also able to do an in-depth analysis of key issues which we shared with different audiences”. (MBA Cohort)

- **Consult Similar Efforts & Use Cases**

The MBA cohort choose the Canadian example:

“Canada encourages a community-based migrant/refugee sponsorship model. Instead of government taking the lead in integrating arrivals, newly arrived migrant families are placed with networks of community sponsors who take the lead in integrating migrants into their new communities. Since 1979, one in every three Canadians have helped resettle almost 300,000 people—with demonstrably more successful socioeconomic outcomes than traditional schemes.

The idea of taking the Canadian experience to other countries led to the creation in late 2016 of the Global Refugee Sponsorship Initiative, which is jointly supported by the Open Society Foundations, the Government of Canada, the United Nations High Commissioner for Refugees, the University of Ottawa, and the Radcliffe Foundation.

Over the past year (2017), the UK community-based sponsorship program has continued to expand, while pilot schemes have begun in Ireland, New Zealand, and Argentina. Spain is the latest country to commit itself to testing the model, with an initial pilot being developed in collaboration with the regional government of the Basque Country.

An example of this Canadian model are student groups taking the lead and combines resettlement with post-secondary education. A use case of this model is the World University Service of Canada (WUSC)/Entraide universitaire mondiale du Canada (EUMC) used a unique campus-based funding model which combines tuition waivers granted by the institutions with a student tax that supports the living expenses of each refugee student.

This integration program includes advanced language classes, in depth cultural orientations and introductions to the Canadian academic system. Student groups act as the official sponsors in our model of refugee sponsorship, and are responsible for all aspects of the sponsorship, from securing the necessary funding (via Memoranda of Understanding with the administration which commit to waiver agreements, and student levies that are collected following WUSC-led referendums), to providing the social and integration support to the incoming refugee student each year”.

- **Create Intercultural Dialogue**

Communicating to people in a way that they understand and appreciate is important. For example, some cultures prefer indirect versus indirect communication, aggressive versus passive calls to action and others respond to rational rather than emotional appeals.

It was challenging to create social media posts attempting to relate the communication to different cultural societies and consistently so. Our campaign was based on a global level and as such, multiple societies with multiple languages were targeted.

The MBA Cohort performed a check of messages and slogans to ensure that they did not carry any negative connotations in the various country contexts and assured translations into Spanish, Arabic and French from the original English communication. It was “imperative to not simply adapt our messages through a language translating tool just for the sake of greater reach, but to be cautious not to lose the essence of the communication and avoid being offensive” (MBA cohort 2018).

- **Use Images & Cultural Values**

Our campaign was visually supported and as each culture is unique with its own value system, conventions and regulations, “we had to consider how the various aspects of the campaign would be impacted by cultural values” (MBA Cohort).

### 3. Glossary of key Terms

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The terms below are described solely for purposes of this report, and not to provide a technical or legal definition for any other context (including for programs and initiatives described in the report).

- **Civic Integration:** When all community members belong, are secure in their rights and responsibilities, exercise their liberties, and share ownership in the community and our nation's future.
- **Dual-Language Education:** Also called two-way immersion or two-way bilingual immersion, it enhances the linguistic, cognitive, and cross-cultural skills
- **Economic Integration:** When both employers and immigrant workers understand their workplace rights and responsibilities, and workers have the resources to excel, embark on career pathways, and obtain economic self-sufficiency.
- **French Learners :** Individuals who do not speak French as their primary language and who have a limited ability to read, speak, write, or understand French
- **Foreign-Born:** Foreign-born refers to people who are not French citizens at birth.
- **Immigrants:** Foreign-born persons who obtain lawful permanent resident status in France
- **Linguistic Integration:** When French learners have access to effective French language instruction to support their acquisition of French language skills while also valuing and recognizing the importance of maintaining native language proficiency to preserve culture and intergenerational communication and expand economic opportunities.
- **New French people:** An all-encompassing term that includes foreign-born individuals (and their children and families) who seek to become fully integrated into their new community in France
- **Receiving Community:** Any community, including a city, country, or state, where new French people have made their homes. It includes longer-term residents, but also local governments, business leaders, educational institutions, faith communities, and others with a stake in building strong, united, and welcoming communities.
- **Welcoming Community:** A community that strives to strengthen meaningful contact between immigrants and refugees and native-born residents, ensures inclusiveness, provides opportunity, and creates an overall positive environment for all.
- **Economic migrant-**A person leaving his/her habitual place of residence to settle outside his/her country of origin in order to improve his/her quality of life. This term may be used to distinguish from refugees fleeing persecution, and is also used to refer to persons attempting to enter a country without legal permission



and/or by using asylum procedures without bona fide cause. It also applies to persons settling outside their country of origin for the duration of an agricultural season, appropriately called seasonal workers.

- **Facilitated migration**-Fostering or encouraging of legitimate migration by making travel easier and more convenient. Facilitation can include any number of measures, such as a streamlined visa application process, or efficient and well-staffed passenger inspection procedures.
- **Freedom of movement**-A human right comprising three basic elements: freedom of movement within the territory of a country (Art. 13(1), Universal Declaration of Human Rights, 1948: “Everyone has the right to freedom of movement and residence within the borders of each state.”), the right to leave any country and the right to return to his or her own country (Art. 13(2), Universal Declaration of Human Rights, 1948: «Everyone has the right to leave any country, including his own, and to return to his country”).
- **Irregular migration**-Movement that takes place outside the regulatory norms of the sending, transit and receiving countries. There is no clear or universally accepted definition of irregular migration. From the perspective of destination countries, it is entry, stay or work in a country without the necessary authorization or documents required under immigration regulations. From the perspective of the sending country, the irregularity is for example seen in cases in which a person crosses an international boundary without a valid passport or travel document or does not fulfill the administrative requirements for leaving the country. There is, however, a tendency to restrict the use of the term «illegal migration» to cases of smuggling of migrants and trafficking in persons.
- **Migrant**- any person who is moving or has moved across an international border or within a State away from his/her habitual place of residence, regardless of (1) the person’s legal status; (2) whether the movement is voluntary or involuntary; (3) what the causes for the movement are; or (4) what the length of the stay is.
- **Migration**-The movement of a person or a group of persons, either across an international border, or within a State. It is a population movement, encompassing any kind of movement of people, whatever its length, composition and causes; it includes migration of refugees, displaced persons, economic migrants, and persons moving for other purposes, including family reunification.
- **Refugee**- A person, who “owing to well-founded fear of persecution for reasons of race, religion, nationality, membership of a particular social group or political opinions, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country” (Convention relating to the Status of Refugees, Art. 1A(2), 1951 as modified by the 1967 Protocol).
- **Sustainable integration**- integration can be considered sustainable when migrants have reached a level of economic autonomy, social stability within receiving communities and psychosocial well-being. Only sustainable integration allows for informed decisions on migration.
- Universal Declaration of Human Rights, Article 131. “Everyone has the right to freedom of movement and residence within the borders of each state.2. Everyone has the right to leave any country, including his own, and to return to his country”.

and Article 143. “Everyone has the right to seek and to enjoy in other countries asylum from persecution” [www.un.org/fr/universal-declaration-human-rights/index.htm](http://www.un.org/fr/universal-declaration-human-rights/index.htm)

## 4. Links

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[How Migrant Entrepreneurship could shape Good Long-Term Economic Growth of Europe](#)

[Les Réfugiés seront les entrepreneurs de demain #MigrantsIntegrationLab](#)

[A migration crisis? Facts, challenges and sustainable solutions-Migrant Integration Lab](#)

[De l'apprentissage des langues à la pensée linguistique - Les ressorts interculturels– Cas du dispositif pérenne d'intégration des migrants](#)

[Migrant Integration Lab-un dispozitiv European pentru o integrare perena](#)

[Start-ups solidaires: des tremplins professionnels pour les réfugiés](#)

[Migrant Integration LAB-Transnational Pattern](#)

["Refugee Food Festival"](#)

["Global Competiveness and Migrant Entrepreneurship "](#)

["Migrant Entrepreneurship and Mentors Europe"](#)

["Proud contributors to Mister Aurélien Taché' s report on integration-"Pour une politique ambitieuse d'intégration des étrangers arrivant en France."](#)

["Migrant Integration Lab: The most important challenge is France"](#)

[" 4Cs - From Conflict to Conviviality through Creativity and Culture Collaboration"](#)

["Migrant Integration Lab -dispositivo global europeo dedicado a la integración sostenible de migrantes y minorías étnicas"](#)

["Laboratorio de integración de migrantes: «El desafío más importante se encuentra en Francia»](#)

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[Cazals & Partners®](#) is a consulting firm in digital strategy. It was founded in april of 1998 by François CAZALS. They use innovative concepts and methodologies to help their client’s journey toward their ambitions and mutations. They have designed the Intelligence Amplifiée® approach to create value using the new technologies of artificial intelligence.

They intervene in the following fields:

- Analysis of the results of artificial intelligence tools in order to highlight the diagnostic and the strategic opportunities.
- Strategic management and especially innovative strategies: the Blue Ocean strategy, the new Business Models and frugal innovation (« Jugaad »)
- Digital strategies and numeric transformation of organizations.

Their activities include studies and consulting, trainings, conferences.

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#### Thomas CAZALS

- Junior consultant
- Data Analyst
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## 5. More Information

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### 5.1. Migrant Integration Lab



MIGRANT INTEGRATION LAB

"A sustainable solution to a world-wide crisis"



Name of the Company	B1-AKT Leading Sustainable Strategies & Paragon Communication
Brief Description of the Company	<p><b>B1 –AKT</b> Leading Sustainable Strategies &amp; Paragon Communication is a French Company registered RCS of Paris, under <b>Siret N°: 80173997000011, Intracom VAT number: FR 65 801739970</b></p> <p>Consultancy Business –B1-AKT is an international company implementing Sustainable strategies, paragon communication solutions and innovative Labs.</p> <p>Values:</p> <p>Humanism// social entrepreneurship and sustainability//hybrid identity// global citizenship// intercultural dialogue// transnational framework.</p> <p>50 leading experts in 3 countries</p> <p>OUR GLOBAL LEADING AGENCY STRUCTURES:</p> <p>We have proven success through our many years of experience, and a team of 50 talented and passionate experts across 3 countries who work together to produce consistently great results.</p> <p>One team committed to excellence: Be one AKT!</p> <p>Our Structures//Fields</p> <p>B1-AKT:</p> <ul style="list-style-type: none"> <li>• Leading Sustainable Strategies &amp; Paragon Communication</li> <li>• Diligent Political Advice &amp; Institute for government</li> <li>• Global Complex Project Steering &amp; Monitoring</li> <li>• Leading business Management</li> </ul> <p>BE ONE LAB:</p> <ul style="list-style-type: none"> <li>• Prospective &amp; Studies</li> <li>• Ecosystem &amp; Networks</li> <li>• Trends &amp; Sustainability</li> <li>• Sustainable Communities</li> <li>• Global Citizenship</li> <li>• Creating sustainable &amp; entrepreneurship ecosystems</li> </ul> <p>AKT AS-1:</p> <ul style="list-style-type: none"> <li>• Intercultural Institute of Management &amp; Languages trainings</li> <li>• Translating and Interpreting Culture</li> <li>• Intercultural Management for growing businesses</li> </ul>

	<p>BE COM-1 LAB:</p> <ul style="list-style-type: none"> <li>• Innovation Communication Lab</li> <li>• Management LAB Impact and Strategy Ideas</li> <li>• Evolutionary Global &amp; Agile Communication Solutions</li> </ul>
Latest Project	<p>Migrant Integration Lab 2016 and on-going</p> <p>Implementers &amp; Origin of the initiative:</p> <p>We provided for the European Commission a Final evaluation report of the programme “providing non-humanitarian direct assistance to the Syrian population” reference 13MNC044, in 2016-03-16 This evaluation was commissioned with a request for assistance in conducting a final project evaluation for non-humanitarian aid in Syrian territory.</p> <p><b>B1-AKT agreed to provide 2 staff members, Laura Petrache and Yannick Le Guern,</b> to lead the evaluation. The evaluation team brought to this evaluation non-humanitarian, program management, and monitoring and evaluation expertise alongside a sound understanding of the current context and corporate knowledge of systems and the response to date.</p> <p>The “Migrant Integration Lab” device designed and implemented by B1-AKT is based on the elaboration of:</p> <ol style="list-style-type: none"> <li>1.A Global Ecosystem regrouping National and International actors, Stakeholders, Institutions working on Sustainable integration issues</li> <li>2.A Global Process of Newcomers Integration: This is achieved by Training and Capacity building and/or reinforcement via LABS, based on 4 simultaneous PILLARS: <ul style="list-style-type: none"> <li>oLinguistic (social &amp; cultural) pillar</li> <li>oEconomic integration (“job targeting” &amp; “entrepreneurship” mentoring ) pillar</li> <li>oCivism (citizenship) pillar</li> <li>oIntercultural dialogue (sustainable communities, arts&amp; hybrid identity) pillar</li> </ul> </li> <li>3.The Training Methodology for newcomers and targeted public, but also for the main stakeholders at national level</li> <li>4. A European Network as to permit good practices exchange and enable transnational Cooperation.</li> </ol> <p><b>In few words: We empower migrants and facilitate integration by acquisition and/or development of skills.</b> We enhance capacity-building for migrants by means of training and labs. We develop work insertion and help elaborate livelihood, entrepreneurial, cultural projects. We develop Sustainable learning and Sustainable Communities, as well as Gender</p>

	<p>Equality.</p> <p>Our Labs are based on transnational frameworks that are giving policymakers a new lens with which to develop innovative public programs, and public-private partnerships across borders. And because of the economic implications of transnationalism, it provides opportunities for businesses, social entrepreneurs, and governments.</p> <p>Migration is a chance for our societies to reach their full potential. Our initiative, Migrant Integration Lab creates the best conditions for people who arrive in Europe to be innovating entrepreneurs, change makers or artists in a position to act and create value and to be a source of innovation for host societies.</p> <p>Implemented Labs: ENTREPRENEURSHIP LAB</p> <p>Migrants' Projects and Social Innovation The Entrepreneurship LAB has the objective of helping migrants, especially the younger ones and women, to establish their own businesses, through the development of a scheme supplying with information, training and support.</p> <p>The first necessary step is mapping the skills, experiences and aspirations of migrants, in particular of those newly arriving. Those who have the potential for, and interest in self-employment can be identified, while the others can be directed to other occupations depending on their profiles. The beneficiaries of the Lab are migrants aiming to start a business, migrants and natives who will find employment opportunities in such businesses. We truly believe that Migrant entrepreneurs are taking risks, generating ideas, and exploring the possibilities of converting them into innovations.</p> <p>They can play a positive role in the economic and social development of the country they live in. The success of migrant entrepreneurs is due to their diverse networks, social resilience, economic resourcefulness and business creativity.</p> <p>MEDIA LAB Media Skills and capacity building</p> <p>The Media LAB project aims to strengthen the capacity of migrant voices by building practical media skills and supporting migrants' participation in the public debate. By implementing this type of Labs, we are building improved social cohesion and wider solidarity so that people work together towards a shared future. We are cultivating a thriving ecosystem for social innovation and creating sustainable communities.</p> <p>We break down negative stereotypes and improve public perception of</p>
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	<p>migrants and ethnic minorities and the phenomenon of migration by creating strong and long-lasting basis for interaction and dialogue between migrants and members of receiving communities.</p> <p>The Lab provides training session in using social media, producing videos, writing articles and blog posts, as well as conducting interviews and practicing interview skills. We also organize discussions on current policy developments and further opportunities for public engagement, to ensure that our media work always ties into the wider context of the migration debate in France.</p> <p><b>ART LAB</b> Public Domain and Arts</p> <p>The Migrant Art Lab is dedicated to bringing diverse forms of artistic expression by migrants and artists into the public domain. Through collaborative, cross-cultural projects using the universally comprehensible medium of art, we aim to strengthen and enrich the co-creation of human communities and foster long-term organic integration. Our Lab aims to facilitate the inclusion of artistic expression of migrants (new and old) into wider society and the public space. Furthermore, through these happenings and intra-actions, we aim to co-create new approaches to migration and embracing difference in society.</p> <p>Integration is a concept that has become a buzzword, and its meaning is interpreted in many different ways. Migrants and Artists Art Lab understands integration as a dynamic process involving two or more parties that work together to make a cohesive, balanced and harmonious whole.</p> <p>We are contributing to making human communities successful and sustainable while organically embracing diversity.</p> <p><b>SUSTAIN- ABILITY LAB</b> NGO's, Migrant Facilitators, Organizations &amp; Institutions</p> <p>Our outreach efforts are aimed at working directly with nonprofit organizations, institutions and migrant facilitators, to aid in their maturation of programs and expansion of their reach and impact.</p> <p>Participatory and Interactive Lab. The training within our LAB will cover the issues as: sustainable economic migrant integration, entrepreneurial state of mind, good practices exchange and building network , labor migrant integration and mentorship tools, job matching and placement services, self-employment and entrepreneurship among refugees, civil and cultural integration of migrants/refugees, intercultural management, citizenship issues, communication, transnational frameworks, economic growth, sustainable communities, etc. We help decoding cultural differences that may be impacting your activities and help developing sustainable strategies for dealing with those differences. Our Lab is designed to provide a highly</p>
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	<p>practical perspective: how to lead in a complex, multicultural environment and ensure sustainable solutions while providing integration services. Participants leave the Lab with a deep understanding of, and actionable plans on : Successfully manage migrant integration by design thinking approaches and entrepreneurial schemes</p> <p>By taking advantage of our training programmes migrants, host communities, and governments all stand to benefit. Migrants gain from having a better understanding of the migration process, which contributes towards reduced levels of anxiety while increasing the overall chances of successful integration.</p> <p>Host communities gain through a decreased need to support the newcomers, while fostering an atmosphere of mutual understanding and respect among all community members. And, finally, governments gain through decreased costs as newcomers become self-sufficient, productive and integrated members of the receiving society more quickly.</p> <p><b>Migrant Integration lab was already presented to:</b> Ms. Liene Balta, Cabinet First Vice- President Timmermans, Antoine Savary-Deputy head of unit - chef d'unité adjoint European Commission DG HOME , UnitB1 – Legal migration and integration, Valeria SETTI, Agnese Papadia Policy Officers, Sylvie Guillaume-Vice-Présidente du Parlement européen, Mister Tomas Bocek Migration Council of Europe, WDF (world democracy forum ), OGP network and other national and international actors who manifested their support and interested into our initiative.</p> <p>Methodology on short :</p> <p>Training sessions are “learner-centred”. Skilled trainers directly involve the participants and ensure that they take ownership of the classes. The training methodology is hands-on, meaning that participants are not simply told about life in their new country, but are given the opportunity to experience it through role-plays, case studies, problem- activities, games, debates, and other activities that require their full involvement.</p> <p>Often power point presentations are used to highlight the topics and student handbooks provided with the aim of ensuring that whatever knowledge is presented is actively assimilated by the participants. Questions are encouraged, and opportunities for evaluation and follow-up are often built into the training models.</p> <p>Effective training requires the trainers to know the background of their participants. Trainers draw parallels and connections between a participant’s point of reference and their own understanding of the societal expectations and behavioral norms of the destination country.</p> <p>Trainers must be sensitive to the cross-cultural issues that may challenge the participants’ own cultural values and traditions, and create</p>
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	<p>opportunities for open discussions on a range of topics. Sensitive topics are raised in a manner which is both respectful and non-judgmental, in which participants can explore their own attitudes and concerns.</p> <p>Sensitive topics are raised in a manner which is both respectful and non-judgmental, in which participants can explore their own attitudes and concerns.</p> <p>The training courses can last anywhere from one to ten days (5 to 50 contact hours), or in cases where language training is also provided, for a month or longer. The length of a course often depends on a variety of factors; the training setting (i.e. urban or camp), level of need, and practical considerations.</p> <p>Delivery of sessions is flexible, and training may even be scheduled on weekends or in the evenings to meet the needs of the participants. Class sizes vary, as well as the age range of the participants. Certain categories of migrants, namely refugees, have distinct needs, especially the pre-literate, children, the physically challenged, and youth.</p> <p>Make use of cross-cultural or bi-cultural trainers</p> <p>Trainers who share similar cultural and linguistic backgrounds as those of the migrants they work with are often considered more effective than those who do not share their language and have a less complete understanding of the migrants' culture. A further advantage of cross-cultural trainers is their keen understanding of the culture of the destination country, which gives them a unique perspective and enables them to effectively address potential challenges the migrants may have as they navigate the complexities of the receiving society. Straddling both cultures becomes an asset, which enables them to gain the trust of the participants and increases overall credibility.</p> <p>Promote gender equality in migrant training</p> <p>It is equally important to provide an open and secure learning environment in which gender equality is promoted. This not only sends an important message that the destination country values the role that both men and women play, but also paves the way for future social interaction and learning opportunities whereby women's participation is not only encouraged but expected. Trainers are particularly attentive to female migrants' needs, and, if necessary, will create opportunities in which to address issues that may warrant separate discussions from those held with male participants. If possible, training sessions addressing sensitive culture-specific issues (FGM, bride prices, sexual exploitation and abuse, and polygamy) should be carried out for men and women.</p> <p>Recognize the inherent strengths and resources of migrants</p> <p>Trainers are encouraged to draw on the extensive experience, strengths</p>
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	<p>and resiliency which migrants bring with them when designing, conducting and evaluating training programs. These social resources should be factored into the delivery of any migrant training program</p> <p>Make possible that migrants teach each other</p> <p>One of the most effective ways to learn something is to teach it to others. Our migrant training looks for ways to help participants learn different facets of a training topic, then teach each other in order to fill in the information gaps. This approach not only helps migrants learn their own part of the topic particularly well, but also helps them to develop self-confidence from being teachers of important information, instead of always being the recipients.</p> <p>Proceed from the known to the unknown</p> <p>An effective teaching approach is one whereby the trainer first identifies what the learner already knows and then moves to what they want or need to learn. This can be done by drawing on examples from what migrants already know – whether about public transportation, housing, health and social services, education, laws, or cultural adaptation – and extrapolating or bridging from that existing knowledge to new information.</p> <p>Train in migrants’ native language</p> <p>Whenever possible, any training delivered to migrants, especially vulnerable, preliterate and/or camp-based populations, should be carried out in the learners’ native language.</p> <p>More on:</p> <ol style="list-style-type: none"> <li>1. <a href="http://b1-akt.com/migrants-integration-lab-at-the-european-commission/">http://b1-akt.com/migrants-integration-lab-at-the-european-commission/</a></li> <li>2. <a href="http://migrantintegrationlab.strikingly.com/">http://migrantintegrationlab.strikingly.com/</a></li> <li>3. <a href="https://www.facebook.com/migrantintegrationlab/">https://www.facebook.com/migrantintegrationlab/</a></li> </ol> <p>Articles &amp; videos on:</p> <ol style="list-style-type: none"> <li>1. <a href="https://www.huffingtonpost.com/entry/how-migrant-entrepreneurship-could-shape-good-long_us_59e1f20ee4b003f928d5e700">https://www.huffingtonpost.com/entry/how-migrant-entrepreneurship-could-shape-good-long_us_59e1f20ee4b003f928d5e700</a></li> <li>2. <a href="https://www.linkedin.com/pulse/les-r%C3%A9fugi%C3%A9s-seront-entrepreneurs-de-demain-laura-iuliana-petrache/">https://www.linkedin.com/pulse/les-r%C3%A9fugi%C3%A9s-seront-entrepreneurs-de-demain-laura-iuliana-petrache/</a></li> <li>3. <a href="https://www.widoobiz.com/2016/11/10/les-refugies-seront-les-">https://www.widoobiz.com/2016/11/10/les-refugies-seront-les-</a></li> </ol>
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	<p>entrepreneurs-de-demain/</p> <p>4. <a href="https://www.linkedin.com/pulse/migration-crisis-facts-challenges-sustainable-lab-petrache/">https://www.linkedin.com/pulse/migration-crisis-facts-challenges-sustainable-lab-petrache/</a></p> <p>5. <a href="https://www.linkedin.com/pulse/de-l'apprentissage-des-langues-%C3%A0-la-pens%C3%A9e-les-cas-du-petrache/">https://www.linkedin.com/pulse/de-l'apprentissage-des-langues-%C3%A0-la-pens%C3%A9e-les-cas-du-petrache/</a></p> <p>6. <a href="https://www.linkedin.com/pulse/migrant-integration-lab-un-dispozitiv-european-pentru-petrache/">https://www.linkedin.com/pulse/migrant-integration-lab-un-dispozitiv-european-pentru-petrache/</a></p> <p>7. <a href="https://www.linkedin.com/pulse/migrant-integration-lab-transnational-pattern-laura-iuliana-petrache">https://www.linkedin.com/pulse/migrant-integration-lab-transnational-pattern-laura-iuliana-petrache</a></p> <p>8. <a href="http://b1-akt.com/migrant-integration-lab-global-competitiveness-migrant-entrepreneurship/">http://b1-akt.com/migrant-integration-lab-global-competitiveness-migrant-entrepreneurship/</a></p> <p>9. <a href="http://b1-akt.com/migrant-integration-lab-migrant-entrepreneurship-ineurope/">http://b1-akt.com/migrant-integration-lab-migrant-entrepreneurship-ineurope/</a></p> <p>10. <a href="https://www.lci.fr/france/refugee-food-festival-des-restaurants-parisiens-ouvrent-leurs-cuisines-a-des-chefs-refugies-1263067.html">https://www.lci.fr/france/refugee-food-festival-des-restaurants-parisiens-ouvrent-leurs-cuisines-a-des-chefs-refugies-1263067.html</a></p> <p>11. <a href="https://www.saphirnews.com/Start-ups-solidaires-des-tremplins-professionnels-pour-les-refugies_a24591.html">https://www.saphirnews.com/Start-ups-solidaires-des-tremplins-professionnels-pour-les-refugies_a24591.html</a></p> <p>12. <a href="http://b1-akt.com/tribune-pour-une-veritable-politique-europeenne-dintegration-des-migrants/#more-9677">http://b1-akt.com/tribune-pour-une-veritable-politique-europeenne-dintegration-des-migrants/#more-9677</a></p>
Team	<p>"Migrant Integration Lab's" team:</p> <p>B1-AKT - A strong culture of Leadership</p> <p>1. Who we are</p> <p>Change Makers//Innovators//Inspirators//Entrepreneurs//Global Sustainable Leaders</p> <p>The "Migrant Integration Lab" is designed and implemented by B1-AKT. We stress out the fact that we are a civil society initiative that fosters important relationships between refugees and their neighbors and to improve integration outcomes in the long run.</p> <p>2. Founders:</p> <ul style="list-style-type: none"> <li>• <b>Laura Petrache</b> is a perfect example of a Global Citizen, a Visionary Entrepreneur &amp; Change Maker. She believes that a cultural "hybrid identity" is a sustainable key of social development. Laura is cultivation a thriving ecosystem for social innovation and more</li> </ul>

sustainable, equitable, and inclusive communities. “Trans-nationally, trans-lingually and trans-culturally” are the key words she uses for a “sustainable future”. Laura also strongly believes that creativity drives innovation, innovation drives entrepreneurship, and entrepreneurship drives sustained economic growth.

**Key words:** Gender Equality//Identity-Civic engagement-Sustainable Communities//Sustainable Learning//Global citizenship& Democratic Values//

Design Thinking - Innovation – Intercultural Expert//Capacity Building//Sustainable Strategies of Communication//Network aggregator//Inspirator//Mentor//

- **Yannick Le Guern is a** Global Sustainable Leader , Inspiring Entrepreneur & Change Maker: Internationally experienced with the ability to turn experience into value-creating opportunities that serve both his organizations and the world. Actively involved in global sustainability, public policy implementation and politics he started his career during, Jospin Government, as high leading technical advisor.

Key words: Leader//Sustainable Strategies//Archetype Communication//Deep thinker //Public Policy Implementation//Entrepreneur -Lecturer-Innovator-Researcher//High Political Adviser//journalist//Change Maker//Strategy and complexity expert//Network aggregator.

### 3. "Migrant Integration Lab's" team:

**We are 50 passionate** change makers and our actions are based on collective Intelligence collaborations worldwide. We are leading experts in complex project steering, facilitators, event makers, Global Citizenship actors, sparring partners, knowledge generators and providers, intercultural dialoguers, mediators and more. We are a natural partner for public, private and civil society, but also cultural-oriented organizations, nationally and internationally.

We bring together diverse stakeholders that represent refugee communities, academic institutions, private and state institutions, entrepreneurs and investors who are co-creating an enabling environment to develop tangible and sustainable solutions, responding to the multidimensional challenges of migrant crisis, helping in effect to build inclusive communities.

We consider our **team as a collective of deep thinkers and thought leaders**. We question and challenge, considering different perspectives. At the same time, we are observant and nimble. We apply this approach in developing strategies and engagement. **We are committed in innovation and entrepreneurship (cultural and social), as cornerstones of impact**

**activity.** Our sustainable social and business models are creating a larger awareness and social Impact.

4. Strengths :

- Policy analysis, monitoring and evaluation of human security issues
- Capacity building International cooperation
- Training Material development
- Training session delivery
- Leading Experts in community-based and community demand driven projects
- Ability to work and communicate in a multi-sector team and across cultural and gender
- Identifying, planning, implementing, monitoring and evaluating development projects and program in collaboration with local, national and international partners
- Work closely with stakeholders to empower environment them through identifying existing skills, strengths and abilities and develop resilience
- Use the Sustainable Livelihoods approach to support and encourage beneficiaries to maximize their existing strengths and develop new skills
- Support beneficiaries to undertake livelihood development opportunities and provide intensive personal support individually and in group settings
- Coordinate training program to improve livelihood on behalf of needy communities including women and youth
- CSR founds//Innovation//Social Entrepreneurship//Mentoring//Inclusion

5. Our Forces

**We drive change** by Peer Circles Peer circles are regular facilitated meetings in the community and with migrants' participation that leverage peer-to peer expertise to foster shared learning, growth and collaboration. We are Enhancing skills It is important to recognize and correctly apply one's own abilities and potentials in order to get a foothold in society and in working life. Our programs support adults and juveniles with a migration background in developing their personal strengths and obtaining social, linguistic and professional skills.

**We Connect**

Our greatest strength is our members, a diverse community of passionate change-makers. We nurture a culture of collaboration that fosters strong relationships and opens possibilities.

**We Create**

	<p>As a platform for content delivery, we work with leaders across sectors to arm our members and public with the knowledge they need to sharpen their skills, build their capacity, and achieve their goals.</p> <p><b>We Transform</b></p> <p>We make strategic interventions in the most promising projects. We leverage our connections to mentors, investors, public sector decision-makers and thought leaders to help boost the very best.</p> <p><b>We Develop</b></p> <p>We develop Labs, strategies and concrete tools that help migrants better integrate into new communities:</p> <ul style="list-style-type: none"> <li>• Capacity-building and training, language/cultural &amp; civic training;</li> <li>• Awareness-raising, media training and educational curriculum development; anti-xenophobia campaigns and intercultural training</li> </ul> <p><b>Our Work</b></p> <p>Provides nonprofits and social entrepreneurs, migrants, refugees with their best possible chances of creating real impact.</p> <p><b>Sustainability</b></p> <p>We envision a networked community of leaders actively working across sectors, frontiers, and disciplines to build a more just, sustainable, and prosperous world.</p> <p><b>6. A Strong culture of evaluation and monitoring</b></p> <p>We have the culture of a strong evaluation data. In order to understand the effectiveness of our initiatives and their longer term impact on migrants it is vital for us to create and maintain a strong culture of accountability and evaluation. This is particularly important when innovative approaches like ours are being tried and tested. Evaluation should be complimented by monitoring and collection of data on the performance of migrants, using a longitudinal approach, and providing data by ethnicity, gender etc.</p> <p>We stress out that even if our initiatives are promising, barriers and challenges are important and sometimes can prevent the effective linking of migrants to sustainable opportunities that match their skills and aspirations. Our exchange and mutual learning between local areas on mechanisms for overcoming such challenges can only be beneficial in the future to help improve overall integration outcomes, and maximize the benefits of immigration for local economies.</p>
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## 7. Definitions

**Monitoring** is the periodic oversight of the implementation of an activity which seeks to establish the extent to which input deliveries, work schedules, other required actions and targeted outputs are proceeding according to plan, so that timely action can be taken to correct deficiencies detected. "Monitoring" is also useful for the systematic checking on a condition or set of conditions, such as following the situation migrants.

**Evaluation** is a process which attempts to determine as systematically and objectively as possible the relevance, effectiveness, efficiency and impact of activities in the light of specified. It is a learning and action-oriented management tool and organizational process for improving both current activities and future planning, programming and decision-making.

## 8. Importance of Monitoring and Evaluation

To evaluate means "to ascertain the value or worth of " according to its Latin root. Knowing what difference programmes are making motivates workers and their supporters to renewed effort. Although evaluations may be retrospective, they are essentially forward looking with regard to their purpose. Evaluation applies the lessons of experience to decisions about current and future programmes. Good evaluation presents alternatives for decision-makers to consider. Evaluation can be an excellent learning tool as well as a means to improve programme performance and demonstrate accountability.

The objectives of monitoring and evaluation of Migrant Integration Lab are:

- to improve management of programmes, projects and supporting activities and to ensure
- optimum use of funds and other resources;
- to learn from experience so as to improve the relevance, methods and outcomes of cooperative
- programmes;
- to strengthen the capacity of co-operating government agencies, non-governmental
- organizations (NGOs) and local communities to monitor and evaluate;
- to provide information to enhance advocacy for policies, programmes and resources, that
- improve the condition of migrants



## 9. Evaluation and Timing:

We are addressing the following issues: relevance, effectiveness, efficiency, impact and sustainability.

Our method is focusing on:

*Prospective appraisals*, sometimes called *ex ante* evaluations, are carried out before a programme or project is started. An appraisal is the critical assessment of the relevance, feasibility (political, technical, financial and institutional), and socio-economic profitability of an activity before a decision is made to undertake that activity, or approve funding for it. Baseline surveys, field studies and situation analyses may provide elements of appraisal.

*Ongoing evaluation* is the analysis during the implementation phase of the continuing relevance, outputs, effectiveness and impact of an activity. It is closely linked to monitoring and is used to alert managers to problems so that corrective action can be taken. Informal observation usually plays an important role. Mid-term evaluations are also carried out during implementation. The results of either may lead to mid-course corrections. *Retrospective evaluations*, also called *ex-post* evaluations, analyze relevance, effectiveness and impact after the completion of an activity. Lessons learned can be used as input for future planning and funding decisions.

## 10. Special studies and research

When evaluations are well planned, studies can be commissioned to contribute most effectively to the evaluation. Our project is based on action-oriented research, and special studies address specific programme or project issues. This way, they can contribute both to programme preparation through prospective analyses of needs, constraints, and opportunities and to evaluations by providing background data.

## 11. Our steering team Monitoring

During programme and project planning, our team should ensure that each programme and project has specific objectives and time frames and that adequate provision is made for monitoring progress. The monitoring plan should specify who will collect what information, for what purpose, in what form, when and how it will be used, and ensure that it should strengthen existing monitoring systems. This way we will counter the tendency to collect too much data by carefully selecting a few indicators that focus on process and outputs.

Evaluation results will be used to:

- improve organization and management
- improve planning
- assist decision-making
- assist policymaking
- indicate where action is needed
- improve monitoring
- indicate where technical assistance and training are needed
- indicate where further research is needed
- provide information for advocacy, social mobilization and fundraising
- update information on the condition of migrants

## 12. Diversity

Diversity is one of the most important issues of our age. We live in a **remarkably diverse society**, and how we evolve and face the challenges of the future will depend on how we can use the **creative resources that diversity gifts us**.

We are promoting and developing diversity throughout our work across leadership, workforce, programming and audiences. We also made a commitment to measure the progress we make by collecting more data about equality and diversity and reporting on it annually. **The promotion of diversity is now a collective responsibility. For us diversity is a key issue.**

## 13. Transnational mobility

We see mobility as a resource for the educational and creative growth, an asset for international professional integration, a first step for new collaborations and work opportunities as well as an added value towards the creation of an extended citizenship. The circulation of migrants and their cultural uniqueness is a fundamental ingredient to successfully promote them, and is a key element in the crucial interconnection between culture, economy and new identities.

At Migrant Integration Lab we are aiming to provide a transnational framework defining sustainable actions (migrant integration, economic development, job creation, promoting democracy and solidarity) by fostering cohesion, gender equality, tackling social exclusion, poverty and generational as well as demographic disparities.

Transnationalism varies across and within groups with significant differences in the scope and range of transnational activities. Nor does it prevent migrants' integration into their new communities. In reality, researchers have found that the more integrated a migrant or an

	<p>immigrant is, the <b>more transnational he or she is likely to be.</b></p> <p>Professor Alejandro Portes (2007) found, for example, that it is the better educated and the more comfortably established migrants who are the most likely to engage in transnational activities.</p> <p>The first and foremost reason why transnationalism deserves attention is its sheer growth in recent years. Its existence is highly relevant to the modern workings of global cities.</p> <p>Therefore, a transnational framework gives policymakers a new lens with which to develop innovative public programs, and public-private partnerships across borders. And because of the economic implications of transnationalism, it provides opportunities for businesses, social entrepreneurs, and governments.</p> <p>14. Positive Interaction</p> <p>Without interaction, migrants can end up living ‘parallel lives’ where they have only very limited relationships with others in the wider community. In the absence of actual engagement with each other, prejudice and inaccurate stereotypes are more likely to shape attitudes about others. As well as undermining social cohesion, this can undermine migrants’ opportunities to turn any rights of social and economic equality into realities.</p> <p>Because different dimensions of equality (e.g. getting a job, gaining citizenship, developing social relationships and networks) are often inter-related, this can seriously undermine migrants’ empowerment and potential for greater integration.</p> <p>Receiving societies also lose out as a result through failing to recognize the potential benefits which can arise from welcoming migrants and the contributions that they bring. ‘Interaction’ in this context refers to the everyday processes by which migrants engage with each other and with receiving communities.</p> <p>‘Positive interactions’ refers to those processes which help these people to effectively build networks of mutually supportive relationships with each other in ways that contribute to a more cohesive society. This type of interaction provides a foundation for improved relationships involving more than just a toleration of each other’s co-existence.</p> <p>Instead, deeper relationships can emerge from an interactive process of relationship-building that incorporates a developing empathy, mutual respect and dialogue between diverse individuals and groups.</p>
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	<p>15. The 7 Principles of our initiative</p> <ol style="list-style-type: none"> <li>1. Migrant communities have assets that should be <b>mobilized and cultivated</b> as part of the integration process;</li> <li>2. <b>Diversity</b> is healthy for communities and the nation, and receiving communities are stakeholders in immigrant integration;</li> <li>3. The receiving <b>population</b> must be engaged through activities that provide <b>opportunities</b> for their members to have positive contact with migrants, low income artists and engage in <b>joint projects of mutual interest</b>, as well as activities that improve their organizations' capacity to <b>provide cross-culturally competent services</b>;</li> <li>4. <b>Migrants' basic knowledge</b> of the host society's language, history, and institutions is indispensable to integration;</li> <li>5. The <b>practice of diverse cultures</b>, languages, and religions must be safeguarded;</li> <li>6. The participation of migrants in the <b>democratic process</b> and in the formulation of integration policies supports their integration; and</li> <li>7. The <b>socio-political context</b> and history of the migrant group and the <b>receiving community</b> affects the integration process.</li> </ol> <p>16. Governance system</p> <ul style="list-style-type: none"> <li>• We are respecting the higher standards of governance and Project Management Steering such as Prince2 Methodology. .</li> <li>• Our board is supervising all the project process and the overall implementation of action.</li> <li>• We are implementing a board of decision and steering, with frequently regular meetings and project revues</li> <li>• Roles and responsibilities are clear using RACI methods, SMARTER objectives for delegation and a reporting system in order to avoid deviations.</li> <li>• We have a common framework of actions and are promoting same European values.</li> <li>• Our collaboration is based on fairness, responsibility, transparency, and project oriented.</li> </ul> <p>The basic approach is to engage in fair, logical, speedy decision-making on the basis of collaborative creation with local communities and concerned stakeholders.</p> <p>17. A Multi-level, multi-stakeholder approach</p> <p>We prone a Multi-level, multi-stakeholder approach, From Migration to Integration through Local, National Sustainable Solutions and International good practices.</p>
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	Local level	National level	European Level
	<p>Ensure strong coordination between network, institutions and stakeholders.  Bring Employers, Entrepreneurs in local partnerships  Support innovation and learning  Target, but with sensitivity  Consider the timing of interventions  Encourage Gender equality</p>	<p>Develop training innovative programs for migrants and stakeholders.  Develop Tools &amp; Mentoring Kit  Support the recognition of prior competences and qualifications.  Coordination and cooperation of the main actors  Ensure a strong culture of evaluation.</p>	<p>Building European network &amp; Ecosystem; good practices exchange, coordination and cooperation of the main actors at territorial, national and European level</p>

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Flexible work-Enabling Co-leadership and Collaborative Framework

More information on the web site dedicated to the project: <http://migrantintegrationlab.strikingly.com/>



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## 7. Action plan

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### ACTION PLAN - 17TH NOVEMBER

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#### CONTINUE SOCIAL MEDIA

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1. **Facebook post & tags: on journalist groups, NGOs, migration actors, institutions, OECD, European Commission, UNESCO etc.**

Pictures given below.

2. **Identify 2 blogs in France, your country, Europe where you can post 1 article about the campaign:**

- <https://ledesk.ma/>
- Readers Cafe Africa blog post(African blog on various issues)
- Daily maverick (South Africa- global news, information, analysis and opinion)
- <https://www.forbes.fr/>

3. **Twitter campaign:**

Pictures given below.

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#### SUSTAINABILITY

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- **Write one article concerning the personal view of migration : on what migration can be good for our society and how?**

To be submitted individually.

- **Find 3 examples of solutions, good practices in your country or worldwide about sustainable migrant integration benefiting to the society**

After working with B1-AKT, we come to the conclusion that more than anything, there's significant need among organizations working with immigrants, refugees, and detainees. We've shortlisted a few organizations that are success stories in working to serve immigrants and refugees in the domain of giving them chances to serve the community.

1. **Central American Resource Center, Los Angeles, CA**

CARECEN works to empower Central Americans by defending human and civil rights, working for social and economic justice, and promoting cultural diversity. CARECEN serves over 20,000 individuals each year through legal

services in immigration matters, voter registration and education projects, after-school services, and leadership training.

**2. Campagne de régularisation des Subsahariens en situation irrégulière au Maroc**

Désormais, «les procédures de délivrance et de renouvellement des cartes de séjour seront également accélérées et simplifiées au maximum», précise un communiqué du ministère marocain de l'Intérieur.

<http://geopolis.francetvinfo.fr/le-maroc-a-l-epreuve-des-migrations-subsahariennes-choisit-l-integration-131909>

**3. Illinois Coalition for Immigrant and Refugee Rights, Chicago, IL**

The Illinois Coalition for Immigrant and Refugee Rights is a statewide nonprofit coalition that advocates for the rights of immigrants and refugees. ICIRR engages in advocacy, community organizing, service coordination, training and technical assistance, education and outreach, and leadership development.

**4. Kiron Open Higher Education, Berlin, Germany**

Kiron's goal is to empower refugees and asylum seekers to integrate not only on an economic level into the labor market, but also on a social level into society. Students complete two years of study online and then integrate into a partner university where they obtain an accredited degree.

**5. International Rescue Committee, New York, NY**

International Rescue Committee is a leading non-sectarian nonprofit organization providing emergency relief, protection, rehabilitation assistance, resettlement services, and advocacy for refugees and victims of oppression or violent conflict.

**6. UNHCR and l'Association Marocaine d'Appui à la Promotion de la Petite Entreprise (AMAPPE) help refugees to launch their entrepreneurial projects in Morocco [https://www.huffpostmaghreb.com/entry/au-maroc-les-refugies-se-lancent-dans-l'entrepreneuriat\\_mg\\_5b1039d5e4b05ef4c22c3204](https://www.huffpostmaghreb.com/entry/au-maroc-les-refugies-se-lancent-dans-l'entrepreneuriat_mg_5b1039d5e4b05ef4c22c3204)**

**7. Seattle Office of Immigrant & Refugee Affairs, Seattle, WA**

The goal of the Office of Immigrant & Refugee Affairs is to recognize the importance of a strong relationship between the City of Seattle Government and the immigrant and refugee communities which it serves. The Office works to ensure a consistent implementation of principles of social justice which include employment, economic development, public health, student achievement, citizenship, public safety, criminal justice, civic engagement, and protection of civil rights.

**8. U.S. Committee for Refugees and Immigrants, Washington, DC**

The U.S. Committee for Refugees and Immigrants addresses the needs and rights of persons in forced or voluntary migration worldwide by advancing

fair and humane public policy, facilitating and providing direct professional services, and promoting the full participation of migrants in community life.

#### 9. Women's Refugee Commission, New York, NY

Through research and fact-finding field missions, the Women's Refugee Commission works to identify critical problems that impact displaced women, children, and young people, including gaps in lifesaving reproductive health care, lack of dignified livelihoods for refugees and, in the U.S., the treatment of asylum-seekers.

However, when we look at the migrant acceptance index published by Gallup, we come to the conclusion that we need to dig deeper into the analytics. Hence a report is attached.

Top 10 Most-Accepting Countries for Migrants	
	Migrant Acceptance Index
Iceland	8.26
New Zealand	8.25
Rwanda	8.16
Canada	8.14
Sierra Leone	8.05
Mali	8.03
Australia	7.98
Sweden	7.92
United States	7.86
Nigeria	7.76
GALLUP WORLD POLL, 2016-2017	

الرؤية: الهجرة هي فرصة لمجتمعاتنا لبلوغ وتوظيف إمكانياتها بالكامل. تسعى مبادرتنا ، Migrant Integration Lab، لخلق أفضل الظروف لفائدة الأشخاص الوافدين إلى أوروبا ليصبحوا رواد أعمال، أو صناع تغيير أو حتى فنانين قادرين على العمل و الابتكار وخلق قيمة مضافة داخل المجتمعات المضيفة.

هذه السنة نقوم بالتعاون مع مجموعة من القادة الشباب، طلاب ماجستير إدارة الأعمال بمدرسة " Ecole des Ponts Business School"، من أجل العمل على مشروع يهدف لبناء تأثير اجتماعي إيجابي ومستدام. ماجستير إدارة الأعمال بمدرسة "Ecole des Ponts Business School" هو برنامج رائد لإدارة الأعمال و الابتكار في مجالات الاقتصاد العالمي، كما يستند على أحدث الأبحاث المستجدة في مجالات الابتكار والتكنولوجيا وريادة الأعمال.

تعتمد مختبراتنا على أنظمة عالمية تمنح صناع القرار زاوية رؤية جديدة بهدف تطوير برامج عامة مبتكرة وشراكات بين القطاعين العام والخاص عبر الحدود، بالإضافة إلى توفير فرص للشركات ورجال الأعمال الاجتماعيين وكذا الحكومات.

س: وفقاً لاستطلاع حديث ، فإن على الأقل 70٪ من الفرنسيين يرفضون الترحيب بالمهاجرين. كيف يمكنك العمل على تغيير هذا الواقع؟

ج: من خلال مد المهاجرين بالدعم اللازم وتدريبهم ومرافقتهم، فإننا نقوم بتسهيل عملية الإدماج وتطوير قدرتهم على الانخراط في الحياة العملية وريادة الأعمال، إضافة إلى المساعدة في خلق مشاريع تضمن لهم العيش الكريم. من خلال أعمالنا هذه ، فنحن نشجع النقاش العام ، والمساهمة في تعزيز الوعي والمواطنة والنمو الاقتصادي بالإضافة إلى التنمية وخلق مجتمعات مستدامة.

بذلك نحن نصبح "بناءً" الحوار بين الثقافات "والمروجين لـ" التمثيل المتوازن بين الجنسين". نحن ملتزمون بتعزيز قدرة المجتمع المضيف على التكيف مع التنوع ، وزيادة التفاهم والقبول ، وتعزيز توظيف النساء المهاجرات والتعليم المستدام للمهاجرين الشباب.

كنتيجة لذلك، فإننا ننتجاً بمجتمع أكثر حيوية وتماسكاً يتقاسمه ويقيم مواطنون محليون و وافدون جدد من عرقيات وخلفيات متنوعة، يتميز أيضاً بزيادة في الإنتاجية وبإقتصاد قوي من خلال قاعدة واسعة من العمال والمستهلكين ودافعي الضرائب ورجال الأعمال.

برأينا ، يمكن تعزيز القدرة التنافسية العالمية من خلال قوة عاملة متعددة اللغات ومتعددة الثقافات، ويمكن تحقيق إعادة إحياء المجتمعات المتدهورة من خلال مساهمات العائلات المهاجرة التي تعمل جنباً إلى جنب مع جيرانها. هذه هي بعض الأسباب وراء دعم وتمكين المهاجرين بهدف دفعهم إلى النجاح.

من خلال تهيئة منظومة تتطلع للابتكار الاجتماعي وكذا مجتمعات أكثر استدامة وعدلاً وشمولية ، يمكننا مساعدة اللاجئين والمهاجرين على الانخراط في المجتمع.

من خلال تعزيز الاحترام و تقبل الاختلاف، إضافة إلى قيم الديمقراطية والمواطنة ، فإننا نمح المواطنين فرصة اكتشاف قيم وثقافات اللاجئين والمهاجرين ، والتعلم منهم وفهمهم بهدف إثراء ثقافتهم وبلدانهم.

نحن نؤمن بالمجتمعات القوية ذات القدرة على تشكيل دولة فرنسية حيث يعيش جميع أفراد المجتمع - بغض النظر عن العرق أو الأصل القومي أو الوضع الاجتماعي والاقتصادي - في كرامة ومساواة.

س: مسألة المهاجرين هي قضية سياسية ساخنة. هل السياسيون مشاركون في هذا المشروع؟

ج: أهم التحديات التي ما زلنا نواجهها هي أساساً في فرنسا. حقيقة كون أن المبادرة تم إطلاقها من طرف أفراد من المجتمع المدني شكلت صعوبات فيما يتعلق بالأطراف الفاعلة و المؤسسات في فرنسا ، لكن الدعم الأوروبي والدولي كان قوياً جداً.

تختلف مبادرتنا عن المبادرات الأخرى بقدرتها على تفعيل عملية كاملة مستدامة من خلال أداة إدماج شاملة. هذا يؤدي إلى خلق استقلالية في العمل وتكامل اقتصادي سريع من خلال المبادرة وريادة المشاريع.

إن جهازنا ديمقراطي بشكل عميق ، فهو يخلق حواراً بين الثقافات في إطار تبادل ثنائي يشمل المهاجرين والمجتمعات المضيفة، إضافة إلى خلق ابتكارات اجتماعية، مما يؤدي إلى مجتمع أكثر حيوية وتماسكاً.

Source: <http://www.meltingbook.com/migrant-integration-lab/>

### مختبر إدماج المهاجرين "أهم تحدي في فرنسا"

مختبر إدماج المهاجرين هو جهاز أوروبي عالمي يسعى للإدماج المستدام للمهاجرين والأقليات العرقية. في ما يلي إجابات لورا بتراش، أحد المنظمين ، على أسئلتنا :

س: هل بإمكانك أن توضح لنا ما هو مختبر إدماج المهاجرين؟

ج: أزمة المهاجرين هي واحدة من أبرز القضايا التي يواجهها الاتحاد الأوروبي. لذلك نعتقد أنه من الضروري تواجده صناع التغيير مثلنا ، الذين يحاولون خلق تأثير اجتماعي بارز من خلال تأطير المهاجرين ليصبحوا قوة عمل تنافسية داخل الاتحاد الأوروبي.

MIGRANT INTEGRATION LAB ، هو أداة أوروبية عالمية تسعى لتحقيق الإدماج المستدام للمهاجرين والأقليات العرقية. بالنسبة لنا ، فإن الثقافة الترحيبية هي التي تساهم في مساعدة المهاجرين والوافدين الجدد وكذا عائلاتهم في التغلب على العقبات في جميع مجالات الحياة ، بالإضافة إلى تأطيرهم من أجل بدء مشاريع تجارية وخلق فرص الشغل. هذا ما يجعلنا نعمل على تسهيل وتعزيز الإدماج الاقتصادي والاجتماعي للمهاجرين من خلال دعمهم من أجل تطوير مبادرات تجارية جديدة.

يشتمل مختبر إدماج المهاجرين أساسا على :

- منهج شامل لإدماج الوافدين الجدد: الذي يقوم أساسا على تدريب وبناء أو تعزيز قدرات المهاجرين من خلال المختبرات التي تقوم على أربع ركائز أساسية :
  - الركن اللغوي (الاجتماعي والثقافي)
  - الإدماج الاقتصادي (التأطير بهدف إيجاد فرص شغل و تشجيع المشاريع والمبادرات الفردية)
  - ركن المواطنة
  - الحوار بين الثقافات (المجتمعات المستدامة والهوية المختلطة)
- منهجية تدريب القادمين الجدد و الفئات المستهدفة ، بالإضافة إلى مختلف الأطراف و المصالح المعنية على الصعيد الوطني، و ذلك لإدارة عملية إدماج المهاجرين بشكل فعال ناجح.
- شبكة أوروبية تسمح بتبادل الممارسات الجيدة وتمكين التعاون عبر مختلف الحدود و البلدان. تعتمد هذه الشبكة على منظومة عالمية تشمل فاعلين، أطراف معنية و مؤسسات تعمل على قضايا الإدماج المستدام على المستوى الوطني والدولي.

س: يقود مختبر إدماج المهاجرين MIL شراكة مع مدرسة Ecole des Ponts Business School ، والتي تعد واحدة من أشهر رموز النخبة الفرنسية. إنه نأ عظيم ...

ج: باختصار: يقوم B1-AKT // Migrant Integration Lab في إطار حملته التوعوية العالمية المستوحاة من الأهداف العالمية للتنمية المستدامة بإطلاق حملة توعية دولية من خلال حوار مفتوح عبر وسائل التواصل الاجتماعي. لأنه في إطار أزمة الهجرة الحالية و تفاقم التطرف والشعبوية ، نحتاج إلى إيجاد وتطبيق حلول مستدامة بهدف الإدماج الشامل للمهاجرين.



Zineb Naha est avec Laura Juliana et Yannick Le Guern.  
23 octobre 10 02

(Immigrants bring energy and innovation to our societies. Bridges bring the richness of the hybrid identities of migrants to our lives. This leads to social cohesion, cultural wealth as well as economic growth. So let us build Bridges not Walls. #NoWallsButBridges #TranscendingBorders #MigrateToUnity

مهاجرين يأتونهم  
جسور  
الغنى  
الهوية  
الهوية

Working with [Migrant Integration Lab](#), [Sustainable Solutions](#) and [B1-AKT](#).  
Leading Sustainable Strategies & Paragon Communication on the migrants  
Integration Social Impact Project  
EHPC ❤️ B1-AKT  
Photo by Ferial.



Riyad Ezba, Emmeine Dalila et 24 autres personnes



## FACEBOOK

0.46K/s 55% 09:40

**Emmeline Bisiikwa** shared a post  
22 hrs · 🌐

The cost of hope is the walls we build to keep people out. Let's not turn our havens into hell.  
#NoWallsButBridges

Alfred Onek Richard Senkwale Global Migration Experts European Union in Uganda OECD Development Centre UNHCR, the UN Refugee Agency Emmanuel Macron Élysée – Présidence de la République française



457 Personnes touchées 57 Interactions [Booster la publication](#)

**Migrant Integration Lab Awareness Campaign**  
Publié par [Zineb Naha](#) · 15 novembre, 09:11 · 🌐

Building social impact all over the world ! #NoWallsButBridges  
#HybridIdentity #Citizenship #SustainableMigrantIntegration Migrant Integration Lab- Sustainable Solutions B1-AKT-Leading Sustainable Strategies & Paragon Communication OECD UNHCR Central Europe France terre d'asile



457 Personnes touchées 57 Interactions [Booster la publication](#)

**Migrant Integration Lab Awareness Campaign** est à : Solé.  
Publié par [Zineb Naha](#) · 11 novembre, 19:37 · 🌐

Creating sustainable social impact beyond geographic borders...  
#NoWallsButBridges #Transnationals #Citizenship  
Thank you Fatme Bouounich for your spirit!... [Afficher la suite](#)



317 Personnes touchées 111 Interactions [Booster la publication](#)

👍❤️ 17 [partager](#)

**Zineb Naha** est avec Laura Iuliana et Yannick Le Guern.  
24 octobre, 13:42 · 🌐

Capharnaüm, winner of the Jury Prize at the Cannes Film Festival 2018, is a great movie about the heartbreaking and tough story of a migrant boy. The movie describes the hardships of migrants living in camps and makes the audience think about how we can help successfully integrate those individuals in host communities and harness the potential of diversity for the development of prosperous societies.  
<https://www.youtube.com/watch?v=WZu3JK9x1io>  
#NoWallsButBridges #globalcitize... [Afficher la suite](#)

**YOUTUBE.COM**  
**Capharnaüm / Bande-Annonce**  
Découvrez la bande-annonce de #Capharnaüm de Nadine Labaki ! Prix du jury du dernier festival de Cannes, le film retrace l'histoire de Zain, un enfant de...

Emmeline Bisiikwa, Hernán Ruiz et 11 autres personnes 1 partage

**Zineb Epbs** @EpbsZineb · Nov 8  
#NoWallsButBridges



**Laura Petrache** @laurakulia80  
Treat Entrepreneurship as a Legitimate and Important Pathway for Newcomers. It is crucial to provide better access to information about entrepreneurial opportunities (pre- and post-arrival). @migrantlab @iamamigrant ...

Reply Retweet Like

0.12K/s 0.12K/s 50% 08:15

/mobile.twitter.com/Emmeli 20

### Tweet Analytics

**Emmeline Bislikwa** @EmmelineEmm  
Migrant integration is a solution to many world problems. #NoWallsButBridges  
@EU\_Commission @UNmigration  
@OECD\_Centre @OECD @MigrantVoiceUK  
<https://twitter.com/migrantlab/status/1061255930405421056> ...

**Impressions** 3,588  
times people saw this Tweet on Twitter

**Total engagements** 26  
times people interacted with this Tweet

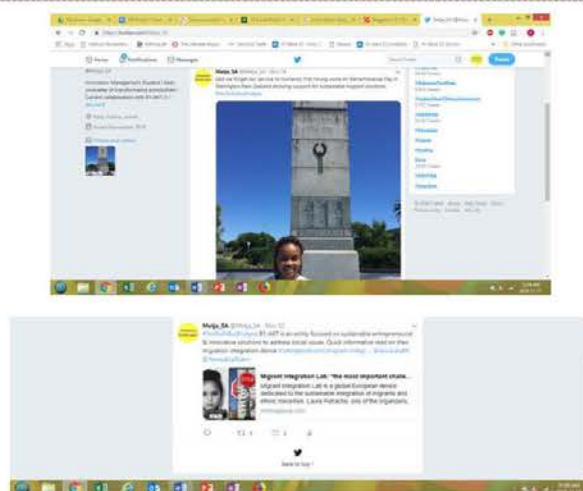
[View all engagements](#)



**Reach a bigger audience**

Get more engagements by promoting this Tweet!


## TWITTER




### Tweet Activity

 <b>Zineb Epbs</b> @EpbsZineb Building social impact all over the world! #NoWallsButBridges #HybridIdentity #Citizenship #SustainableMigrantIntegration @migrantlab @lauraiulia80 @imamigrant @OECD @Refugees @MigrantApp @UNESCO_fr @RefugeesIntl <a href="https://pic.twitter.com/t9ukDwJCI5">pic.twitter.com/t9ukDwJCI5</a>	Impressions	265
	Total engagements	25
	Media engagements	6
	Likes	6
	Hashtag clicks	4
	Profile clicks	4
	Detail expands	3
	Retweets	2

### Tweet Activity

 <b>Zineb Epbs</b> @EpbsZineb Diversity and Hybrid identity are powerful tools that help our communities reach their full potential. #NoWallsButBridges #SocialInnovation #Entrepreneurship @migrantlab @UNESCO @Refugees @UNmigration @MigrantsSupport @lauraiulia80 <a href="https://pic.twitter.com/RvCWG0g2">pic.twitter.com/RvCWG0g2</a>	Impressions	713
	Total engagements	10
	Likes	5
	Retweets	2
	Media engagements	1
	Detail expands	1
	Profile clicks	1

### Tweet Activity

 <b>Zineb Epbs</b> @EpbsZineb Migrants bring energy and innovation to our societies. Bridges bring the richness of the hybrid identities of migrants, to our lives. So, let us build Bridges not Walls. #NoWallsButBridges #HybridIdentity @migrantlab @lauraiulia80 @imamigrant @OECD @Refugees @UN @RefugeesMedia <a href="https://pic.twitter.com/QVUFb3t3la">pic.twitter.com/QVUFb3t3la</a>	Impressions	174
	Total engagements	13
	Likes	4
	Link clicks	3
	Replies	1
	Retweets	1
	Follows	1
	Hashtag clicks	1
	Detail expands	1
	Profile clicks	1

## SCREENSHOT EXAMPLES

### LINKEDIN



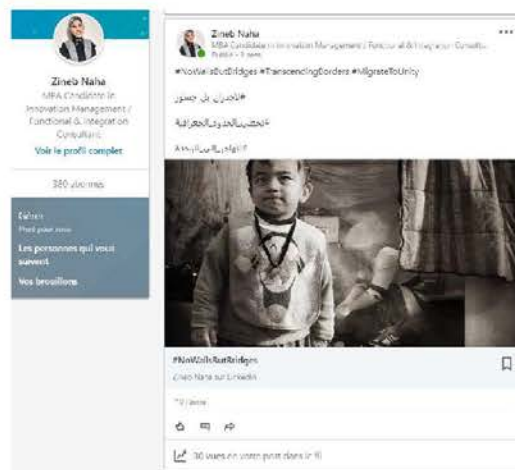
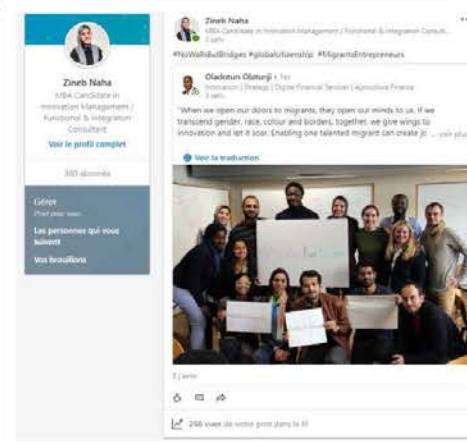
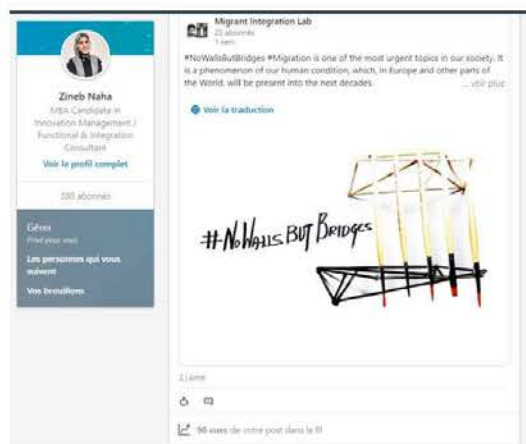
## #NoWallsButBridges

Publié le 23 octobre 2018 Modifier l'article Voir les stats

Zineb Naha  
MBA Candidate in Innovation Management /  
Functional & Integration Consultant  
1 article

(Im)migrants bring energy and innovation to our societies. Bridges bring the richness of the hybrid identities of migrants, to our lives. This leads to social cohesion, cultural wealth as well as economic growth. So, let us build Bridges not Walls. #NoWallsButBridges #TranscendingBorders #MigrateToUnity

@Laura Iuliana PETRACHE @Yamick Le Guern @B1-AKT @Migrant Integration Lab - Sustainable Solutions @Ecole des Ponts Business School @MigrantIntegrationLab



## MONITORING AND EVALUATION

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A detailed report is attached, in addition to the content below.

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### RESULTS OF CAMPAIGN

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- Increased engagement when politicians and groups were tagged
- Wider audience reach
- Multiplier effect
- Increased engagement of people internationally in NoWallsButBridges placard campaign

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### DIFFICULTIES

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- Much harder to engage people in our networks than groups already familiar with migration problems
- Intercultural collaboration to produce a uniform campaign delivering the same objectives made teamwork a challenge
- Increased views from the public, however lack of reactions through likes or dislikes and more importantly no views or ideas shared through commentary to gauge public position
- Difficulty to reach traditional media and online blogs
- Much harder to boost social media posts with 0 budget

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### LESSONS LEARNED:

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- Require more coordinated timing of posts as a group to boost engagement and multiplier effect
- Engaging influencers and public figures help increase audience reach

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### POSITIVES

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- Higher engagement than launch of campaign
- Application of modules into the campaign
- Increased knowledge of how to run a social media campaign successfully

- **Obtain at least 2 articles in Traditional media & web media in France, your country, internationally**

1. Readers Cafe Africa blog post (African blog on various issues)
2. Daily maverick (South Africa- global news, information, analysis and opinion)
3. Mangobaaz.com (Youth blog such as buzzfeed)

- **Public space: pictures in public space /or videos**

Please find them here:

<https://drive.google.com/drive/folders/10bS5tLnp5qRM0wMyKfX0v1RVL9py1E3N>

- **Meet Refugees students from Ecole des Ponts Languages department (Riyad?) & propose to me and Yannick implication.**

*Done in collaboration with Group 3.*



تتمثل المشكلة في أن معظم الإجراءات المتعلقة بالمهاجرين في فرنسا غير متناسقة وغير مستدامة، كما أن سياسة الإدماج الحقيقية لم تنفذ بعد. لذلك فإننا نقدم إطار عمل شامل و عالمي على المستوى المحلي. بالنسبة لنا، الإدماج هو مسألة "انتماء وتحول".

يتطلب الأمر بعض الوقت، لكننا نؤمن أن مستقبل أوروبا مشرق، ولازال لفرنسا الكثير لتفعله حول هذا الموضوع. (لورا بتراش ويتيك ليجيرن).

في رأينا، سيكون مستقبل الاتحاد الأوروبي مستداماً أو لن يكون على الإطلاق. من أجل تحقيق مستقبل مستدام، هناك حاجة إلى تغيير السياسات. عمليات الدمج معقدة للغاية ولا يمكن إعتداف نفس الطريقة في مختلف المجالات.

من الضروري التمييز بين مستويات الحكم و عملية صياغة الاستجابات السياسية حيثما كانت ضرورية؛ علينا الاستفادة من الفرص حيثما توفرت.

يمكن أن يكون إطار الإدماج الشامل هو الحل لأنه يعطي صناعات السياسات زاوية رؤية جديدة لتطوير برامج عامة مبتكرة وشاركات بين القطاعين العام والخاص.

س: ما هي ردود فعل المهاجرين الذين يشاركون في برنامجك؟

ج: إن ردود الفعل إيجابية للغاية وهذا ما يجعلنا سعداء جداً! نحن فخورون بشكل خاص بمشاريعهم حيث يشتمل أغلبها على بعد اجتماعي. خالد كاكّا، أحد المهاجرين و رواد الأعمال أرسل لنا هذه الكلمات الملهمة:

"أول شيء فكرت به عندما وصلت إلى باريس لأول مرة، هو اكتشاف الثقافة الفرنسية، من خلال الاختلاط بالناس وتكوين شبكة من العلاقات القوية. بالنسبة لي، اللاجئين أو القادمون الجدد هم قوة عمل أسميها «الأمم المتنقلة» التي انتقلت من مكانها الطبيعي إلى مكان آخر لأسباب عديدة مثل (تغير المناخ، والصراعات، والقضايا الاقتصادية، الخ).

لتحقيق إدماج ناجح، يجب على الحكومات الأوروبية والاتحاد الأوروبي والقطاع الخاص مثل البنوك والمؤسسات، دعم المشاريع التي يتم بناؤها بشكل مشترك من قبل الشراكة المحلية والوافدين الجدد، والتوقف عن دعم الحلول التي يتم بناؤها من طرف مواطني البلد فقط عندما لا يعرفون حقيقة ما يحتاجه الوافد الجديد، مهاراته، وعقليته.

هذا قد يوقف إهدار الدعم المالي بشكل غير فعال وقد يفتح المجال أمام الإكتمات الحقيقية للقادمين الجدد، ويخلق فرصة للنمو الاقتصادي، عندها وعندها فقط، قد تساعد البرامج اللاجئين ليصبحوا جزءاً فعلياً من المجتمع. شكر خاص لمرشدتي لورا بتراش «خالد.

"اللاجئ هو مجرد اسم، و يمكننا معاً التغلب على التحديات مع إخواننا وأخواتنا بهذا الوضع، خاصة التحديات السلبية التي يواجهونها في الحياة اليومية. هذا لا يعني من خلال أن نمنحهم مليون يورو، ولكن منحهم إمكانية تحقيق سبل العيش بشكل مستدام.

في جميع أنحاء العالم، يحاول اللاجئون باستماتة الوصول إلى التعليم والحماية المالية الشيء الذي يزال مستحيلاً لحد الآن، والذين يستفيدون من المنظمات القليلة مثل مختبر إدماج المهاجرين هم ليسوا بكثير... من خلال وجهة نظر العديد من اللاجئين الذين تمكنت من التحدث إليهم والقادمين من مختلف أنحاء العالم، فإنه من الصعب جداً بالنسبة لنا أن نتق في المهاجرين لأننا نفكر فقط في أنفسنا وأنا أقول ذلك عن تجربة. بما أن اللاجئ لا يُسمح له بالحصول على قرض مالي ولا يعتبر مواطناً متساوياً، فإن الناس لا يعتبرونه إنساناً يستطيع الاستفادة من خدمات أخرى مماثلة للمواطنين الشرعيين.

إذا كان يحق لي كتابة مقال حول هذا الموقف والبدء في التعريف بنفسه بكوني Iragi Zabona لاجئ من أوغندا، فلن يقرأها سوى عدد قليل. ولكن بالرغم من ذلك، فقد منحني تكامل المهاجرين فرصة للتعبير عن مشاعري والكتابة حولها. شكراً لكم. مع الكثير من الحب، إيراجي.»

By Nadia Henni-Moulai

Translated to arabic by Zineb NAHA & Kristel MHANNA

## 5. Example of minutes and short activity reports (constant communication of this task manager Kristel Mhanna)

### Example 1:

- Communication:
  - Prepares summaries of the people to be interviewed for Wednesday noon.
  - Each person prepares a question after we receive the summaries.
  - The questions need to be delivered to the communication group by 15:00
- Benchmark
  - Tuesday
    - Found the most impactful hashtags in the world (Europe, Africa, America, Asia) and how we can do something similar for migrants and their effect
      - #WomensMarch, #BlackLivesMatter, #HeForShe
    - Found cases of impacting the newspapers (Hungary, UK). Many newspapers were spreading hate.
      - #stopfundinghate.
    - Instagrams, facebook at the level of stories. Stories of migrants. (to be developed)
    - Questions that promote fear but the answer is the opposite.
    - Found the RefugeeCodeWeek event which can be an example for EntrepreneurRefugeeWeek.
    - Graphics like the ones that were involved in Rohingya Crisis.
    - Stories like the ones that are found in Africa.
      - <https://horace.it/aware-migrants/>
    - Sharing and caring campaign in South Africa (LuQuLuQu)
      - Involvement of celebrities to promote etc...
    - For the above points, we defined the following key elements:
      - Visions/values/issues international and local
      - Ecosystem/targets
      - Method/Strategy of Communication
      - Impact (this part we will continue tomorrow)
    - We did a meeting at noon to discuss progress with the strategy team.
  - Wednesday
    - Using the link: <https://app.buzzsumo.com/> To check the influence of every campaign and how much people it reached
    - Check the indicators of evaluation.
    - Look for influencers in Africa, Europe on Instagram, Facebook, Twitter and how much influence they have. Check the ideas. Maybe later we decide to have a contact with them.
    - Try to find more relevant examples
      - Explore online petition activism in Africa.
    - Check the articles that we found for the EU initiatives (EU Communication-Kit, EU Support) etc...
      - H2020 etc...
    - Take into consideration the information given by Elvana Thaçi.

- Check the initiative by tech companies to combat hate speech. (Social tech)
- Strategy
  - Tuesday
    - Identification of the ecosystem
    - Creation of a stakeholder mapping
    - Definition of values/vision
    - Brainstorming about the overall strategy (ex: short videos on how good and useful is migration, petition on issues of migration...)
  - Wednesday
    - We need the impact from the benchmark team.
    - Each member of the group will finalize the following parts of the overall strategy : Ecosystem, target, visions/values/national issues, strategy, purpose and ways of communication. At the end of the day, 3 scenarios will be submitted.
    - Meeting with the benchmark team at 11.30

**Example 2:** Please find below the agenda for what we worked on today:

- Strategic Team:
  - Started creating the 4 strategies that will be represented in the meeting on Saturday
    - Strategy 1: based on viral virtual campaign
    - Strategy 2: based on storytelling
    - Strategy 3: based on networking events
    - Strategy 4: Pursue new partnerships and sponsors
  - Each member of the group finalized the following parts of the overall strategy : Ecosystem, target, visions/values/national issues, strategy, purpose and ways of communication.
  - Did a meeting with the 2 other teams at 5 to have a view for what everybody is working and include their ideas.
  - Delivered 2- 3 questions for the interviews of tomorrow.
- Benchmark:
  - Used the link: <https://app.buzzsumo.com/> and similar links to check the influence of every campaign and how much people it reached
  - Check the indicators and impacts of hashtags etc....
  - Looked for influencers and bloggers in Africa, Europe on Instagram, Facebook, Twitter and how much influence they have. Check the ideas. Maybe later we decide to have a contact with them.
  - Explore online petition activism.
  - Checked the counter speech on facebook campaign and how it can be used.
  - Checking the colors and their importance that have been used in the campaigns.
  - Delivered 2- 3 questions for the interviews of tomorrow.

- Communication:
  - Skype interview preparation including mails etc...
  - Reserving the room for tomorrow.
  - Profile research for the interviews tomorrow.
  - Sharing posts on social media.
  - Meeting with the rest of the teams to discuss the questions for tomorrow.

**Example 3: Please find below the tasks for what we worked on yesterday and today:**

- Communication:
  - Handled the meeting with Mrs. Pavlina Proteou
    - The information that was given during this interview were valuable and very important.
    - These information will be included in the presentation and the paper tomorrow.
  - Finished preparing the information and an abstract for the people interviewed on Tuesday, Thursday and Friday.
  
- Benchmark:
  - Decided on the main campaigns that will be included in the paper.
    - Women's March Campaign that advocate legislation and policies regarding human rights and other issues
    - StopFundingHate that stops newspapers from funding hate against migrants
    - HearImmigration campaign that celebrates how diversity makes society more beautiful.
    - Etc...
  - Prepared the presentation and the information in the documentation for Saturday.
  - Discussed the above campaigns with the rest of the class in order to have a homogeneous preparation.
  - Decided that the influencers will be included in the strategies.
    - These influencers include footballers, comedians and politicians.

- Strategic Team:
  - Decided on the on the main points in the strategies that will be included in the document.
    - Defined the project purpose, Semantic Universe, Ecosystem and Shareholders mapping, Targets, etc...
  - Defined the strategic scenarios:
    - The Migreent lab
    - Chalkboard and photo/posters competition:
    - The Charter of Migration Integration
    - etc...
  - Defined the risks that might be encountered throughout the project.
    - Lack of impact
    - Time management
    - Infoxication
    - Hate speech
    - Etc...
  - Discussed the above strategies with the rest of the class in order to have a homogeneous preparation.

# Abstract

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Public attitudes towards migration and migrant-related issues are perhaps more important for shaping migration policies than factual information, and latent fears of migration are often exploited in electoral campaigns.

International migration is a complex phenomenon that touches on a multiplicity of **economic, social and security aspects** affecting our daily lives in an increasingly interconnected world. Migration is a term that encompasses a wide variety of movements and situations that involve people of all walks of life and backgrounds. More than ever before, migration touches all states and people in an era of deepening globalization.

Migrants are on the Rise around the World, and Myths about Them Are Shaping diverse attitudes. Attitudes toward migration are shaped by (and possibly shape) views about a variety of different channels through which migration affects the economy, national culture, and the social status of natives. Views toward migrants are also shaped by (or possibly shape) underlying attitudes about social homogeneity and the desirability of social contact with other people.

**“Integration”** is a highly contested, contentious and messy concept. The concept is used by many policy makers, academics and migrants, refugees and asylum seekers themselves but understood and interpreted differently by most. Popular sentiment toward immigration is often antagonistic, making the integration of migrants one of the most important yet daunting challenges facing societies in advanced economies. Can **awareness campaigns decrease public opposition to immigration?**

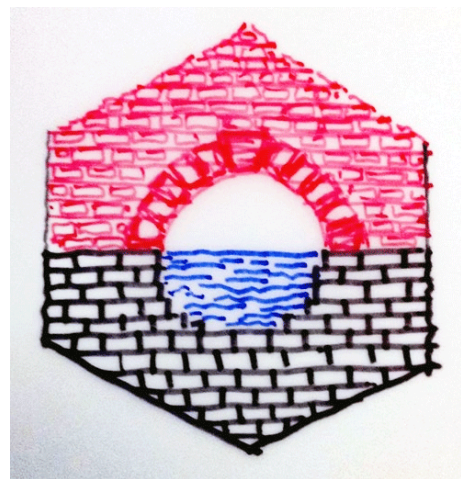
This report results from a large-scale experiment conducted under the shape of **“A grass root Public Policy International Awareness campaign”** under the name of **“No Walls but Bridges”**. The project had a predefined budget of **absolute zero**. Prior to the launch of the “No Walls But Bridges “ campaign, our team conducted preliminary discussions inviting local community leaders, governmental authorities at the local level (France), local NGOs, representatives from private sector and migrants. These discussions were organized to identify specific needs at the local level and to strengthen the impact of the campaign with a tailored intervention.



Building upon previous outreach experiences (Identity awareness campaign MIL Lab 2017), **“No Walls But Bridges”** campaign aimed at raising the awareness about sustainable migrant integration, based on economic territory revitalization, entrepreneurship, innovation and active citizenship.

One of **the objectives of the campaign was to encourage opinion leaders and political ones to act for a sustainable process of integration.** Addressing the socio-economic development of local communities, providing sustainable solutions and training paths conducive to effective entrepreneurial projects or employment creates an environment that offers real possibilities for both receiving communities and migrants. **The project also aimed to identify the impacts of government migration policy and communication, and the interaction with public debate and activism.**

Embedded in a comprehension study, we exposed a large national & international sample of “targets” to information, **pertaining to potential social and economic benefits from (im)migration. The treatments motivated** citizens to take action **in support of this cause.** Notably, many effects are persisting today. The results highlight the potential value of combating enmity to incoming migrants with campaigns that **inform the public about key positive impacts of migration and sustainable solutions.**



Credit Ionan Damian #NoWallsButBridges





Photo Credit Mateo Caballero Munoz

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