Training Kit for Empowering Refugee-Led Community Organisations

Literature Review on refugee-led community organisations

Project Summary

The main aim of this project is to see a dramatic improvement in the quality of enjoyment of human rights by refugees and is based on the idea of supporting the active inclusion of marginalised, vulnerable or excluded communities. With this, the project seeks to strengthen refugee inclusion by supporting the empowerment of those refugees who want to play an active role in their communities and at the EU level. Through the project, community needs, strengths and trends will be identified, and we will seek to produce an educational package that will tackle these challenges and provide improved skills to overcome them.

Part of our project will be a training programme which will be geared at supporting the mobilisation of refugees into organised and effective communities that will be active in various spheres such as peer-to-peer support, provision of information or other community-based services, and advocacy with national governmental stakeholders. This is done in order to bring the voice of excluded groups to the attention of policy-makers, engagement in public awareness-raising, talking directly from the heart of their represented communities.

This will be the Training Kit, our ultimate deliverable which will address the challenges faced by refugees in integrating effectively in their host countries. The Training Kit will contain content addressing refugee-led groups that wish to be active at a national and/or European level. It will also be available to the public and thoroughly disseminated throughout the Partners' networks.

The project is implemented by the following organisations: aditus foundation, Cyprus Refugee Council, Dutch Refugee Council, European Council on Refugees and Exiles, Greek Forum of Refugees, Jesuit Refugee Service (Malta), Mosaico – Azioni per i rifugiati. With Syrian Volunteers Netherlands as Associated Partners.

For further information and to view the other project publications visit the project webpage.

About this Literature Review

Aims and Objectives

This Literature Review is published as a component of the above-mentioned project, with the primary aim of providing the project partners with input for the formulation of a training kit aimed at refugee-led organisations. In view of the wealth of available research and initiatives exploring this thriving sector, it stands to reason that our project's efforts should build on past and on-going efforts rather than seek to reinvent the wheel. In this manner, we hope to produce a training kit that is enriched by the information and lessons learnt contained in the listed publications.

As a secondary objective, it is hoped the Literature Review may be a useful support document for anyone interested in broadening their understanding of such an important theme.

Methodology

The listed publications were identified primarily through desk research. Our research comprised two components: online searches through various databases with a selection of keywords, and requests for publications made to various entities active in the sector including the project partners.

The identified publications were then assessed for their relevance to the project's specific goal, being to elicit recommendations for the production of a training kit targeting refugee-led organisations. The most relevant publications are presented with bulleted points summarising their main observations.

This report was published in February 2021.

Literature

1. Amas, Neil, *Strengthening the Voice of Refugee Community Organisations within London's Second-tier Voluntary Sector: Barriers and Opportunities,* City University, March 2008. https://www.bl.uk/britishlibrary/~/media/bl/global/social-welfare/pdfs/non-secure/s/t/r/strengthening-the-voice-of-refugee-community-organisations-within-londons-secondtier-voluntary-sector-barriers-and-opportunities.pdf

   - Barriers to meaningful participation in fora and networks were seen to fall into two broad categories: internal and external.
   - Internal difficulties are relative to language difficulties, a lack of understanding of the UK participatory framework, and culture and lack of resources and funds.
   - The most common external barriers to participation were a hostile public environment, exacerbated by negative media reports; the receptivity and adequacy of existing structures; and local political will.
   - Barriers to collaboration with other mainstream organisations is based on a lack of trust and openness. Mainstream organisations were seen to be wary of RCOs they see as small, financially insecure and therefore unable to uphold their obligations. RCOs were viewed to be worried about being overshadowed by partners and losing independence.
   - Recommendations: RCOs should make contact with key agencies, including councils, funders and NHRI.
   - A review of existing skills gaps and a training plan for workers and volunteers needs to be drawn-up.

2. Betts, Alexander et al, *Refugee-led responses in the fight against COVID-19: building lasting participatory models*, Forced Migration Review, June 2020. https://www.fmreview.org/issue64/betts-eastoncalabria-pincock

   - RCOs rarely receive international funding or recognition as key operational partners in those situations where they provide crucial humanitarian assistance.
   - Many RCOs lack capacity, however they often have a comparative advantage in terms of community-level trust, social networks, and adaptability

3. Brown, Thomas, *Refugee-led education in Indonesia*, Forced Migration Review, June 2018. https://www.fmreview.org/economies/brown

4. Bugre, Marcelle, *Third Country Voices: 'Developing a Third country national Support Network',* Malta, Foundation for Shelter and Support to Malta (FSM), 2014 https://www.researchgate.net/publication/335501083_Third_Country_Voices_'Developing_a_Third_country_national_Support_Network'_EEA_00314

- Many times it is difficult to separate the challenges faced by RCOs and the challenges faced individually by their members, as many times these are interlinked.
- The human resources element was found to the be the primary challenge of RCOs, and related mainly to the burdens that arose with maintaining an organisation. The reasons associated with the lack of human resources, range from the transient nature of the life led by leaders and individuals, the lack of stability in employment and lack of competence in organisational development.
- Other challenges related to dealing with persons intending to use the organisation simply for financial or personal gain.
- More stable and older organisations faced challenges related to generational gaps within traditional leadership structures.
- RCOs found it very difficult to access funds due to the high demand of time and knowledge required for applying for funds.
- Generally, in conclusion, there is a need for training, networking, sharing of information and resources by RCOs:
  - Training on organisational development, especially change management.
  - Internal conflicts and divisions between organisational and community leaders need to be addressed.
  - Inclusive methods of representation need to consider the already existing positive relationships between TCNs and the host society, as well as the needs of the most vulnerable groups.
  - Women can bring different models and methods of leadership which can assist communities in addressing various challenges.
  - Conflict, violence and trauma experienced in home or transit countries needs to be considered as it is a large part of the experience and dialogue of some migrant communities.

5. Caponio Tiziana, *Policy Networks and Immigrants' Association in Italy: The Cases of Milan, Bologna and Naples,* Journal of Ethnic and Migration Studies, 31:5, 931-950, 2005, DOI: https://doi.org/10.1080/13691830500177891

6. Caponio Tiziana, Scholten Peter, Zapata-Barrero Ricard, *The Routledge Handbook of Governance of Migration and Diversity in Cities,* London: Routledge, 2018, DOI: https://doi.org/10.4324/9781351108478

7. Council of the European Union, *Press Release 14615/04 (Presse 321). 2618th Council Meeting, Justice and Home Affairs,* Brussels, 19 November 2004 https://www.consilium.europa.eu/ueDocs/cms_Data/docs/pressData/en/jha/82745.pdf

8. East to West Intelligent Communications, *Communication Training Manual: Training Manual by East to West Communications for Refugee and Migrant Community Organisations in Malta*, Malta, 2018

9. East to West Intelligent Communications, *Governance & Board Management Training for NGOs: Training Manual by East to West Communications for the members of the Refugee & Migrant Community Organisations*, Malta, 2017

10. East to West Intelligent Communications, *Fundraising Training for NGOS: Training Manual by East to West Communications for the members of the Refugee & Migrant Community Organisations,* Malta, 2017

11. EURITA, *Mentoring Refugees: A Handbook for Volunteers*, September 2019
    https://ec.europa.eu/migrant-integration/librarydoc/mentoring-refugees-a-handbook-for-volunteers

12. EUROCITIES, *Charter on Integrating Cities*, February 2010
    http://nws.eurocities.eu/MediaShell/media/CharterforWebFINAL.pdf

13. FRA (European Union Agency for Fundamental Rights), *Together in the EU: Promoting the participation of migrants and their descendants.* Luxembourg, Publications Office of the European Union, 2017
    https://fra.europa.eu/en/publication/2017/together-eu-promoting-participation-migrants-and-their-descendants

    - Local and regional authorities should promote the participation of representative organisations of migrants in the design and implementation of integration measures in a meaningful way.
    - Increase the participation of migrants and their descendants in decision-making procedures affecting their lives, at a minimum by ensuring they participate actively way in relevant public consultation processes and relevant consultation bodies.

14. Global Refugee-led Network, *Asylum Access, Meaningful Refugee Participation as Transformative Leadership: Guidelines for Concrete Action*, 2019
    https://asylumaccess.org/wp-content/uploads/2019/12/Meaningful-Refugee-Participation-Guidelines_Web.pdf

    - Facilitate ongoing and sustained access to strategizing and decision-making processes at every level: fill staff, leadership and governance roles with refugees; establish partnership models that promote equal access as equal partners; provide the logistical support needed to facilitate access and create safe spaces for engagement, even when refugees aren't legally protected.
    - Facilitate refugee preparedness to engage in strategizing and decision-making moments: provide professional development fund and provide training and capacity-building opportunities.

- Initiate institutional self-reflection and enact changes that dismantle power dynamics: hire a consultant to provide guidance and provide inclusion and diversity training.
- Finance refugee participation and refugee-led initiatives: compensate refugees for their time, expertise, and work and provide core funding for refugee-led initiatives.
- Address and prevent tokenizing refugees.

15. Jones, Patricia Anne, *Refugee Community Organisation working in partnership: The quest for recognition,* University of Birmingham, March 2010
https://etheses.bham.ac.uk/id/eprint/832/1/Jones10PhD.pdf

- There is the need to strengthen the representativeness of existing community organisation, allowing for organisational evolution.
- Organisational structures usually underpin organisational representation and legitimacy especially with other stakeholders.
- Fledgling RCOs needed support in establishing structure.
- One of the main devices for increasing representation of RCOs across was the development of refugee forums.
- Women's associations generated a new form of organisation simultaneously evolving social and organisational dimensions across ethnicity, refugee and migratory status.
- 'Networkedness' emerged as a crucial element in the process of community empowerment especially where the goal is to equalise community partners' standing with other partners and outside agents.

16. Jones, Patricia A. et al, *Harnessing the talents of marginalised communities.* Vol. Better Housing Briefing 14, Race Equality Foundation, February 2010
https://raceequalityfoundation.org.uk/wp-content/uploads/2018/02/housing-brief14.pdf

- Marginalised groups become visible, credible and respected partners when their role is formally recognised by housing providers.
- Community empowerment needs to be part of a wider transformation agenda, taking greater account of what communities have to offer.
- Recognition criteria establish an ongoing relationship from one of occasional consultation to one of long-term participation.
- Developing long-term participation ensures that marginalised groups play a part in social sustainability by building understanding and links at neighbourhood level.

17. Kibeida, Yagoub, *L'integrazione attraverso il coinvolgimento delle associazioni di rifugiati,* Universita degli Studi Roma Tre.

18. Kurdish and Middle Eastern Women's Organisation, Lost in Translation No More: Women Learning For Living Project - 8th October 2012 to 7th October 2015 June 2015

http://www.kmewo.com/wp-content/uploads/2016/04/LOST-IN-TRANSLATION-NO-MORE.pdf

19. Lukes, Sue et al, *The potential of migrant and refugee community organisations to influence policy.* Joseph Rowntree Foundation, February 2009
https://www.jrf.org.uk/report/potential-migrant-and-refugee-community-organisations-influence-policy

- RCOs, while undertaking a very important function, do continue to be disregarded in situations where they have considerable knowledge to contribute.
- Policy work arose from RCOs interest in maximising influence and impact, but, because it was experimental, it was labour intensive and costly.
- There is a need for more advanced level skills in coaching and pedagogical approaches among front-line RCO staff.

20. Mencutek, Zeynep Sahin, *Refugee community organisations: capabilities, interactions and limitations,* Third World Quarterly, 2020
https://www.researchgate.net/publication/343375190_Refugee_community_organisations_capabilities_interactions_and_limitations

- Legal impediments, such as the absence of a legal status, may limit the direction and the content of activities of refugees.
- They may have difficulties accessing financial resources, organisational skills, volunteers and experience.
- The fragmentation among refugee communities causes the emergence of less powerful RCOs that are often atomised into ethnic/linguistic/religious/ideological groupings and the geographical origins of refugees. This situation may hamper their abilities to fully represent refugee voices and capacity- building to develop collective action.
- RCOs may take a subordinate position vis-à-vis states' authorities, donors, intermediary agencies and I-NGOs. Thus, refugee activism does not necessarily lead to meaningful inclusion in governance.

21. Merlo, Alessandra et al, *Project Development Manual for Migrants' Associations: Global development agents,* International Organization for Migration, 2019
https://publications.iom.int/system/files/pdf/project_dev_manual_en.pdf

22. Mohammed, Badran et al, *Migrant-led Advocacy across Europe: Challenges and Opportunities.* European Programme for Integration and Migration, October 2019
https://www.epim.info/wp-content/uploads/2019/11/Migrant-led-advocacy-across-Europe-Report.pdf

- Lack of transparency in information-sharing and political processes was the basis of migrant advocates' lack of trust in decision-making and overall policymaking. Many times engagement was not sustainable and was often limited to providing one-off recommendations which were not followed up on.
- Migrants are both 'tokenised' and rarely able to demonstrate their agency, and perpetually presenting migrants as 'poor' and 'helpless' creates a sense of internalised helplessness. Empowering migrant communities requires this issue to be addressed.
- Spaces for migrant advocates to come together and coordinate their efforts are limited, and there is a strong need to create such spaces so as to allow independent organisation and advocacy by migrant advocates.
- Lack of personal financial resources and/or organisational funding also impacted negatively on long-term advocacy work.
- RCOs also faced challenges relating to their legitimacy (in relation to their credibility and representation of members of their community, or a lack thereof) and institutionalised racism.

Recommendations addressed to migrant advocates:
- Organise around the objective of making EU policies more inclusive for migrants, and create a mechanism that ensures migrant voices and perspectives have a space within policymaking processes.
- Create an online space in which migrant-led initiatives can exchange resources, strategies and tactics.
- Develop strategies to create a wider recognition of the skills and knowledge migrants contribute at every level of society.
- Collaborate with anti-racist initiatives and CSOs to fight stereotypes, xenophobia and racism in public discourse, and address the importance of a fair representation of migrants in the media.

Recommendations addressed to policymakers:
- Improve information-sharing on policymaking and legal frameworks affecting migrants by engaging directly with migrant advocates.
- Ensure that migrants are involved at all stages of the design, implementation and evaluation of policies that concern them.
- Facilitate and provide funding for the creation of inclusive, self-organised platforms for migrant participation.

Recommendations addressed to mainstream CSOs:
- Enable migrant advocates to become more actively engaged in decision-making processes within CSO organisational structures.
- Engage a minimum of one migrant-led initiative as an equal partner in every CSO project or actions directed toward migrants.

- Provide capacity-building and training activities where both migrant and non-migrant advocates can share expertise and exchange ideas on how best to influence policy.
- Support migrant-led initiatives to access and build relationships with policymakers.

23. Montemurro, Marzia et al, *'Listen To Our Voices': What does it take to improve refugee participation in durable solutions processes?* HERE-Geneva, July 2018
https://www.alnap.org/help-library/listen-to-our-voices-what-does-it-take-to-improve-refugee-participation-in-durable

- Obstacles: lack of political space, politicization of displacement; lack of funding and lack of two-way communication.
- Other obstacles include issues relating to the lack of unity of communities and a democratic deficit of representation as leaders are not elected but use their communities as a power base.
- Fear of the system also results in individuals and communities seeking protection through anonymity rather than engaging in policy processes.
- Recommendations for the way forward:
  - Introduce legal safeguards for guaranteeing space for citizen participation including minority rights;
  - Increase access to media outlets and possibilities of association;
  - Foster cultural affinity and a common language with host community;
  - Creation of space through programmes that have as their aim the creation of trust and participation;
  - Amply voices through representative organisations and engagement on the long-term through consistent messaging and follow-up;
  - Create a sense of cohesion and community and an accessible representation structure, with specific criteria for who could fulfil the role of representatives, and for whom.

24. Moore, Hester K V, *Lessons from LGBTIQ refugee-led community-based organisations*, Forced Migration Review, June 2018
https://www.fmreview.org/economies/moore

25. Munyambanza, Joseph, *Refugee-Led Organizations Can Deliver Education to Refugee Children During COVID-19 and Beyond*, SyndiGate Media Inc. June 2020
https://mastercardfdn.org/refugee-led-organizations-can-deliver-education-to-refugee-children-during-covid-19-and-beyond/

- The tradition of supporting refugees without involving or consulting them has cost humanitarian organizations resources and time without giving expected results. This approach perpetuates the narrative that refugees are burdens to the host communities and the world.

- Encourage and invest in internally conceived innovative solutions to support access to quality education, create employment, and address other pressing issues that threaten refugee communities' sustainability.

26. Mustafa, Alio et al, *By refugees, for refugees: refugee leadership during COVID-19, and beyond*, Forced Migration Review, June 2020
https://www.fmreview.org/issue64/alio-alrihawi-milner-noor-wazefadost-zigashane

27. Non Solo Numeri, *Manuale dell'insegnante 'Non Solo Numeri' Kit Educativo su immigrazione e asilo politico in Europa*, IOM, UNHCR, 2009
https://www.unhcr.org/numbers-toolkit/Manuals/NJN-FINAL-IT.pdf

28. Ponzoni E., Ghorashi H., Badran M., *Towards a Structural Place for Refugee Perspectives in Policymaking - English Summary*, Institute for Societal Resilience, Refugee Academy, VYU, 2020
https://www.resilience-institute.nl/wp-content/uploads/2020/11/VU001-Rapport-Towards-a-structural-place-for-refugee-perspectives-in-policymaking-English-summary-V2.pdf

   - Create an up-to-date overview of refugee-led organizations and refugee advocates.
   - Ensure that this mapping arises from a real network of relationships, through regular recurring meetings.
   - Create more awareness about the meaning of refugee-led advocacy and its associated roles.
   - Provide support (also financially) for the development of a network where advocates have spaces in which they can develop the necessary competences.
   - Invest in light coordination of the network.
   - Invest in daring spaces so that input from advocates is effective and can provide added value.
   - Invest in the competences of policymakers, in the advocacy departments of NGOs and in other parties that are necessary in order to make room for advocates' perspectives.

29. Refugee Studies Centre, *Refugees as Providers of Protection and Assistance*, University of Oxford RSC Research in Brief 10, December 2018
https://www.rsc.ox.ac.uk/publications/research-in-brief-refugees-as-providers-of-protection-and-assistance

   Challenges:
   - Refugees are important and neglected providers of protection and assistance.
   - International organisations are failing to recognise or fund refugee-led community organisations (RCOs).

- RCOs generally struggle to access recognition and funding. They are often viewed by donors and international organisations as unable to meet vetting and compliance standards.

Recommendations:
- UNHCR should adopt a global policy framework on RCOs.
- Refugee agencies and policy-makers should undertake systematic mapping of RCOs in order to identify opportunities for collaboration.
- International organisations and NGOs should develop training and capacity-building schemes for refugee leaders.
- Donor governments should pilot direct funding for RCOs.
- The international community should include RCOs within formal partnership structures.

30. Rights in Exiles, *The importance of refugee-led organisations to effective refugee responses*, September 2017, https://rightsinexile.tumblr.com/post/164876697307/the-importance-of-refugee-led-organisations-to

- Identify, engage, support and build the capacity of RCOs in refugee response - from registration exercises to direct service delivery.
- Donors and international and local NGOs should partner with RCOs as frontline providers for refugee response.
- When necessary, donors should support intermediary organizations that mentor, strengthen and build the capacity of RCOs.
- All actors should recognize that refugees know best what they need, the solutions for fulfilling these needs, and are best placed to work toward those solutions.
- The humanitarian architecture, including working groups and clusters, should engage RCOs within their structures and mechanisms.

31. Schwarz, Hannah, *A Bibliography of Scientific Literature on Integration Policies of European Cities*. KING (Knowledge for Integration Governance), July 2014 https://ec.europa.eu/migrant-integration/librarydoc/a-bibliography-of-scientific-literature-on-integration-policies-of-european-cities---king-project-research-paper

32. The Global Summit of Refugees Steering Committee, T*he Global Summit of Refugees and the importance of refugee self-representation*, Forced Migration Review, October 2018 https://www.fmreview.org/sites/fmr/files/FMRdownloads/en/globalsummitofrefugees.pdf

- RCOs and networks should be guaranteed the opportunity to participate at all levels (local, state, regional and international) to represent the concerns of affected populations in policy- and decision-making forums relating to forced displacement, in

particular at the Global Refugee Forum of 2019 and its subsequent meetings, as well as in other decision-making bodies affecting their lives.

- All actors involved in international protection should actively work towards meaningfully including and enabling refugee-led organisations and initiatives as equal partners in the pursuit of solutions to forced displacement. This includes considerations about sustainability through allocation of resources, ways to support leadership within refugee-led organisations and networks and to respond to requests for capacity building, and analysing and addressing barriers to participation.

33. UNHCR, *The New York Declaration for Refugees and Migrants: Answers to Frequently Asked Questions,* February 2018
https://www.unhcr.org/584689257.pdf

34. Torfa, Masooma, *Refugee-Led Organisations (RLOS) in Europe: Policy Contributions, Opportunities and Challenges,* European Council on Refugees and Exiles, 2019
https://www.ecre.org/wp-content/uploads/2019/05/Working-Paper-01.pdf

Challenges:
- RCOs lack policy expertise for certain policy reform.
- Lack of active RCOs at policy level.
- Lack of financial accessibility for RCOs in Europe.
- Lack of policy dialogues between European policy makers and in general and more specifically between policy making organisations and the RLO.
- Lack of incentives for political integration of refugees/RCOs and low expectations from them in terms of decision making and leadership.
- Underestimation of RCOs as stakeholders at policy level based on prior assumptions that RCOs are less capable.

Recommendations:
- Capacity building programs are necessary for individual refugees and RCOs on asylum and refugee policies and procedures.
- Establishment of RCOs and/or partnerships with other stakeholders working on asylum and migration policies at the EU and national level.
- Financial support for RCOs through specific consideration of quotas for the RCOs in the implementation of the integration funds at both EU and MS level.
- More policy dialogues and closer cooperation among these organisations would result in better solutions for the future.
- Political integration of RCOs and individual refugees should be considered a priority and the capacity of RCOs should be taken into consideration.
- Refugees and RCOs being active at policy level should be considered as reliable stakeholders by the institutions making public policies at both the national and EU level.

35. UNHCR, *Outcomes Of The Global Refugee Forum.* Global Refugee Forum, 2019

https://www.unhcr.org/5ecd458c4.pdf

36. United Nations, *Report of the United Nations High Commissioner for Refugees, Part II: Global compact on refugees New York*, September 2018
https://www.unhcr.org/excom/unhcrannual/5ba3a5d44/report-united-nations-high-commissioner-refugees-part-ii-global-compact.html

37. Williams, Dick, *A bridge to life in the UK: Refugee-led community organisations and their role in integration,* Refugee Council, October 2018
https://www.refugeecouncil.org.uk/resources/a-bridge-to-life-in-the-uk-refugee-led-community-organisations-and-their-role-in-integration/

Challenges:
- Increased demand for services by new arrivals and people.
- No recourse to Public Funds.
- Increases in hate crime and lack of understanding for refugees.
- Small organisations such as RCOs were often at a disadvantage in commissioning.
- Premises and people: premises were becoming more expensive and less available and difficulties in recruiting volunteers and trustees, particularly since RCO rely heavily on volunteers to deliver their activities.
- As small, specialist often single community organisations, RCOs are not always appreciated for the role they played and outcomes they delivered for their communities.
- RCOs also faced challenges in some areas of organisational development, notably financial management, governance, HR, commissioning, strategic planning and ICT.

Recommendations for funders:
- • Adopt accessible grant-making processes and assess the impact on RCOs.
- • Consider grant-funding as an alternative to commissioning some services.
- • Include grants for RCOs in funding programmes for refugees.
- • Extend capacity-building to non-grantees.
- • Support the capacity of RCOs to gather evidence and engage with local planning.

Recommendations for civil society support:
- • Ensure effective support is in place for small and emerging RCOs.
- • Contribute to a comprehensive mapping of local civil society.
- • Build the capacity of RCOs and other community organisations to collect data.

Recommendations for specialist civil society support for RCOs:
- • Provide support for small and emerging RCOs.
- • Support refugee forums and facilitate the sharing of good practice.
- • Involve RCOs in national advocacy work

- ▪ • Raise awareness of RCOs to policy makers, funders, civil society support, public services and other stakeholders
- ▪ • Identify specialist needs and ensure access to mainstream support

Recommendations for central government:
- ▪ • Recognise the contributions of RCOs when developing refugee policies.
- ▪ • Invest in RCO contributions to social policy objectives linked to integration.

Recommendations for local government:
- ▪ • Provide small grants for RCOs in the early stages of development.
- ▪ • Develop co-production, place-based and systems approaches to planning.
- ▪ • Utilise RCO evidence in local planning.

Recommendations for RCOs:
- ▪ • Engage with local support organisations and planning processes.
- ▪ • Develop the capacity to gather data and other evidence.

38. Wood, Jennifer et al, S*yrian refugee-led organisations in Berlin*, Forced Migration Review, June 2018
https://www.fmreview.org/economies/wood-eastoncalabria-alaous

39. Zetter, Roger et al, Journal of Ethnic and Migration Studies, *The minority within the minority: Refugee community-based organisations in the UK and the impact of restrictionism on asylum-seekers.* (Routledge Taylor and Francis Group), October 2000
https://www.academia.edu/28812729/The_minority_within_the_minority_Refugee_community_based_organisations_in_the_UK_and_the_impact_of_restrictionism_on_asylum_seekers

- ▪ Financial and legal constraints to RCO action have resulted in pragmatic responses, a generally poor quality of service provision, very limited access to public resources, lack of co-ordination and networking, and limited professional capacity.
- ▪ Despite the traditional role and capabilities of RCOs - for example, networking, collaborative provision and a range of support services especially during the reception stage - both structural factors and institutional and organisational weaknesses suggest that RCOs, like the communities they serve, will remain on the margins.
- ▪ To counter these challenges:
  - ▪ Involve RCOs in strategy and policy development, and programme delivery;
  - ▪ Ensure that RCOs are represented on the steering groups and management structures of consortia rather than commissioning agency approach;
  - ▪ Staff training needs are paramount as lack of professional and managerial capacity are enduring barriers to consolidation;
  - ▪ RCOs should help to establish and convene locally based multi-agency fora in which they are major stakeholders.