
Endangered Lives: the response of Europe to the refugee crisis



Armed conflicts, political persecution and extreme poverty are driving an ever-increasing number of people away from their homeland. The United Nations High Commission for Refugees estimates that in 2015 an average of 24 individuals were forcibly displaced each minute. That's 34,000 people per day.

This flow of refugees poses a tremendous administrative and humanitarian challenge, especially for European nations. In effort to cope with the bottlenecks in their social services networks, governments are on the search for innovative solutions.

In this White Paper, we have compiled several case examples from Switzerland and other European countries. We present an array of initiatives which PwC, in collaboration with other companies from the private sector, have spawned as a way of solving these crucial problems for our society.

One example of this is PwC's Refugee Management Framework which is aimed at helping government authorities and local communities to evaluate their current capacities and processes. The Framework sheds light on gaps as well as points up where structures and resources can be expanded or streamlined.

Great ideas have also come from other European countries: for instance, PwC

Germany has launched together with a natural gas utility and the Berlin Chamber of Craftsmen an initiative called the "Jobführerschein" (Job Driver's Licence), which prepares asylum seekers for the job market.

In the Netherlands, PwC co-developed an app that displays appropriate lodging, schooling and training possibilities for recognised refugees. The app also functions as a communication channel between the newcomers, the authorities and other support organisations.

These examples are proof positive that innovative ideas and mobile technologies offer enormous potential. Not only can they simplify the asylum-seeking procedure from the applicants' point of view; they also make administrative processes more efficient. We need creative approaches in order to master this overarching task. And to that end, we want to make our own contribution.

We wish you an interesting and enlightening read!

Moritz Oberli
Partner, Industry Leader for Public Sector Services

Gill Sivy
Partner, Global Leader for International Development Network

Table of Contents

1. Seeking safety	5
A unique challenge in our times	
1.1. Introduction	5
1.2 Not just European, it's a global crisis	6
1.3 The Swiss context	6
1.4 An administrative challenge	8
1.5 A Swiss response	10
2. Case studies	12
Strengthening Europe's capabilities	
2.1 A clear administrative challenge	12
2.2 Germany: Arriving & the Job Driving License	13
2.3 The Netherlands: Welkom In	14
2.4 PwC's Refugee Management Framework	15
3. The way forward	16
Justice delayed is justice denied	
Appendix A. Glossary & citations	18
A.1 Glossary	18
A.2 Works cited	19

1. Seeking safety

A unique challenge in our times

1.1 Introduction

Our world is increasingly in the middle of big political upheaval and instability. We are seeing record numbers of displaced people since the end of World War II. Globally, nearly one in every 113 persons is either a refugee, or internally displaced, or seeking asylum.

In the last five years, at least 15 political conflicts have erupted or re-ignited. Eight in Africa; Côte d'Ivoire, Central African Republic, Libya, Mali, north-eastern Nigeria, Democratic Republic of Congo, South Sudan and this year in Burundi. Three in the Middle East; Syria, Iraq, and Yemen. One in Europe; Ukraine. Three in Asia; Kyrgyzstan, and several areas of Myanmar and Pakistan. (United Nations High Commission for Refugees, UNHCR, 2015). Other key reasons for people to flee their own countries include ethnic, racial, religious, national and political persecution, economic hardship, poverty, and a lack of prospects.

The UNHCR estimates that nearly 65 million people have currently been forcibly displaced worldwide, of whom nearly 22.5 million are classified as refugees (UNHCR, 2017, 3). Over half of this refugee population is

directly affected by war, conflicts and persecution in Somalia, Afghanistan, and Syria.

Understanding the reasons that people and families flee their countries to seek refuge and safety in other countries is key to categorizing them as migrant, refugee, or economic migrants. All of which affect the decisions of whether these people will be afforded protection under the Refugee Convention of 1951 (UNHCR, 1951).

On average 24 people world-wide were displaced from their homes every minute in 2015: some 34,000 people per day.

UN Refugee Agency

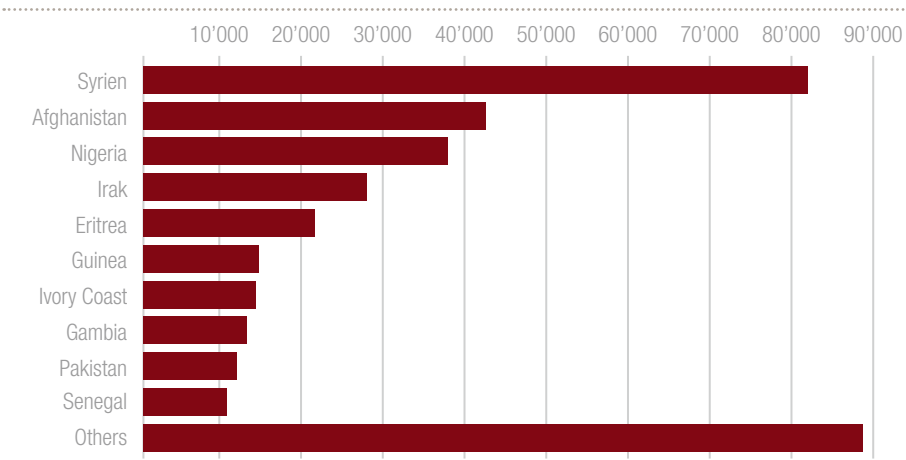
1.2 It's not only European, it's a global crisis

European culture, politics and the European polices are being reshaped and reassessed in the face of this big challenge.

There is a long tradition of refugees reaching Europe, and seeking protection within its borders. In the early 1990s, there were 672,000 applications for asylum in the 15-nation European Union bloc (EU-15). Back then most applicants were from the former Yugoslavia. In

early 2000s, the number of applicants were around 424,000 to the 27 nations of the European Union (EU). This had fallen to below 200,000 by 2006. Since then, the number of asylum seekers has rapidly risen to peak around 1.3 million in both 2015 and 2016 (Eurostat, 2017, 2).

Figure 1: Most common nationalities of Mediterranean sea arrivals from January 2016



UNHCR estimated that in 2016 over 360,000 people reached Europe across the Mediterranean, mainly to Greece and Italy. To add an even sadder note to this crisis, nearly four thousand are listed as missing, believed drowned. The agency also estimates that a further 34,000 crossed from Turkey into Bulgaria and Greece by land (UNHCR, 2017, 1).

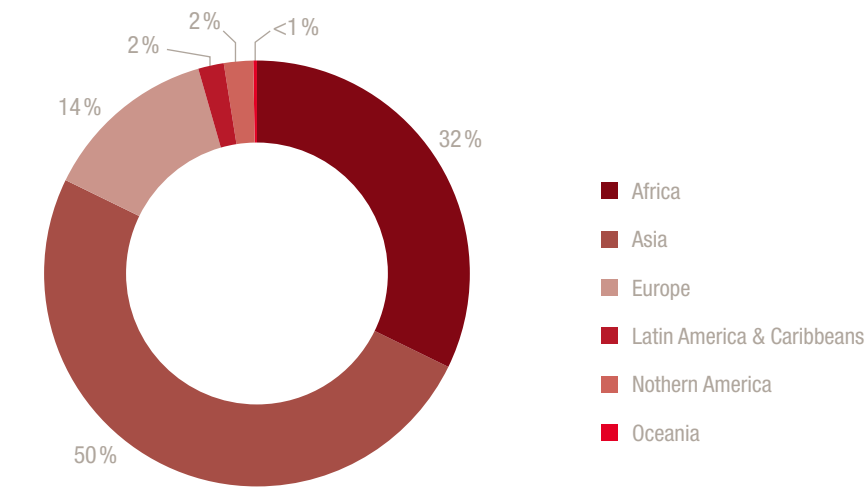
In 2016, nearly 360,000 refugees using the Mediterranean route mainly came from Syria, but there are large numbers of Afghans, Nigerians and Iraqis as well (Figure 1). By UNHCR estimates, nearly 74% of the refugees are men, 11% women, and 15% children (UNHCR, 2017, 2).

For the people arriving to European shores, there is a disproportionate share of refugees applying for asylum among the 28 European nations. In absolute terms, Germany has accepted the greatest number of these refugees to Europe, accounting for up to 60% of all asylum seekers in 2016. This was followed by Italy, France, Greece and Austria to make up the top five EU nations accepting asylum seekers. On a per capital basis, Sweden has accepted the largest intake (Eurostat, 2017, 1).

However, the current refugee situation and the subsequent challenges faced are a global concern, not just a European one.

The UN’s Refugee Agency states that by the end of 2016, there were over 17 million people around the world under their mandate classified as refugees or as refugee-like people. More than half of them, nearly 8.7 million people were in Asia, followed by 5.5 million in Africa and 2.3 million in Europe (Figure 2). The majority of the world’s refugees, nine out of ten, are hosted in Turkey, Pakistan and Lebanon; and half come from just three war-torn countries; Syria, Afghanistan and Somalia. Nearly half these refugees are children (UNHCR, 2017, 3).

Figure 2: global refugees, incl. refugee-like people, end 2015.



1.3 The Swiss context

Switzerland has a long humanitarian tradition. Switzerland grants asylum to persons who are seeking protection from persecution and war, or temporarily takes them in until the situation in their respective countries has stabilised.

This has been accentuated in the recent past: Between 2011 and 2015, an increasing number of refugees arrived in Switzerland. There was a 60% increase in refugee arrivals between 2014-2015 and asylum requests in Switzerland reached the highest level since the conflict in former Yugoslavia at the end of the 1990s. In 2016, there was then a sharp fall (SEM, 2012-2017) (Figure 3).

Switzerland’s share of asylum requests filed in Europe declined from 3.8% in 2014 to 2% in 2016; the country’s average of 3-4 per 1000 nationals is however still above the 2.5 average of the EU/ EFTA zone.

Only Germany (9.8 asylum seekers per 1000 nationals), Greece (5.1), Austria (5.0), Malta (4.5) and Luxemburg (3.6) had a higher proportion than Switzerland (SEM, 2017).

However, while the overall number of applicants granted asylum has been slowly increasing over the years, the number remains low with about 1 in 5 applications in 2016, down from 1 in 4 in 2014 (Figure 3).

Turkey hosted 2.5 million refugees, more than any other country in the world. Lebanon hosts 183 refugees per 1000 of its own citizens, the highest in the world. (UNHCR, 2017, 3)

Figure 3: Asylum seekers to Switzerland 2011 – 2016
Note: no data is available at the time of writing for the total number of people who entered Switzerland in 2016.

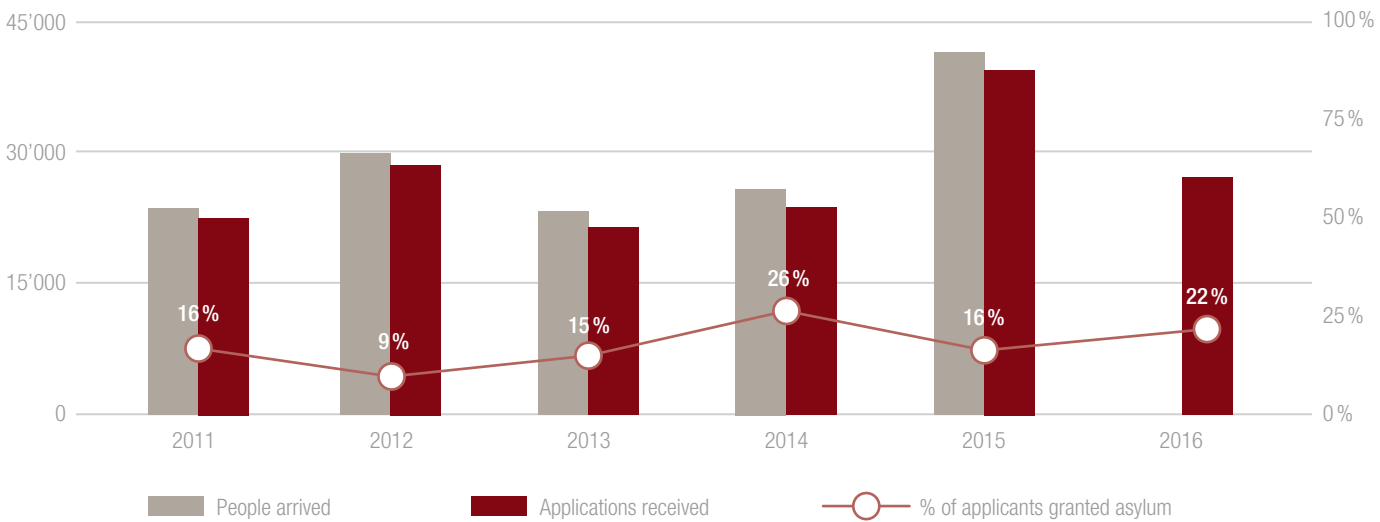
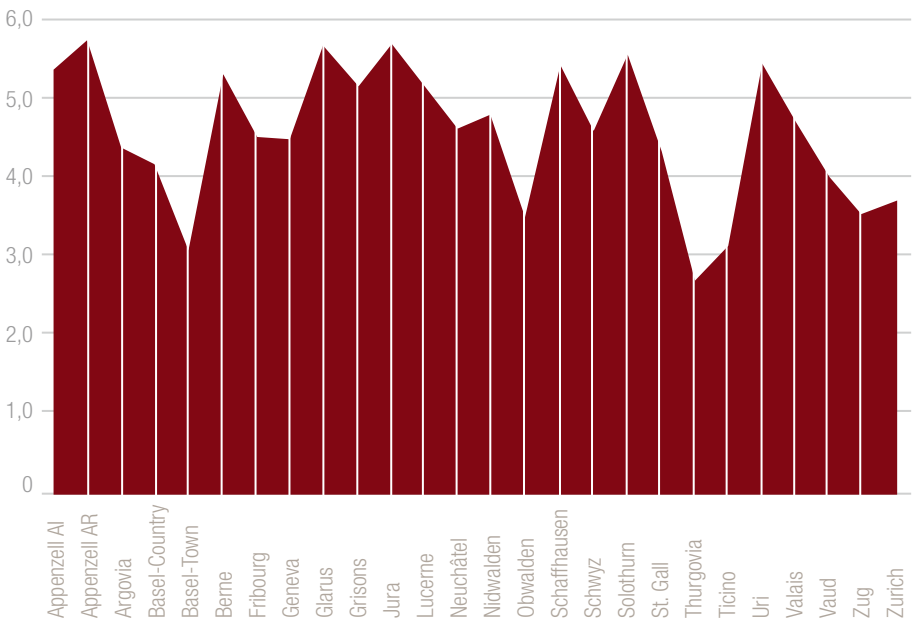


Figure 4: asylum applications, per canton, 2015

Today, asylum seekers are assigned to cantons according to a pre-defined allocation key, which is proportional to population size (SEM, 2017). While therefore more than 80% of the asylum applications are processed by the cantons of Zurich, Bern, Vaud, Argovia, Geneva, St. Gall, Lucerne, Ticino, Valais, Solothurn, Basel country and Fribourg, the remaining 14 cantons account for only 20% of the people to be taken care of. Between 2006 and 2015, the cantonal allocation remained largely the same.

The number of asylum seekers per 1000 inhabitants of a canton shows a different picture. While Bern and to a lesser extent Solothurn, process a large amount of applications also in absolute numbers, Appenzell Outer Rhodes, Glarus, Jura, Schaffhausen and Uri are leading the list (SEM, 2016, 2) (Figure 4).



1.4 An administrative challenge

This large and sudden influx of asylum seekers is posing an administrative and humanitarian challenge for European nations and therefore also for Switzerland. The ability to rapidly process the asylum seekers in a fair and efficient way are priorities for the top migrant receiving nations.

- Other challenges include:
- The capacity to protect borders.
 - The infrastructure and administrative capacity to deal with the large volume asylum applications and look after new arrivals.
 - The ability to care for new arrivals with a legitimate claim to asylum or temporary residence and integrate them into European society.
 - Integration of recognised refugees and those with temporary residence permits into the labour market.
 - Strengthen the legitimacy of the asylum system by means of efficient processes and procedures.
 - Developing innovative solutions capable of responding adequately to fluctuating refugee figures.
 - The ability to respond quickly and effectively in real time to challenges as the arise using technology-enabled solutions.

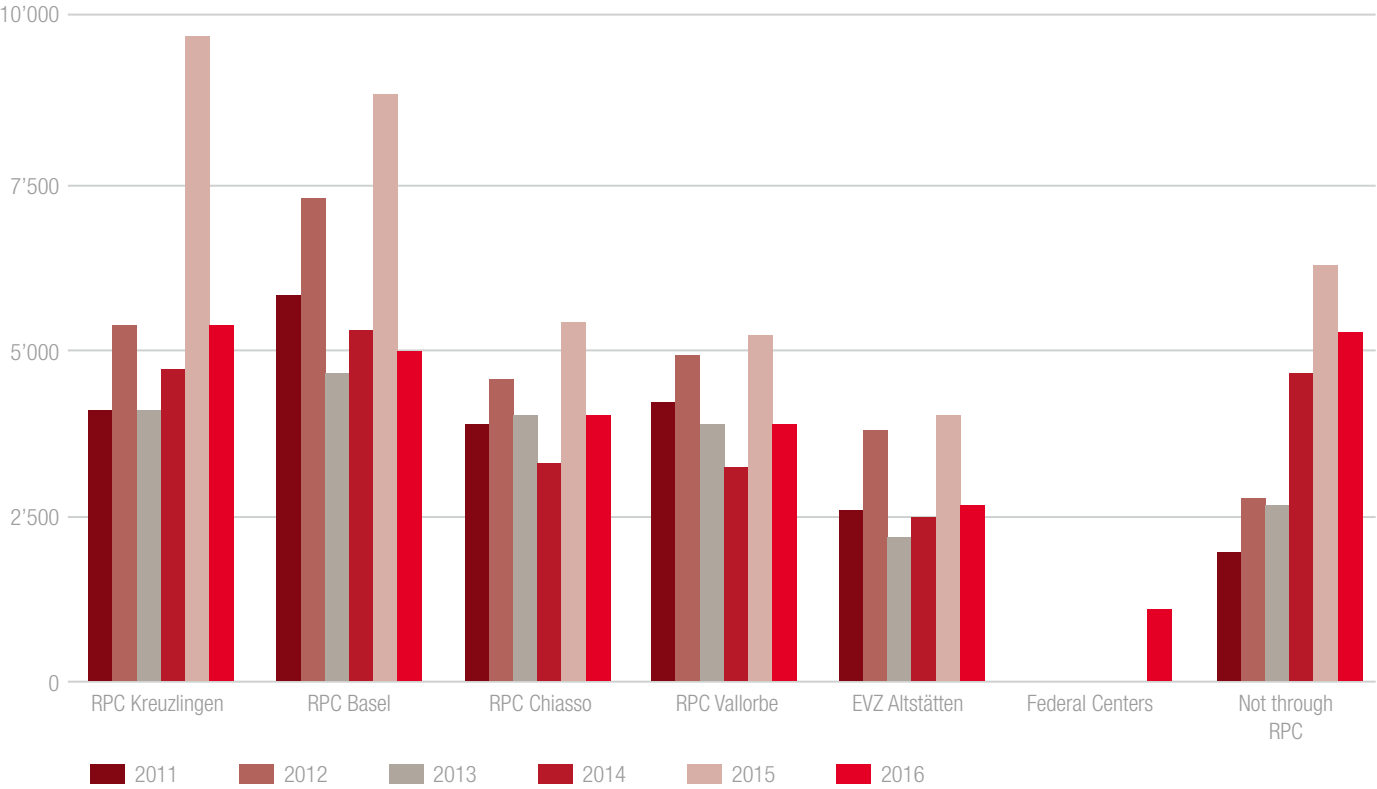
The overarching challenge is to respond to the crisis in a way that preserves human dignity, European values, and the legitimacy of the EU and its partners.

Switzerland is not immune to any of these major challenges either, especially the administrative challenge.

Asylum seekers arriving in Switzerland have the possibility of submitting their application at one of five Reception and Processing Centres (RPCs) managed by the Staatssekretariat für Migration, SEM, at a Swiss border, or at any international airport in Switzerland.

From available statistics, we find that the vast majority of requests are filed at RPCs (Figure 5). Current trends indicate that the amount of asylum requests at the RPC Kreuzlingen and RPC Basel, as well as the number of applications not handled through a RPC are increasing. RPC Kreuzlingen processed nearly 10,000 applications at its peak in 2014.

Figure 5: number of asylum applications in Reception and Processing Centers (RPC), 2011 - 2016

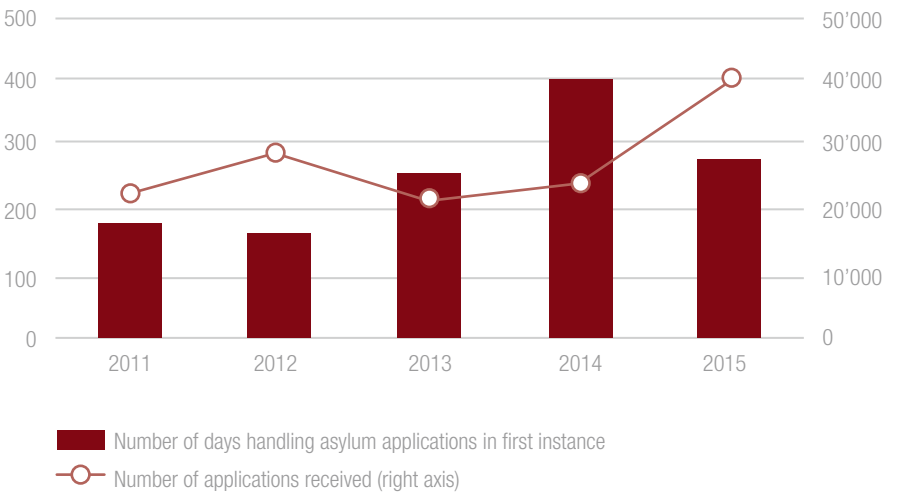


Asylum applications are distributed to each of the five RPCs. In 2011, RPC Basel had the largest caseload of 26% of applications, and RPC Altstätten the lowest at 11%. This had changed somewhat by 2016, while the RPC Altstätten still handled the lowest number of cases, the RPC Kreuzlingen reached the largest caseload with 20% compared to 18% at the RPC Basel (SEM, 2012-2017).

From statistical sources, we find that the increasing number of asylum applications did not significantly alter the proportion of the caseload handled by each RCP. While the proportional caseload decreased in the RPC Vallorbe (-26%) and the RCP Kreuzlingen (-30%), the number of applications processed through other channels than RPCs has more than doubled (SEM, 2017).

The sharp rise in asylum applications

Figure 6: number of days handling asylum applications, 2012-2015



in 2015 challenged the Swiss asylum system. While the registration and housing of all incoming asylum seekers

was ensured, according to the SEM, the asylum processing capacities reached its limits in autumn 2015 (SEM, 2016).

Despite the surge in asylum applications in 2015, the average amount of time to handle an asylum application decreased compared to 2014. In 2015, it took the Swiss authorities 278 days on average to process an asylum application, down from 401 days at its peak in 2014. However, asylum requests handled as

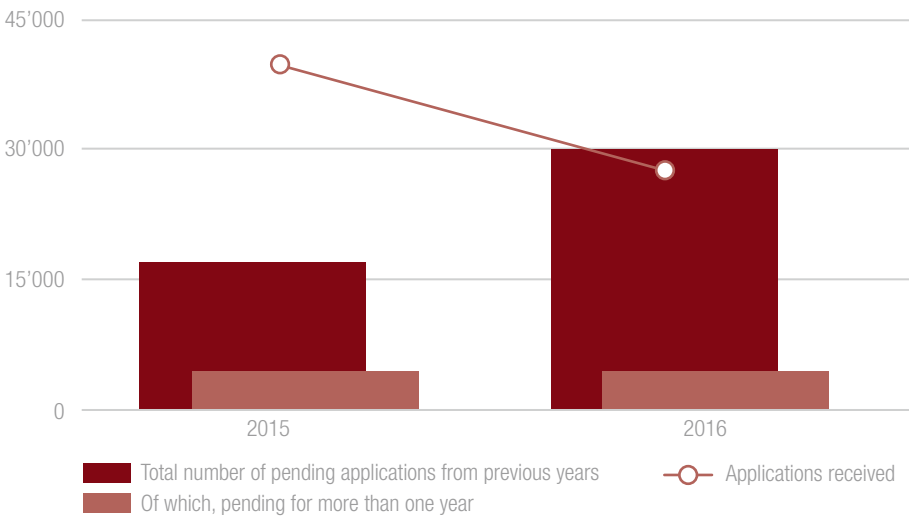
Dublin cases¹ took on average only 65 days. We show the overall trend in Figure 6 (SEM, 2012–2016).

The number of applications sharply increased between 2014 and 2015, and subsequently declined in 2016 (Figure 3). In spite of this decrease in overall

applicants, the number of pending (not yet decided) asylum applications jumped sharply from 16,000 applications to nearly 30,000; a 78% increase in backlog. The number of cases pending for more than one year has however not significantly changed (SEM, 2017).

The large influx of asylum seekers in 2015 has left a lasting administrative impact on the Swiss administration. The capacity to process applications has likely been exceeded and a backlog of cases seems to pervade the entire system.

Figure 7: an increasing administrative burden



¹ The Dublin Regulation (EU-Regulation) seeks to ensure that only one Member State examines each application for asylum. Once responsibility has been established, the individual asylum application is examined according to the respective national asylum law of the competent Member State.

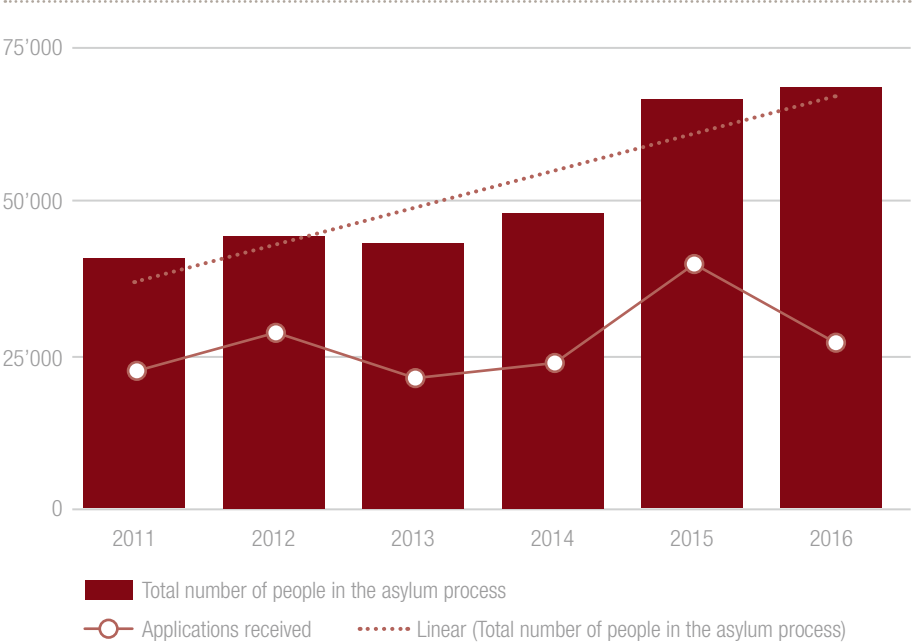
Furthermore, irrespective of the number of asylum applications received each year, the total number of people in the asylum process has slowly accumulated over the years, further showing signs of an administrative system that is overloaded with the sheer volumes it is handling. The total number of people in the asylum process is just over 70,000 at the end of 2016 (SEM, 2012–2017) (Figure 8).

A final challenge are people who are supposed to leave Switzerland, having had their asylum request denied, dismissed or cancelled, but have decided not to comply. Current estimates show that there are between 90,000 and 250,000 undocumented migrants living and working in Switzerland (Swiss Refugee Council, 2017).

1.5 A Swiss response

Switzerland’s response to the high number of incoming asylum seekers combines measures adopted at the national level and international level.

Figure 8: number of people in the asylum process 2011 - 2016



facilities to be used by the Confederation and the cantons to accommodate asylum seekers and provides for the activation of a Special Asylum Task Force (SONAS) if needed (SEM, 2016).

Beyond these measures at the national level, Switzerland intensified cooperation with other European countries, as well as host, transit and countries of origin to find a common solution for the refugee crisis.

With the European Union, Switzerland collaborates within the framework of the Schengen Agreement and the Dublin System. As part of the “European Agenda on Migration”, Switzerland accepted 1,500 asylum seekers from Italy and Greece. In cooperation with UNHCR, the country accepted 3,500 refugees from Syria over a period of five years as part of a resettlement pilot project (SEM, 2016).

Switzerland further adopted re-admission

agreements with 50 countries and migration partnerships with Balkan countries. SEM relief projects are implemented in host countries, transit countries and regions of origin of asylum seekers with a focus on Syria and the Horn of Africa. In response to the refugee crisis, the SEM and the Swiss Agency for Development and Cooperation adopted a coordinated approach (Swiss Agency for Development and Cooperation, 2015).

At the national level, Switzerland established an asylum task force with representatives of the Confederation and the cantons to discuss the adoption of adequate measures. The task force is complemented by an asylum watch group within the SEM that provides the former with updated analyses of the current situation (SEM, 2016).

The SEM implemented a package of measures in cooperation with cantons to streamline the asylum process. This includes the introduction of a 48-hour procedure for visa-exempt European countries and a fast-track procedure for citizens from countries for which asylum applications are statistically less successful². In 2015, a bill to restructure the asylum system was adopted with the objective to accelerate the process and to provide asylum seekers with free legal counselling and pro bono legal representation through the resulting cost-reduction (SEM, 2017).

To free up existing capacity, SEM introduced a new handling strategy, which treats applications with little chance of asylum and longest pending requests with priority. An Asylum Action Plan keeps track of prioritised applications

and the introduction of a processing schedule for asylum applications helps further accelerate the process. The Federal Council allocated additional resources of CHF 11 million in support of interpretation, IT equipment, rent of facilities and operating costs (SEM, 2017).

The SEM opened up additional temporary asylum centres until the end of 2015 to double the 2400-person housing capacity of the five federal reception and processing centres. In the course of the amendment of the Asylum Act, the asylum process will be streamlined, decreasing the time of the first interview, outsourcing a part of the interviews to the SEM headquarter, dispatching SEM staff and additional interpreters to the centres and hiring 75 additional temporary staff to process asylum applications (SEM, 2016).

For the case of an emergency, the Preventive Planning Working Group composed of representatives of the SEM, law enforcement, social workers, military personnel and observers from the Federal Department of Defence, Civil Protection and Sport (DDPS) prepared an Emergency Asylum Concept.

The concept defines among others the



² These countries are Morocco, Tunisia, Algeria, Gambia and Senegal.

2. Case studies

Strengthening Europe’s capabilities

2.1 A clear administrative challenge

The majority of European countries have established a time limit to completing the asylum procedure. The European Asylum Procedures Directive, in principle, binds Member States to “ensure that the examination procedure is concluded within six months of the lodging of the application.”³ Most member states, have defined their own turnaround times, which are typically shorter than this six-month deadline.

Switzerland has a formal target for the deadlines for a decision in the first instance. Decisions to dismiss an application must normally be made within five working days, and in all other cases, decisions must normally be made within ten working days of the application being filed (The Federal Council of the Swiss Confederation, 2017). Despite this target, the SEM has reported an average processing time of 243.5 days in the first half of 2016. While this has decreased substantively from the 278 days reported for 2015 (Figure 6), there is still a long way to go to reach the 10 working day turnaround target (European Council on Refugees and Exiles ECRE, 2017).

The European Council on Refugees and Exiles states that similar challenges are faced by most EU nations. In Hungary, the first instance procedure lasts on average 4-5 months and similar difficulties to comply with deadlines are reported in Serbia. Italy, which received a large number of applications, has also failed to observe the time limit of 33 days. In Austria, asylum seekers have waited for over a year for their personal interview, and over six months in Sweden (ECRE, 2017).

In a staff discussion note, the the International Monetary Fund IMF states that this surge in asylum seekers has strained the Common European Asylum System. Lack of domestic resources has led to a large backlog of pending asylum applications. At the end

of September 2015, there was a total asylum application backlog of 809,000 across the EU. This backlog is worsening the humanitarian crisis and delaying a prompt absorption of refugees into the labour force of the recipient countries (International Monetary Fund (IMF), 2017).

It is not surprising, therefore, that European governments are looking for an innovative, technology-driven solution to reduce administrative burdens. Mobile enabled technology is gaining grounds as a particularly effective platform considering that a large number of refugees are tech-savvy and educated.

Efficient registration and routing to welcome centres can help ensure that new arrivals are accounted for and registered in a database. Technology-driven solutions also allow them to gain swift access to services such as accommodation, clothing, food, education and healthcare. A network that allows the local government to plan and act quickly also helps allocate resources efficiently and conforms to applicable procurement and competition regulations.

In this section, we highlight some initiatives the private sector, including PwC, has been part of to solve this important challenge in our society, and the enabling role we are playing to ease this humanitarian crisis.

2.2 Germany: “Ankommen” & the “Job Driving Licence”

In 2015, Germany experienced a dramatic increase in the number of asylum seekers. With 35% of all first time asylum applications, the country registered the highest amount of applicants in the EU. The number of pending applications in EU member states increased between 2014 and 2015 by almost 50% from 489,300 at the end of 2014 to 922,800 at the end of 2015. Germany has 46% of all pending applications, representing a disproportional part of this administrative burden at the European level (European Commission, 2016).

Confronted with the various administrative challenges posed by the surge in refugee arrivals, the German government is looking for innovative and technology driven solutions.

In 2016, the German government, together with the Federal Office for Migration and Refugees, the Federal Employment Agency and the public service radio, Bayerischer Rundfunk developed an “Ankommen” (Arrival) app⁴.

The app serves as a guide for asylum seekers for their first weeks in Germany; available in German, English, French, Arabic and Farsi. It provides practical information and advice on life in Germany, apprenticeship and jobs and free German language lessons. The app also advises the person on how to navigate the asylum process; thereby reducing the strain of administrative counselling (BAMF, 2017).

In response to the challenge of an employment ban for asylum seekers’ first three months in Germany, PwC launched the Job Driving License initiative in cooperation with Berliner Gaswerke Aktiengesellschaft (GASAG, the main natural gas vendor in Berlin) and the Berlin Chamber of Skilled Crafts⁵.

The initiative allows asylum seekers to engage in free, ten-week language and pre-vocational training courses. Courses introduce asylum seekers to the basic principles of the German labour market, application procedures and the German work culture.

Participants have the possibility of gaining practical work experience and finish the course with a final exam, which serves as an assessment for potential future employers. At the end of the training, asylum seekers receive a certificate of the Berlin Chamber of Crafts and a language diploma. By supporting asylum seekers’ integration from their very arrival in Germany, the programme eases the administrative burden of authorities in the future and draws on the potential of the diverse skills of refugees arriving in the country (Stiftung Jobführerschein, 2017).

Since work is an engine for integration, PwC participates with a group of more than 180 large companies in the “We Together” programme. The initiatives has given refugees since early 2016 the opportunity of acquiring their first practical work experience in Germany by creating internship and apprenticeship positions (Wir Zusammen, 2017).



³ European asylum procedures, September 2016. Annex IV. 16 Article 31(3) recast Asylum Procedures Directive.

⁴ The app can be downloaded from <https://ankommenapp.de/>

⁵ The website can be accessed at <http://www.stiftung-jobfuhrerschein.de/en>

2.3 The Netherlands: Welkom In

Having identified accommodation and employment as two of the key challenges for refugees in the Netherlands, PwC partners with the Dutch government to provide innovative tech solutions to facilitate the registration and integration process.

PwC, in cooperation with Salesforce, developed the “welcome-in” (Welkom In) app, which functions from a cloud-based platform. The app offers an interactive platform matching recognised refugees with available housing options, training and education opportunities. It further serves as a communication channel between refugees on the one side and authorities, NGOs and other supportive institutions on the other side, thereby reducing administrative burden pre and post-asylum application.

The app operates in a two-step process. At a first stage, refugees complete an online profile with data on their background, education, skills, preferences and can upload their CV.

To create the profile, they can request assistance of the Central Agency for the Reception of Asylum Seekers’

To enable fact-based decision-making, PwC developed a Business Simulator as a decision support tool.

The simulator assesses the impact of various policy options on municipalities’ objectives regarding refugee integration, using multiple relations and interdependencies. Both policy options and desired policy outputs are designed in cooperation with municipalities. These may include buddy support, higher education, employment, neighbourhood diversity, sports and associations, language and integration as inputs and economic impact, crime rate reduction, quality of life improvement and unemployment rate reduction as desired outputs. As such, the Business Simulator allows authorities to calculate the impact of their investment on the well-being of the society as a whole and leads to more holistic spending of budget on refugees.



(COA). Based on the online profile, municipalities can use the online profiles to match refugees with suitable accommodation, training and job offers and monitor progress. At a second stage, the platform allows permit holders to communicate with various stakeholders such as potential employers and schools.

PwC has also developed a set of policy options to address the challenges faced by recognised refugees who will stay in the Netherlands over the long term.

Beyond these solutions, PwC plays a catalytic role in the Dutch society by bringing together different stakeholders in round tables to solve problems. Discussion themes include how to make the process for refugees to access suitable accommodation and working opportunities more efficient.

2.4 PwC’s Refugee Management Framework

PwC’s Global Crisis Centre is working with the Norwegian Ministry of Justice to map out the process of asylum seekers’ journey to and in the country. The analysis covers all stages from arrival, registration to integration in municipalities and communities and includes an assessment of the division of responsibilities between the different stakeholders.

From our analysis, we find that the refugees’ journey can be defined in four distinct phases from their perspective:

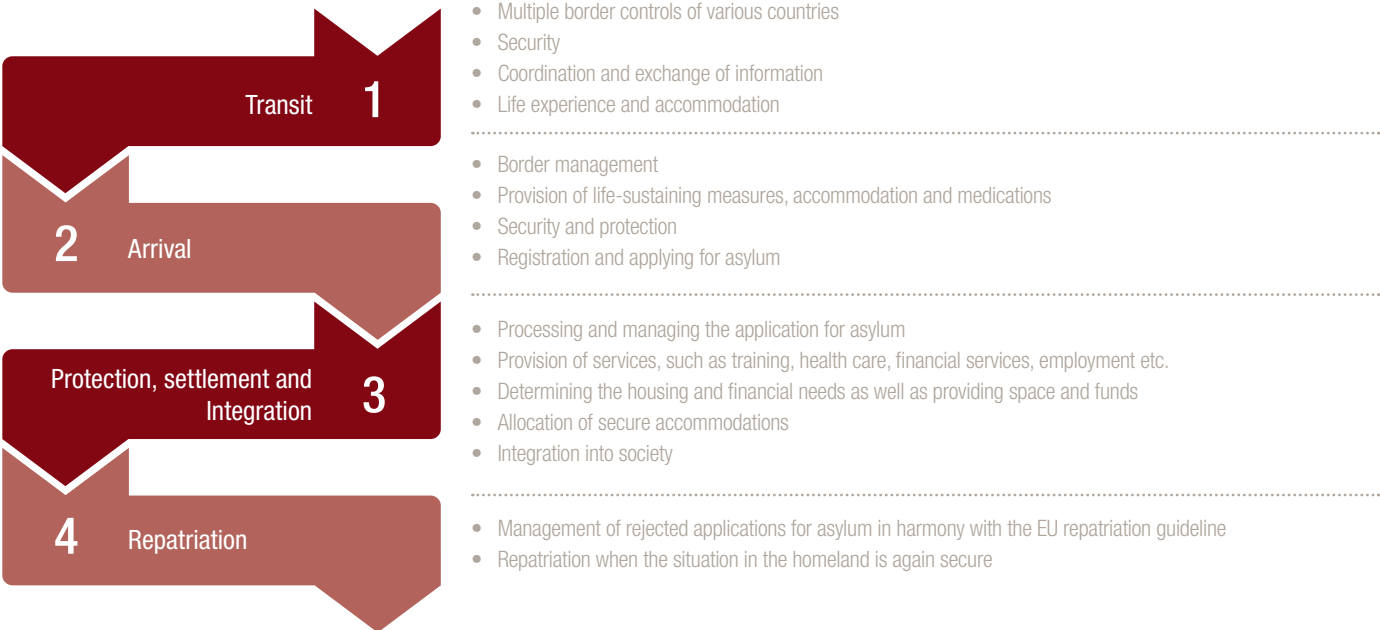
- 1. **Fast, agile decision-making:** escaping from war, persecution, or where life has become unsustainable, transiting through countries to get to the desired country of choice. This is the most insecure phase, where refugees do not have any safe haven. They are vulnerable not only to the elements but also to smugglers and traffickers.
- 2. **Arrival phase:** reaching safety and security. Refugees are given temporary shelter and support and can register and apply for asylum in the protective country of choice.
- 3. **Protection, settlement and integration phase:** once in the country of choice, refugees apply and are assessed for asylum – and are accepted or refused. They receive protection and support facilities throughout the application process. If accepted, they are provided with housing and integration into communities through work and education.

4. **Repatriation phase:** refugees are returned to their country of origin if refused asylum. In the longer term, refugees are granted asylum and are repatriated when it is safe to be returned to their home country.

Based on this understanding and process mapping, PwC has designed a Refugee Management Framework consisting of four phases (Figure 9). Each phase involves different tasks for governments and municipalities, cooperation with other stakeholders, requires adequate management and a specific set of capabilities and resources.

Our refugee management framework enables governments and municipalities to assess their own current capabilities and processes. It demonstrates where there are gaps and where structures and capabilities can be built or streamlined to increase efficiencies in the management and integration of refugees.

Figure 9: the refugee management framework



3. The way forward

Justice delayed is justice denied

Europe will feel the positive and negative impacts of this great influx of people from foreign cultures for several generations to come. The short-term focus is to ensure a just and humane response, while in the medium and long term, the goal will be to integrate recognised refugees into our European civil society as quickly and successfully as possible.

Processes, systems and regulations need to be harmonised across Europe in order to effectively and efficiently support these refugees. Each country will need to ensure they have the necessary capabilities, resources, and structure in place to manage the refugees arriving. On a longer term perspective, the integration of refugees into local society will be a complicated process, which will need to be handled with dignity and in accordance with European principles of human rights.

It is becoming increasingly apparent that European governments are hardly prepared for this crisis, or this volume of demand for services, whether it is asylum applications, or integration, or law and order. The initial response has been largely reactive and based on current administrative systems that have proven to be too clumsy to scale to cope with this influx, resulting in delayed asylum application processing.

Administrative delays in processing asylum application is not a simple bureaucratic problem. It has a very real and tangible cost on human lives and suffering. Long delays in the integration or resettlement process might lead to alienation and loss of economic potential among skilled refugees.

Therefore, governments need to be able to quickly process asylum applications and repatriate refugees that are not granted asylum. A part of this is effective counselling and legal advice on the rights afforded to each migrant depending on their status.

From the Swiss and other European case studies, we see that there is clear scope to leverage innovative technologies and mobile driven applications not

only to make the asylum process easier for refugees, but also to improve administrative processes efficiency as well as to improve public safety.

A large number of civil society initiatives are being undertaken across Europe, led by young and energetic social entrepreneurs who are addressing a societal challenge. The technology community and private sector have come together to brainstorm solutions to the refugee crisis at various hackathons and meet-ups organised by innovation labs of agencies of the United Nations.

There are examples of technology driven initiatives to educate⁶ and co-create innovations with refugees⁷ on the island of Lesbos; to refugees giving cooking classes⁸ and co-creating community based projects⁹ in Switzerland; to the Boost Refugee programme¹⁰, which is an incubator programme in Norway.

There are also efforts for governments to learn from each other. An example is a fund established by the Nordic Council of Ministers. This DKK 3 million fund supports national efforts by bolstering co-operation on the integration of refugees and migrants, encouraging Nordic countries to share experiences and generating new knowledge¹¹.

Perhaps, the challenge facing Europe is less the rapid growth in the number of refugees. It is rather the administrative volume as well as the need to improve citizen centric service leveraging new technology in an efficient way.



⁶ Libraries without Borders: www.librarieswithoutborders.org

⁷ Changemakers Lab: <http://changemakerslab.com/about/>

⁸ Cuisine Labs, Geneva

⁹ SINGA Switzerland: no website available.

¹⁰ Boost Refugee Programme Incubator: <https://socentral.no/samarbeid/boost/>

¹¹ Nordic Council of Ministers: www.norden.org/en/nordic-council-of-ministers/ministers-for-co-operation-mr-sam/apply-for-funding/funding-for-integration-projects

Appendix A. Glossary & Citations

A.1 Glossary

Acronym	Full
BAMF	Bundesamt für Migration und Flüchtlinge (German Federal Office for Migration and Refugees)
CHF	Swiss Francs
DKK	Danish Krone
ECRE	European Council on Refugees and Exiles
EFTA	European Free Trade Agreement (Zone)
EU	European Union
EVZ	Reception & Processing Centre
SEM	Staatssekretariat für Migration, Schweiz (Swiss State Secretariat for Migration)
UNHCR	United Nations High Commission for Refugees

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Key Contacts



Moritz Oberli

Partner, Industry Leader for Public Sector Services

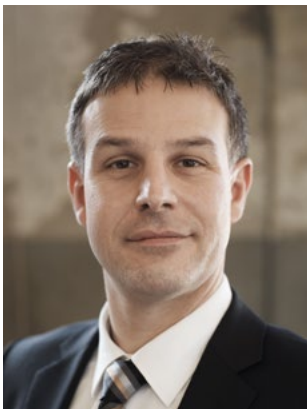
PwC
Bahnhofplatz 10
3001 Bern
+41 58 792 75 27
moritz.oberli@ch.pwc.com



Gill Sivyier

Partner, Global Leader for International Development Network

PwC
Avenue Giuseppe-Motta 50
Case postale
1211 Genève 2
+41 58 792 96 74
gill.c.sivyier@ch.pwc.com



Benjamin Fehr

Partner, Tax and Legal Services

PwC
Birchstrasse 160
Postfach, 8050 Zurich
+41 58 792 43 83
benjamin.fehr@ch.pwc.com