

Migration and Its Impact on Cities

In collaboration with PwC

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Foreword



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More than half the world's population resides in urban areas, and cities continue to attract people in search of a better life and greater job prospects and services. Cities address the immediate needs of migrants and respond to a number of challenges brought on by integration. Indeed, many cities welcoming migrants show that well managed migration can be an asset for economies and societies, particularly in the long term. Cities also have an important role to play to refine the parameters of the commitment made at the UN summit last year for a better, more cooperative approach to migration.

On 19 September 2016, the UN General Assembly adopted the New York Declaration for Refugees and Migrants, including a commitment to develop by 2018 a global compact aimed at facilitating safe, orderly and regular migration. The Global Compact for Migration has the potential to significantly advance not only how we perceive and treat migrants but also how society embraces and benefits from diversity. Cities must identify the main legal and administrative priorities they need to address in order to enable the integration and adequate protection of migrants, particularly those not eligible for the same legal entitlements as refugees. They need to collaborate with national governments and with other stakeholders, including the private and non-governmental sectors, to overcome existing and future barriers to migrant integration.

Currently, there is significant hostility towards migrants in some countries and communities. It is the responsibility of governments at all levels to reverse this trend building a narrative based on the overwhelmingly positive reality of migration, rather than on misperception. Migrants are not a burden, even less so a threat. If properly managed, migration stands to benefit all. There is explicit recognition that in 2018, the Global Compacts for Migration and on Refugees will stand to benefit from the experiences of cities. This report contributes to that narrative with its perspectives from cities around the world, supported by good practices, solutions and measures and a preparedness framework guiding cities towards managing migration while assisting with the long-term integration of migrants.

I would like to thank the World Economic Forum and its collaborating partner PwC for their contributions to addressing the complex and yet extremely relevant subject of migration in the context of cities. Such contributions are vital to shaping future conversations with city leaders across the world with the aim of maximizing benefits and minimizing risks associated with large movements of refugees and migrants.

Foreword



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The World Economic Forum [Global Future Council on Migration](#) comprises global experts, policy-makers and practitioners from the public and private sector, who together are exploring the future of migration. Characteristics of the future migration system include:

- Increasingly complex consequences of migration and displacement challenging traditional roles and responsibilities
- Economic migration increasingly shifting the geography of prosperity
- Climate change contributing to the prospect of more people on the move
- The growth of cross-border commuting
- Increasing global competition for talent and skilled workers

The Council was delighted to work with the World Economic Forum [Future of Urban Development and Services Initiative](#), to progress its deep dive on migration and cities, recognizing that we are living in an increasingly urban world, where migrants are drawn to cities in search of economic, social and creative opportunities.

Cities are the epicentres of innovative solutions to ensure that migrants can maximize their contributions to the economic and social fabric of communities. All too often policy-makers business leaders have failed to collaborate to realize the potential of migrants in cities, as well as address the risks, but the greatest impact is seen when public- and private-sector leaders collaborate to ensure that their city is a welcome destination for migrants – and one that ensures their full economic participation. Community groups that serve migrant populations are a critical component of local migration integration policies, as they are the most intertwined with the community. All politics are local – and no more so than in the context of migration.

National and municipal government have a clear role and responsibility to develop and manage a migration system that ensures nation states and cities have the workers needed today and in the future. With an ageing population, especially in North American, European, Japanese and South Korean cities, more of the workers needed for the future economic vitality of cities will be migrants, and these migrants must be integrated.

We hope that his report will help to inform city leaders of the innovative approaches they can take to address the issue of migration in their cities, recognizing the opportunities presented by migration and leveraging public-private collaboration to maximise the opportunities and find smart and efficient ways of delivering urban infrastructure and services to meet the needs of its migrant population. We also find the report extremely timely, as it can help to inform the forthcoming United Nations Global Compact for Safe, Orderly and Regular Migration, offering the unique perspective on how migration is benefiting cities around the world.

Foreword



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Cities provide economic opportunities that have always attracted migrants. Demographic shifts, ageing in many developed economies and youths in emerging economies seeking employment have caused imbalances in labour markets. Countries and cities unable to fulfil skill requirements internally look abroad to fill worker shortages at all skill levels. Cities reap the largest benefits of mobile talent but also face the important challenges of integrating migrants and offering them services. Cities can either capitalize on migrants' skills and enhance their competitiveness, or increase the overall cost on their welfare system from unemployment. A change in policies and mindset is needed to take advantage of the full potential of migration.

By incentivizing private-sector engagement and developing a working partnership, cities can ensure positive outcomes for migrants. While different types and causes of migration to cities exist, this report explores their impact across areas of urban infrastructure and services, and elaborates on the broader role of the private sector, civil society and international organizations in addressing the challenges cities face to enable the long-term integration of migrants in society. This report also emphasizes the importance of city partnerships with the private sector to maximize the positive effects of migration. Finally, it draws on a call for action for city leaders to be responsive and action-oriented in their approach towards addressing migration-related challenges in the long term.

As a professional who was forced to flee Kuwait earlier in his career during the Gulf War in 1990 and then many years later became part of the global talent pool, the topic of migration is very personal for me. I hope this report plays a vital role in expanding your understanding, as it did for me, on the complex subject of human mobility in the context of cities.

Foreword



Gregory Hodkinson
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In the last two years, the focus has increased on engaging the private sector on thought leadership with regard to migration, and on migrants' integration and empowerment (including both those with regular or irregular immigration status). This presents a crucial opportunity for the private sector to use its brands to support integration and inclusion initiatives for migrants. Further, private-sector organizations with their global network have been utilizing their extensive experience of sharing good practices and solutions not only to address migrant vulnerabilities in theory, but also to take practical steps to implement mechanisms that empower migrants.

Cities are increasingly collaborating nationally and across borders, learning from each other and replicating these practices. Partnerships between cities will gain in prominence in the years to come, with possibilities of redistributing migrants and responding to labour market needs with immigrants. By collaborating with the private sector, cities can meet their skill needs, promote migrant entrepreneurship and provide assistance in creating small to medium-sized enterprises for migrants. This collaboration would also curb the informal economy that drives irregular migration in cities.

This report highlights the importance of including the private sector as well as civil society and international organizations in collaborations with government agencies and those operating on the ground. While there are important legal and administrative constraints, no city administration can manage without the support of governments, especially in cities. This report provides a preparedness framework for city leaders to deal with migration as a long-term process, as well as a call for action for city leaders that would equip them to manage migration better in the future.

In my capacity as Chair of the World Economic Forum [Future of Urban Development and Services Initiative](#), I hope that the stories of the most affected cities in the world will reverberate in conversations across several fora when addressing the long term challenges of migration.

Foreword



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The [Future of Urban Development and Services Initiative](#), is a cross-industry World Economic Forum initiative that is part of the [Long-Term Investing, Infrastructure and Development System](#) and was launched at the Annual Meeting 2012 in Davos, Switzerland. The initiative serves as a partner in the transformation of cities around the world, as they address major urban challenges. It brings together business leaders from the infrastructure, urban development, mobility, energy, information and communication technology, financial services, advanced materials and health sectors, government representatives, city leaders and leading cities and urbanization experts, to address major urban development challenges and transition towards a smarter, more sustainable future through the adoption of new urban development models. The Initiative is led by its Steering and Advisory Committees. The Steering Committee specifically includes chief executive officers and senior executives from more than 30 global companies. The Advisory Committee consists of more than 30 global experts in cities and urbanization, including City Mayors. Together, this community of experts rethink urban development problems through a suite of activities.

As mandated by the initiative's Steering and Advisory Committee, in 2017 the initiative sought to undertake a deep dive on migration and cities, exploring the types, causes and patterns of migration to cities, the impact on urban infrastructure and services, the solutions that can be employed and how cities can seek to future proof themselves to address this growing challenge. For this in-depth examination, we have looked specifically at the trends in terms of the migration to cities, the principal corridors, the cities around the world that are most affected, the future projection of migration, as well as the current impact on cities with a focus on urban infrastructure and services, particularly affordable housing, health infrastructure, education, as well as integration and social inclusion.

As part of this exercise, we reached out to sixty eight city leaders around the world to hear their perspective and the impact – both positive and negative – as a result of migration to their cities, and to discuss the key challenges that cities have faced in the context of migration, and the solutions, measures and practices implemented to counter the impact cities have been experiencing. Twenty-two cities responded including: North America (Montreal, Ottawa, Calgary, New York and Boston), Latin America (Sao Paulo and Medellin), Middle East and North Africa (Dubai, Amman, Ramallah), Sub Saharan Africa (Cape Town and Dakar), Asia (Pune, Surat, Guangzhou and Davao City), Europe (Berlin, Athens, Paris, Amsterdam and Rotterdam) and Oceania (Auckland). Each city has provided insights on the key challenges it has been facing due to migration and the solutions implemented or initiated in this regard, as well as the lessons that cities can learn from their experience. This information has allowed us to derive some of the key challenges they are facing in provisioning vital urban infrastructure and services for their migrant population and the opportunities that arise in addressing these challenges.

This report seeks to provide city leaders with long-term solutions, focusing on addressing urban infrastructure and services challenges – affordable and social housing, quality education and health services, robust and congestion-free roads and transportation infrastructure, simple access to basic utilities and social cohesion across communities. The report seeks to help cities prepare for these challenges with a roadmap for city leaders to address them over the next decades, which can be accelerated by leveraging greater public private collaboration. In addition, we hope that this report will provide the forthcoming United Nations Global Compact for Safe, Orderly and Regular Migration, with a unique perspective on how migration is affecting cities around the world.

Executive Summary



Migration is an expression of the human aspiration for dignity, safety and a better future. It is part of the social fabric, part of our very make-up as a human family.



Ban Ki-moon, Secretary-General (2007-2016), United Nations, at the 2013 High-level Dialogue on International Migration and Development

Migration is a continuous process that has been the subject of political debate worldwide. Migration has shown an unbroken upward trend, be it of people who have left their homelands voluntarily for economic or other reasons, or of those who have been forced to leave their homes (refugees, displaced persons, etc.). Managing human mobility is one of the greatest challenges for destination countries worldwide, in developed and developing countries. This is further exacerbated in cities where migrants typically seek a better quality of life. The causes and routes of migration flows for different types of migration are difficult to distinguish, posing difficulties for governments. With refugees protected by the Convention Relating to the Status of Refugees and voluntary migrants admitted into destination labour markets through the sovereign decision of host countries, governments need to plan for different types of migrants accordingly.

This report focuses on the state of migration (internal and international, voluntary and involuntary) and attempts to highlight the different types and causes of migration in the world today. Migration trends, both internal and international, are presented, along with global migration projections. The number is expected only to increase, from an estimated 244 million international migrants in 2015. Internal migration is three times that of international migration (763 million according to the latest official estimates), affecting the lives of far more people, although it is given much less attention in political debates and planning processes.

Migrants overwhelmingly settle in cities once they arrive in their destination country. Yet the statistics on the number of migrants in cities are limited, particularly those pertaining to developing economies where such information could feed into urban planning to better prepare cities to manage migration. Cities address the immediate needs of migrants and respond to some of the challenges of integration. Given the projected increases in urbanization and migration, cities will continue to play an integral part in human mobility in the next few decades.

Although the key role of cities as first responders to migration is uncontested, they are in general far from adequately involved in national and international migration decisions. With a high volume of migrants arriving in cities, city leaders are faced with the challenge of providing vital urban infrastructure and services to meet the needs of the migrant population. This includes **affordable and social housing, quality education and health services, simple access to basic utilities (water, power, etc.), robust and congestion-free roads and transportation infrastructure** as well as, finally, ensuring **integration and social cohesion** for the increased diversity.

As part of this study, we reached out to 68 cities across the world to capture their story on migration. Of these, 22 volunteered to contribute to the initiative. Stories from these cities reveal they are under pressure to provide **affordable and social housing** for their population; the wait time in cities like Paris is over 10 years. The **health services of most cities also require personnel and infrastructure improvements**, while the education sector faces challenges related to **migrants not speaking the language** of the host city or country. **Access to the labour market** is a particular challenge for cities, like Amman, that host many undocumented migrants or refugees. Finally, **integration and social cohesion is a big concern** for city leaders in developed countries, as witnessed by Montreal, Ottawa, Calgary and Berlin who have the most initiatives focusing on integration and social cohesion.



Housing – Housing should be viewed as a human right, and can open avenues to repurpose vacant spaces, apartments or underutilized buildings. Innovative methods and alternative materials for the construction of safe and affordable housing for migrants can go a long way to address its affordability in cities.



Education and employment – City stakeholders can foster innovation and promote unconventional methods of providing education to migrants and their children. Educational institutions and employers need to partner on initiatives addressing the career development of migrants, bridge the gap between formal education and labour market access, and raise awareness among employers and civil society organizations on working with migrants, supported by appropriate investments in building infrastructure, including academic institutions, innovation centres and industrial parks, cultural institutions, healthcare institutions, etc. Cities must take measures to avoid segregation in schools, which could result in community clusters. Further, as fostering migrant entrepreneurship can help the local economy, cities should ease the administrative and regulatory burdens of starting a business and provide training and mentoring support to entrepreneurs.



Health – Assessing cities’ level of urban health equity can guide plans to develop migrant-sensitive health services and address discrimination in the provision of healthcare to

migrants. A multistakeholder approach should be explored in which migrants are consulted on policy matters that affect them directly. Cities need to evaluate how universal healthcare can be made truly inclusive and effective through multistakeholder partnerships that include the private sector, such that all residents (including migrants) have access to financial coverage for a wide and adequate range of healthcare services.



Transport – The private sector can collaborate with the government to address the funding requirements of large-scale transportation infrastructure projects. By taking advantage of

research conducted by universities and think tanks on new technologies and the movement of people, the sector can help cities to plan their transportation better. Urban centres can learn from the experiences and innovations of other cities that have developed cost-effective transportation systems for their residents, which include, in particular, the most vulnerable groups.



Utilities – Cities can implement sustainable water operations and integrated water management services to extend the water and electricity supply at temporary settlements or

camps, while creating awareness programmes to conserve water and encourage citizens to favour water-sustainable products. The private sector, non-governmental organizations, civil society and international organizations can help by providing technology-based support systems to help migrants stay connected with families and in turn improve access to urban services. Digital platforms can play a significant role towards long-term integration and social cohesion.



Sanitation and waste – By developing sanitation systems to handle waste generated from all forms of settlements, including the slums and camps that predominantly house

migrants, cities can avert epidemics and mitigate other health-related risks caused by migrants’ poor living conditions in these areas. The private sector, innovators and other external stakeholders can help provide innovative solutions and create awareness regarding disposing waste safely and maintaining hygiene in highly concentrated camps.



Integration and social cohesion – One of the most crucial and challenging tasks for cities is to improve the overall conditions of migrants from their initial welcoming, familiarize them from the

beginning of their stay with the city’s culture, and provide support in cases where they want to reintegrate into their cities or countries of origin. Clearly defined policies and frameworks need to pay particular attention to migrants’ distinctive needs, promote their equal access to public services and speed up reforms. Further, multilateral social security agreements can be advocated to ensure the portability of migrants’ social security from their place of origin to ease the burden of destination cities where migrants receive social security benefits. City governments, local businesses, community and civil society organizations need to cooperate on joint initiatives on immigrant integration.



Safety and security – Migrants need to understand the laws and regulations that pertain to them at their destination. Cities can establish and implement anti-discrimination codes and

practices at municipal offices through dedicated support centres where immigrants can receive support (institutional and non-institutional) and essential information about their rights in the city. In addition, the private sector needs to promote a multicultural and diverse workforce with an open, fair and friendly attitude towards immigrants.



Preparing for migration

A key consideration in addressing the challenges of migration is **how to integrate mobility in the cycle of local development projects** and use it as an indicator of development within cities' development processes. For this, cities can **collect data on migrants**, investigating who they are, where they come from and why they have come, what they have gone through, what their profile is, and what link they have with their country of origin. This information is important to understand migration more broadly rather than solely in the context of refugees or forced displacement.

Another main consideration involves the **perception of migrants at their destination**. The widespread stigmatization of migration can be changed by communicating unbiased perspectives and evidence-based research rather than skewed perceptions that stem from cognitive bias on the subject. Cities need to invest in research to gather evidence and facts that help city leaders to eliminate preconceived notions regarding migration. Cities can explore **partnering with media organizations** to disseminate evidence substantiated by relevant statistics on the effects of migration.

As migration impacts receiving cities' diversity, **integration measures need to be planned**. Successful integration requires policy that takes into consideration the entire population, including marginalized native and migrant communities. Cities can transform collectively, focusing not only on the needs of specific categories of people such as children, the elderly, refugees or migrants alone. Cities must have the capacity to handle differences and increased levels of tolerance. Integration efforts can be an intergenerational process and **cities should plan and prepare** well in advance for integration, to ensure it is brought into effect upon the arrival of migrants and/or refugees in the city.

Lastly, cities' ability to realize their specific goals and targets will depend largely on whether their **leadership is strong, responsive and action-oriented, and whether they can establish coherent migration policies** that find consensus at all levels of government. Some of the cities that were once cities of transit have become cities of destination, which has implications for policy and resources. Thus, it is important to encourage social cohesion and not alienate local populations. Policies must be flexible to adapt to changing circumstances, and working relationships must be forged both upstream (at the federal level) and downstream (at the level of the respective community, area or zone within the city). The policies that cities adopt to manage migration will have a huge impact on their overall economic growth and development.

Report structure

	Description
Chapter 1 Migration & Its Impact	Defining migration, its types, causes, impact and key trends This chapter focuses primarily on the different types of migration, their causes, the current migration flows and the top migration corridors of the world. It also includes a detailed assessment of the economic, social and political impact of migration (both positive and negative) at the destination across sectors of urban infrastructure and services.
Chapter 2 City Perspectives	Perspectives of city leaders on migration This chapter profiles 22 cities across the globe that have been significantly affected by migration, starting with a brief history of migration in the city, elaborating on the current migration trends, issues and impacts, and the solutions implemented to address the impact on urban infrastructure and services for the migrant population. It also includes key lessons and takeaways from each city on managing migration.
Chapter 3 Analysing Challenges & Opportunities	Analysing the challenges and opportunities, with solutions to counter migration issues This chapter provides collective analyses of perspectives of the city leaders featured and of other cities researched on the challenges and opportunities of migration globally. It also provides real-world solutions to the issues presented by migration, backed up by case-study examples from around the world.
Chapter 4 City Preparedness	City preparedness for future migration This chapter elaborates on a framework for cities expected to be impacted the most by the current or future trends in migration, and expands on the role of businesses, government, civil society and the migrant community, among others, that would prepare them to manage migration more effectively.
Chapter 5 The Way Forward	The way forward — Call for action The final chapter draws inferences from the case studies' main takeaways and from the solutions illustrated in the previous chapters. Finally, a roadmap for the long-term integration of migrants is shared to guide city leaders looking to address migration issues today and in the future.



Migration and Cities

1. Introduction

1. Introduction

Migration is a truly global phenomenon, with movements both within nations and internationally across borders. The world has an estimated 244 million international migrants (UN DESA, 2016) and 763 million internal migrants (UN DESA, 2013).

In other words, migrants make up more than 1 billion people, or one-seventh of the world's population. Population diversity in most developed countries can be attributed to international migration, whereas in developing nations it is mostly internal migration that contributes to this diversity. Migration to "global cities" – those that are advanced producers of services, have large economies, are international gateways, and are political and cultural hubs of international significance – is increasing, with migrants equalling over a third of the population in, for example, Sydney, London and New York, and more than half in Dubai and Brussels. Different factors are at play for different cities. Dubai, for instance, has a transient population due to its restrictions on immigrants becoming citizens whereas, in Brussels, migration is more permanent, with its vast community of European nationals working for the European institutions.

1.1. Types of migration

Migration can be classified in several ways (see Figure 1). It is usually categorized:

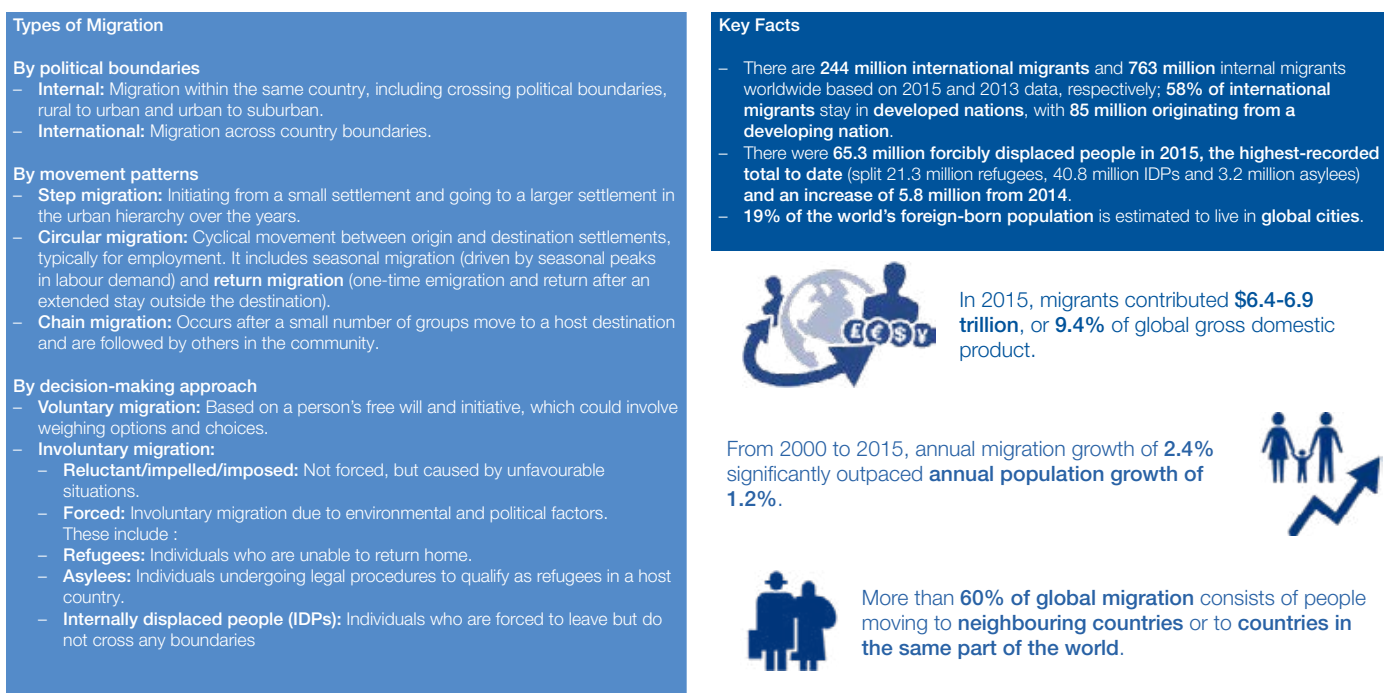
- **By political boundaries** – Based on political limits and the boundaries crossed, such as districts, counties, state borders and international boundaries, further identified as the places of origin and destination. A widely recognized distinction exists between internal and international migration:
 - **Internal migration** – Migration occurring within a country from crossing political boundaries, either within a state or between states, whether urban to rural, urban to urban, rural to rural, or rural to urban. The term associated with migrants arriving at their destination is "in-migrants", and with those leaving their place of origin is "out-migrants". This form of migration also includes movement between villages, blocks and districts.
 - **International migration** – Migration occurring across country boundaries. Such migrants are known as immigrants (coming into a foreign country) and emigrants (leaving their own country). This also includes continent-to-continent migration.
- **By movement patterns** – Based on classifying people according to their social status, travel points and periodicity:
 - **Step migration** – Migration initiating from a small settlement and moving to a larger one in the urban hierarchy over the years. This includes a pattern of closer, not too destabilizing migrations from a person's place of origin to an ensuing destination, such as movement from a farm to a village, then to

a town and subsequently to a suburb (if applicable) and finally into a city. This category also includes the movement of people from a smaller to a bigger city.

- **Circular migration** – Cyclical migration experiences between an origin and a destination with at least one migration and return. Migrants share their time between multiple (at least two) locations, with their family, work, etc. While the frequency of movement may vary along with the length of stay at the destination, a circular migrant spends significant periods of time at the origin and destination. **Seasonal migration** is a very common form of circular migration, driven by seasonal peaks in labour demand, mostly in agriculture. **Return migration**, on the other hand, refers to a one-time emigration and return after an extended stay outside the host territory.
- **Chain migration** – Migration of families at different stages of the life cycle from one location to the next, who subsequently bring people from their home location to this new place. In theory, a chain of people constantly moves from place to place, supported by those who migrated before them.
- **By decision-making approach** – Based on classifying migration as voluntary or involuntary, given certain sociopolitical factors (e.g. the fear of ill-treatment attributed to race, religion, political affiliation, nationality or association to social groups; flight from war; conflict involving arms; civil war; natural or man-made disasters; famine) or developmental factors (e.g. substantial infrastructure projects, including airport, road, dam or port construction; the administrative clearance of urban projects; mining and deforestation; the creation of conservation parks/reserves and other biosphere-related initiatives, among others):
 - **Voluntary migration** – Based on a person's free will, initiative and desire to live in a better place and to improve their financial status, among other factors.
 - **Involuntary migration** – Based on a person's being forced out of their home due to certain unfavourable environmental and political situations. This can be further subclassified as:
 - **Reluctant/impelled/imposed migration** – When a person is put in a situation that encourages relocation or movement outside their place of residence.
 - **Forced migration** – When a person is unable to return home (*refugee*), or undergoes a legal procedure to qualify as a refugee in the host country (*asylee*), or is forced to leave their home due to a conflict or development but does not cross any boundaries (*internally displaced person [IDP]*).

Figure 1: Types of Migration

Sources: UN DESA, 2016; McKinsey Global Institute, 2016; UN DESA, Cross-national comparisons of internal migration



1.2. Causes of migration

A myriad of favourable, unfavourable or neutral factors cause migration. Factors that determine why a person migrates are related to the place of residence from where migration starts, also known as the **origin**, and the place of new settlement, or where migration ends either completely or temporarily, also known as the **destination**. Both the origin and destination are characterized by factors that support (enable), reject (deter) or are neutral (neither support nor oppose migration). The favourable attributes of a location are **pull factors**, which attract a person. The unfavourable attributes operating at a location are the **push factors**, which force or compel a person to move away. Both pull and push factors can apply simultaneously at the place of origin as well as at the destination. Typically, the causes are economic, sociopolitical and ecological:

- **Economic factors** – These relate to the labour market of a place, the employment situation and the overall state of the economy. Favourable economic conditions at the destination – the prospect of higher wages, better employment opportunities and prospects for wealth creation – and the desire to escape the domestic social and political situation of their home region can draw migrants to their destination. Likewise, if economic conditions are unfavourable at the place of origin, poor and unemployed individuals would be compelled to migrate to sustain their livelihood.

- **Push factors**
 - Unemployment or lack of employment opportunities
 - Rural poverty*
 - Unsustainable livelihood
- **Pull factors**
 - Job opportunities
 - Better income and prospects for wealth creation
 - Industrial innovation and technical know-how for a new industry
 - Pursuit of specialized education
- **Sociopolitical factors** – These include family conflicts and unification; the quest for independence; ethnic, religious, racial and cultural parameters; warfare, or the threat of conflict, among other factors that contribute to migration.
 - **Push factors**
 - Political instability
 - Safety and security concerns (ethnic, religious, racial or cultural persecution)
 - Conflicts or threat of a conflict
 - Slavery or bonded labour
 - Inadequate or limited urban services and infrastructure (including healthcare, education, utilities, transport and water)

- **Pull factors**
 - Family reunification
 - Independence and freedom
 - Integration and social cohesion
 - Food security
 - Affordable and accessible urban services (including healthcare, education, utilities and transport)

- **Ecological factors** – These include environmental factors, such as climate change and the availability of natural resources, that cause individuals to migrate in search of more favourable ecological conditions.

- **Push factors**
 - Climate change (including extreme weather events)
 - Crop failure and scarcity of food
- **Pull factors**
 - Abundance of natural resources and minerals (e.g. water, oil, uranium)
 - Favourable climate

* Poverty can also be an obstacle to migration. In Africa, 85% of international migrants are migrating towards another African country (Dumont, Spielvogel and Widmaier, 2010). Africa has one of the lowest rates of immigration because people are too poor to migrate. Once they have sufficient financial resources, people might move from a rural to an urban area for better opportunities, and then move to neighbouring countries and subsequently beyond the continent towards high-income countries.

1.3. Migration flows and trends

Migration is overtaking fertility as a main driver of population growth in some of the key regions of the developing world. In addition, the number of migrants in the developed world has grown at an average of 3.0% annually since 2000, far more than the 0.6% annual population growth there (McKinsey Global Institute, 2016). Based on population projections from the United Nations Department of Economic and Social Affairs (UN DESA), the surplus of deaths over births after 2020 is projected to be significant enough to decrease Europe’s population, despite continued positive net migration. Starting in the decade from 2030 to 2040, net migration is expected to overtake natural increase as the main driver of population growth in North America (Figure 2).

In an analysis of international survey data collected by the International Organization for Migration (IOM) from the Gallup World Poll for the period 2010–2015, **1.3% of the global adult population, or 66 million people, were planning to migrate permanently within the next 12 months.** In fact, 23 million adults are taking specific steps to realize their plans. Further, one in three adults surveyed plans to migrate to a developing country, with the United States as the most popular destination followed by the United Kingdom, Saudi Arabia, France, Canada, Germany and South Africa.

Figure 2: Population Change by Region, 1950-2050

Source: UN DESA, 2016

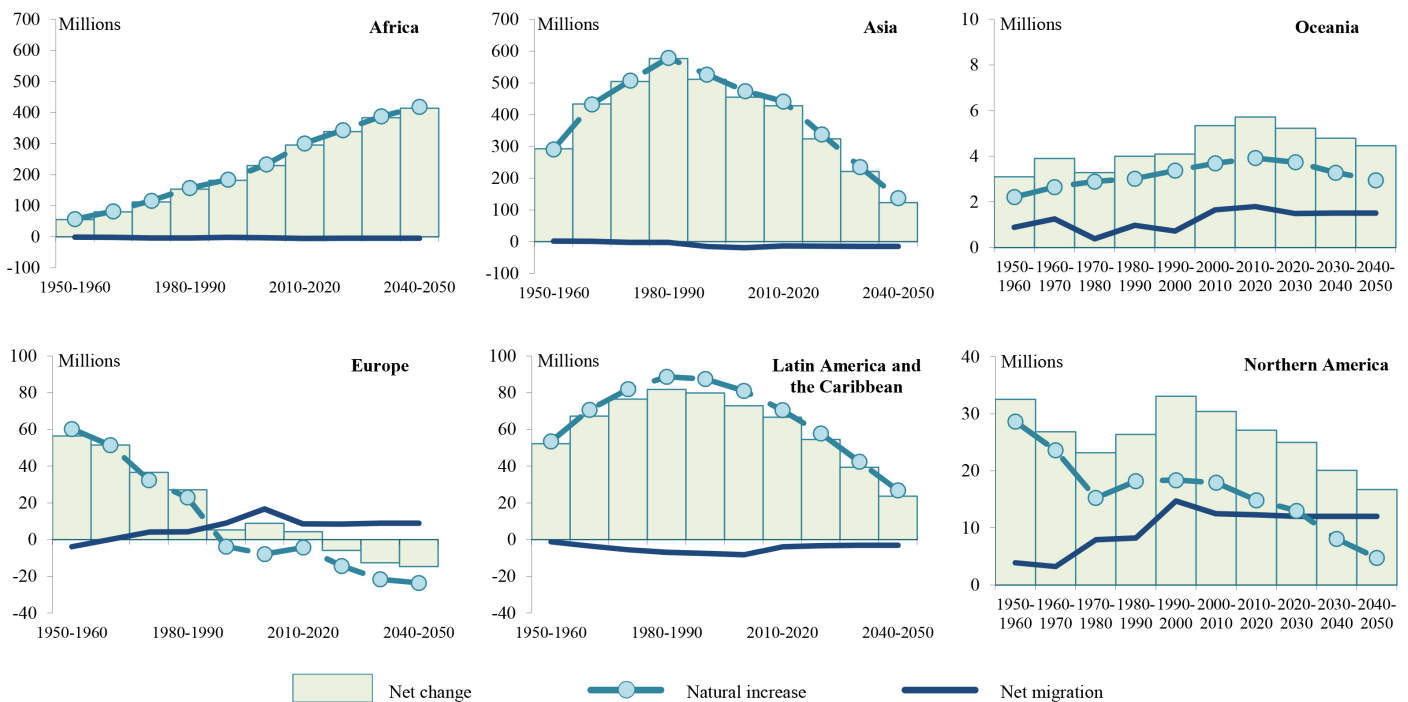
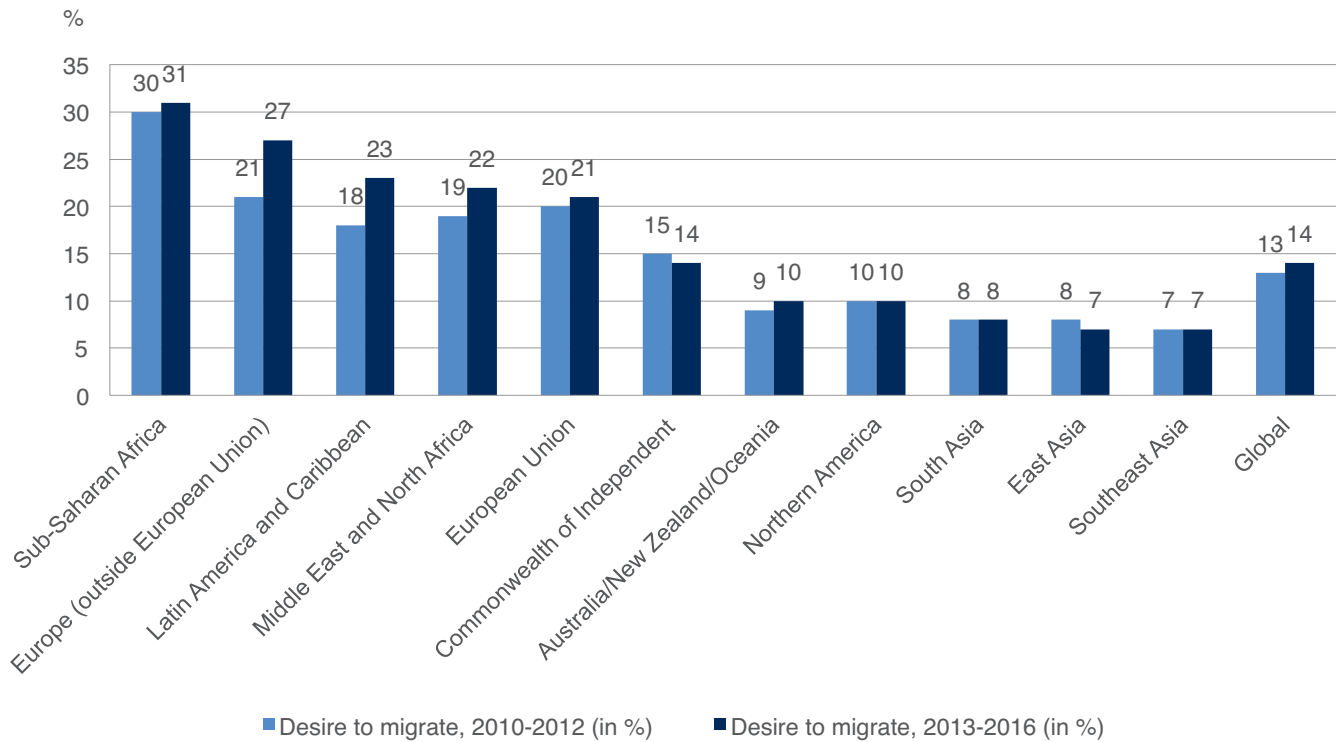


Figure 3: Global Desire to Migrate Rebounds in Some Areas

% of those living in these regions and who desire to migrate

Source: Esipova, Ray and Pugliese, 2017

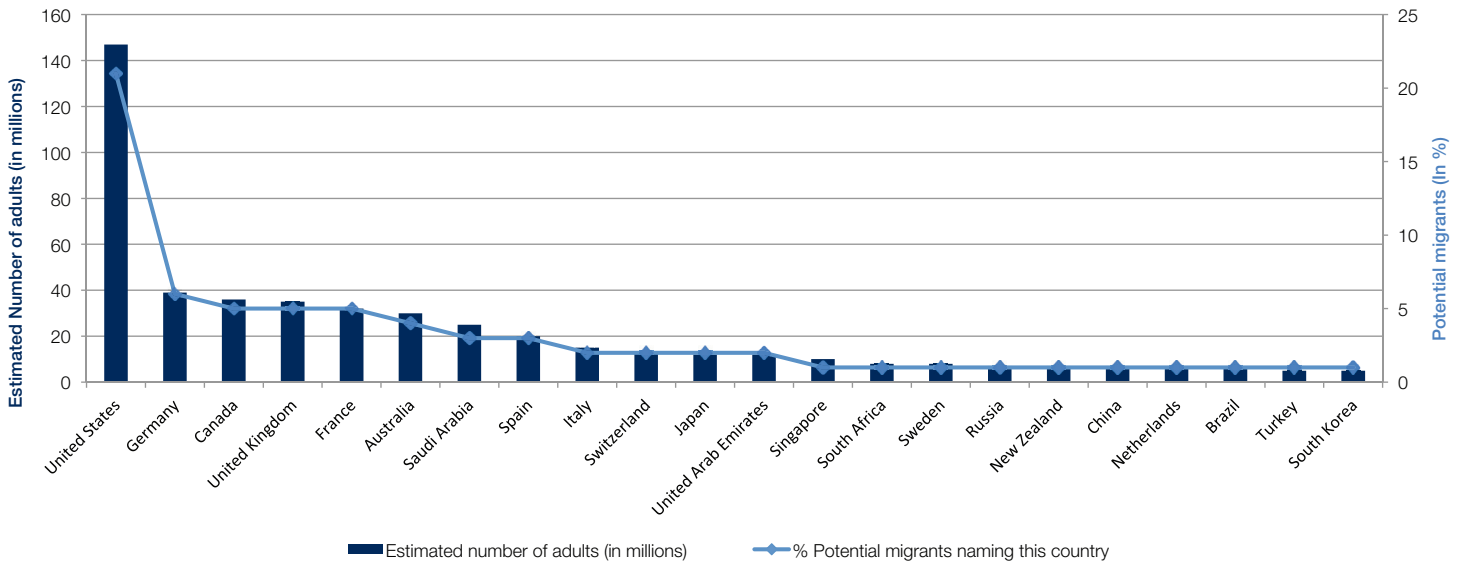


According to the Gallup World Poll data from 2013 to 2016, the desire to migrate has grown since the 2010-2012 period (Figure 3). Nearly 710 million people (14% of the world's adult population) would like to move to another country if they had the opportunity. **At least three in 10 adults in 31 countries and areas worldwide intend to move permanently to another country.** These include nations in every region except North America, Asia and Oceania. The Syrian civil war, high rates of unemployment in countries like Italy and Albania, and the Ebola virus outbreak in Sierra Leone are some of the major contributors to the increased desire to migrate in these populations (Esipova, Ray, & Pugliese, 2017).

According to the poll, potential migrants aspire to move to the United States the most. Nearly 147 million adults, or 21% of the adult population worldwide, designated the United States as their desired future residence (Figure 4). Germany, Canada, the United Kingdom, France, Australia and Saudi Arabia are each attractive to at least 25 million adults, and have been choice destinations for the past decade. **Just 20 countries attract 65% of all potential migrants across the world** (Esipova, Ray, & Pugliese, 2017).

Figure 4: Top Desired Destinations Worldwide

Source: Espipova, Ray and Pugliese, 2017



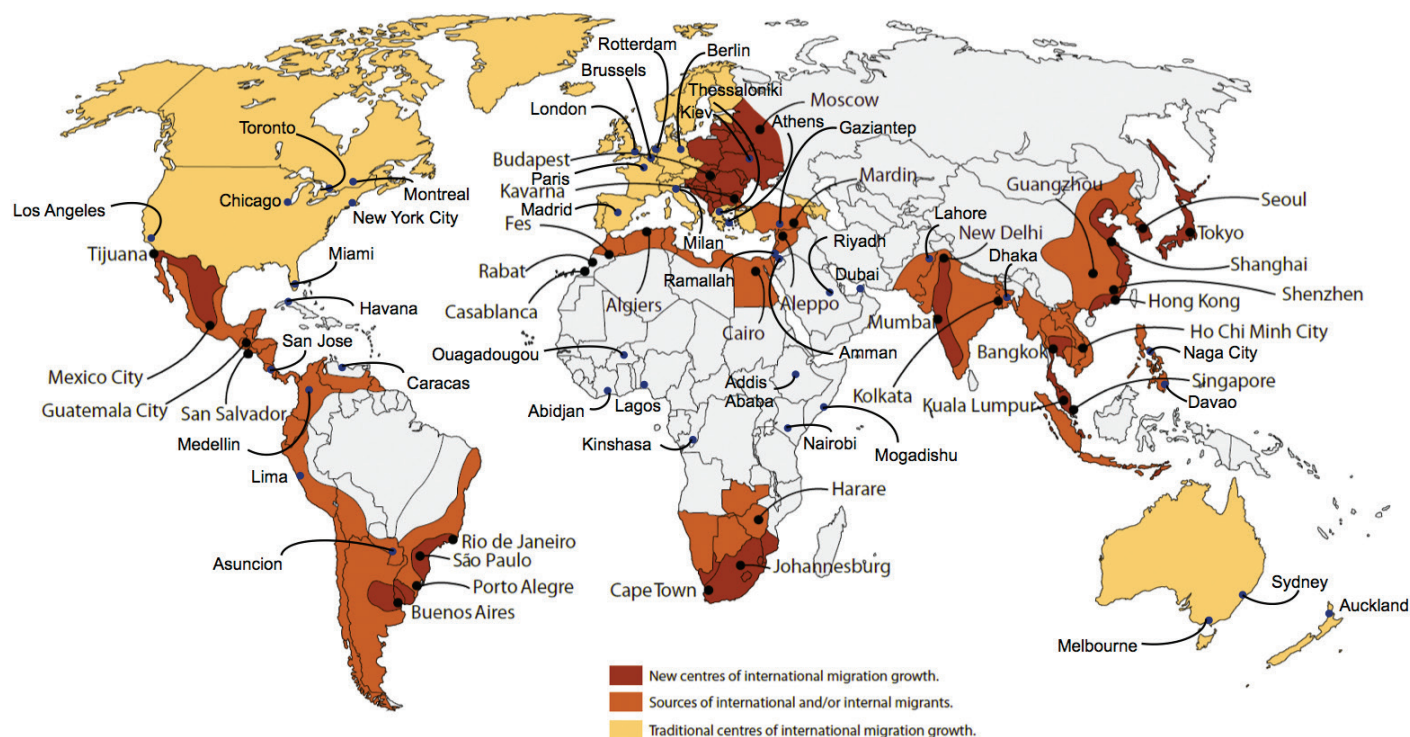
The *World Migration Report 2015* indicates that Brazil, India, East Asia and South Africa are emerging as new migration destinations. Figure 5 highlights the new as well as traditional targets. Some developing countries have become both origin and destination locations. For instance, China is a destination country for immigrants from Nigeria and is also the country of origin for emigrants to the Middle East. The level of internal migration in these countries is also increasing, causing the rapid expansion of cities. In addition, migrants are moving to smaller metropolitan areas, which are becoming new destinations (International Organization for Migration, 2015, *World Migration Report 2015*).

Approximately one in five international migrants is estimated to live in the world’s top 20 “global cities” (cities that are advanced producers of services, have large economies, are international gateways as well as political and cultural hubs of international significance). These are Beijing, Berlin, Brussels, Buenos Aires, Chicago, Hong Kong SAR, London, Los Angeles, Madrid, Moscow, New York, Paris, Seoul, Shanghai, Singapore, Sydney, Tokyo, Toronto, Vienna and Washington DC (International Organization for Migration, 2015, *World Migration Report 2015*).



Figure 5: Global Diversification of Migration Destinations

Source: International Organization for Migration, 2015, *World Migration Report 2015* with additional cities



1.3.1 International migration

International migrants account for a relatively small share of the world's total population (about 3.3% in 2015). Of the 244 million international migrants recorded in 2015, 58% stay in developed nations, with 85 million originating from a developing nation. In the past 25 years, countries in Asia, Europe and North America recorded the largest gains in the number of international migrants, adding roughly 27 million each, or nearly 1.1 million additional migrants per year.

A growing number of governments have been open to regular immigration in recent years. In 2015, over 70% either had policies to maintain the level of international migrants or were not intervening to change the level (Figure 6), while nearly 13% had policies to lower the level of immigration and 12% had policies to raise it. In 2015, nearly one in three governments worldwide had policies to discourage emigration (United Nations - Department of Social and Economic Affairs, Population Division - Policy Section, 2015). Four underlying rationales characterize governments' current immigration policies (Figure 7).

Of the 27 million migrants in Asia, 24 million (90%) were born in other Asian countries. In contrast, of the 27 million international migrants gained by Europe in the past 25 years, 45% were born in Europe, 25% in Asia, nearly 18% in Africa and 13% in Latin America and the Caribbean. For North America, nearly 15 million, or 54% of the 27 million migrants gained in this period, were born in Latin America and the Caribbean, while 9 million (35%) originated from Asia and nearly 2 million (6%) from Africa (UN DESA, 2016).

Figure 8 illustrates the top 25 destinations for international migration. The United States has the most immigrants, or 19% of the world's total. Germany and Russia follow with a combined share of 9.7%. Of the top destination countries, Middle Eastern locations have seen huge increases in the total number of immigrants in the last decade, while Western countries have seen smaller increases (Kirk, 2016).

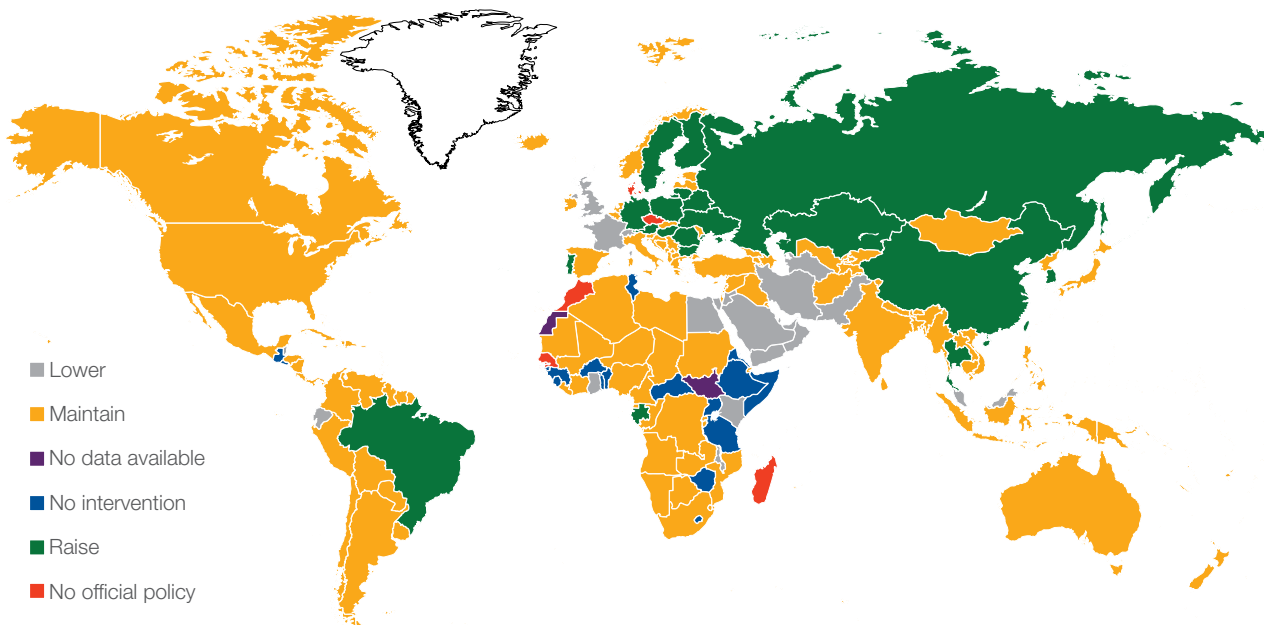
Regarding age, international migrants tend to be young or of working age, both of which underline their potential in contributing to society. Adults planning and preparing to migrate are more likely to be young, single and living in urban areas, and more likely to have completed at least secondary education. In fact, most (59%) of the 177 million international migrants of working age reside in developed nations. Further, nearly 75% of international migrants are between 20 and 64, and 15% are under 20 years of age. Over 30 million are aged 65 or older (Figure 9).

Figure 6: Policy Stance on International Migration, 2015

Source: United Nations, Department of Economic and Social Affairs, Population Division, Policy Section, Thematic Maps/World/2015/Policy on immigration

**International Migration
Policy on migration, 2015***

Indicates the Government's policy to influence the level of documented immigration into the country.



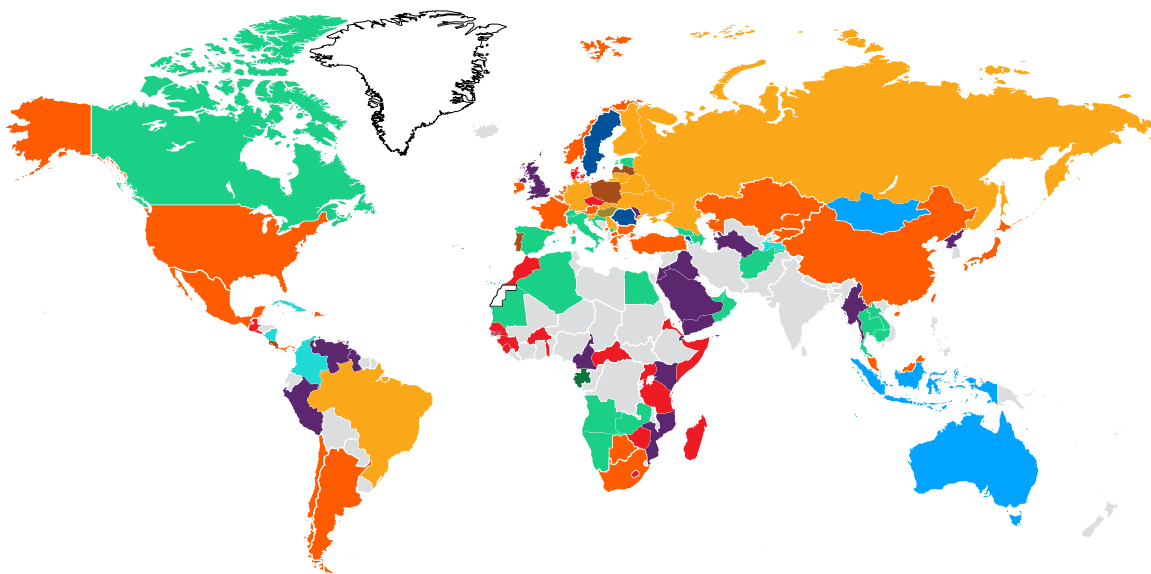
*The map above is based on the last available data on the World Population Policies database on UN DESA website and depicts the policy stance of the world on international migration as of 2015. Since then, there may have been changes in administration in countries around the world and may not reflect the current policy stance of nations on international migration.

Figure 7: Rationale for Current Immigration Policy, 2015

Source: United Nations, Department of Economic and Social Affairs, Population Division, Policy Section, Thematic Maps/World/2015/Rationale for current immigration policy

Rationale for current immigration policy

Indicates the Government's underlying reasons for the current immigration policy



	Grey	Orange	Brown	Green	Olive	Blue	Light Blue	Red	Light Green	Purple	Cyan	Red	Grey
Counter long-term population decline	✓	✓	✓	✓	✓								
Address population ageing		✓	✓			✓	✓						
Meet labour requirements		✓	✓	✓	✓	✓	✓	✓	✓				
Safeguard employment opportunities for nationals			✓		✓	✓	✓		✓	✓			
None of these											✓		
Not Applicable												✓	
No Data Available													✓

Figure 8: Top 25 Destination Countries for International Migration, 2015

Note: M = million
Source: Migration Policy Institute, n.d.

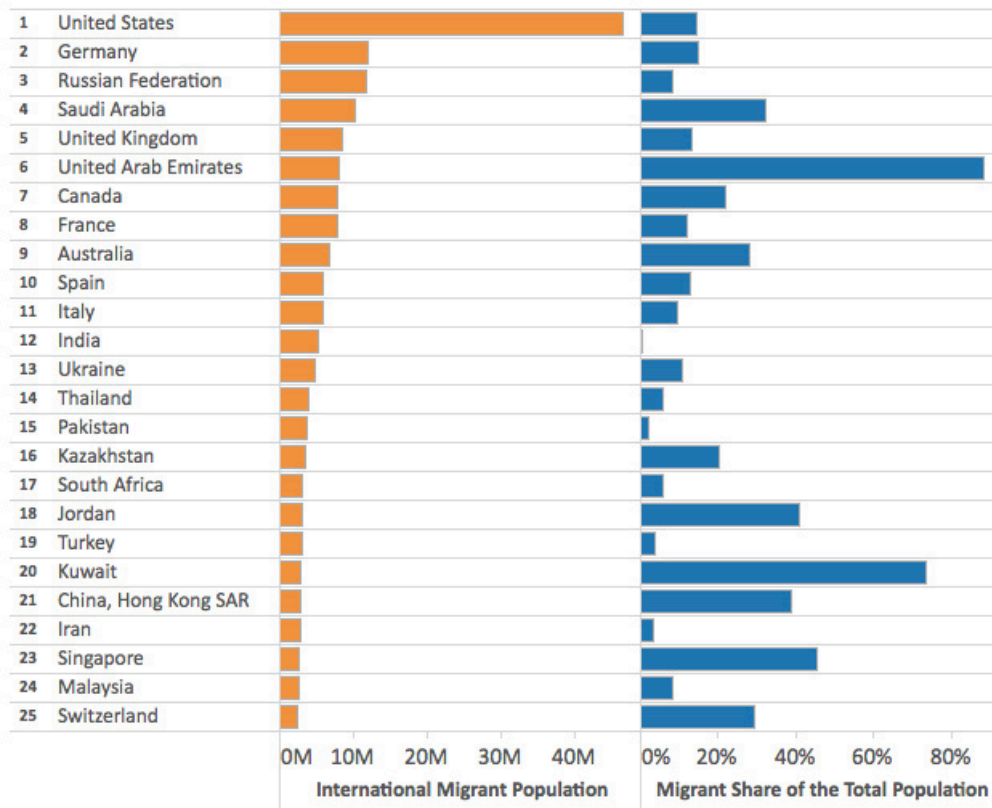
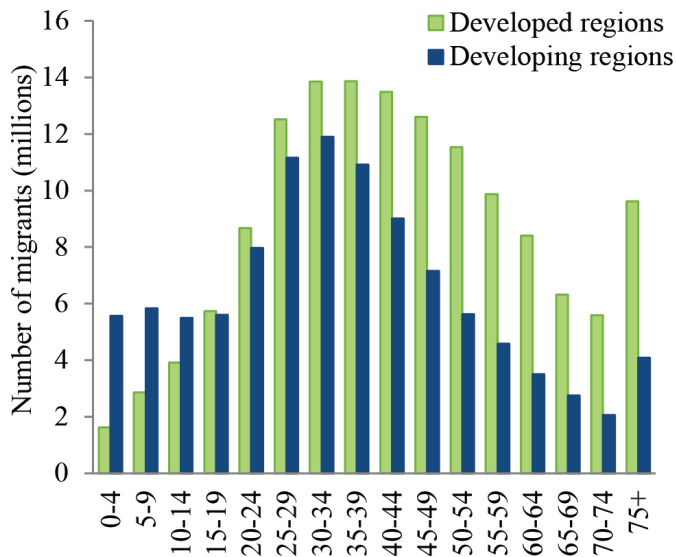


Figure 9: International Migrants by Age and Development Group

Source: UN DESA, 2016



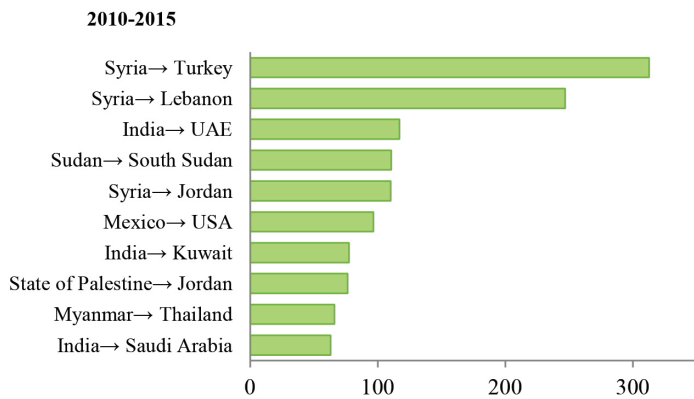
The subject of international migration has become a matter of political debate in all developed nations because of its social and economic impact. European nations must deal with large internal migratory flows from Eastern to Western Europe, while managing international migrants resulting from the conflict in the Middle East and poverty in Sub-Saharan Africa.

1.3.1.1. International migration corridors

Over 60% of global migration still consists of people moving to neighbouring countries or to countries in the same region. In fact, nine of the top 10 corridors globally (Figure 10), including Mexico to the United States, connect neighbouring countries. Up to 87% of the 160 million migrants residing in developed destinations are attracted to five regions – North America, Western Europe, Oceania, Gulf Cooperation Council (GCC) nations and developed parts of Asia (East and South-East) (McKinsey Global Institute, 2016). Between 2000 and 2015, Asia-to-Asia had the largest average annual change among the top regional migration corridors (Figure 11). Three-fifths of the growth in migrants in developed countries since 2000 has occurred in the top 10 international migration destinations, with 47 million immigrants in the United States alone (McKinsey Global Institute, 2016).

Figure 10: Bilateral Migration Corridors with the Largest Average Annual Change, 2010-2015

Source: UN DESA, 2016



Only one nation from the top 10 corridors has a destination country in North America. Seven of the corridors have a destination country in the Middle East, one has a country in South-East Asia and another a country in North Africa.

Destinations with the highest number of international migrants are oil-producing nations of West Asia and conflict-affected regions of the Middle East.

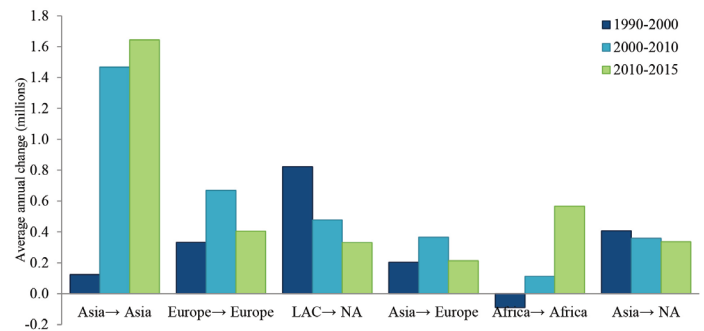
It is estimated that every minute, nearly 20 people are forcibly displaced due to conflict or persecution (UNHCR, 2017, “Figures at a glance”). In fact, 65.6 million people were forcibly displaced as of June 2017. Of these, 22.5 million are refugees, more than half of whom are under the age of 18 and have originated from the Middle East and North Africa (MENA), such as from Syria (5.5 million) and South Sudan (1.4 million), as well as from Afghanistan (2.5 million). More than 35% of the refugees are hosted in six countries – Turkey (2.9 million), Pakistan (1.4 million), Lebanon (1 million), Iran (980,000), Uganda (940,000) and Ethiopia (790,000).

In 2015, mass migration affected nations that were grappling with becoming transit points, smugglers’ routes or desired end points for migrants. The routes cut paths through Central America and Mexico, the Horn of Africa, countries such as Bangladesh, Myanmar and Malaysia, and through East Africa and the Mediterranean Sea (Figure 12) (Conant, Chwastyk & Williams, 2015).

Figure 11: Change in Number of International Migrants in the Six Largest Regional Migration Corridors, 1990-2015

Notes: LAC = Latin America and the Caribbean; NA = North America

Source: UN DESA, 2016



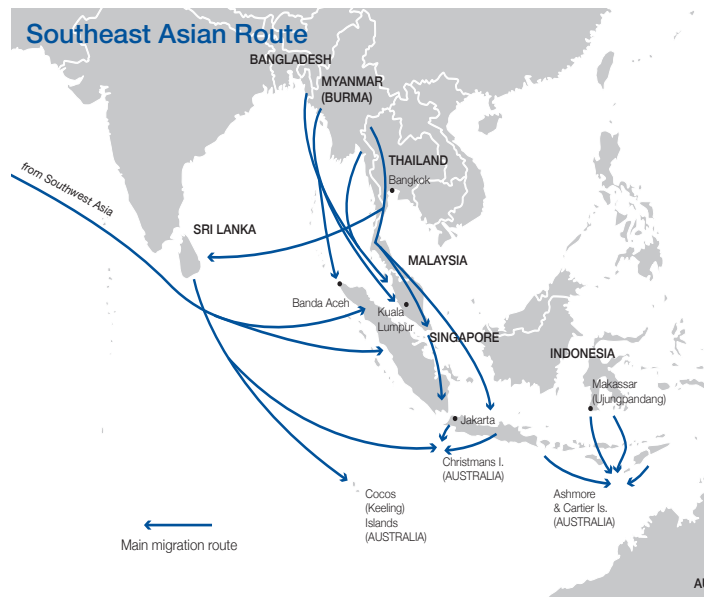
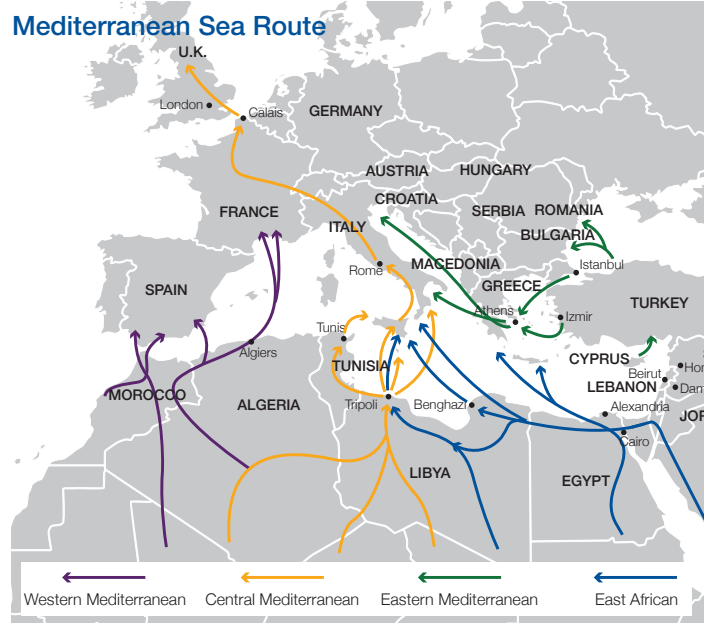
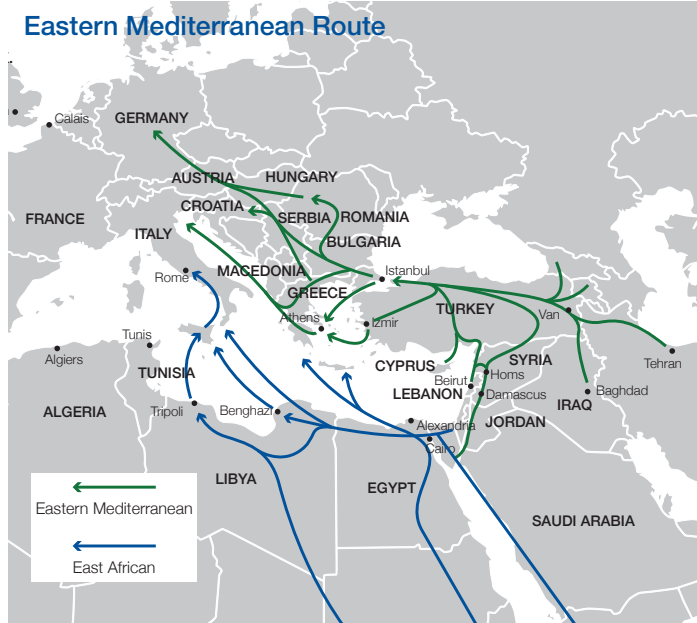
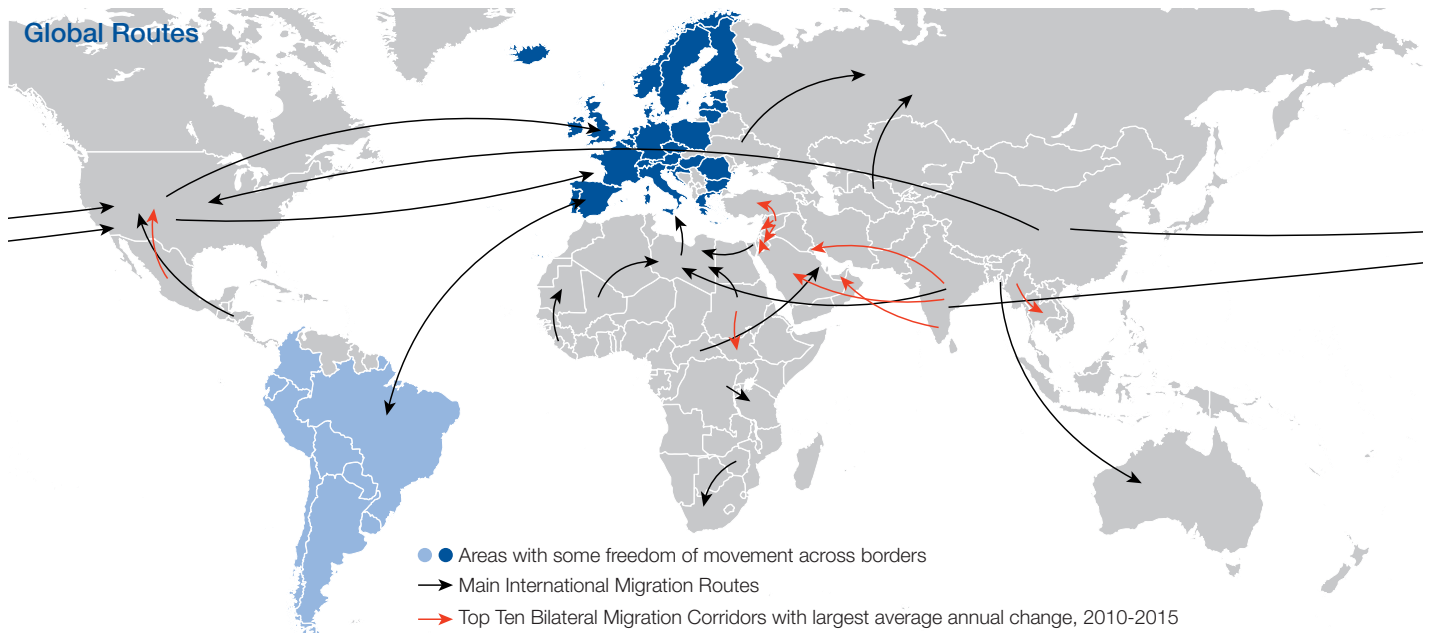
In 2015, Asia-to-Asia was the largest regional migration corridor, with 59 million migrants born in another Asian country, followed by 40 million migrants in the Europe-to-Europe corridor and 25 million migrants in the Latin America and the Caribbean-to-North America corridor.

1.3.2. Internal migration

Internal migration is a much larger phenomenon that affects the lives of far more people, and one that is given much less attention. Internal migrants face many of the same challenges and have the same needs as international migrants, but information about internal migration is limited or outdated. This is because the definition of “internal migrant” is fraught with conceptual differences between countries – for example, how large is the place of residence? Is it a province, or a municipality? The data on internal migration, therefore, has to be considered with caution. However, for the purposes of this report, any movement within a country is internal migration, with the exception of Europe.¹ Government policies for influencing the flow of internal migration from rural to urban areas are shown in Figure 13.

Figure 12: Some of the World's Many Migration Routes

Sources: Adams, 2015; Conant, Chwastyk & Williams, 2015



In the **United States**, as of 2013, about 27% of the population was born in one US state but lived in another, while just 15% of the population was born outside the country. Interstate migration was practically double the size of international migration around that time (Stone, 2014). However, more Americans are moving away from Los Angeles and New York than are moving to these cities, but both receive large numbers of international migrants, which more than compensates for the deficit. While many metropolitan areas are experiencing a positive net inflow of migrants from other parts of the country, a negative net outflow of Americans to the rest of the United States is occurring in several of the largest metropolitan areas, especially New York, Miami and Los Angeles, where international migrants are driving population growth. The Sunbelt metropolitan areas of Dallas, Houston and Phoenix, along with knowledge hubs like Seattle, Austin, San Francisco and Washington DC, have received greater inflows of internal migration (Florida, 2014).

Latin America has interconnected and overlapping forms of voluntary and involuntary internal migration. For the most part, the region has transitioned from rural to urban, though migration to cities and their peripheries continues. Roughly 83% of its population lives in cities (Warn and Adamo 2014), though the proportions are considerably higher in Brazil and Venezuela. Latin America has witnessed considerable internal displacement over the past half century, with Colombia currently suffering from one of the world's largest internal displacement crises. Episodic and chronic forms of violence-induced displacement affect Central America and Mexico, provoked by state and gang violence. According to some sources, the region has as many as 7,040,000 internally displaced people, of which 6,044,000 are from Colombia (Muggah, 2017, "The shifting frontiers of displacement in Latin America").

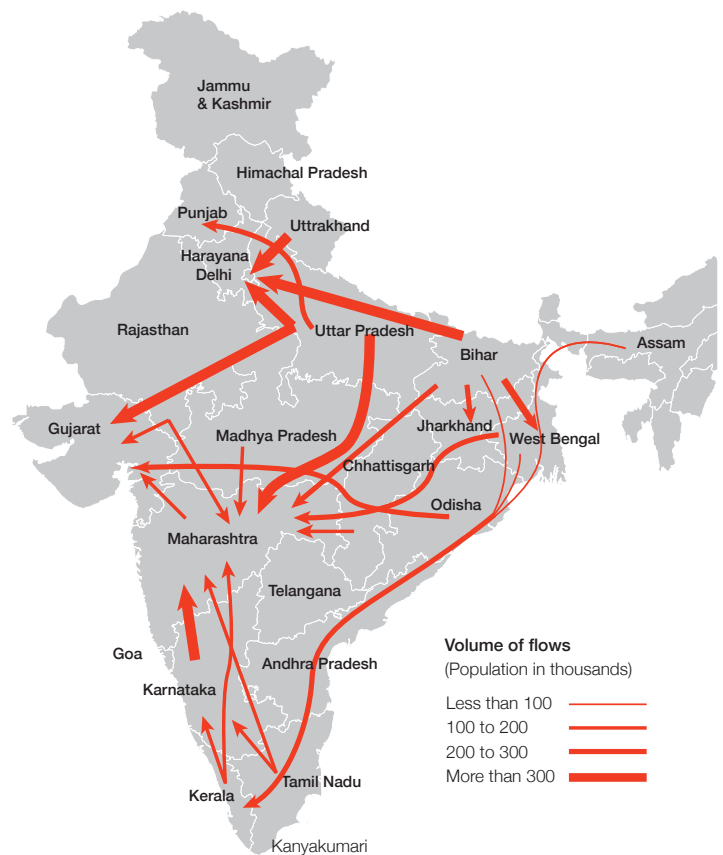
The urban population of **MENA**, the cradle of one of the world's oldest urban civilizations, grew four-fold from 1970 to 2010, and is expected to double again – from 199 million to nearly 400 million – by 2050 (International Organization for Migration, 2014).

Africa's urban growth rate is almost 11 times greater than that of Europe. Rural-urban migration is one of the main drivers of this rapid urbanization, as are such negative events as conflicts and disasters, as well as the spatial expansion of urban settlements through the annexation and reclassification of rural areas (UN HABITAT, 2016).

In **India**, according to a recent economic survey, the interstate migration rate doubled between 2001 and 2011 compared to the previous decade, growing 4.5% annually. Annual interstate migration in the country averaged about 5-6 million migrants a year. Internal migration flows in India (see Figure 14) are driven by the states' important economic inequities. Bihar, a state with one of the highest outflows of domestic migrants, has a per-capita income roughly equivalent to Somalia's (approximately \$520) and a birth rate of 3.4 children per woman. On the other hand, Kerala, a destination for in-migrants, has a per-capita income four times that of Bihar's (approximately \$2,350) and a birth rate of 1.6 children per woman, on par with Denmark (Kumar, 2017).

Figure 14: Major Net Internal Migration Flows in India, 2001

Source: Migration Policy Institute, 2014 with additional routes from Kashyap, 2016



Over the past 30 years, the proportion of **China's** population living in the country's urban areas has increased from 22.9% to 56.8% of its current 1.3 billion citizens. The World Bank estimates that about 1 billion people, or over 75% of China's population, will be living in its cities by 2030. According to a survey conducted by the National Bureau of Statistics of China, in 2012 **China had more than 262 million internal migrant workers, which is more than the total number of international migrants worldwide** (China Central Government, 2013). In 2015, its "floating population" (people living in an area different from the place of their household registration) was estimated at around 247 million (National Bureau of Statistics of China, 2016). The number of circular migrants or commuters in China totals a few million people who spend much of their time earning livelihoods in large cities, leaving family and children behind in rural areas or small towns. (Further information on internal migration flows in China appears in Figure 16.) The peri-urban population of Asian countries is expected to increase by about 119 million over the next 15 years (International Organization for Migration, 2015, *World Migration Report 2015*).

Figure 15: Internal Migration in Russia, 2016
(in '000s)

Source: Rosstat (Russian Federal State Statistics Service)

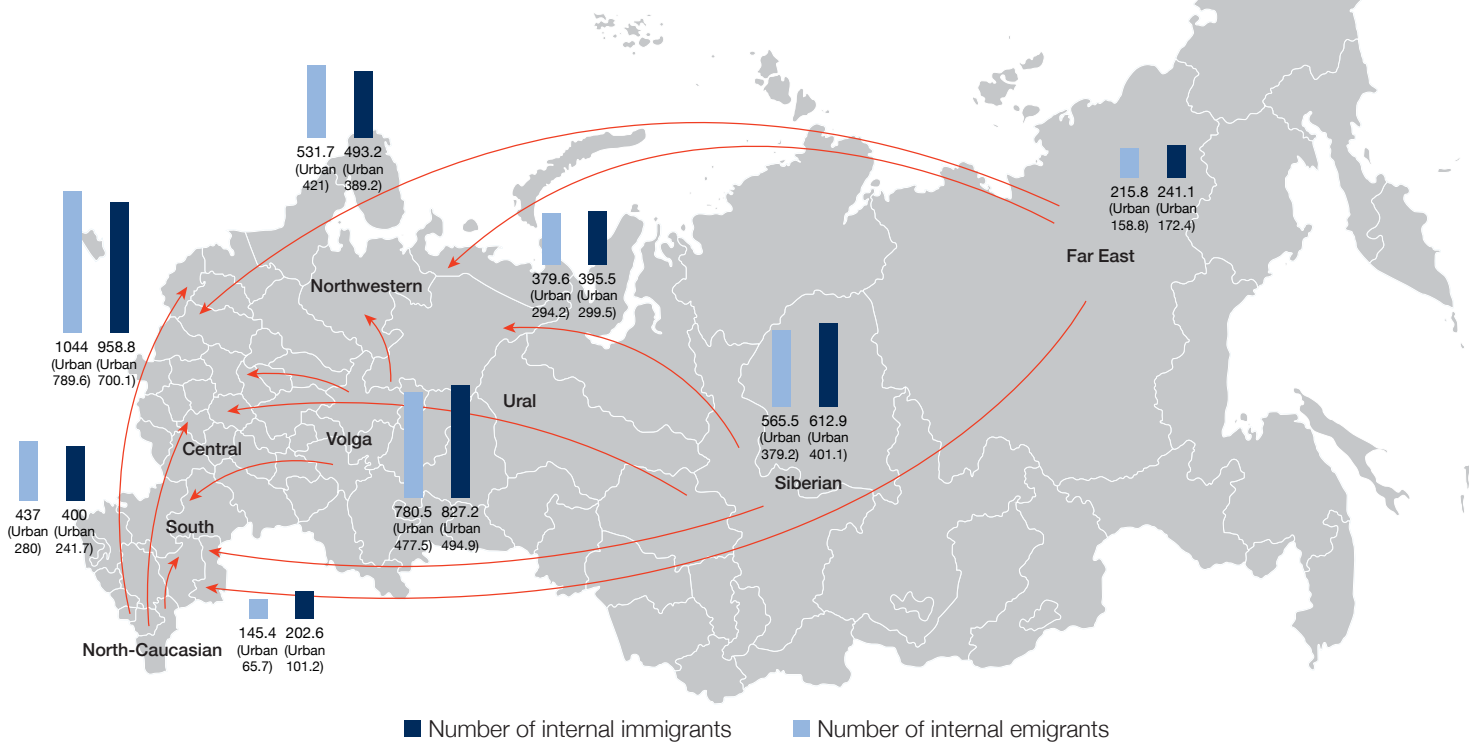


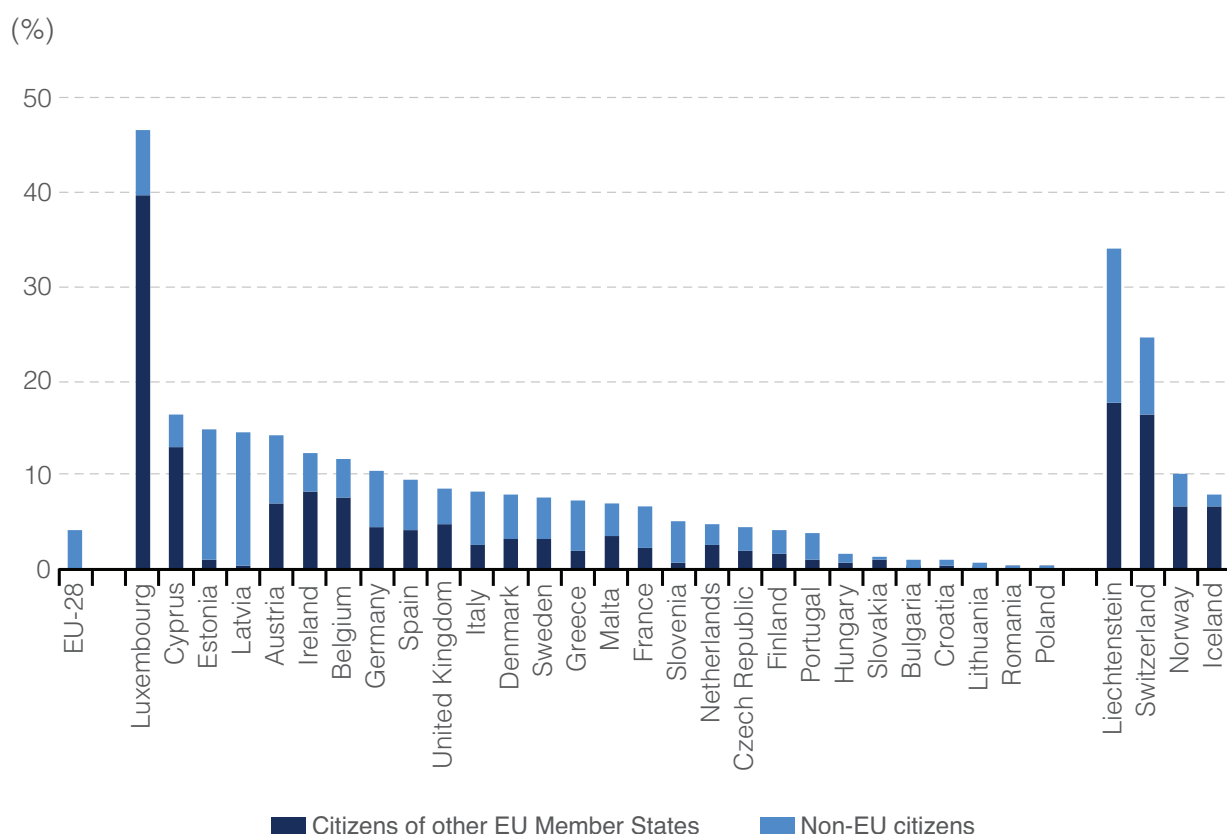
Figure 16: Internal Migration in China

Source: Chan, 2012



Figure 17: Share of Non-Nationals of the Resident Population, January 2016

Source: Eurostat, 2017



In **Europe**, as of January 2016, 19.3 million people were living in a different EU Member State from the one in which they were born. More people in Cyprus, Hungary, Ireland, Luxembourg and Slovakia were born in another EU Member State than were born outside the EU-28. Just five EU Member States – France, Germany, Italy, Spain and the United Kingdom – collectively constitute 63% of the EU-28’s population. Close to 40% of Luxembourg’s population is comprised of other EU citizens (Figure 17). Other countries, such as Cyprus, Liechtenstein and Switzerland, also have over 10% of their resident population who are citizens of EU Member States (Eurostat, 2017).

In **Australia**, during the 2014-2015 period, the highest net internal migration gain among all Greater Capital Cities occurred in Melbourne (+6,600 people), followed by Brisbane (+4,000), Hobart (+330) and Perth (+250). Over 50% of those who settled in Brisbane came from Rest of Queensland (36,700), while Sydney and Rest of New South Wales each totalled 8,500 arrivals. The highest net losses of all Greater Capital Cities during the same period were reported in Sydney (-15,900 people), Adelaide (-3,600) and Darwin (-950). Sydney lost most people to the Rest of New South Wales (37,200) and Melbourne (11,500) (Australian Bureau of Statistics, 2016).

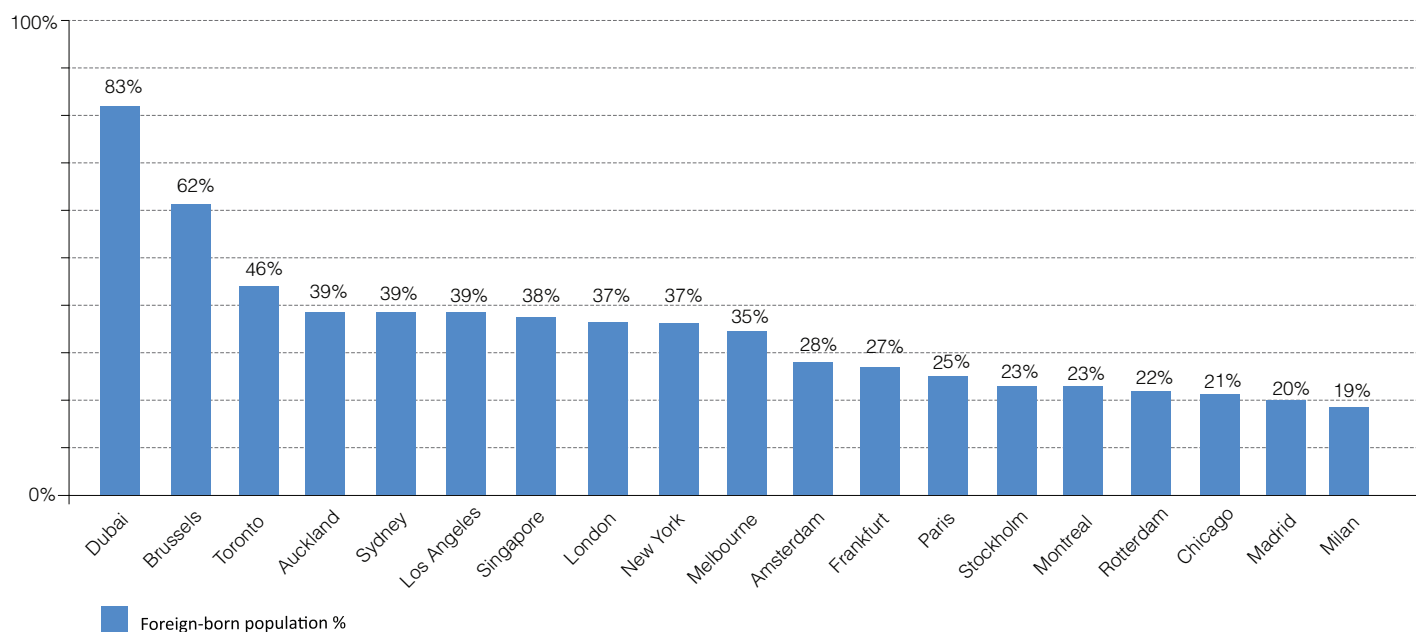
1.4. Migration and cities

Globally, migration tends to flow towards cities that have a large population. The volume of movement decreases as the distance between the place of origin and the place of destination increases. Moreover, migration and urbanization are often interlinked processes. Migrants tend to remain in cities once they have arrived in their destination country, and become significant drivers of economic and urban population growth. As many as 92% of immigrants in the United States, 95% in the United Kingdom and Canada, and 99% in Australia live in urban areas. Immigrants are more likely to integrate when they join large numbers of fellow immigrants in communities where a familiar language is spoken and support groups can be found (McKinsey Global Institute, 2016).

Figure 18 shows the foreign-born population as a proportion of the total population in major cities. Over 50% of the population of Dubai and Brussels is foreign-born due to their highly mobile workforces. The high proportion of migrants in these cities enhances their global character in terms of culture and social customs, even if these factors are not necessarily accounted for in city classification systems (International Organization for Migration, 2015, *World Migration Report 2015*).

Figure 18: Foreign-Born Population in Major Cities (as % of total)

Source: International Organization for Migration, 2015, World Migration Report 2015)



In **Europe**, the immigrant population clearly tends to settle in cities where labour markets are larger and infrastructure (e.g. hospitals, schools, universities, commodities) is better consolidated. Thus, in 2014, about three-fifths (61.3%) of immigrants of non-EU background were living in cities, as opposed to almost a quarter (24.7%) in towns and one-seventh (13.9%) in rural areas.

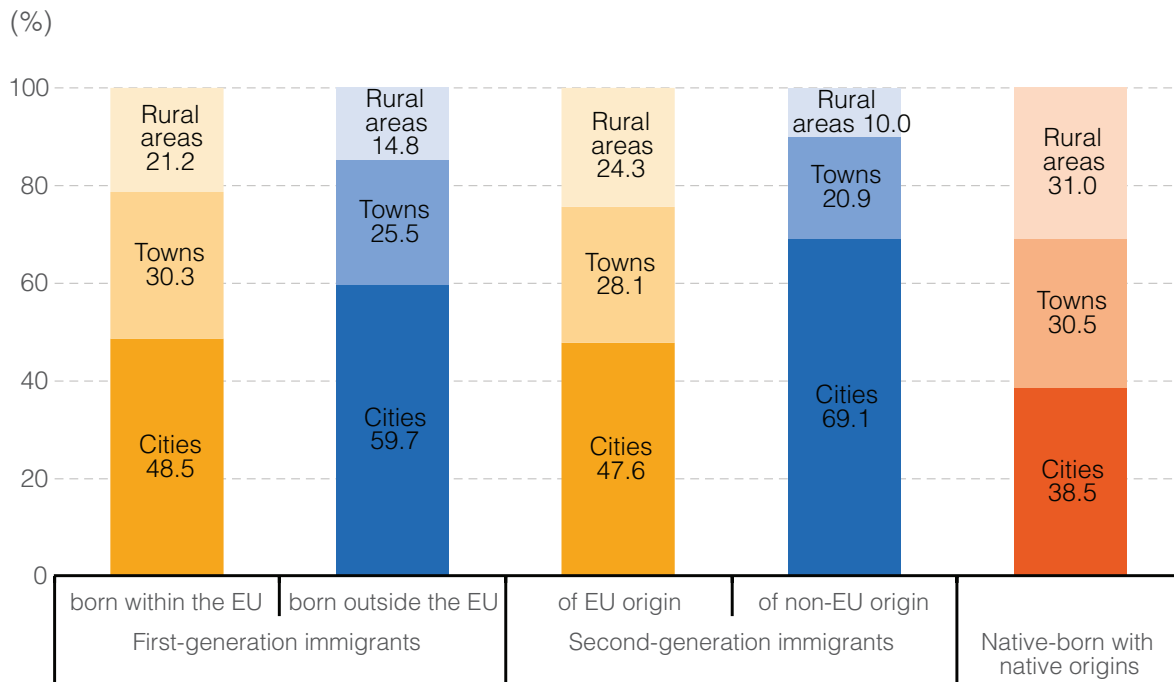
Almost half (47.6%) of immigrants of EU origin were living in cities, compared with only about two-fifths (38.5%) of the native-born population without any migration background (Figure 19). Slightly more than half of each generation of immigrants of EU origin and non-EU background (56.3% of the first generation and 53.1% of the second) was settled in cities. This preference becomes clear when considering that, at the EU level, the native-born population with native background was distributed more or less proportionally across three areas, with only a very slight preference for cities (38.5% in cities, 30.5% in towns and 31.0% in rural areas) (Eurostat, 2017).

Migrants tend to be particularly concentrated in global cities, if they exist in their country of destination, as compared to other parts of the country. For instance, of the 6.8 million foreign-born people living in Canada, 46% reside in Toronto (International Organization for Migration, 2015, *World Migration Report 2015*). Similarly, in 2014, 36% of the total US population was concentrated in 20 US cities, which were home to 65% of the country’s authorized and 61% of its unauthorized immigrants. In Singapore, migrant workers account for 20% of the city-state’s population. Additionally, 28% of Australia’s population is foreign-born (6.6 million people) and they mainly reside in Sydney (1.4 million) and Melbourne (1.2 million) (International Organization for Migration, 2015, *World Migration Report 2015*).

The last two decades have seen growing numbers of migrants in smaller cities of 500,000 to 3 million inhabitants in **Europe** and **North America**. The latter include Austin, Dallas, Houston, Phoenix, Seattle, San Francisco and Washington DC (Florida, 2014). The number of international migrants has substantially increased in the secondary US cities of Atlanta, Charlotte and Nashville.

Figure 19: Distribution by Degree of Urbanization, Migration Status and Background, EU-28, 2014)

Source: Eurostat, 2017



Migration in Metropolitan Areas

The world's metropolitan areas — those with a minimum population of 1.5 million — will be home to seven out of every 10 urban residents and 24% of the world's population by 2030. At the same time, the largest agglomerations' share of global gross domestic product (GDP) will increase from 38% to 43%, thanks to population growth and increased productivity. Of the growth in GDP in the largest cities, 60% will come from increasing populations and 40% from better labour productivity.

Metropolitan areas attract an inflow of new residents, especially young people. In recent years, most areas have demonstrated a net migration gain along with a comparatively low demographic load (the ratio between people of working and nonworking age). Migration growth, on average, is higher in these cities – 3 migrants

per 1,000 people – than in countries.

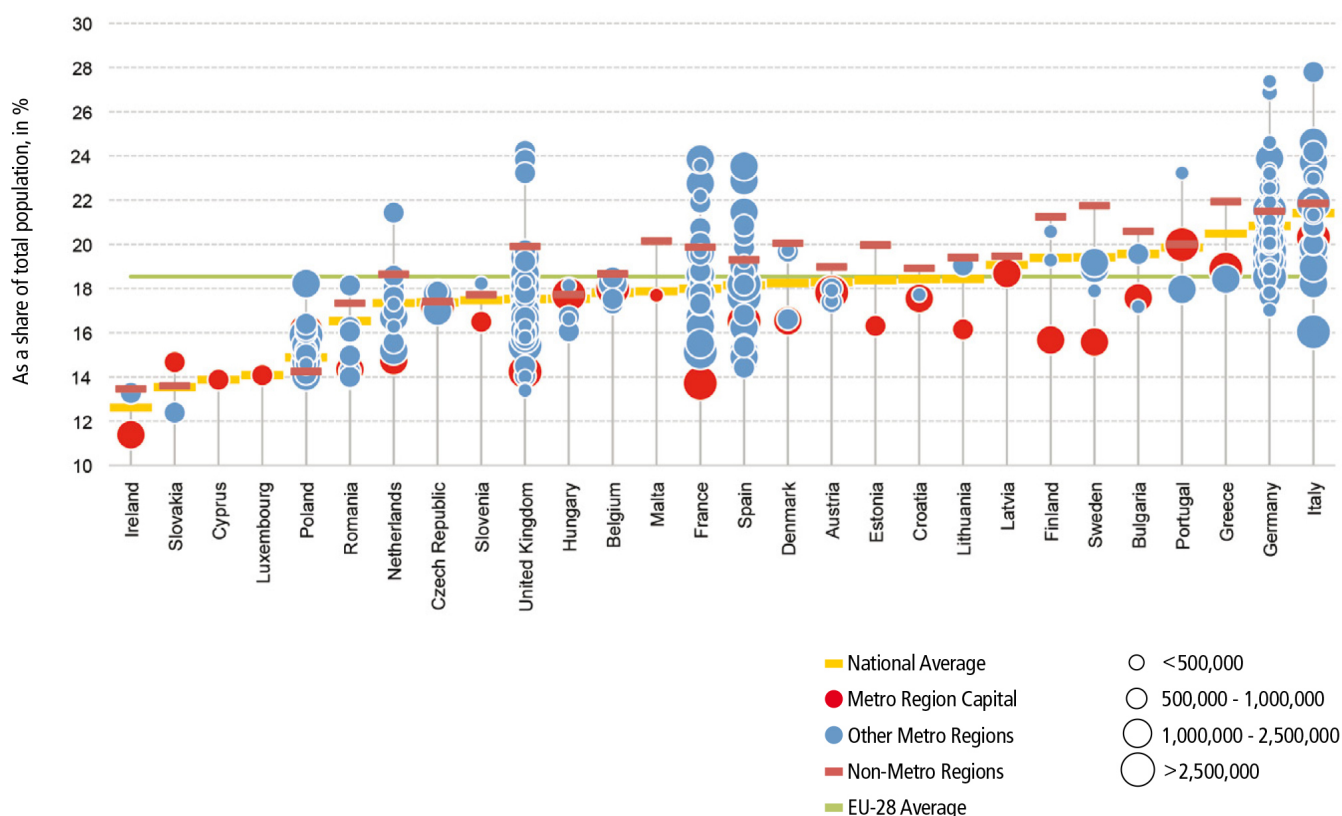
In most of the metropolitan areas, population growth from migration is higher than the national average. (See Figure 20 for the share of foreign-born populations in European metropolitan regions.) Most of the areas demonstrated a net gain in migrants between 2010 and 2015, with Beijing and Johannesburg recording the highest growth (about 14 migrants per 1,000 inhabitants). These two are also distinguished by the greatest difference in the growth of migration in the city versus the country – namely, China had practically no migration growth, and South Africa grew by only about 2 migrants per 1,000 people.

At the same time, when looking at migration growth separately for metropolitan areas and core cities, migrants mainly choose to live in peripheries of metropolitan areas. The average migration growth in core cities is much lower than in metropolitan areas as a whole. This, likely, is also why population growth rates of metropolitan areas are higher than the population growth in their core cities.

Source: PwC, Size Matters, 2017

Figure 20: Foreign-Born Population in Europe by Metropolitan Region, 2011

Source: European Commission and UN-Habitat, 2016



In **Europe**, migrants are settling in small towns, for instance in the smaller municipalities of Italy's Lazio or Lombardy provinces, instead of in gateway cities or major hubs such as Rome or Milan (International Organization for Migration, 2015, *World Migration Report 2015*). The refugee crisis in Europe has also established cities as first points of arrival, transit hubs and ultimate destinations, roles that are widely acknowledged by institutions and stakeholders at the national and European level. Since 2012, more than 3.5 million people have applied for asylum in the EU, or 2.5 million in the last two years alone. According to conservative UN estimates, Europe will have to cater to more than 500,000 new migrants annually in the coming years, particularly those from Sub-Saharan Africa (European Parliament, The President, 2017).

Cities such as Athens, Budapest, Genoa, Malmö, Munich, Stockholm and Vienna have become transit hubs for refugees seeking to reach other countries. In 2015, over 500,000 people transited through the port of Piraeus in Athens, often spending a few days in the city (EUROCITIES, 2016, *Refugee reception and integration in cities*). More than 73,000 migrants landed in Italy between January and June 2017, an increase of 14% versus the same period in 2016 (BBC News, 2017). Four ports have been identified as hotspots in Italy: three in Sicily (Pozzallo, Porto Empedocle and Trapani) and Lampedusa (Europa, 2015).

India is home to one-fourth of the 100 fastest-growing cities in the world, and Mumbai, Delhi and Kolkata are among the 10 most populous urban areas worldwide. One of the principal drivers of this growth is rural-to-urban migration as people search for better economic prospects. Cities like Faridabad, Ludhiana and Surat total over 55% of in-migrants, whereas the rate in Agra and Allahabad is below 15%, demonstrating the significant variation among Indian cities regarding in-migration (International Organization for Migration, 2015, *World Migration Report 2015*).

As for **China**, 87% of its floating population resides in cities and towns, according to the 2010 census. Shanghai, its largest city, has 9.96 million migrants, who constitute 41% of the total population (Zhu, 2015). Shenzhen, the first special economic zone and one of China's most vibrant cities, has been built primarily by migrant labour.

1.5. Impact of migration in cities

Cities have been destinations for most of the world's migrants, given their degree of economic activity, their cultural and intellectual expression, and their development. Taking stock of migration's impact, its opportunities and challenges is crucial, as well as the connection it has with a city's economy and urban development. (For an overview of the causes and impact of migration, see Figure 21.) However, the current global discussion on migration and its effect focuses primarily on the national level, with limited attention given to the city level.

1.5.1. Economic impact

In 2015, migrants contributed \$6.4 trillion-6.9 trillion (9.4%) of the world's gross domestic product (GDP) (McKinsey Global Institute, 2016). Migrants' ambition and accompanying enthusiasm to improve their livelihood are two of their key characteristics. Cities offer more opportunities and better income, close the skill gaps, and in some cases provide an alternative to cheap labour. Likewise, cities provide a wide client base for migrant entrepreneurs to market their products and services. The labour and talent shortage in cities also contributes significantly to healthy competition for skilled individuals in these communities.

A report from the National Academies of Sciences, Engineering, and Medicine (USA) found that first-generation immigrants are more costly to governments than the native-born population. However, the second generation, as adults, are among the population's strongest economic and fiscal contributors. Over the long term, immigrants have a generally positive effect on government budgets (Merler, 2017).

Migration's effect on labour markets depends on the skills of migrants and existing workers, and the characteristics of the destination economy. Migration could affect the overall economy of the receiving city through remittances (Shera & Meyer, 2013).

1.5.2. Social impact

Migrants usually find other members of their family and their ethnic or cultural group in cities because chain migration is generally an urban affair. **The tendency to live among one's own group is pronounced and responsible for establishing enclaves within cities. Enclaves offer advantages of community and social support, greater availability of ethnic goods and food, centres of worship and other community institutions.** The number of ethnic enclaves is rising in the urban areas of developed countries, resulting in middle-class migrants and entire neighbourhoods where migrants live indefinitely rather than being in transit. The middle-class "ethnoburb", a term coined in 1997 by Wei Li, a professor at Arizona State University (USA), is becoming the first destination for well-to-do migrants versus being an aspirational destination following time spent in an inner-city enclave. Such enclaves have been the traditional initial arrival spots for many migrants to the West, where they often endure long working hours under crowded, impoverished living conditions as they save money to move to a more attractive suburb.

Migrants are also a source of ideas and innovation who can contribute to businesses, governments and other entities in the city. Their way of life, music and other creative endeavours all play a role in enriching the destination city.

Nevertheless, migration involves complexities associated with diversity of race, religion, ethnicity, language and culture. While diversity is healthy for a city, it can also pose a risk to social cohesion, cultures and traditions, and to a certain extent to the safety and security of residents. It can lead to social tension associated with xenophobia and discrimination and to violence in neighbourhoods, workplaces or schools. Several cities in Europe have struggled to integrate their populations, and many African cities experience xenophobic and violent behaviour arising from differences between people's tribes or clans (International Organization for Migration, 2015, "Geneva Conference on Migrants and Cities, 26-27 October 2015").

1.5.3. Political impact

While national governments oversee international migration to a region, the city leaders are the ones who are most affected by their government's decisions and who must address uncontrolled migration into their metropolises. After their arrival in the destination country, most migrants move to cities, which can put further pressure on the already stressed infrastructure.

Transnationalism – in the context of moving to different destinations – is replacing the traditional one-way flow of migrants who secure permanent residency and/or citizenship in their destination country. Temporary migrant labourers as well as permanent settlers travel back and forth and no longer consider their movement as severing ties with their home country. Transnationalism offers global connectedness, and transnational migrants have the capacity to transform cities into global centres through the impact they have on individuals, firms and other organizations via their worldwide connections. Cities like Dubai, Kuala Lumpur, London, New Delhi, New York, Sydney and Toronto have a considerable number of transnational migrants (International Organization for Migration, 2015, "Geneva Conference on Migrants and Cities, 26-27 October 2015").

Stricter immigration policies, on the other hand, can restrict migrants (especially from poor countries) from transferring their productive workforce to receiving cities. Such restrictions can significantly affect the magnitude and composition of immigration flows to a country and a city. In 2013, 80% of governments had policies to lower rural-to-urban migration, an increase from 38% in 1996 (Refer to Figure 13). The proportion of governments that had policies to lower rural-to-urban migration was higher in less developed regions (84%) than in more developed ones (67%). Further, about three-quarters of all governments either had policies to maintain the level of immigration, or were not intervening to change it, while 15% had policies to lower and 11% policies to raise the level of immigration (United Nations, DESA - Population Division, 2013). Given recent trends, poor people are finding it more difficult to migrate to wealthy countries because of tighter visa norms and stricter border controls.

Figure 13: Migration Policy from Rural to Urban Areas Worldwide, 2013

Source: United Nations, Department of Economic and Social Affairs, Population Division, Policy Section, Thematic Maps/World/2013/Policy on migration from rural to urban areas

Internal Migration

Policy on migration from rural to urban areas, 2013

Indicates the Government's policy to influence the flow of migration from rural areas to urban areas within the country.

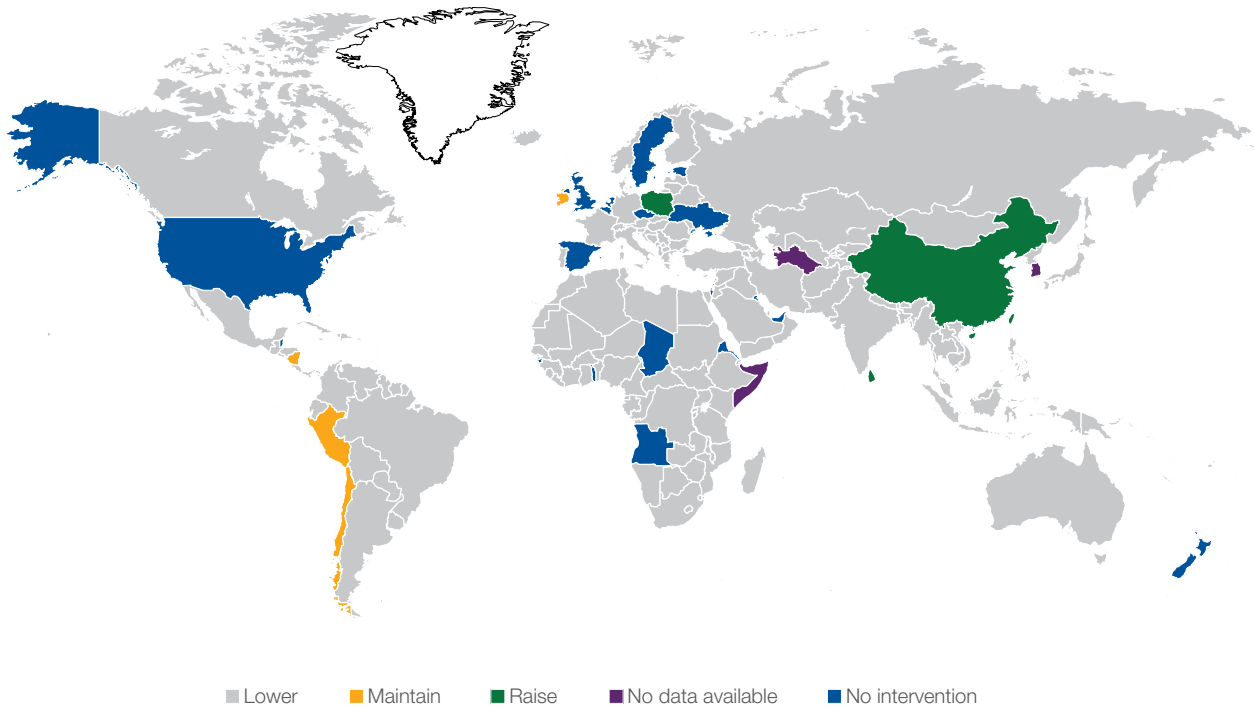


Figure 21: Causes and Impact of Migration

Source: World Economic Forum Future of Urban Development and Services Initiative

Causes of Migration		Impact on Area of Destination	
<p>Push factors (Compel people to migrate)</p> <ul style="list-style-type: none"> Economic <ul style="list-style-type: none"> Unemployment Rural poverty Unsustainable livelihood Sociopolitical <ul style="list-style-type: none"> Political instability Safety & security Conflicts or threats Slavery or bonded labour Inadequate/limited urban services & infrastructure Ecological <ul style="list-style-type: none"> Climate change Crop failure/food scarcity 	<p>Pull factors (Attract people to migrate)</p> <ul style="list-style-type: none"> Economic <ul style="list-style-type: none"> Job opportunities Wealth prospects Industrial innovation Specialized education Sociopolitical <ul style="list-style-type: none"> Family reunification Freedom Integration & social cohesion Food security Affordable & accessible urban services Ecological <ul style="list-style-type: none"> Abundance of natural resources Favourable climate 	<p>Positive</p> <ul style="list-style-type: none"> Economic <ul style="list-style-type: none"> Cheap & surplus labour Closes gaps in skills Social <ul style="list-style-type: none"> Multi-ethnic society & increased tolerance New services from country of origin Political <ul style="list-style-type: none"> Push for inclusive policy-making Integrated development 	<p>Negative</p> <ul style="list-style-type: none"> Economic <ul style="list-style-type: none"> Increase in remittances leading to – Native unemployment in case local consumption decreases Increased capital and risk constraints on local production with reduced investments Social <ul style="list-style-type: none"> Urban services & social infrastructure under stress Xenophobia Cultural dilution Political <ul style="list-style-type: none"> Stricter immigration norms
<p>Availability & affordability of land and housing units Housing consumption of migrants burdens the land and housing markets for citizens. A housing policy therefore must be cognizant of how migrant housing can make a city an attractive, competitive and sustainable place to locate in.</p>		<p>Higher resource consumption & need for improved services Migration entails challenges providing utilities and services efficiently, such as power, telecommunications, clean water and sanitation. Cities would have to tend to higher per-capita energy and emissions footprints, improving water supply for sustainable development.</p>	
<p>City congestion & population distribution Transportation infrastructure, roads and trunk infrastructure of a city directly impact regional population density, and affect overall population distribution and congestion in the city. This, in turn, plays a pivotal role in integrating the diverse cultural and ethnic population of the city.</p>		<p>Redirection of public funds for adequate health & educational facilities A growing migrant population would require large investments in social infrastructure and divert resources from directly productive assets. Limited resources make it difficult to provide education and healthcare to the entire population, affecting the quality of these services.</p>	

Social Inclusion & Integrated Community Development

Ethnic segregation of diverse cultures
Cities with culturally diverse immigrants are not involved in local development planning that could enhance immigrants' capacity as development actors and create a sense of belonging in the community. A segregated society feeds xenophobic behaviour with a high degree of social tension and mutual distrust. Host countries need to facilitate migrants' contribution to the cultural, civic and economic development of society through inclusive and integrated policies.

1.5.4. Impact on urban infrastructure and services

Migration affects the demands on urban infrastructure and services in both the place of origin and the place of destination. Shifts in demand occur in housing, childcare, power generation, shops, roads, hospitals, doctors, amusement parks, schools, public transport, police, telephones and employment, among others. Inadequacies in urban infrastructure and services add to the pressure. The rapid population growth results in migrants having to cope with insufficient infrastructure and cities having to manage the lack of urban planning to meet the needs of all people.

1.5.4.1. Housing

Accounting for more than 70% of land use in most cities, housing determines urban form and densities, provides employment and contributes to growth (UN HABITAT, 2016). **One of the biggest challenges cities face is providing adequate and affordable housing to migrants**, which is often in limited supply. With their exorbitant housing prices, the global cities of London, Mumbai, New York, Paris and Shanghai are also among the major cities impacted by migration. In some Sub-Saharan African cities, housing shortages have caused the price of housing units to increase drastically.

A lack of affordable housing has led to people living in slums or squatting. Typically, housing policy failures result in residents fending for themselves for their housing needs rather than meeting them through planned and regulated housing projects. This challenge, however, also demonstrates migrants' resilience (International Organization for Migration, 2015, "Geneva Conference on Migrants and Cities, 26-27 October 2015"). An estimated 881 million urban residents live in slums, the number having increased 28% worldwide over the past 24 years. Although the proportion of urban populations residing in slums has fallen over the past two decades, the number of slum dwellers continues to increase (UN HABITAT, 2016). Large slums of over 1 million residents can be found in many of the world's megacities. Around a quarter of the world's urban population lives in slums due to poverty in conditions that can lead to poor health resulting from overcrowdedness and a lack of potable water and proper sanitation.

1.5.4.2. Education and employment

Soaring immigration directly affects the availability of places in primary schools, and inevitably pushes schools towards increasing class sizes and adding classrooms. When an influx of children from migration occurs, cities need to ramp up resources and capacity to deal with it. Lack of such resources poses big issues for their governments, undermining efforts to keep class sizes down and to provide school places for all children.

Some cities have specific plans that focus on education to integrate migrants. Other affected cities have adapted or are adapting their strategies to respond to migrants' educational needs. Cities usually have to coordinate between different stakeholders (e.g. independent training institutions, government agencies, private schools,

universities), which interact at the local level but often do not cooperate sufficiently if city administrations are not involved (EUROCITIES, 2017, *Cities' actions for the education of refugees and asylum seekers*).

Cities often introduce new courses, including languages, to cater to migrant needs, working with non-governmental organizations and volunteers involved in integrating and educating migrants. These efforts complement the work of city administrations and address gaps in funding or staff. Language skills typically become an obstacle to entering vocational training. Cities often do not have the competence for tertiary education or to recognize prior learning (EUROCITIES, 2017, *Cities' actions for the education of refugees and asylum seekers*). Strategically connecting migrants to education services and the labour market is one of the key aspects of initiatives in affected cities. Migrants have a skills spectrum ranging from unskilled labour to highly-skilled workers, and have become a key driver for matching the skill demand and supply ratios around the globe. Enormous markets are created by migrants as consumers, the potential of which often remains untapped. Migrants also contribute massively to their origin countries by transferring financial and social remittances, encouraging trade linkages and making investments.

Does Immigration Have a Negative Impact on Employment at the Destination?

A recent briefing from The Migration Observatory at the University of Oxford (UK) states that "while immigration overall has no significant impact on unemployment in the United Kingdom, the evidence suggests that immigration from outside the EU could have a negative impact on the employment of UK-born workers, especially during an economic downturn. For both wages and employment, the short run effects of immigration differ from long run effects: any declines in the wages and employment of UK-born workers in the short run can be offset by rising wages and employment in the long run" (Ruhs & Vargas-Silva, 2017).

On the other hand, records on immigration in Norway show an inverse correlation, with an increase in immigration resulting in lower unemployment (including for native workers), with no negative effects on public finances. However, a negative effect on productivity was identified, which could be of concern for long-term growth (Furlanetto & Robstad, 2016).

Hence, the notion that migration negatively affects unemployment in the destination economy merits rethinking.

1.5.4.3. Health

Health is considerably linked to the conditions and environment in which people are born, live and work. Migration, social structures and economic policies are other social determinants of health. The presence of infectious diseases in migrants causes concern for cities, which in some cases have opted to screen for them, leading to debates on the human rights of migrants. While the “healthy migrant effect” may be applicable in cases where migrants are generally healthier than the population, migrants with pre-existing health conditions can strain cities’ healthcare systems.

In cities with a significant migrant population living in slums, migrants’ living conditions and other social determinants exacerbate the physical, mental and social health risks. They are exposed to such risks not only during their departure from their countries of origin, but also before and after leaving them. Stays in refugee camps or the lack of awareness about local health services within the host city can lead to existential insecurity and can have a negative impact on the well-being of migrants. These situations can cause high levels of anxiety, resulting in, for instance, higher blood pressure, or can manifest indirectly through unsafe practices (drug abuse), inadequate resources to prioritize the prevention of diseases or to seek access to healthcare when required, or poorer adherence to medical counsel.

Realities resulting from a new social and political environment and from language barriers place great demands on the coping skills of first- and second-generation migrants and their ability to adapt. The effects of the adaptation process, particularly on mental well-being, depend on, for instance, the social network of migrants, their gender, age, language aptitude, educational qualifications and religious beliefs, as well as the rationale for migration and how they were received upon arrival at their destination (Kristiansen, Mygind, & Krasnik, 2007).

1.5.4.4. Transportation

When cities grow, transportation infrastructure becomes critical due to its importance to most residents, organizations and governments. Migrants depend on transportation to commute, creating increased demand for such facilities. An efficient and affordable public transportation system plays a vital role in determining whether migrants can integrate into their new society.

Upon arriving in a new city, one of migrants’ primary concerns is how to avail themselves of public transportation services. In developing cities, where a significant portion of migrants lives in slums, streets are not even wide enough to accommodate vehicles, including emergency vehicles. Many slums have no pavements or street lights, leaving some migrants unable to travel or to move about safely at night (International Organization for Migration, 2015, “Geneva Conference on Migrants and Cities, 26-27 October 2015”).

1.5.4.5. Utilities

The demand for utilities, such as water, energy and telecommunications, can be put under severe pressure, with those at the lowest income levels suffering disproportionately from a lack of access. The situation gets worse when migrants reside in the same neighbourhood as low-income residents already accessing the scarce resources.

Water: One of the most severe challenges, especially in developing cities, is the availability of clean water. The Sustainable Development Goals intend to achieve universal and equitable access to safe and affordable drinking water for all people by 2030. The influx of migrants places an increasing demand on water resources, followed by an associated increase in sewage generation which, in turn, creates demand for waste water treatment facilities. A lack of such facilities results in an increased risk of untreated waste contaminating water, rendering more sources of water unusable and depriving more people of an increasingly scarce resource.

Energy: Migration also affects energy consumption and CO2 emissions quantitatively. A comprehensive study in 2013 on the effects of internal migration on residential energy consumption and CO2 emissions in Hanoi, Vietnam illustrated that “urban-to-urban migration had no statistically significant effect on per-capita energy consumption and CO2 emissions. ... However, rural-to-urban migration is shown to have a significant and negative influence on residential energy consumption and CO2 emissions. Population growth driven by rural-to-urban migration produces lower estimates of energy consumption than natural population growth.” Cities are underestimating the impact of rural-to-urban migration such that energy consumption estimates are lower when the population has increased due to this migration than through urban-to-urban migration and natural population growth. These outcomes have imperative implications for the energy policy of developing-country cities in the context of population growth and energy utilization (Komatsu, Kaneko & Dinh Ha, 2013).

Information and communications technology (ICT): Decisions to migrate, whether internally or internationally, are generally formed by weighing the benefits of moving to another location, thereby rationalizing the move. Advances in communications technology have made it possible to access the relevant information. These technologies not only make more and better information accessible to migrants and their families, but also connect relatives, friends and colleagues physically separated by migration. Consequently, emotional ties are more easily nurtured and trade exchanges are developed more readily (International Organization for Migration, 2015, “Geneva Conference on Migrants and Cities, 26-27 October 2015”).

ICT has played a crucial role in reducing the physical divide between migrant family members separated by geographies. Such technology directly influences how people socialize and work in transnational pluralistic societies. The internet has substituted traditional ways of accessing core institutions of social life for employment,

education, housing, health and transportation-related services. The growing speed of information has altered migration flows and increased the potential for mass arrivals in a compressed time frame, thus affecting the destination city. Using ICT has affected the flow of remittances to families and others in the land of origin. Recently, rapid streams of information via ICT has influenced the flow of asylum seekers into Europe, assisting them in choosing their route and destination. The news that Germany and Sweden were willing to welcome large numbers of asylum seekers from Syria and Iraq spread very rapidly, causing almost immediate effects on migration patterns and volumes in these countries (International Organization for Migration, 2015, “Geneva Conference on Migrants and Cities, 26-27 October 2015”).

1.5.4.6. Sanitation and waste

The link between drinking water and sanitation is critical because human waste is a major source of water contamination. Migration can greatly exacerbate the challenges of managing sewage in a city given the growth of the population, but the city cannot always meet the demand due to insufficient capacity. The ageing of sewage infrastructure has led to leakages in some cities. In Mexico City, estimates suggest that 25% of the city’s water supply is lost to leaks, which not only decrease the available supply but also allow contaminants to enter the system when water pressures fall below a minimum threshold.

Cities facing power and water shortages experience important challenges pertaining to sanitation and waste collection. This aggravates health problems associated with spreading communicable diseases, which can further worsen with the lack of sanitation facilities. The child mortality rate is many times higher in areas poorly served with clean water and proper sanitation than in areas with adequate water and sanitation services (International Organization for Migration, 2015, “Geneva Conference on Migrants and Cities, 26-27 October 2015”).

1.5.4.7. Social cohesion and community integration

Social cohesion refers to how people get along with each other in their local area or neighbourhood. This involves the interaction of migrants with other ethnic groups and residents, and their trust in local institutions (such as the police). Numerous migrants work and live in areas where the population is not used to receiving newcomers or embracing the cohesive impact of migration. Moreover, migrant labourers employed in menial and seasonal work often do not settle in one area for lengthy periods, which poses difficulties to strengthen integration and cohesion.

Community integration, on the other hand, refers to the dilution of differences, with disadvantages narrowing or disappearing over time. Migration’s effect on social cohesion and integrated community development is varied and diverse. Problems between communities arise from misunderstandings creeping in from language and cultural barriers, reduced knowledge of the environment and social context, and discrimination and xenophobia that contribute to migrants being excluded from basic urban services, such as housing, health and employment. In effect, a migrant’s path at the place of destination can be either a vicious or a virtuous cycle (Figure 22).

With migration policies mainly defined at the national level, cities are typically expected to develop their own strategy and policies to integrate people into the community. In the United States, some sanctuary cities support legislation that relieves their police force from cooperating with certain federal immigration controls that are regarded as prejudicial to migrant communities. In this context, Chicago and Los Angeles passed measures for non-cooperation in 2012, followed by New York in 2014 (International Organization for Migration, 2015, “Geneva Conference on Migrants and Cities, 26-27 October 2015”).

1.5.4.8. Safety and security

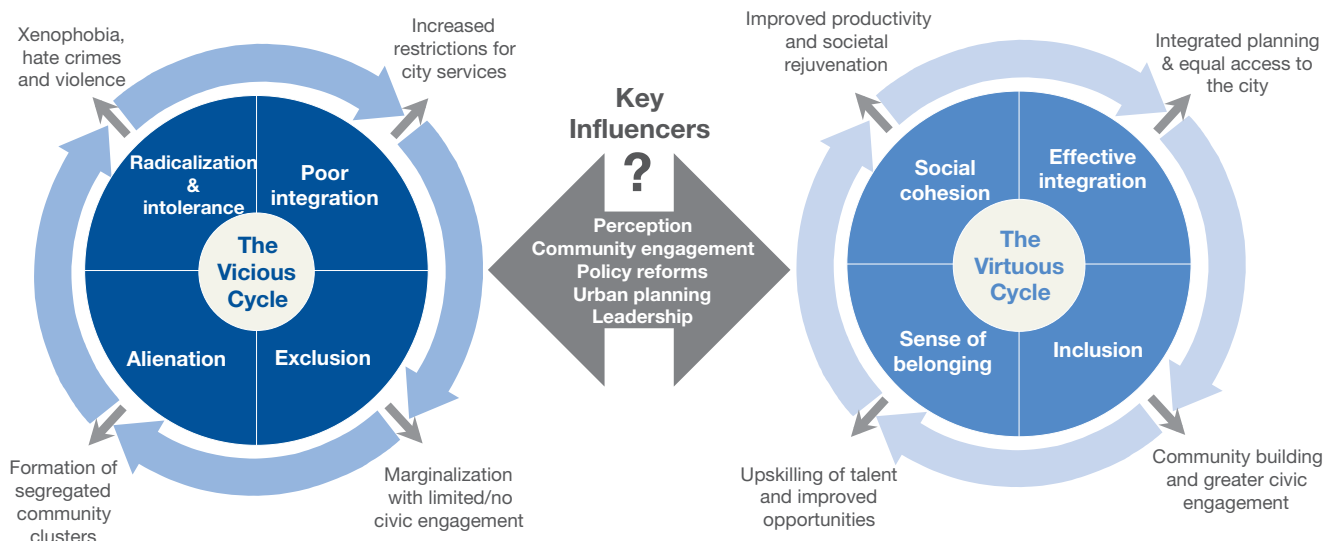
Several contradictory opinions exist on migration as a security issue and its relevance to national security and human security. The context of “whose security” is a subject of debate – state or humans, developed countries or developing countries, countries of destination or countries of transit and origin?

Some developed countries regard migration as a security issue and use it as an excuse to instate stringent and restrictive policies. These policies limit asylum seekers’ access to safe countries, and in extreme circumstances can lead to migrant smuggling and human trafficking, or their taking unsafe passages en route. They also result in disparity between the protection migrants are guaranteed under international law and the realities they face when travelling and working across countries. Emerging differences between the interests of migrants, city governments, and countries excessively controlling the movement of migrants have led to a misaligned outlook on immigration in such countries (Wohlfeld, 2014).

Today, whereas nation states and populists close international borders, divide communities and reject migrants, including those fleeing political violence, cities are seen as instinctively open, diverse and cosmopolitan. US sanctuary cities have helped migrants resettle and provided them with assistance and support. In view of the country’s new executive order that severs federal funding for cities and counties that protect undocumented immigrants (i.e. those who should be prosecuted for violating federal immigration laws), some cities are rebelling against the ordinance, such that a divide has been created between federal and local governments on the subject (Muggah, 2017, “Safe havens: why cities are crucial to the global refugee crisis”).

Figure 22: A Migrant's Path at the Destination: Vicious or Virtuous?

Source: World Economic Forum Future of Urban Development and Services Initiative



Sanctuary Cities and Policies

Sanctuary cities protect undocumented immigrants from deportation by limiting cooperation with federal immigration authorities. This could include declining to use city or state tax dollars to enforce federal immigration laws, and/or prohibiting local officials from asking people about their immigration status. The concept could also be extended to a country's counties and states.

Sanctuary policies are either mandated expressly by law or practiced unofficially. Proponents of this concept suggest that it encourages undocumented migrants to report crimes, seek healthcare and enrol in school, all of which they would have avoided earlier for fear of deportation. In 1979, Los Angeles became the first city to institute such policies when its police department forbade officers from detaining people to find out their immigration status.

In Canada, officials use the term "sanctuary city" similarly to refer to local protections and to potential limited cooperation with border-control authorities. In Europe and the United Kingdom, the term "city of sanctuary" usually refers to efforts supporting local refugees and coordinated advocacy for refugee admission and rights. Initiated in 1999 in the United Kingdom, at least 80 cities of sanctuary are committed to welcoming refugees, asylum seekers and others seeking safety.

Sources: The Economist, 2016; Berlinger, 2017; Muggah, 2017, "Safe havens: why cities are crucial to the global refugee crisis"



1.6. Chapter summary

- Migration can be classified by political boundaries (internal or international), movement of people (step, circular or chain) and decision-making approach, based on sociopolitical or developmental factors (voluntary or involuntary).
- Migration is caused by push and pull factors at the origin and destination that cover economic, sociopolitical and environmental areas.
- **International migration**
 - Of the 244 million international migrants recorded in 2015, 58% stay in developed nations, with 85 million originating from a developing nation.
 - Of the 177 million migrants of working age, 59% reside in developed nations. This implies most international migrants are young and prefer to migrate to developed economies.
 - Only one country from the top 10 corridors has a destination country in North America. Seven of the corridors have a destination country in the Middle East, one corridor a country in South-East Asia and another a country in North Africa. Destinations with the highest number of international migrants are oil-producing nations of West Asia and conflict-affected regions of the Middle East.
- **Internal migration**
 - As a much larger phenomenon, internal migration affects the lives of far more people (an estimated 763 million) but is given much less attention.
 - In the United States, as of 2013, about 27% of the population was born in one US state but lived in another.
 - Roughly 83% of Latin America's population lives in cities.
 - The urban population of MENA grew four-fold from 1970 to 2010 to 199 million.
 - Africa's urban growth rate is almost 11 times greater than Europe's.
 - In India, interstate migration doubled between 2001 and 2011 compared to the previous decade, growing 4.5% annually.
 - In Russia, 88% of migrants resettle within the Russian Federation.
 - According to the 2010 census, China has more than 220 million internal migrant workers, which is more than 90% of the world's international migrants.
 - In Europe, as of January 2016, 19.3 million people were residing in a different EU Member State from the one where they were born. In Cyprus, Hungary, Ireland, Luxembourg and Slovakia, the number of people born in another EU Member State was higher than the number born outside the EU-28.
- **Migration and cities**
 - Once they arrive in their destination country, migrants overwhelmingly remain in cities, where they significantly drive growth in both the urban population and the economy. The refugee crisis in Europe has also established cities as first points of arrival, transit hubs and ultimate destinations, roles that are widely acknowledged by institutions and stakeholders at the national and European level.
 - The last two decades have seen growing numbers of migrants in Europe and North America in smaller cities with 500,000 to 3 million inhabitants. Cities such as Athens, Budapest, Genoa, Malmö, Munich, Stockholm and Vienna have become transit hubs for refugees seeking to reach other countries.
 - India has 25 of the world's 100 fastest-growing cities. Moreover, Delhi, Kolkata and Mumbai are among the world's 10 most populous urban areas.
 - As for China, according to the 2010 census, 87% of its floating population resides in cities and towns.
- **Impact of migration on cities**
 - **Economic impact**
 - In 2015, migrants contributed \$6.4 trillion-6.9 trillion (9.4%) of the world's gross domestic product.
 - First-generation immigrants are more costly to governments than the native-born population. However, the second-generation, as adults, are among the population's strongest economic and fiscal contributors.
 - **Social impact**
 - The number of ethnic enclaves is rising in the urban areas of developed countries, resulting in middle-class migrants and entire neighbourhoods where migrants live indefinitely rather than being in transit.
 - Migrants are also a source of ideas and innovation who can contribute to businesses, governments and other entities in the city. Their way of life, music and other creative endeavours all play a role in enriching the destination city.
 - Migration involves complexities associated with diversity of race, religion, ethnicity, language and culture.
 - **Political impact**
 - While national governments oversee international migration to a region, the city leaders are those who are most affected by their government's decisions and who must address uncontrolled migration into their metropolises.
 - Transnationalism – in the context of moving to different destinations – is replacing the traditional one-way flow of migrants who secure permanent residency and/or citizenship in their destination country.
 - Stricter immigration policies can restrict migrants (especially from poor countries) from transferring their productive workforce to receiving cities.

- **Impact on urban infrastructure and services**
 - Housing
 - With their exorbitant housing prices, the global cities of London, Mumbai, New York, Paris and Shanghai are also among the major cities impacted by migration. Cities in Sub-Saharan Africa also suffer from severe housing shortages, causing steep inflation in the price of housing units.
 - A lack of affordable housing has resulted in people living in slums or squatting.
- **Education and employment**
 - Soaring immigration directly affects the availability of places in primary school, and inevitably pushes schools towards increasing class sizes and adding classrooms.
 - Migrants have a skills spectrum ranging from unskilled labour to highly-skilled workers, and have become a key driver for matching the skill demand and supply ratios around the globe.
- **Health**
 - In cities with a significant migrant population living in slums, migrants' living conditions and other social determinants exacerbate physical, mental and social health risks.
 - Realities resulting from new social and political environments and from language barriers place great demands on the coping skills of first- and second-generation migrants and their ability to adapt.
- **Transportation**
 - Migrants rely on transportation to move from one place to another, creating increased demand for such facilities.
- **Utilities**
 - Water: The influx of migrants places an increasing demand on water resources, followed by an associated increase in sewage generation which, in turn, creates demand for wastewater treatment facilities.
 - Energy: Migration affects energy consumption and CO₂ emissions quantitatively. Energy consumption estimates are lower when a city population has increased due to rural-to-urban migration than through urban-to-urban migration and natural population growth.
 - Information and communications technology: The growing speed of information has altered migration flows and increased the potential for mass arrivals in a compressed time frame, thus affecting the destination city.
- **Sanitation and waste**
 - Migration can greatly exacerbate the challenges of managing sewage given the growth of the population, but the city cannot always meet the demand due to insufficient capacity.
- **Social cohesion and community integration**
 - Problems between communities arise from misunderstandings creeping in from language and cultural barriers, reduced knowledge of the environment and social context, and discrimination and xenophobia that contribute to migrants being excluded from basic urban services.
- **Safety and security**
 - Some developed countries regard migration as a security issue and use it as an excuse to instate stringent and restrictive policies. These policies limit asylum seekers' access to safe countries, and in extreme circumstances can lead to migrant smuggling and human trafficking, or their taking unsafe passages en route.
 - Emerging differences between the interests of migrants, city governments, and countries excessively controlling the movement of migrants have led to a misaligned outlook on immigration in such countries.





Migration and Cities 2. Migration – The City Perspective







City leaders are almost always at the forefront of innovative immigrant integration policies because immigrants are incorporated more into the economic and social fabric of communities, which yields positive short- and long-term economic benefits for all.

Most cities have a story to tell and a lesson to share. These are covered in this section. Figure 23 provides the complete list of cities contacted individually as part of this study and those that volunteered to provide their perspective on migration in their cities.

For this report on migration and cities, the mayors of the most affected cities globally and regionally were consulted for their perspective on their cities and the migration profile and history, the push and pull factors that draw migrants to these cities, the effects (both positive and negative) on the city's urban infrastructure and service offerings, and how such effects are being addressed and the solutions implemented or being implemented in each city to minimize the impact. Cities were asked to call attention to partnerships developed in implementing these solutions and the lessons learned to share with other cities.

Figure 23: Some of the Cities Most Affected by Migration

Source: World Economic Forum Future of Urban Development and Services Initiative

Region	Country	City	Region	Country	City
 North America	Canada	Toronto	 Asia	India	New Delhi
	Canada	Montreal		Singapore	Singapore
	Canada	Calgary		Thailand	Bangkok
	Canada	Ottawa		India	Mumbai
	USA	New York City		India	Pune
	USA	Chicago		India	Surat
	USA	Washington DC		Bangladesh	Dhaka
	USA	Boston		China	Beijing
	Mexico	Mexico City		China	Shanghai
	El Salvador	San Salvador		China	Guangzhou
	Mexico	Tijuana		China	Shenzhen
 Latin America & the Caribbean	Argentina	Buenos Aires	South Korea	Seoul	
	Brazil	Rio de Janeiro	Philippines	Quezon	
	Brazil	São Paulo	Philippines	Davao	
	Chile	Santiago	Malaysia	Kuala Lumpur	
	Colombia	Medellín	Vietnam	Ho Chi Minh City	
	Costa Rica	Desamparados	 Europe	Germany	Berlin
	Colombia	Bogota		Belgium	Brussels
	Paraguay	Asuncion		Russia	Moscow
	Peru	Lima		UK	London
	Ecuador	Quito		Italy	Palermo
Saudi Arabia	Riyadh	Greece		Athens	
UAE	Dubai	France		Paris	
Jordan	Amman	Spain		Madrid	
Morocco	Casablanca	Poland		Gdansk	
Palestine	Ramallah	Sweden		Stockholm	
Lebanon	Beirut	Netherlands	Amsterdam		
 Sub-Saharan Africa	Burkina Faso	Ouagadougou	Netherlands	Rotterdam	
	Senegal	Dakar	Austria	Vienna	
	Mali	Bamako			
	South Africa	Johannesburg			
	South Africa	Cape Town			
	Ivory Coast	Abidjan			
	Nigeria	Lagos			
	Kenya	Nairobi			
 Oceania	Australia	Brisbane			
	Australia	Sydney			
	Australia	Melbourne			
	New Zealand	Auckland			

- Cities contacted for a case study on migration
- Cities that volunteered to contribute a case study to the initiative
- Cities that volunteered to contribute a solution for migration

2.1 North America



2.1.1. Montreal

As of 2016, the population of Montreal was over 1.94 million and increased 2.9% from 2011 to 2016. It has a poverty rate of 25%, and an unemployment rate of 6.7% for the native-born population and 15.1% for newly arrived immigrants. Around 29% of the population live under the low-income line, with 22.8% of residents in low-income families. Nearly 28% of the population is under 25 years of age and 16% of those over 65 are dependents, with 142,000 receiving social assistance.

Montreal is a city of immigration. One in two residents was born abroad or has parents who were born abroad. Immigrants account for 33.2% of the population, and the city's citizens are from 120 different countries of origin and speak 200 languages and dialects. Every year, Montreal welcomes an average of 35,000 newcomers with permanent immigrant status and 68,000 with temporary status (i.e. refugees, international students and temporary workers, sometimes accompanied by their families). This equates to nearly 280 people arriving each day into the city.

Natural increase (through births) is declining, leading to the demographic challenge of an ageing population. Immigration is important to balance demographics, and is rising. Montreal has declared itself a sanctuary city to respond more effectively to the needs of residents without legal status or with irregular immigration status. While legal immigration is the norm, illegal immigrants are on the rise primarily because of US immigration policy. Migration from

the city to suburbs is increasing socio-economic inequities in Montreal; newly arrived immigrants and students generally belong to the low-income category, whereas young middle-income families are leaving the city. Life expectancy varies significantly from borough to borough due to socio-economic factors. Some of the key pull factors at play in the city are its low crime rate, political stability, pursuit of higher education (Montreal was named the top university city globally in the QS World University Rankings 2017), better quality of life, innovation, work and other economic opportunities in information technology, multimedia and cultural industries.

Immigration's positive contribution to Montreal's demographic, social and economic development is undeniable. However, the municipal administration has to cope with everyday challenges of integrating new citizens and adapting its services to respond to the difficulties migrants face, as well as reducing obstacles to their integration. These challenges include maintaining, financing and coordinating services (at the community, municipal, provincial and federal levels); institutionalizing measures to alleviate unfamiliarity with available resources and services; and dealing with language-related specificities that can create situations of isolation and exclusion.



Housing – Nearly half of Montreal's recipients of social assistance are born outside of Canada. Immigrant families face difficulties at times in finding clean and affordable housing. Food and housing costs, combined with unemployment or underpaid work, create poverty.



Education – To welcome new arrivals, special classes, services in minority languages and amenities, among others, are needed. Access to education for children with an irregular immigration status is one of the city's concerns.



Employment opportunities and the labour market – Some immigrant groups, especially those belonging to visible minorities, face difficulties in job integration, even though many of them have an educational level equal to or greater than that of Montreal's population as a whole. This situation also extends to the second- and third-generation migrants. Common problems include lack of recognition of achievements and jobs below their skill levels.



Integration and social cohesion – Montreal is recognized as an open and welcoming city, with a rich and positively perceived diversity.

However, cohabitation by people of diverse

cultures, socio-economic conditions and religions also lead to misunderstandings and, sometimes, tensions within and between neighbourhoods. One of the city's emerging (though marginal) issues is radicalization that leads to violence and that could be attributed to social precariousness, family problems, discrimination, feelings of marginalization and exposure to extremist ideologies. Integration in the workforce is also a challenge. The **Centre for the Prevention of Radicalization Leading to Violence** has been established, with the mission of preventing and countering radicalization that leads to violence.

Externally, Montreal maintains bilateral relations with cities around the world and provides leadership and participation in multilateral organizations of cities that promote sharing of expertise and learning (e.g. Metropolis; C40; United Cities and Local Governments; United Nations Educational, Scientific and Cultural Organization). The city has developed the **International Observatory of Mayors on Living Together**, a programme aimed at sharing and pooling experiences of cities around the world on issues of living together.

Internally, Montreal has a policy framework in place since 1989 that addresses the political will to act on migration and integration-related challenges. This includes:

- Montreal Declaration against Racial Discrimination of 1989
- Montreal Declaration for Cultural Diversity and Inclusion, adopted by the city council on 22 March 2004
- Montreal Charter of Rights and Responsibilities, adopted on 20 June 2005
- Montreal Declaration on Living Together, adopted on 11 June 2015
- A social development policy promoting social cohesion and living together, citizen participation, and social and economic partnership
- Sustainable Montreal 2016-2020, a policy promoting access to sustainable and healthy neighbourhoods on a human scale

BINAM - Bureau d'intégration des nouveaux arrivants à Montréal (Bureau for integration of newcomers to Montreal) – A bold and innovative tool, this programme welcomes newcomers (from 0-5 years of age) to integrate them socially and economically. Using new technologies and collaborating with several institutional and community partners, it provides a new and constructive dimension to its projects, which include:

- An integration-work-training initiative
- “Je m’engage à engager” (I agree to hire) movement
- Launch of the website *Montréal, a new beginning*, which creates human relationships and is an adaptive, multiuser and inclusive information service (<https://ville.montreal.qc.ca/nouveaudepart/en>)
- Emploi Nexus (Job Nexus) programme
- Professional mentorship programme

Le Programme Montreal interculturel (PMI) – The PMI promotes the development of harmonious intercultural relations among residents to fight discrimination and racism. It aims for better understanding and communication between groups of various cultural origins, and seeks to increase Montreal citizens' awareness of cultural diversity. In practice, the programme offers financial support to projects fighting exclusion, discrimination and racism, and encourages intercultural rapprochement and dialogue. It also aims for cross-cultural training programmes for its municipal staff and corporate departments to account for greater ethno-cultural diversity in their service offering.

The participatory approach in Montreal has facilitated appropriation and ensured programmes' relevance. For example, the social development policy and the sustainable development plan were produced in consultation with all partners. Also, the integration-work-training initiative focuses on the collaboration of partners (private, governmental and institutional) to facilitate integrating cohorts of immigrant professionals into employment. The city also encourages processes that promote sharing of experience and learning. For instance, Montreal Interculturel analyses the projects being supported and draws lessons along with potential solutions for developing new actions that are enhanced and adapted to the context.

Montreal recognizes cultural diversity as an asset, enriching the city's sense of living together and representing an essential means for developing the metropolis. Understanding the value of cultural diversity is one of the basic premises of Montreal's societal project, enabling the city to innovate continuously through its approach and programmes. The city believes that immigrant integration rests on a principle of co-responsibility (shared by the immigrants themselves and the welcoming society), which has proven to be a positive and empowering approach.

Critical factors contributing to the success of its initiatives include many complementary services that facilitate the welcome and integration of newcomers (i.e. support from the first stage of their establishment to help with finding housing and assistance with job search, among others), as well as joint consultation and coordination. Also, tailor-made services and appropriate communication are essential, as the need for services can differ depending on a person's immigration status. Moreover, it is not always simple for these new citizens to sort out all services or even to know they exist.

Lessons learned

Montreal's cumulative actions, its bilateral relations with cities around the world and its involvement in multilateral organizations of cities promote sharing of expertise and learning. This, in turn, favours the establishment of winning conditions for fairer and more equitable societies that could lead to speedy fulfilment of a city's sustainable development goals.

Source: City of Montreal contribution to World Economic Forum study

Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Montreal</p> <p>City Profile</p> <p>Population – 1.94 million (2016)</p> <p>Poverty Rate – 25%</p> <p>Unemployment rate – 6.7% (native-born) and 15.1% (newly arrived)</p> <p>Foreign-born population – 33.2% of city population</p> <p>Average annual newcomers – 35,000 (permanent status) and 68,000 (temporary status)</p> <p>Key pull factors - Low crime rate, political stability, pursuit of higher education</p>	 <p>Housing - Immigrant families face difficulties at times in finding clean and affordable housing</p>	 <p>Integration & Social Cohesion - Bureau d'intégration des nouveaux arrivants à Montréal (Bureau for integration of newcomers to Montréal) – The tool welcomes newcomers (from 0-5 years of age) integrating them socially & economically</p>
	 <p>Employment - Recognition of achievements of migrants and jobs below skill levels. Difficulties in job integration extending to second and third generations as well.</p>	 <p>Integration & Social Cohesion - A centre for the Prevention of Radicalization Leading to Violence with a mission to prevent and counter radicalization that leads to violence</p>
	 <p>Education - Special classes, services in minority languages and amenities are needed. Access to education for children with an irregular immigration status is another concern</p>	 <p>Integration & Social Cohesion - International Observatory of Mayors on Living Together - Programme aimed at sharing and pooling experiences of cities around the world on issues of living together</p>
	 <p>Integration & Social Cohesion - Radicalization (marginal) that leads to violence and that could be attributed to social precariousness, family problems, discrimination, feelings of marginalization and exposure to extremist ideologies. Integration in the workforce is also a challenge</p>	 <p>Integration & Social Cohesion - Programme Montréal interculturel (PMI) to promote the development of harmonious intercultural relations</p>

Lessons Learned

Montreal's cumulative actions, its bilateral relations with cities around the world and its involvement in multilateral organizations of cities promote sharing of expertise and learning. This, in turn, favours the establishment of winning conditions for fairer and more equitable societies that could lead to speedy fulfilment of a city's sustainable development goals.



Since 2012, Ottawa has developed and implemented two municipal immigration strategies that align with the priorities of the Ottawa City Council; OLIP; the Ontario Ministry of Citizenship, Immigration and International Trade; and Immigration, Refugee and Citizenship Canada.



Housing – The average cost of housing in the city is CAD 394,000 (Canadian dollars) (City of Ottawa, 2016), whereas the median family income was CAD 102,000 (City of Ottawa, 2016), which is the second-highest family income among major Canadian cities. The city provides funding to community partners to support emergency and temporary shelter for newcomers. Two examples follow:

2.1.2 Ottawa

As of 2016, the population of Ottawa was about 970,000, spread over 2,796 square kilometres. Geographically, Ottawa is larger than the cities of Vancouver, Calgary, Edmonton, Toronto and Montreal combined. The city's unemployment rate stood at 6.3% in 2016 (City of Ottawa, 2016).

Ottawa welcomes approximately 12,000 new immigrants every year, including roughly equal numbers of permanent and temporary residents. The latter include temporary foreign workers and international students, who grew by 43% between 2008 and 2012. In 2011, 44% of Ottawa's population consisted of immigrants and their children. Newcomers to Canada move through a variety of immigration streams. Ottawa's share of economic immigrants has been steadily decreasing. Between 2010 and 2012, 25% of the immigrants arriving in Ottawa came through the Economic Class (the selection of applicants for permanent residency based on their ability to become economically established in Canada), compared to almost 64% of all immigrants admitted to the country during the same period. Ottawa is a diverse community, with over 90 languages spoken and concentrations of recent newcomers from China, Philippines, Lebanon and Haiti (City of Ottawa, 2016).

The city's efforts are part of a collective community initiative to attract, integrate and retain immigrants as well as support refugee resettlement efforts.

The Catholic Centre for Immigrants operates **Maison Sophia Reception House**, an emergency shelter for government-assisted refugees and refugee claimants. Other supports provided to newcomers at the Reception House include housing search, stabilization and retention, settlement and integration supports, legal services and a medical clinic.

The **National Capital Region's YMCA-YWCA** operates an emergency family shelter programme, which is available to newcomers requiring temporary accommodations. The YMCA-YWCA provides additional supports to newcomers, including a Newcomer Information Centre offering multilingual services, information and supports.

Ottawa also directly operates two family shelters, providing temporary accommodations to homeless families, many of whom are newcomers. The staff provides services to its clients in a variety of languages, accessing cultural interpretation services as required. The case management process involves making referrals to community agencies for assistance related to immigration, health and school registration.



Health – Ottawa Public Health (OPH) is committed to collaborating with partners and communities to continually enhance broad-based population health protection and promotion approaches, while addressing the needs of groups facing health inequities. Consistent with its public health mandate, OPH supports intersectoral initiatives to address the root causes of health inequities, such as language, employment, income, housing and systemic racism/discrimination. Skilled, multilingual staff deliver services and programmes in a culturally competent and safe manner. Targeted outreach services and tailored programmes are designed with partners to more effectively reach newcomers, immigrants and other racialized groups on priority health issues, such as sexual health and HIV/AIDS prevention, mental health, dental health, and maternal and newborn health.

Over 13 local agencies focus on the successful settlement of newcomers in Ottawa. The city is a co-founder and active participant in the Ottawa Local Immigration Partnership (OLIP). OLIP brings together over 60 local agencies serving immigrants and community partners to facilitate community-wide strategic alignment and the development of effective responses to attracting, settling and integrating immigrants.

Ottawa also participates in the Francophone Immigration Support Network of Eastern Ontario (FISNEO). FISNEO facilitates local collaborations and partnerships for developing projects aimed at integrating francophone immigrants (City of Ottawa, 2016).

Ottawa Public Health is an active member of OLIP's Health and Wellbeing Sector Table, contributing to the design and implementation of innovative intra- and intersectoral programmes to address health priorities among newcomers, immigrants and racialized communities. Health Skills Health Smart has enabled settlement and other frontline workers to provide accurate health information and timely referrals to their clients. The **Language Learning for Health** programme, consisting of lesson plans for English and French as a second language developed in collaboration with the Ottawa-Carleton District School Board (OCDSB) and the École des adultes Le Carrefour, provides reliable, up-to-date information on priority health topics for adult language learners while improving their proficiency in an official language. Language proficiency is associated with immigrant employment rates and health. Refugees and those who cannot communicate in an official language are at particular risk of a rapid decline in health. OPH also participates in working groups to tackle language interpretation gaps in the health system. The **OPH Information Line** (OPHIL) offers access to interpretation in over 170 languages.

To plan for the arrival of large numbers of refugees, OPH has been actively involved in task forces and working groups with partners in the community (e.g. the city's Syrian Refugee Resettlement Task Force). More specifically, OPH was part of the **Refugee 613 Health task force**, providing health assessments and support to refugees settling in Ottawa. Services included ensuring the control of communicable diseases and adequate immunization, dental services, and maternal/child health assessments and follow-up.

OPH attended the consultation meeting conducted by the newly established Ontario Anti-Racism Directorate in Ottawa, and is closely following the evolution of its three-year action plan, including its upcoming disaggregated **Data Collection Framework and Guidelines**. OPH has consulted OLIP and other partners on elaborating an intake form to gather social determinants of health data (e.g. language, country of origin, ethno-cultural/racial identity, income, housing) across services, with the goal of improving access to and quality of services. Consistent with its commitment to equity and inclusion, OPH has a human resource strategy in place that considers workforce diversity, including ethnicity/race.



Employment – Ottawa is guided by the Corporate Diversity and Inclusion Plan, which outlines how it will create a workforce that reflects the communities it serves and adapts to changing needs, including those of newcomers.

The city's **Professional Internship for Newcomers** programme provides newcomers with Canadian work experience through short-term paid employment positions. Résumés and applicants are sourced through the Federal Internship for Newcomer programme or local settlement agencies. In addition to financial assistance, Ottawa also offers a range of direct employment supports to eligible applicants, many of whom are newcomers. These include job skills assessments, employment readiness and job-specific training.

Access to municipal services – The city offers the **Language Line**, which provides residents with interpretation services in over 170 languages when they call into any of seven different municipal information centres.

Community-led initiatives

Refugee 613 is a community coalition of citizens, settlement agencies, sponsorship groups and community partners. The coalition helps people and organizations connect to clients, stakeholders and each other to collaborate on a range of issues related to supporting refugees' integration. Work is done through formal task forces and informal working groups, as well as one-on-one with people seeking to assist in the refugee effort as partners, sponsors or volunteers.

The Refugee 613 task forces are based on the Health, Housing, and Policy & Inspiring Change groups. Several work groups collaborate on sponsorship, employment and community outreach. Refugee 613 has also established a WhatsApp group to communicate and make referrals for Syrian/Arabic-speaking refugees.



Roofs for Refugees, an affiliate of Refugees Welcome International, is a grass-roots, volunteer-run web portal and housing service that connects housing offers from the public with refugees, sponsorship groups and settlement agencies. The service screens the housing offer and coordinates with settlement agencies and private sponsors to facilitate a housing match. Roofs for Refugees is a partnership with Refugee 613 and the Catholic Centre for Immigrants.²

Lessons learned

Addressing the needs of newcomers requires a commitment to collaborate broadly and engage community partners and other levels of government. This will help to anticipate and identify emerging issues and needs, and to plan strategically in addressing barriers. Collaborating strategically on initiatives dealing with population-specific needs that might not otherwise be addressed has worked well in Ottawa.

Source: City of Ottawa, 2016; City of Ottawa, 2017, City of Ottawa contribution to World Economic Forum study, coordinated by the International Coalition of Inclusive and Sustainable Cities, an initiative of the United Nations Educational, Scientific and Cultural Organization

Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Ottawa</p> <p>City Profile</p> <p>Population – 0.97 million (2016)</p> <p>City Area – 2,796 km²</p> <p>Unemployment rate – 6.3% (2016)</p> <p>Foreign-born population – 44% of city population (2011)</p> <p>Average annual newcomers – 12,000</p> <p>Key Pull Factors - Diverse community, with over 90 languages spoken.</p>	 <p>Housing – Average cost of housing is CAD 394,000 (Canadian dollars), whereas the median family income was CAD 102,000. High cost of housing and insufficient shelter for refugees are key challenges.</p>	 <p>Housing – Provision of temporary shelter for refugees (e.g. Maison Sophia Reception House and Emergency family shelter programme by YMCA-YWCA). Roof for refugees programme with residents opening homes to refugees.</p>
	 <p>Health – Inequities in healthcare are not sufficiently meeting the needs of immigrants.</p>	 <p>Health - Language Learning for Health programme for English and French as second language with information on priority health topics. Ottawa Public Health Information Line for tackling language interpretation gaps. Data Collection and framework and guidelines to gather social determinants of health data. Refugee 613 Health task force, providing health assessments and support to refugees</p>
	 <p>Integration & Social Cohesion - Refugee integration in to city communities.</p>	 <p>Employment - Professional Internship for Newcomers (PIN) programme provides newcomers with Canadian work experience through short-term paid employment positions</p>
		 <p>Integration & Social Cohesion - Ottawa Local Immigration Partnership (OLIP) to facilitate community-wide strategic alignment and develop effective responses to attract, settle and integrate immigrants. Francophone Immigration Support Network of Eastern Ontario (FISNEO) to integrate francophone immigrants</p>

Lessons Learned

Addressing the needs of newcomers requires a commitment to collaborate broadly and engage community partners and other levels of government. This will help to anticipate and identify emerging issues and needs, and to plan strategically in addressing barriers. Collaborating strategically on initiatives dealing with population-specific needs that might not otherwise be addressed has worked well in Ottawa.



2.1.3 Calgary

As of 2017, Calgary's population stood at 1,246,337 (Calgary, 2017), with the city and region totalling 1,439,756. The city's vacancy rate in 2017 is 4.76%, and unemployment is at 9%. Until recently, Calgary had the fastest-growing population of Canada's major metropolitan centres; in 2015, its growth rate was over 2.5 times greater than the Canadian average. The annual population growth rate over the past decade was 2.4%, which has added 315,368 people to the Calgary metropolitan region. The past decade has seen three consecutive years of record population growth (2012 to 2014), with each year being over 30,000. Most migration to Calgary is internal from within Canada, primarily from the Maritime Provinces and Ontario. The city attracted many workers to the Alberta oil fields and oil sands from eastern Canada and other countries.

Calgary is a very diverse city, with various communities having cultural links with 200 countries. Over 30% of the population belongs to a visible minority, and the city is ranked third in proportion of visible minorities behind Toronto and Vancouver. Most of the recent immigrants are largely from South Asia (India and Pakistan), China and the Philippines. It has received a small but steady stream of refugees this decade from South Sudan, East Africa, Iraq and Syria. In the 1990s and early 2000s, refugees came from the former Yugoslavia, Albania and Central America. Calgary welcomed a large Vietnamese and Lebanese community due to migration in the 1980s. The Chinese community has grown over generations, with waves of migration to the city starting in the 1880s. Going back over 100 years, western Canada has had waves of immigrants from Central and Eastern Europe, the United States, Western and Northern Europe and the British Isles, mixing with local indigenous and francophone communities. The mid-20th century saw further waves of Italians, Hungarians, Germans, Ukrainians and Greeks mixing together to create a unique cultural mosaic in western Canada, and particularly in Calgary. The city has not had a negative net migration since the early 1980s. It does go through troughs where the population increase is low, but in 2017, more births than deaths have covered this deficit.

During the 1970s and 1980s, Calgary experienced intense boom and bust cycles, resulting in significant economic and population growth that dramatically transformed the city and region. The 1990s saw a long period of retrenchment and slow growth, while rapid growth returned with an intense resource boom in the mid-2000s due to surging oil and natural gas prices. Although a minor recession occurred during the global economic crises of 2008, the economy quickly rebounded again by 2010. Calgary had a very dynamic economy that helped attract jobs and investment in the petroleum, commercial, residential and service sectors until the community was hit with the oil downturn starting in December 2014. Housing vacancy rates climbed from near 0% to over 5% within a year, and unemployment went from being the lowest of any major Canadian city to the highest, at 10%. A community accustomed to the struggles of keeping up with rapid growth had to quickly deal with the consequences of deep recession. The economic downturn was soon followed by a shift in Canadian immigration policy in November 2015 when the federal government pledged to resettle 25,000 Syrian refugees within a few months, ultimately accepting 40,000 refugees by the end of 2016. Calgary had to accept and settle double the number of refugees it normally receives in a year within three months in early 2016.

The city has one of the most extensive public transit, park and recreational systems in North America, and is consistently ranked 5th in the world for liveability by *The Economist*. Located just an hour from the Canadian Rocky Mountains and Banff National Park, the city is a lifestyle draw for people who enjoy being outdoors and close to the mountains for recreation. Calgary has one of the milder climates in Canada, being close to the mountains and the Pacific Ocean, which allows the "Chinook" winds (warm winds from the Pacific) to provide temporary relief from winter weather. Calgary has some of the sunniest and mildest winters in Canada, outside of the west coast. Further, its low property taxes and low income tax (at the provincial/state level compared to the rest of the country) are a draw for migrants.



Housing – Calgary's average housing price is higher than the national average. In the last five years, the city has begun to see more multifamily units constructed per year than single-detached homes. The vacancy rate, near zero two years ago, has increased to beyond normal, at about 5-6% in 2017. The city has a policy goal of 50% growth from internal redevelopment, with the remaining 50% from new areas on the city's fringes. However, it is building more inside the city than outside. In 2010, less than 25% of the costs of construction and servicing of new areas (sewer and water, and social amenities such as parks, fire halls, police stations and libraries) were covered by the private sector and end user. After several years of negotiations with the development industry, Calgary has shifted the cost of growth onto developers so that the new subdivisions pay for themselves. This has moderately increased the cost of housing, which is still relatively low compared to Toronto and Vancouver. However, wages in Alberta and Calgary are higher than the national average, and affordability remains competitive (Carrick, 2017).

In terms of affordable and social housing, many projects, both non-profit and governmental, are currently under way to refurbish and increase the supply. Beyond a small constellation of non-profit agencies supplying units, the primary supplier of affordable housing is the [Calgary Housing Company](#), which manages and maintains most of the social housing stock within Calgary on behalf of the city and the Province of Alberta. In addition, the [Attainable Homes Calgary Corporation](#) assists citizens who meet certain income levels to purchase a home. The provincial and federal governments provide most of the capital funding to build affordable housing in Canada, and the province supplies direct funding for rent subsidies to individuals. Despite these programmes and organizations, 3,000 people are on the waiting list to enter units provided by the Calgary Housing Company.

Refugees arriving in Canada do not have access to social housing, which is for residents already in the community who meet the low-income threshold. Refugees find housing in the private market; however, they receive financial support for housing through the [Refugee Assistance Program](#) for one year while they settle (the Canadian government expects refugees to be financially independent thereafter). During the influx of Syrian refugees in Calgary, most were settled in the city's eastern and northeastern neighbourhoods, where immigrants and migrants find more available rental housing than in the western and southern neighbourhoods.

During the influx of Syrian refugees in 2016, the city and a [task force of settlement agencies and community volunteers](#) set up a housing database (through the assistance of the Calgary Housing Company) where citizens and private rental companies could register their unit available to rent to a refugee family. Settlement agencies and private sponsors thus had a simplified way to find housing for Syrian refugees. Often, rental units were supplied at a discount for one year. For the refugees, an important part of successfully settling is the private sponsorship programme, where five or more Canadian citizens team up and are required to look after a refugee family financially for the first year, and pledge to mentor the family for up to five years.

Canada has two types of refugees. One is state-sponsored refugees who have gone to a United Nations-designated camp or a United Nations programme as identified individuals, and are brought into the country by the federal government. Calgary has 680 assisted refugees who, once they arrive in the country, are given temporary housing by a settlement agency for two to four weeks, where they attend classes and get acclimatized. The agency finds housing for them where the Canadian government provides temporary support for rent and food, after which the families must support themselves. The other type are refugees who go through the private system, where refugee families move in with a local family responsible for looking after and sponsoring them. The local family then finds them housing, paying for basic necessities for a year and assisting them to

get on their feet. Thereafter, the native family is responsible for mentoring them and helping them to migrate. Churches and mosques, among others, band together, and individual families, clubs or other ethnic community groups will come together and sponsor families.

The **Syrian Refugee Support Group** of volunteers in Calgary has set up a warehouse where people can donate furniture, books and clothing for refugees, and where families can walk through and pick what they want or need to set up their households. Assistance has been provided to 335 privately sponsored refugees, and another 84 have received help from private individuals.



Education – Calgary has formed a task force for the community, with representation from churches, settlement and social agencies. It includes school boards to coordinate the response to the influx of Syrian refugees. The public school board (the [Calgary Board of Education](#)) has [schools dedicated for arriving migrants](#), as well as for international migrants who cannot speak English well or whose educational level is not sufficient for the general system. Refugees or migrants get specialized education in these schools to prepare them to enter into the regular school system. Migrant students who do well go to normal schools with the general population, and those who perform less well go to [preparatory schools](#).



Employment and the economy – Calgary's unemployment rate stands at 9% (7% more than in 2015). The city is the centre of the oil and gas sector in Canada, employing engineers, geologists and professionals from all over the world. Of the six major Canadian cities, Calgary has the highest number of small businesses and head offices per capita. In 2016, more businesses opened and fewer closed than the average over the previous five years. Calgary has the second-highest number of corporate headquarters in the country, after Toronto. The petroleum industry is a key component of the economy; however, transportation and logistics, agriculture and services are major sectors in an increasingly diversified economy.

Public and private investment in major infrastructure projects are keeping Calgary's construction industry healthy – for example, the New Central Library, several new office and residential towers, dozens of new primary schools, three new interchanges, a ring road, waste water treatment plant expansions and four new recreation centres (Calgary Economic Development, 2016). In the last seven years, the city has built a significant amount of infrastructure and stepped up roadworks and transit upgrades to keep up with growth, and is now planning a new light rail transit system.



Urban planning – Calgary is located in the transition zone between the Rocky Mountains and foothills and the Canadian prairies. Besides being hilly, much open land makes it easy for the city to expand. However, conscious effort is being made to slow down such growth and increase density, and to look at redeveloping parts of the inner city.

The city's new policy, **Growth Management**, focuses growth in key areas to build out more quickly and move into a new area. This would ensure sustainable growth and the city's long-term financial health. In the past, communities were approved that would build out on the city's edge, consuming financial resources for building urban infrastructure such as sewer lines, and subdivisions that would be developed slowly and not generate enough tax revenue to get a return on the capital investment or maintain the operating services. The city is shifting its planning policy objectives to more efficiently redevelop built-up areas within the city, i.e. to the same extent as its expansion into greenfield areas.



Integration and social cohesion – Despite a few acts of vandalism and racism in Calgary, the community has been predominantly welcoming. Most schools have tried to ensure that kids have a buddy. The city has families acting as mentors and buddies to support and welcome privately sponsored refugees. Government-sponsored refugees usually get paired up with a family that acts as a mentor and, if the family is large, they are paired up with two or three sets of volunteers to show them round and be welcoming. In March 2016, the city invited all the Syrian refugees to a fair at City Hall, consisting of advertisers, servicers, community groups, mosque and church representatives, volunteers, various agencies, healthcare professionals, police, cultural programme representatives, parish park and library staff, among others, where they were introduced to the city and its services.

Three Things for Calgary is an initiative that encourages all citizens to do three things to make their community a better place, large or small and every year, such as picking up litter, opening the door for a person, hosting a party for neighbours, joining a community board or volunteering. These include stories of young children making friends with Syrian children and helping them. The city also has **ReDirect**, a programme that works through education, awareness and intervention to prevent Calgary youth and young adults from becoming radicalized.

Momentum is a programme that uses a community economic development approach, offering hope and opportunity to people living in poverty. Momentum partners with people to build their assets through the programmes in three areas: business development, where they can pursue self-employment as a means of primary or supplementary income; financial literacy, where they can learn money management skills and how to save; and skills training, where new Canadians and aboriginal people can build new skills that enhance career opportunities. Momentum supports many migrants, as well as providing microloans for business.

Lessons learned

Calgary's response to migration is very community oriented. The city has had a role along with other members of the community, including mosques and churches. Further, putting as much focus on inner-city redevelopment as it does on expansion ensures that the city benefits in the short term while also planning for the long term.

Source: City of Calgary contribution to World Economic Forum study



Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Calgary City Profile</p> <p>Population – 1,246,337 (2016) Unemployment rate – 9% (2016) Annual Population Growth Rate – 2.4%</p> <p>Key Pull Factors – Ranked 5th in the world for liveability (The Economist), Outdoor recreation activities given the city proximity to the mountains, sunniest and mildest winters in Canada, low property tax and income tax as compared to rest of Canada</p>	 <p>Housing – Average price of housing higher than the national average; waiting list of 3,000 people for housing units by Calgary Housing Company.</p>	 <p>Housing – With Attainable Homes Calgary Corporation, the province supplies direct funding for rent subsidies to individuals in cities, Housing database where citizens and private rental agencies register housing units for renting to refugees. Syrian Refugee Support Group is running an open warehouse to help set up households.</p>
	 <p>Education – Some international migrants lacking language skills or having educational level below that required for the general system</p>	 <p>Education – The public school board has schools dedicated for arriving migrants, as well as for international migrants who cannot speak English well or whose educational level is not sufficient for the general system. Momentum – a programme for community economic development assisting individuals in business development, financial literacy & skills training</p>
	 <p>Urban Planning – Building out on the city's edge, consumed financial resources for slowly developing urban infrastructure and not generate enough tax revenue to get a return on the capital investment or maintain the operating services.</p>	 <p>Urban Planning – Policy goal of having 50% of growth come from redevelopment within the city and 50% from new areas on the city's fringes. Growth Management – a policy for building out in focused areas and moving into a new area</p>
	 <p>Integration & Social Cohesion – Few acts on vandalism and racism have been observed in the recent past.</p>	 <p>Integration & Social Cohesion – Three Things for Calgary – an initiative encouraging citizens to do three things for making their community a better place. ReDirect – a programme for preventing city youth and young adults from being radicalized.</p>

Lessons Learned

Calgary's response to migration is very community oriented. The city has had a role along with other members of the community, including mosques and churches. Further, putting as much focus on inner-city redevelopment as it does on expansion ensures that the city benefits in the short term while also planning for the long term.



2.1.4. New York

With 8.5 million residents, New York City is the most populous city in the United States; it is twice the size of Los Angeles and three times the size of Chicago, the country's second- and third-largest cities, respectively. The New York City-New Jersey-Philadelphia metropolitan area has a gross domestic product (GDP) of \$1.6 trillion, or roughly the same size as Canada's national GDP, and ranks as one of the 20 largest economies in the world.

New York has had a diverse immigrant community since the arrival of the first European traders in the late 1500s. Early records show that 17th-century Manhattanites (those living in Manhattan, one of the city's boroughs) spoke 18 languages. Since that time, more immigrants have entered the United States through the city than through all other points of entry combined. The largest waves of immigration to New York were between 1860 and 1920, and between 1965 and the present. The city is home to 3.2 million foreign-born New Yorkers, who come from all regions of the world and speak over 200 languages.

US immigration law is set at the national level and decentralized across multiple federal agencies for implementation. No single country of origin makes up a majority of New York's immigrant community. New Yorkers from the Dominican Republic, China, Mexico, Jamaica and Guyana represent the city's five-largest foreign-born communities. With its large economy, rich cultural history and internationally recognized sectors (e.g. finance, arts, academia), the city offers multiple reasons to move there. More than half of its foreign-born population (1.6 million) are naturalized US citizens. The remaining 1.6 million include residents with legal permanent status (holding green cards); residents on diplomatic, student or skilled worker visas; and residents with refugee or asylum status. An estimated half a million New Yorkers are undocumented immigrants.

Nearly 40% of the city's population is foreign-born, as well as nearly half (46%) of its total labour force. Slightly over half of the city's small businesses are owned by immigrant New Yorkers who, on average, are more likely to own a home than their US-born peers. In addition to being an economic engine, immigrant New Yorkers make the city culturally rich and vibrant, a reason the city drew 60 million visitors in 2016. The city embraces all New Yorkers regardless of their immigration status. Many of the immigration-related challenges facing the city stem from structural barriers to equity created at the national level by outdated federal immigration policy. New York recognizes that undocumented residents are vulnerable to discrimination because of their legal status. At the city level, justice, equity and public safety for all New Yorkers are central to the work of city government. New York's public health, education and safety services are available to all residents under city law, regardless of immigration status.

ActionNYC was launched by the New York City Mayor's Office of Immigrant Affairs (MOIA), the Human Resources Administration (HRA) and the City University of New York (CUNY) in 2016. It is a citywide, community-based programme that offers immigrant New Yorkers free, high-quality immigration legal advice and representation. ActionNYC is able to provide these services at an unprecedented scale by employing three pillars:

1. Outreach and marketing
2. Community navigation
3. Legal services

ActionNYC also leverages existing infrastructure by partnering with the New York City Department of Education, New York City Health + Hospitals (H+H), public libraries, legal services providers and over 20 community-based organizations. Since the launch of the programme, ActionNYC has provided nearly 12,000 comprehensive immigration legal screenings and fielded over 1,217 calls per month through its hotline, with a peak of 1,762 calls in February 2017. Specialized community navigation sites in schools and hospitals have increased the programme's reach to vulnerable immigrant populations. At its launch, ActionNYC was the nation's largest local investment in free, confidential immigration legal services by a municipality. As the need for these services has grown, the Mayor made another landmark investment in June 2017 by doubling his administration's annual funding for immigration legal services to over \$30 million.

New York's municipal card, **IDNYC**, was developed as an instrument of equity and unity to support the city's residents who face barriers to obtaining government-issued identification. They include immigrants, individuals experiencing homelessness, seniors, youth, survivors of domestic violence, transgender and gender-non-conforming residents, and formerly incarcerated residents. Undocumented immigrants cannot apply for a driver's licence in the State of New York; for this community, IDNYC offers a form of government-issued identification where previously there was none. IDNYC cards serve as a valid form of government-issued ID in the city. The card can be used to access city services, enter city buildings, interact with the New York City Police Department (NYPD), check in at city hospitals, access health and immunization records, pick up one's child from school, open a bank account, be an organ donor, and access wellness benefits and cultural institutions. It also serves as a library card, in addition to many other functions. Cardholders can designate a preferred language on the back of the card, as well as preferred gender, or no gender, on the front.

More information on the programme can be found at nyc.gov/idnyc.

During a 2016 external assessment of the IDNYC programme, 77% of immigrant users reported that having an IDNYC card increased their sense of belonging in the city. New York City, led by the Mayor's Office of Immigrant Affairs (MOIA), the Human Resources Administration and the Mayor's Office of Operations, worked in close partnership with the NYPD, the New York City Department of Education (NYCDOE), New York City Health + Hospitals, and community-based organizations to develop and roll out the IDNYC programme. Public-private partnerships were vital to creating IDNYC and remain central to the programme's continued success. Collaboration with the NYPD was critical to ensuring police accepted IDNYC cards as a valid form of identification. The NYPD's expertise also helped the city define enrolment eligibility requirements and adopt cutting-edge fraud prevention tools. The city respects and takes seriously the confidentiality concerns of all New Yorkers. Partnership with the NYCDOE helped ensure the card would be accessible to youth by providing verified forms of identification for students aged 14 to 17 to use in enrolment, and by hosting mobile enrolment centres at schools across all five of the city's boroughs. The NYCDOE's support also allows parents to use their IDNYC cards in the city's public schools.

Careful, thorough planning and staff responsiveness facilitated a successful rollout. Before the card's official launch, New York City worked through community partners to promote IDNYC in person in thousands of locations across the city in multiple languages. The launch was designed around access: application sites had bilingual staff, access to simultaneous interpretation in 180 languages, application materials in 34 languages, and stations accessible to individuals with limited hearing, vision or mobility. Found across all five boroughs, the permanent enrolment centres (26) are in high traffic areas. Moreover, pop-up enrolment centres travel to schools, hospitals, community centres and other locations throughout the city to supplement the permanent ones. A converted recreational vehicle serves as a mobile enrolment centre that goes to the edges of all the boroughs to provide access to the hardest-to-reach communities, and a travelling team makes house calls for homebound New Yorkers. Homeless applicants can have their card mailed to an enrolment centre, while victims of domestic violence can choose to have their card delivered to safe addresses that conceal their location.



The response was overwhelming, with city residents lining up as early as 4 a.m. the first day at enrolment centres to apply for a card. IDNYC staff mobilized quickly to meet demand, opening dozens of new centres and extending operating hours up to 15 hours per day at some locations. As of June 2017, more than 1.07 million New Yorkers were IDNYC cardholders.

Lessons learned

The main lessons of the IDNYC initiative are maintaining privacy, guaranteeing access and ensuring inclusion. Cities seeking to replicate the programme should carefully consider how to safeguard residents' confidentiality, and should develop personal data protection policies to bolster public trust in an ID system. Enrolment centres should be geographically diffused and, where appropriate, hosted on a rotating basis in hard-to-reach, vulnerable communities. Materials and support should be offered in many languages and formats to accommodate all enrolment needs. The approved documents used by IDNYC to confirm eligibility and identity were selected to include communities previously overlooked by formal ID systems, without compromising the highest levels of security and integrity. Partnerships with cultural, financial and wellness institutions grant all New Yorkers access to the same New York experiences and opportunities.

Source: City of New York contribution to World Economic Forum study

Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>New York</p> <p>City Profile</p> <p>Population – 8.5 million (2016)</p> <p>City Area – 2,796 km²</p> <p>Foreign-born population – 3.2 million (of which 1.6 million are naturalized citizens)</p> <p>Foreign-born population in labour force – 46% of city population</p> <p>Number of undocumented migrants – 0.5 million (estimated)</p> <p>Key pull factors - Large economy, rich cultural history and internationally recognized sectors (e.g. finance, arts, academia)</p>	<p> Safety & Security - Access to city infrastructure and services that require a government issued identification was quite a challenge.</p> <p> Immigration Policies - Structural barriers to equity created at the national level by outdated federal immigration policy</p>	<p> Safety & Security - IDNYC – a municipal ID programme for reducing barriers in obtaining government-issued identification including immigrants for accessing city services, enter city buildings, interact with the New York City Police Department (NYPD), check in at city hospitals, access health and immunization records, pick up one’s child from school, open a bank account, be an organ donor, and access wellness benefits and cultural institutions. It also serves as a library card. Cardholders can designate a preferred language on the back of the card, as well as preferred gender, or no gender, on the front.</p> <p> Immigration Policies - ActionNYC - a citywide, community-based programme that offers immigrant New Yorkers free, high-quality immigration legal advice and representation. The programme leverages existing infrastructure by partnering with the New York City Department of Education, New York City Health + Hospitals (H+H), public libraries, legal services providers and over 20 community-based organizations. Specialized community navigation sites in schools and hospitals have increased the programme’s reach to vulnerable immigrant populations.</p>

Lessons Learned

Cities seeking to replicate a municipal ID programme should carefully consider how to safeguard residents’ confidentiality, and should develop personal data protection policies to bolster public trust in an ID system. Enrolment centres should be geographically diffused and, where appropriate, hosted on a rotating basis in hard-to-reach, vulnerable communities. Materials and support should be offered in many languages and formats to accommodate all enrolment needs. Documents used by IDNYC include communities previously overlooked by formal ID systems, without compromising security and integrity. Partnerships with cultural, financial and wellness institutions grant all New Yorkers access to the same New York experiences and opportunities.



2.1.5 Boston

Boston's population reached a peak of approximately 801,400 in 1950, then declined 30% by 1980 because of forces such as suburbanization leading to domestic out-migration. Starting in 1980, the city's population grew by 18% to over 669,400 in 2015.³ Boston is a city of high mobility that depends on migrants for its growth. Less than half of Boston's residents were born in its state (Massachusetts),⁴ and almost 70,000 new residents arrive in the city each year.⁵ Some of the pull factors that draw migrants to Boston include educational and job opportunities, political freedom/stability, and personal or community connections.

Increased enrolment in Boston's 30-odd colleges and universities has contributed to the city's recent growth. Approximately 39% of its new arrivals each year are young adults aged 18 to 24, and 38% of migrants enrol in college or university upon arriving. This influx of young adults keeps Boston's population young, with a low dependency ratio of 0.253.⁶

Other migrants come to Boston for the job opportunities created by its strong economy. From 2014 to 2015, the city's GDP grew 5.27%,⁷ and unemployment in 2017 stands below 4%.⁸ Boston specializes in highly skilled sectors, such as healthcare and social assistance, and professional, scientific and technical services and education. Highly educated migrants come to the city for these opportunities. Of those migrants in Boston who are not enrolled in school, 59% already have a bachelor's degree or higher.

About 12,000 of the almost 70,000 new residents arriving in the city each year come from abroad, as either foreign-born immigrants or as native-born individuals returning to the US from living outside the country. The top 10 countries of origin of international migrants coming to Boston between 2007 and 2015 were China, Dominican Republic, Japan, India, Haiti, Vietnam, Colombia, Brazil, Lebanon and El Salvador. International immigration increased the foreign-born share of Boston's population from a low of 13% in 1970 to 28% in 2015. Puerto Ricans, who are native-born US citizens, have also been moving to Boston in increasing numbers; in fact, the city's Puerto Rican population has grown by 90% since 1980. Most international immigrants come to Boston for educational or job opportunities, but

some are also seeking political freedom or safety from war. For example, civil wars and oppression in Guatemala and El Salvador led many people to immigrate to the United States. Once an immigrant community is established in the city, more immigrants come to join family members or benefit from the extended social network. As a result, for example, one in five Cape Verdean immigrants in the United States lives in Boston.

An estimated average of 64,000 Boston residents leave the city each year, including about 6,000 who depart for another country.⁹ People leaving Boston tend to be slightly older than those arriving (39% of those leaving are aged 25 to 34). Most out-migrants (60%) have a bachelor's degree or higher, and 73% of them do not enrol in further schooling at their destination. Approximately one-third of all people leaving the city settle in the Greater Boston area, and about 16% work in Boston after their move. The push factors contributing to this out-migration include better job opportunities, lack of job opportunities for Boston's disproportionate number of college graduates compared to the size of its labour market,¹⁰ more affordable or larger housing, immigration constraints, better public schools for children and favourable weather conditions in other states.

Migration's effect on municipal infrastructure is small. Despite the large numbers of people coming and going, migration follows a predictable pattern, and overall population growth is a manageable 1% per year.



Housing – Boston's housing stock is 65.7% rental, helping to accommodate the high rates of mobility. Migrants, many of whom are students, increase demand for housing and put pressure

on rents in the housing market. Young adults living with roommates are perceived to be taking housing away from families. Including people who live alone, 52% of households are non-family groups, and Boston has over 19,000 undergraduate and graduate students living in private market housing.¹¹

From 1980 to 2015, the average monthly rent increased 78% in real terms.¹² Rental increases have put financial pressure on many households. Excluding student households, 31% of households with a foreign-born head are severely burdened by housing cost.¹³

The **Boston 2030 Housing Plan** outlines the goal of producing 53,000 new units of housing by 2030 to accommodate growing demand. The city seeks to increase housing production for low-income, non-elderly households by 50%, creating 6,500 new affordable housing units by 2030. Boston also has a goal of creating 16,000 new undergraduate dorm beds to reduce the number of undergraduates living off-campus in the city by 50%, while creating dedicated housing for 2,500 graduate students. Nearly 3,600 undergraduate dorm beds were built from 2011 to 2016, including 1,030 in 2016 alone.



Education – In Boston public schools, 45% of students have a first language other than English.¹⁴ Moreover, 30% (16,694 students) are English learners, 60% of whom were born in the United States. More than 71 different languages are spoken among English learners in the city’s public schools; the top languages are Spanish (58%), Haitian Creole (7%), Cape Verdean Creole (7%), Chinese (5%), Vietnamese (5%), Portuguese (2%), Somali (2%), Arabic (2%) and French (1%).

All students learning English receive instruction in **English as a second language** from Boston’s public schools.¹⁵ The schools offer resources for undocumented immigrant students and provide multilanguage workshops for caregivers. They also offer caregivers financial support to get technology in homes.¹⁶ The public schools have a **dual language programme** in which English learners are paired with native speakers, and classes are taught in both languages so that students become bilingual.¹⁷



Health – Approximately 27,000 Boston residents do not have health insurance despite state law that requires it. About half of those residents are foreign born. A lack of legal documentation prevents some immigrants from getting health insurance. Young adults can typically stay on their parents’ health insurance until age 26. Colleges require proof of health insurance and provide healthcare to students.

Boston has 25 neighbourhood community health centres specializing in health services for the different populations in these neighbourhoods. The Boston Public Health Commission supports a number of initiatives, such as the **Boston Healthy Start Initiative** that provides support to pregnant women and mothers of children under 2 years of age.



Employment opportunities and labour market – Boston’s unemployment rate is less than 4%, although young adults and immigrants may have more trouble finding employment. Immigrants may face barriers to employment, as Boston’s economy is concentrated in highly skilled occupations, including medicine, research, biotech, finance, law, consulting and higher education. This concentration highlights the need for quality education and job training to prepare residents for employment.

The Mayor’s Office of Workforce Development (OWD) works to ensure all Boston residents can participate in the city’s economy, such as by providing English classes to immigrants. The **Neighborhood Jobs Trust** is a public charitable trust fed by linkage fees from developers of large-scale commercial projects in the city. The trust’s money supports services, including job training and retraining, employment counselling and job placement, adult literacy and alternative education programmes, and related support services. The **Office of Financial Empowerment** helps address poverty and income inequality in the city, and promotes high-wage growth by embedding financial empowerment strategies into existing infrastructure.

Boston and its partners launched the **Greater Boston Apprenticeship Initiative**, which will provide career pathways in the construction and hospitality sectors for 405 low-income participants over five years. The programme follows a learn-and-earn model, where participants start at more than a living wage and can work towards higher wages.¹⁸ The OWD funds non-profit partners that understand the workforce challenges of the populations they serve. Several of these organizations work with distinct cultural and linguistic groups, such as the Chinese, Brazilian, Cape Verdean, Vietnamese, Haitian, Portuguese and Latino communities.

The Boston Resident Job Policy is an ordinance that sets goals for employing city residents, people of colour and women on construction projects. The **Living Wage Ordinance** requires that all employees working on sizable city contracts earn an hourly wage sufficient for a family of four to live above the federal poverty level. The city also convenes the **Task Force on Foreign Trained Professionals** to assess barriers to employment and develop strategies at the local level to support immigrant workers seeking to work in their field of expertise.



Integration and social cohesion – Boston has no measure for social cohesion, but with 10% of its population being new each year, mobility has some influence on the social bonds needed to develop social cohesion. Despite high levels of mobility, the city’s neighbourhoods have many civic associations that promote social cohesion. A citywide master plan (Imagine Boston 2030) assesses Boston’s plans for future population growth while better extending the city’s benefits to all people.

Boston works to integrate young adults, many of whom are new, into the life of the city. **SPARK Boston** offers an opportunity for young adults from diverse backgrounds to work on civic engagement at the city and neighbourhood levels. The city is also partnering with colleges and universities to ensure the smooth integration of newly arriving students.

Boston also works to welcome immigrants. The **Mayor's Office for Immigrant Advancement** connects the city's immigrant population with community resources, including legal and educational support. A municipal ID card proposal will allow immigrants to have a government-sponsored form of identification. Municipal Leaders for Immigrant Advancement joins other municipalities in the state and region that promote pro-immigrant policies to share best practices and coordinate efforts. Another initiative, To Immigrants with Love, is a pro-immigrant public art campaign to lift up the contributions of Boston's immigrants from the past and present. The city also partners with non-profit organizations to support immigrants and refugees.






Lessons learned

Most of Boston's policies and programmes for immigrants and other new arrivals could be replicated elsewhere at the city level. The main lesson for Boston has been that leadership is crucial and that the city needs to frame migrants as part of its history and fabric. Current residents must be reminded that new arrivals from other parts of the country or around the world have built the city over the years.

Source: City of Boston contribution to World Economic Forum study



Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Boston</p> <p>City Profile</p> <p>Population – 669,469 (2015)</p> <p>Unemployment rate – Below 4%</p> <p>Average annual newcomers – Almost 70,000 (39% being young adults aged between 18 and 24 and 38% enrolling in college or university)</p> <p>Key Pull Factors - Educational and job opportunities, political freedom/stability, and personal or community connections</p>	 <p>Housing - Excluding student households, 31% of households with a foreign-born head heavily burdened by housing cost</p>	 <p>Housing - Boston 2030 Housing Plan –targeting 53,000 new units by 2030</p>
	 <p>Education - 45% of students with first language other than English</p>	 <p>Education - English as a second language (ESL) instruction from Boston public schools and dual language programme – pairing English and native speakers with classes taught in both languages</p>
	 <p>Health - Approximately 27,000 Boston residents without insurance, about half of whom are foreign born</p>	 <p>Health - Boston Healthy Start Initiative – reducing racial inequities in infant mortality and poor birth outcomes</p>
	 <p>Employment - Immigrants may face barriers to employment, as Boston’s economy is concentrated in highly skilled occupations, including medicine, research, biotech, finance, law, consulting and higher education. need for quality education and job training to prepare residents for employment.</p>	 <p>Employment - Neighborhood Jobs Trust – supporting job-related services; Office of Financial Empowerment – addressing poverty and income inequality, Greater Boston Apprenticeship Initiative – providing career pathways in the construction and hospitality sectors, Boston Resident Job Policy – setting goals for employment in construction projects, Living Wage Ordinance – requiring a sufficient hourly wage in city contracts, Task Force on Foreign Trained Professionals – supporting immigrant workers</p>
	 <p>Integration & Social Cohesion - SPARK Boston – offering young adults from diverse backgrounds opportunities in civic engagement</p>	

Lessons Learned

Most of Boston’s policies and programmes for immigrants and other new arrivals could be replicated elsewhere at the city level. The main lesson for Boston has been that leadership is crucial and that the city needs to frame migrants as part of its history and fabric. Current residents must be reminded that new arrivals from other parts of the country or around the world have built the city over the years.



2.2 Latin America



2.2.1 São Paulo

The largest city in Brazil, São Paulo was built by national and international migrants. Of its population of roughly 12.1 million,¹⁹ over 385,000 (almost 3.5%) are registered international migrants.²⁰ The city covers an area of over 1,520 square kilometres. Its unemployment rate in July 2017 was 17.1%,²¹ an increase of 0.5% from the previous year. Its 2014 GDP was approximately 628 billion Brazilian real,²² with a Human Development Index score of 0.805 (2010).²³

In many ways, the history of migration in São Paulo mirrors that of migration in Brazil. It is marked first by the arrival of Portuguese colonizers in the 16th century, followed by slaves working on plantations in the 17th century (as in the United States) and by different waves of migrant workers coming from Europe during the 18th, 19th and 20th centuries. Finally, Japanese migrants came from the early to mid-1900s. From 1872 to 1971, the city saw major waves of nationals arriving from Portugal, Spain, Germany, Italy, Lebanon, Syria and Japan.²⁴ At the beginning of this century, new patterns of international migration to Brazil emerged, and the country again became a sought-after destination for migrants.

Since 2000, São Paulo has received a gradual influx of international migrants. This movement reached a peak in 2014; first, with a major influx of Haitian nationals previously hosted in Acre, a northern state of Brazil; and then, with Syrians holding humanitarian visas and fleeing the war. Syria's situation exerted great pressure on São Paulo's local

government, which had to act swiftly to guarantee the well-being of migrants and their fundamental rights. Arrivals of South Americans increased dramatically between 2000 and 2010, with 90.4% growth in the number of Bolivians in the country.²⁵ Significant arrivals of Haitian nationals followed that country's earthquake in 2010. Between 2010 and 2016, over 72,400 Haitians crossed Brazil's borders; although over 12,656 of them have already left, 59,750 remain in the country.²⁶ In the same period, São Paulo was also a destination for nationals of Syria and African countries, including Angola, the Democratic Republic of Congo, and Nigeria.

Some of the factors that attract international migrants to São Paulo are employment opportunities, established migrant communities, accessibility of public services and guarantees of social rights.



Housing – São Paulo has a high cost of living, with migrants often struggling to find suitable accommodation in the city at a reasonable price. As a result, the city faces challenges in

providing short-term shelter and long-term housing for international migrants. São Paulo City Hall implemented four public short-term shelters (two of which are exclusively for women) that specialize in hosting migrants and refugees, with a total of 540 vacancies. During the peak periods of arrivals from Haiti in 2014, emergency shelters were also established, hosting 2,349 migrants during their 110 days of operation.



Education – Public schooling in São Paulo is free to all permanent residents and compulsory for children aged 4-17 (Law n. 12.796/2013).

The standard of São Paulo's public school education varies, and often depends on a school's socio-economic environment. Children usually attend the public school closest to their place of residence. Due to the demand for space, and to accommodate the high number of students, the city's schools often run three separate sessions per day: in the morning, afternoon and evening, with children attending one session daily.

Nevertheless, the municipal government guarantees the enrolment of migrant children and teenagers in public schools regardless of their migratory status. Classes are taught in Portuguese.

Knowing the local language is essential for migrants' autonomy and inclusion in society. In August 2017, the São Paulo City Hall launched **Portas Abertas: Português para Imigrantes (Open Doors: Portuguese for Migrants)**, the result of a partnership between the city's Municipal Secretariat for Human Rights and Citizenship and the Municipal Secretariat of Education. The project aims to offer 600 places for migrants in 10 different municipal schools during its first semester, and represents the first time that Portuguese as a second language is offered to migrants in Brazil as a structured public policy.



Health – The city's healthcare system has certain inequalities and a disparity between the options available for most of the local population and those for the city's wealthier residents. São Paulo has a two-tier health system consisting of public and private hospitals. While migrants in the city have guaranteed access to public healthcare, a need exists to build capacity among public health system employees on how to attend to international migrants, including language skills.

Corujão da Saúde and Corujão da Cirurgia – in which, through partnerships with private hospitals, the municipal waiting time for surgeries and medical screenings could be reduced to virtually zero. Such programmes were also available to migrants living in the city.



Employment opportunities and the labour market – The public employment system needs to be reformed to cater to the skills and talents of international migrants. São Paulo has also identified the need to raise awareness among employers about migrants' right to labour and labour rights.

São Paulo has been promoting employability among international migrants through employment task forces, legal regularization and the guarantee of access to the public employment system by appointing migrant civil servants in job intermediation services (coordinated by the Municipal Labour Secretariat's **Diversity Project**). The city has also made efforts to register international migrants in the national banking system.



Roads and transport – As expected in such a densely populated and sprawling city, heavy traffic congestion can affect commuting times in São Paulo. Many investments have been made to expand the city's public bus network. While public buses travel farther and are more available than the subway system, they are often caught in traffic jams in spite of exclusive bus lanes in the Greater São Paulo area. The city's public bus network can be a complicated experience for commuters who do not speak Portuguese.



Integration and social cohesion – Since 2013, São Paulo has become an example of successfully managing immigration in a city, mostly because of its governance structure and preparation of institutions, policies and legislation. The city conducts training workshops and awareness-raising campaigns for civil servants working in different areas of the municipal government; this helps to ensure international migrants and their families receive qualified assistance and access to fundamental rights.

To fight occasional xenophobia, São Paulo City Hall launched an awareness campaign called **There is a place for everyone in São Paulo. Except for intolerance**. The slogan was printed on folders and banners at bus and subway stations, and published in social media. In addition to the campaign, efforts are made to recognize and appreciate the festivities and cultures of international immigrant communities; they include institutional support of cultural activities and participation of immigrants in public cultural incentive programmes.

In May 2013, the **Coordination of Policies for Migrants (CPMig)** was created within São Paulo's Municipal Secretariat for Human Rights and Citizenship. It is the only municipal structure in Brazil designed exclusively to develop and implement public policies for international migrants. CPMig's objective is to promote a municipal policy for migrants in a cross-cutting, interdisciplinary and participative way, guiding its actions through a human-rights lens instead of as a matter of national security or as the protection of the national labour market. The CPMig is responsible for coordinating a set of measures with other municipal secretariats to promote the social, economic and political inclusion of international migrants living in São Paulo. For this reason, the CPMig's concerted efforts were responsible for founding CRAI-SP in 2014, as well as implementing all other significant advances to address migration in the city.

In November 2014, the city developed the **Reference and Assistance Centre for Immigrants (CRAI-SP)**. The first of its kind in Brazil, the CRAI-SP is a public service of reference prepared to provide specialized assistance to international migrants. This includes guidance on the regularization of migratory status, legal counselling, social assistance, as well as referral to Portuguese classes, job intermediation services, short-term shelters and other needs. It is provided in at least seven languages. As of July 2017, over 10,300 migrants have used the CRAI-SP services since its inception.

As a result of the CPMig's work, and along with the support of civil society organizations and international migrants living in the city, Municipal Law n. 16,478 was sanctioned in July 2016, thus formalizing São Paulo's **Municipal Policy for the Immigrant Population**. Pioneering public policies that were previously established, such as the creation of CRAI-SP, were consolidated and expanded. The law is grounded on the respect for human rights of migrants living in the city, regardless of their migratory status. Decree n. 57,533/2016, the legislation regulating this law, goes even further, institutionalizing responsibilities for each of the existing municipal secretariats (e.g. labour, sports, education, health) with respect to their actions towards international migrants.

Furthermore, Municipal Law n. 16,478 established the **Municipal Council for Migrants**, an advisory organ of the municipal administration. With equal representation from the municipal government and civil society, as well as equal representation between men and women, the Council has several responsibilities, such as formulating, implementing and monitoring the Municipal Policy for the Immigrant Population, and standing for and promoting the rights of international migrants in São Paulo. Even though Brazilian law prevents international migrants from voting and exercising political rights, São Paulo understands that how essential it is to include these migrants in local political life and to integrate them into society. The initial composition of the Municipal Council for Migrants will be nominated by September 2017.²⁷








Lessons learned

The São Paulo case study proves that an institutional framework can be built that ensures international migrants are able to live their lives anywhere with dignity. International migrants have the same entitlement to human rights as national citizens, regardless of their migratory status. The public administration at all levels has a duty to promote, guarantee and safeguard those rights.

Source: City of São Paulo contribution to World Economic Forum study



Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>São Paulo</p> <p>City Profile</p> <p>Population – 12.1 million (2017)</p> <p>City Area – 1,520 km²</p> <p>GDP – 628 billion Brazilian real (199 billion USD) (2014)</p> <p>Unemployment rate – 17.1% (July 2017)</p> <p>Foreign-born population – 3.4% of city population (385,120)</p> <p>Key pull factors - Employment opportunities, established migrant communities, accessibility of public services and guarantees of social rights.</p>	 <p>Housing - Providing short-term shelter and long-term housing. High cost of living making housing unaffordable for migrants.</p>	 <p>Housing - Four short-term shelters – hosting migrants and refugees</p>
	 <p>Education - Portuguese as the only medium of instruction in public schools</p>	 <p>Education - Open Doors: Portuguese for Migrants – offering Portuguese in schools as a second language</p>
	 <p>Health - Capacity of staff on how to best care for international migrants</p>	 <p>Employment - Diversity Project – promoting employability of international migrants</p>
	 <p>Employment - Reform in public employment system catering to international migrants</p>	 <p>Integration & Social Cohesion - Awareness campaigns and institutional support – supporting migrant participation in public cultural programmes</p>
	 <p>Roads & Transport - Heavy traffic and congested roads with high rate of vehicle ownership and low reliability of public transport</p>	 <p>Integration & Social Cohesion - Reference and Assistance Centre for Immigrants to guide on migratory status regularization, legal counselling, social assistance, referral to Portuguese classes, job intermediation services, short-term shelters and other needs.</p>
	 <p>Immigration Policies - Ensuring international migrants and their families receive qualified assistance and access to fundamental rights</p>	 <p>Immigration Policies - Coordination of Policies for Migrants – developing and implementing policies for international migrants, Municipal Policy for the Immigrant Population; Municipal Council for Migrants</p>

Lessons Learned

An institutional framework can be built that ensures international migrants are able to live their lives anywhere with dignity. International migrants have the same entitlement to human rights as that of national citizens, regardless of their migratory status. The public administration at all levels has a duty to promote, guarantee and safeguard those rights.



2.2.2. Medellín

Medellín is Colombia's second-largest city and economy. While the city's population is estimated at 2.4 million, the metropolitan area, including bordering municipalities like Bello, Envigado and Itagui, has more than 3.5 million inhabitants. In 2014, Medellín's gross domestic product grew 4.5%, in line with the country's rate. As of 2016, the city's unemployment rate was 10.4%, slightly higher than the country's average of 9.2%. Medellín's poverty rate fell considerably from 2002 to 2016, from 36.5% to 14.1%.²⁸

The city has been shaped mainly by migrations coming from impoverished rural areas to the cities. Migratory flows intensified in other situations, namely in voluntary migrations and forced displacement, and consequently led to subnormal resettlements forming from urban centres' inability to integrate newcomers. Medellín witnessed three waves of migratory flows in the 20th century – the first at the beginning, the second in the middle, and third at the end (the last one continuing into the beginning of the 21st century). Forced expulsions partly fuelled the second and third waves. The population increased from over 58,800 inhabitants in 1905 to approximately 358,200 in 1951, and since then increased to over 2,464,300 people in 2015, growing about 4,190% over more than a century.

The phenomenon of internal forced displacement has severely affected the city. Medellín has been trying to regulate it, resettling 482,780 victims (20% of the city's population) during the last three decades. In the last four years, the number of displaced people arriving in Medellín has decreased, from 30,430 victims in 2012 to 7,683 in 2016. In 2017 so far, the number has decreased by 45% compared to 2015. Between 1985 and 1 July 2017, over 133,400 victims were displaced in the city. These included people who left one part of Medellín and concentrated in another, a phenomenon known as intra-urban forced displacement. Although the city has seen a decrease recently in the reception and expulsion of people, the needs and demands of victims, having accumulated over three decades, are a real challenge for the local administration. The city is presently focusing on the accumulated population and towards prevention of further expulsions.

The 482,780 victims of internal forced displacement resettled inside the city. However, with such a large-scale resettlement, the possibilities of integrating victims are limited. While Medellín's economy has grown remarkably over the past decade, it still has high rates of poverty and inequality; the city's Gini coefficient, according to the DANE (National Statistical Department), is 47.8. The city is unable to integrate a diaspora of this magnitude, and the local economy tends to support a higher percentage of capital accumulation than economic growth. Besides being a humanitarian catastrophe, the phenomenon of resettling victims of forced displacement has deep connections with urban problems, such as poverty, the rise and expansion of inequalities from "unintentional resettlement", a housing deficit and pressures on land use. The situation is also exacerbated by several social and planning problems in the city.

The internal migrants have now been recognized as victims of armed conflict. Further, judicial, administrative, social and economic solutions have been defined in the public policy for victims. The city implements actions based on:

1. Agreement 049 of 2007, the public policy for attending to and addressing the population affected by forced displacement
2. A return protocol
3. The municipal development plan, which has specific projects such as:
 - a. Restoration of 2,500 families who are victims of conflict by 2019
 - b. Support of 2,750 families in their return by 2019



Housing – In 2016, 797 families were assisted with new, used or improved housing units, as well as their registration. Medellín also processed 52 applications for tax relief of abandoned properties, and 46 asset protection cases aimed at preventing properties from being seized from victims.



Health – The city has preserved or restored rights in emergency care and comprehensive services for its victims, along with vaccinations in early childhood, psychosocial support programmes and rehabilitation of landmine victims. In 2016, 84% of victims were in the health system, of which 53% were served through subsidies and the remaining 47% through voluntary contributions.



Education – Children and adolescent victims received preferential access to the education system, regardless of the time of the school year and with no demand for payments.



Social inclusion – Medellín supports victim organizations, and its Municipal Worktable of Participation assists with budgetary and technical issues. The city also works towards including disabled and affected victims to participate in planning and other divisions of the municipal council.



Employment opportunities – The city plans to increase the population's productive potential and achieve socio-economic stabilization through occupational orientation, vocational programmes and the support of entrepreneurship.

In 2016, municipal programmes served 1,575 victims of the conflict through several initiatives. Two initiatives in particular have stood out:

Rural Settlement of Victims in “La Loma”

This intervention, supporting victims of massive expulsion in 2013, is based on institutional adjustments, the implementation of procedures according to the needs of the territory, and the strengthening of grass-root organizations. Some of the initiative's key actions included:

- Providing shelter and delivering humanitarian kits
- Protecting real estate and people
- Constructing safe corridors for mobility and restoring police security
- Intervening with vulnerable groups, such as strengthening community organizations and constructing a community action plan
- Creating home gardens and breeding smaller species
- Improving housing
- Managing employability properly
- Constructing and/or improving community equipment
- Decorating works and maintaining infrastructure
- Accompanying people during the time of expulsion
- Supporting families who decided to relocate in other areas of the city
- Supporting local integration of families who have decided to return

Return and Relocation Support

The second initiative assists families who are victims of forced displacement, have settled in Medellín and want to return or relocate outside the city. Along with a strategy supporting affected families, the initiative planned and implemented actions with territorial and symbolic effects and the potential to strengthen municipal institutions. The project focuses on:

- Psychosocial accompaniment
- Events of symbolic repair
- Legal advice
- Generation of income
- Commercialization of products
- Housing improvements
- Attention in emergencies during the return
- Household items
- Transport for family members intent on returning







Lessons learned

Medellín has managed to support the return of 3,100 families (a total of about 15,000 people). It is difficult for the city to intervene in phenomena that have not been studied and researched through routine programmes. These challenges require adjustments in institutional design, as well as legal and technical tools that can handle interventions in local integration; this applies particularly to restoring the rights of the displaced population by integrating them in their localities after arrival. In addition, support is needed in returning victims as a way of optimizing resources used in restoration after the expulsion process, and in providing food security, entrepreneurship, psychosocial support, housing and community infrastructure.

Source: City of Medellín contribution to World Economic Forum study



Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Medellín</p> <p>City Profile</p> <p>Population – 2.4 million</p> <p>GDP growth rate – 4.5% (2014)</p> <p>Unemployment rate – 10.4% (2016)</p> <p>Poverty Rate – 14.1% (2016)</p> <p>Internally Displaced Persons – 482,780 (20% of city population) over last three decades</p> <p>Key push factors - Impoverished rural areas, involuntary migrations and forced displacement, other urban centres' inability to integrate newcomers.</p>	 <p>Housing - Resettlement of 482,780 victims of internal forced displacement who have concentrated inside the city.</p>	 <p>Housing - Rural Settlement of Victims in “La Loma” providing shelter and delivering humanitarian kits, protecting real estate and people, constructing safe corridors for mobility and restoring police security, improving housing</p>
	 <p>Integration & Social Cohesion - Large proportion of resettlement posing challenge to integration, given the city's high rate of poverty and inequality</p>	 <p>Housing – Return and Relocation Support – acting to support victims (families) of forced displacement through psychosocial accompaniment, events of symbolic repair, legal advice, generation of income, attention in emergencies during the return, household items and transport for family members intent on returning</p>
		 <p>Integration & Social Cohesion – Intervention with vulnerable groups of “La Loma”, such as strengthening community organizations and constructing a community action plan, constructing and/or improving community equipment, decorating works and maintaining infrastructure, accompanying people during the time of expulsion, supporting families who decided to relocate in other areas of the city, supporting local integration of families who have decided to return</p>

Lessons Learned

It is difficult for the city to intervene in phenomena that have not been studied and researched through routine programmes. These challenges require adjustments in institutional design, as well as legal and technical tools that can handle interventions in local integration; this applies particularly to restoring the rights of the displaced population by integrating them in their localities after arrival. In addition, support is needed in returning victims as a way of optimizing resources used in restoration after the expulsion process, and in providing food security, entrepreneurship, psychosocial support, housing and community infrastructure.

2.3 Europe



2.3.1 Berlin

Berlin has a population of almost 3.69 million (June 2017)²⁹ and occupies 891.7 square kilometres (as measured in 2015).³⁰ It has a high unemployment of 9.8% (2016),³¹ and its gross domestic product grew 2.7% in 2016.³² At least 18.4% of Berlin's population is foreign born. In the mid-1990s, its population declined due to migration into western Germany and to suburbanization over seven years. Following a phase of stagnation, Berlin started growing slowly in 2005, and between 2005 and 2010 its population increased by almost 50,000. Starting in 2010, Berlin experienced rapid growth, mainly driven by migration. In the last five years alone, the city grew by 243,500 people, of which 81% were foreigners. In 2015 and 2016, migrants seeking asylum in the city led to an exceptional increase of 76,000 refugees.

The Berlin Senate estimates that at least 157,000 more people will live in the city by 2030, with 24,000 additional refugees expected to come by 2020.³³ International migration will be the main driver of future growth. Despite this growth and the migration of primarily young people to Berlin, the population will become older – even if the birth rate remains higher than the death rate, as has been the case for the last 10 years. Berlin is also a popular destination for internal migrants, with a higher number of immigrants than emigrants. The migration balance in the city's suburban areas is negative; particularly people aged between 30 and 40 (young families) leave Berlin to move to the suburbs. The share of international migrants in the overall positive migration balance rose continuously during the previous years, and has reached almost 80%.

Berlin's image is one of an international, innovative, creative and open-minded city, with **above-average economic growth, a highly dynamic job market** (60,000 jobs added in the past year) and low labour costs. It is ranked highly as an international metropolis for start-ups, and has an **excellent scientific and technology landscape**, with a high number of academics and great appeal to students. Almost all public services have been hugely affected since the unforeseen growth in migration that began in 2010.



Housing – The housing situation has deteriorated in recent years, with few vacancies. Berlin needs up to 20,000 new apartments every year. Temporary housing is required given the growing number of refugees since 2015. The majority of those arriving in 2015 and 2016 were accommodated temporarily in sports halls, but all who have arrived in 2017 have been housed in collective accommodation centres, temporary homes (containers) or regular apartments.

Berlin has an urban development plan for housing, embedded in the **Berlin Strategy 2030**, which focuses on preservation and redensification of the housing stock, in addition to new buildings. Up to 35,000 apartments, to be built in 11 new quarters, will take into account the social mix, follow high ecological standards and use technologies for a growing and ageing society. Several measures are aimed at keeping rents as low as possible: an introduction of a cap on rents for apartments of state-owned housing companies, community preservation measures (*Milieuschutz*) and rent control (*Mietpreisbremse*). With the high influx of migrants, the Berlin Senate started to build 60 collective accommodation centres and 30 **Tempohomes**, or containers that serve as housing for up to three years. The long-term goal is to integrate refugees into the general housing market as well as neighbourhood programmes for social integration (e.g. community management; the *Freiwilliges Engagement in Nachbarschaften* programme [Voluntary Engagement in Neighborhoods]).



Education and health – The number of students and patients is increasing, generating a growing need for infrastructure and personnel (particularly given the shortage of teachers and nursing staff).

Berlin's main tasks are to overcome language barriers and provide consulting services – for example, **Welcome Classes** in schools, attended by roughly 12,000 children from immigrant families to prepare them for regular school classes, and psychological help for traumatized people.

People holding valid residence permits have access to the German healthcare system through statutory public health insurance. **Med-Points** are set up wherever more than 500 refugees are being accommodated.



Employment opportunities and the labour market – Though high, the unemployment rate is constantly decreasing. All documented migrants to Berlin are either already employed or

starting a new business to create new jobs. Thus, migration is helping to address the rising need for specialists (*Fachkräfte*). On the other hand, the number of unemployed migrants is more than twice as high as the number of unemployed nationals. Integrating refugees is more difficult because of the uncertain status of their application for a residence permit.

Berlin is optimistic that its economy can integrate refugees, especially when shortages of labour arise in the service and industrial sectors, and among nursing staff. The general aim is to facilitate access to the regular offerings of employment agencies – for example, to improve acceptance of foreign graduation certificates.

In addition, the Federal Ministry of Labour, the Berlin Senate Department for Integration, Labour and Social Services, the Berlin Chamber of Commerce and Industry, and the Employment Agency launched special programmes for refugees. These include **Arrivo**, which connects refugees with companies for internships of up to six weeks that could result in subsequent employment.



Integration and social cohesion – Berlin has assigned a Commissioner for Integration and Migration,³⁴ embedded in the Senate Department for Integration, Labour and Social

Affairs. The commissioner is part of the administration, but is also an ombudsperson for the city's migrants. The Integration and Participation Act was formulated in 2010 under the commissioner's leadership. Only two federal states in Germany have such a law.

For refugees, the Berlin Senate commissioned McKinsey to develop a **master plan for integration and security** that includes measures in the following areas:

- Registration and guidance
- Healthcare
- Accommodation and housing
- Education (language courses, kindergarten, school and vocational training)
- Integration into the job market

Based on this plan, the Berlin Senate will pass the **Berlin Concept for Integration and Participation of Refugees** that evaluates the measures and further develops successful projects. The Concept is a joint plan of the Senate, the twelve boroughs, public institutions and private organizations. The core aim is to integrate migrants and refugees into mainstreaming solutions and services in the same way as the other residents.

When refugees first arrived in the city during the European migrant crisis in 2015, their basic needs were met through the support of private organizations. Since then, a Commissioner for Refugee Housing and Support has been appointed as a secretary of state. The office coordinates with federal and local public services to ensure that all incoming refugees are provided with accommodation and basic needs after arriving in Berlin. One part of the Berlin Concept being developed is an evaluation of the legal framework that impedes integration with unclear residence permit status, competences or contact persons.

Berlin has also used technology in developing programmes and initiatives to address key issues:


- **Ankommen**: An app, developed in Berlin and to be launched shortly, that helps migrants get oriented in Germany in the first few weeks after their arrival
- **Fit for School**: A scheme that paves the way for refugees entering the regular school system
- **IQ Network Berlin**: A programme fostering consulting qualification and intercultural competencies in companies, as well as supporting newcomers by recognizing certificates and credentials obtained in other countries
- **Berlin Needs You!**: A programme to set up networks bridging businesses and schools, and to advise employers on increasing diversity by changing their recruitment and communication processes
- **Encourage Diversity-Support Solidarity** (Vielfalt fördern – Zusammenhalt stärken): An integration policy that interlinks policies across integration initiatives
- **Integration Mentors** (Integrationslotsen): People who help migrants to deal with bureaucracy, find the right contact people and access integration projects

Lessons learned

While Berlin has undertaken concrete steps towards integrating migrants, the journey has not been easy. Integration has to be seen as a cross-sectional task that needs clear structures and strong leadership. The city realized evaluation has to be part of programmes and projects from the start, and that private initiatives have to be explored seriously for integration into public programmes (all measures are mostly financed with public funds). Lastly, the city's communication with the public about migrants' status and measures for them should start as early as possible, and is essential for acceptance.

Source: City of Berlin contribution to World Economic Forum study

Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Berlin</p> <p>City Profile</p> <p>Population – 3.689 million (June 2017)</p> <p>City Area – 891.7 km² (2015)</p> <p>GDP Growth Rate – 2.7% (2016)</p> <p>Unemployment rate – 9.8% (2016)</p> <p>Foreign-born population – 18.4% of city population</p> <p>Migrants seeking asylum – 76,000 refugees (2015 and 2016)</p> <p>Key pull factors - Innovative, international, creative and open-minded city, dynamic job market and low labour costs.</p>	 <p>Housing - Situation has deteriorated in recent years, with few vacancies. Berlin needs up to 20,000 new apartments every year. Temporary housing is required given the growing number of refugees since 2015.</p>	 <p>Housing - Berlin Strategy 2030 – focusing on preserving and redensifying housing stock with community preservation measures and rent control, Tempohomes – using containers as temporary housing for a maximum of three years</p>
	 <p>Education - Number of students is increasing, generating a growing need for infrastructure and personnel (particularly given the shortage of teachers)</p>	 <p>Education - Welcome Classes in schools, attended by roughly 12,000 children from immigrant families to prepare them for regular school classes, and psychological help for traumatized people.</p>
	 <p>Health - Overcoming language barriers, as well as infrastructure and personnel needs in health services</p>	 <p>Health - Medical provision for refugees including psychological care through on-site “MedPoints” – wherever more than 500 refugees are accommodated.</p>
	 <p>Employment - The number of unemployed migrants is more than twice as high as the number of unemployed nationals. Integrating refugees is more difficult because of the uncertain status of their application for a residence permit</p>	 <p>Integration & Social Cohesion - Master plan for integration and security, Concept for Integration and Participation of Refugees – integrating migrants and refugees, Technology initiatives - Ankommen, Fit for School, IQ Network Berlin, Berlin Needs You!, Encourage Diversity–Support Solidarity, Integration Mentors</p>
		 <p>Employment - Arrivo – connecting refugees with companies for internships and subsequent employment</p>

Lessons Learned

Integration has to be seen as a cross-sectional task that needs clear structures and strong leadership. The city realized evaluation has to be part of programmes and projects from the start, and that private initiatives have to be explored seriously for integration into public programmes (all measures are mostly financed with public funds). Lastly, the city’s communication with the public about migrants’ status and measures for them should start as early as possible, and is essential for acceptance.



2.3.2 Athens

A destination city for many years, Athens had the first of its recent big waves of international migrants in the early 1970s, which led to a well-established and highly integrated Filipino community (probably the oldest organized one). The second wave constituted about 1 million Albanians arriving in the city in the 1990s, when borders between Greece and Albania were opened. The city has also had migration from Asia (Pakistan, Bangladesh, India and Afghanistan) and Africa; from the latter, it has recently received many people from the Maghreb region, as well as people from Sub-Saharan Africa. As of March 2016, Greece's mainland had 50,000 refugees, who are trapped by closed borders. One-third, or more than 15,000, are in Athens, and the number is growing. This excludes people arriving to the islands with a completely different status, per the agreement with the European Union. In terms of internal migration, the city had a big wave of people after the 1950s who came from other parts of Greece into the city over three decades.

With the country's recent financial crisis, many people moved out of Athens, went back to their villages and, subsequently, came back to the city centre given the economic situation. This has been a major push factor, with nearly 400,000 of Athens' youth population currently leaving Greece. One of the city's biggest pull factors is its status as the capital and as a major hub for the country's economic activity. The migrant communities previously established in Athens draw displaced people looking for their peers, colleagues, friends and extended family who have already settled there. The economic crisis has resulted in many empty apartments and much cheap housing, which acts as a pull factor. Further, the chances of finding work in Athens are higher than in the country's rural areas.



Housing – Athens does not have a strong social housing policy, and projects have not been initiated for many years because of their cost.

Housing is the state's responsibility, with the last project being the Olympic Village in 2006, after the 2004 Summer Olympics. The economic crisis has left this sector underdeveloped for quite some time. Refugees recognized by the state have rights to social housing. One of the solutions being considered is to extend the existing project of the Office of the United Nations High Commissioner for Refugees (UNHCR) that is home to asylum seekers or beneficiaries of relocation. As the project costs are high, the government, along with the municipalities working on this

project, must secure funds in 2019 to continue it (and extend it to Greece in general). This is required to create some type of social housing once the UNHCR's work and that of ECHO (European Civil Protection and Humanitarian Aid Operations) end in Greece. A legal framework for the private sector could help in developing social housing solutions, such as privately-owned cooperatives like those in the Netherlands.

Temporary shelters being provided to immigrants and refugees are funded by the European Commission through ECHO, the UNHCR and 15 other partners operating in Greece. Athens has **plans to provide 20,000 houses, with that number growing to 30,000 in the next two years**. Currently, it has 6,000 houses making up one-third of the available places that pull more refugees into the city. The UNHCR carries out referrals to the housing scheme based on, for example, vulnerability, people who have a disability and the aged. The humanitarian partners pay the rent, while the city pays, for example, the utilities, basic furnishings and electrical appliances. House owners get the rent in advance, allowing them to pay taxes and clear their debts.



Education – Education is a state competency in Greece, and everyone has access to education (with primary and secondary education mandatory for all children). English is taught as a

second language in all of Athens' schools. Some of them also teach French as a second language, with the option of a third language in certain schools. The city's vocational training programmes are increasingly bearing long-term integration in mind. The city is planning a unified approach to work with its partners in humanitarian operations by finding a common ground to cope with lack of experience and expertise.

For the first time, Athens has a **semi-organized system for language learning**, involving partners who teach Greek, English and other languages. Athens also plans to offer Greek lessons, making it the first municipality in the country to provide such instruction. The city's Filipino community has been running a nursery school, open for over 20 years, to provide children with their first link to the community and prepare them to join the normal primary and secondary education system.



Health – As with education, the state also provides healthcare – namely, an open system where everyone can have access to hospitals, without documentation. Athens has seven local

clinics run by the city, with primary healthcare facilities providing access to all. Through the operations with the UNHCR, the city has hired some doctors specifically for asylum seekers, as well as refugees living in apartments. However, the open-to-all system has created much pressure given the shortages, such as in healthcare personnel and pharmaceuticals, that resulted from the financial crisis. The city has faced difficulties in providing psychological support and treatment to people who have experienced, for example, violent situations, loss and trauma. Mental healthcare facilities were the first victims of the economic downturn in the health sector; many facilities closed down, making it increasingly expensive to keep others operational.



Transport – The city’s economic situation makes it very difficult for the municipalities to give money or financial aid to anyone. Through the UNHCR programmes and the housing

scheme, beneficiaries have access to the public transportation system to help them get around. However, for the undocumented, the situation is a bit complicated, as they have no documents that can attest their identity if they are caught traveling without appropriate tickets.



Employment – Employment is one of the city’s pillars of integration. Athens plans to open a centre for integrating migrants, with language courses, psychosocial support, basic

information about the city and soft-skills training. This would further connect city activities with other initiatives (funded by partners) that undertake vocational training and provide access to the labour market.

Athens is partnering with Munich (Germany) to provide access to the labour market and to exchange policies, so that the city can be mentored by its German counterpart. This project, called **CITIES-GroW**, is implemented through EUROCITIES.



Integration and social cohesion – Athens has established the Coordination Center for Migrant and Refugee Issues, which provides language, psychosocial support, basic information and soft

skills training (see section 3.8.2. for more information on the centre). The city has also developed an array of activities in its approach towards integration – for example, visiting museums, getting to know the city and holding small conferences on specific issues. Greece has had other strategic plans for integration for some time, but has not been in a position to implement them. The country must currently deal with an influx of refugees and other migrants and their integration into communities.

The Athens municipality established the **Athens Observatory for Refugees and Immigrants (AORI)**, a pilot programme funded by the Stavros Niarchos Foundation. AORI is a combined research programme of field surveys and public opinion telephone surveys that records both the demographic and social characteristics of Athens’ refugee/immigrant population, as well as the attitudes of the municipality’s residents towards refugees and immigrants. The findings provide information on the social and demographic composition of the refugee/immigrant population staying in hosting facilities within the municipality, the living conditions and overall quality of life of refugees/immigrants staying in the city, the possible challenges arising from the Athenian population coexisting with urban refugees, and the possibilities for inclusion and integration of the newly arrived population. The primary research data for AORI constitute the first such census conducted at a municipal level in Greece. In an opinion survey carried out in December 2016, an overwhelming 80% of respondents stated that people coming from other countries to their neighbourhood did not create problems in the city.



Urban planning – The settlement of immigrants and expansion of the city in the 1970s took place without government planning, thus resulting in uncontrolled and unauthorized

building activity. The “antiparochi” system was particularly important in the construction process. Many old detached houses were demolished and gave way to apartment blocks through an agreement between the former house owners, the builders and the apartment buyers. Owners offered their building plots in exchange for some apartments in the new block, and buyers gave the builders the capital necessary for construction (Athens Info Guide). A policy is required to address many of Athens’ neighbourhoods that have been abandoned, segregated or turned into ghettos following the economic crisis. Further, Greece does not have a plan for migrant distribution among other cities. However, a few mayors have recognized the importance of cities as key actors in the process; and at least 15 cities have voluntarily participated in the distribution process, and the number of cities is growing.









The private sector has been very active through donations made to social cohesion initiatives (e.g. running soup kitchens, social groceries, social pharmacies). Athens is designing a **collaboration and communication platform** for its refugee and immigrant initiatives. The online platform should inform citizens and authorities about existing and future services and initiatives provided by actors in the city. As such, the platform’s development will facilitate the precise mapping of the services available to migrants and refugees, and the providers that actively address their basic needs. Other than providing useful information, this mapping will lead to identifying and matching the needs and gaps in providing services, and will help to efficiently coordinate initiatives. Furthermore, the platform will be linked with the city’s future preparedness, and provide the opportunity to coordinate actions of key actors during a refugee crisis. The digital platform is addressed to service providers and civil society in general; moreover, contacts with international organizations link the platform to existing platforms for refugees so that the information is spread and reaches refugees and migrants as well.

Lessons learned

The most important lesson for Athens was that a proactive approach will benefit the city in the long term. The city was not proactive enough when migrants and refugees were on the borders of Syria and Turkey and could enter European territory through Greece. Athens should take more initiative as migration continues; cities need to have policies that build resilience and promote integration.

Source: City of Athens contribution to World Economic Forum study

Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Athens</p> <p>City Profile</p> <p>Population – 664,046 (2011)</p> <p>Number of incoming refugees – More than 15,000 (March 2016)</p> <p>Emigrant population – Nearly 400,000 youth</p> <p>Key push factors – Greece's financial crisis</p> <p>Key pull factors - Major economic hub of Greece, displaced people looking for their peers, colleagues, friends and relatives, empty apartments and cheap housing due to economic crisis, higher chances of finding work than in the country's rural areas</p>	 <p>Housing – Lack of a strong social housing policy, and projects not initiated for many years because of high costs. The economic crisis has left this sector underdeveloped for quite some time</p>	 <p>Housing - Plans for 20,000 houses (growing to 30,000 in the next two years) with the help of UNHCR, ECHO and 15 other partners, along with the city</p>
	 <p>Education - Language barriers with immigrants. Lack of experience and expertise in providing humanitarian operations in this sector.</p>	 <p>Education - Introduction of semi-organized system for language learning; more vocational training programmes</p>
	 <p>Health - Shortage of healthcare personnel and pharmaceuticals, and shutdown of mental healthcare facilities for being operationally expensive</p>	 <p>Employment - Partnering with Munich (Germany) to provide access to the labour market and to exchange policies through CITIES-GroW via a mentorship programme.</p>
	 <p>Integration & Social Cohesion - Integration of the sudden influx of migrants. Neighbourhoods that are abandoned/segregated have turned into ghettos</p>	 <p>Integration & Social Cohesion - Coordination Centre for Migrant and Refugee Issues – providing language, psychosocial support, basic information and soft skills training. Athens Observatory for Refugees and Immigrants – recording immigrant demographics and social characteristics, the living conditions and overall quality of life of refugees/immigrants, challenges of coexistence with Athenian population and the possibilities for inclusion and integration of the newly arrived.</p>
		 <p>Urban Planning - Collaboration and communication platform informing citizens and authorities about initiatives, identify and match the needs and gaps in providing services, provide opportunity to coordinate actions of key actors during a refugee crisis..</p>

Lessons Learned

A proactive approach will benefit the city in the long term. The city was not proactive enough when migrants and refugees were on the borders of Syria and Turkey and could enter European territory through Greece. Athens should take more initiative as migration continues; cities need to have policies that build resilience and promote integration.



2.3.3. Paris

The French capital has a total population of 2,229,621 spread over 105.4 square kilometres. The city's unemployment rate is on the high side (12% in the 15-64 age group), and its poverty rate stood at 16.2% in 2013.

Not only does Paris have more than 150 different nationalities among its population, but more than 1 in 7 Parisians is a foreigner and 1 in 5 is an immigrant (of whom one-third have acquired French citizenship). The city has had its share of migration, with several waves succeeding each other. The first migrants were from Europe, made up mostly of Belgians and border dwellers from Germany or Switzerland. In the 19th and 20th centuries, Jews from Eastern and Central Europe, and Poles and Italians migrated. A wave of economic migration followed in the 1950s and 1960s from North Africa and then from Sub-Saharan countries. After the 1970s, refugees came from Vietnam and Cambodia (boat people), followed by immigrants from South-East Asia. Asylum seekers are now mainly from Afghanistan, Somalia, Eritrea and the Democratic Republic of the Congo.

A surge of arrivals along the Schengen area's southern borders has led to a slow but continuous growth of asylum and residence permit applications in France, particularly in Paris and the surrounding region, over the past three years. The pull factors of these humanitarian migrations occur in the countries of origin, which face generalized and widespread violence (e.g. Syria, Iraq, Sudan, Libya). Paris is a destination because of its communities in the Greater Paris area and its function as a transit hub to reach other locations, such as the United Kingdom. The city is the administrative and economic capital of France, and is seen as a land of opportunity thanks to its job market and community network. Due to its political and artistic history, Paris is also often seen as a sanctuary for artists, intellectuals and people suffering from persecution.



Housing – Emergency shelters in Paris suffer under tremendous stress, the result of a lack of space combined with new arrivals of migrants and decreasing public investments. Thus, a similar strain hampers social housing, especially in the inner city, where the wait can be more than 10 years. The result has been important levels of homelessness among newly arrived migrants in Paris.

The pressure on emergency housing has forced the city to take innovative urban planning measures, such as the repurposing of vacant space or **temporary urbanism** to address the pressing needs of migrants (before the space is scheduled to be used for new construction). The **humanitarian centre for newcomers** in the north of Paris (Le centre de premier accueil, at Porte de la Chapelle) opened in November 2016 in a vacant area scheduled to be transformed into a university in 2018. The city uses the land in the meantime to provide information and shelter for up to 400 newly arrived migrants. Paris has also built another humanitarian centre, targeted at the most vulnerable migrants (families and single mothers), in partnership with the city of Ivry-sur-Seine. This centre hosts about 420 people, including 120 children. The municipality also allowed for publicly owned areas (domaines intercalaires) to be used for emergencies.



Education and employment – For primary and secondary education, local public schools care for the children of migrants through CASNAV (Centre Académique pour la Scolarisation des Nouveaux Arrivants et des enfants du Voyage) (Academic Centre for the Schooling of Newcomers and Migrant Children), a dedicated administrative body. Unaccompanied minors are cared for at the level of the department through DEMIE (Dispositif d'Evaluation des Mineurs Isolés Etrangers) (Evaluation Scheme for Foreign Unaccompanied Minors), an entity managed by the Red Cross in partnership with the municipality.

Several associations provide language courses (French as a Foreign Language [FLE]) for foreigners in Paris. The state and the city try to foster integrated approaches, acting as a one-stop shop for housing, vocational training and language classes, such as the one designed by the Agence nationale pour la formation professionnelle des adultes (**Afpa**). The training focuses on people furthest from employment (e.g. youth, women, seniors), providing them access to jobs with many vacancies.

The city subsidizes community or private organizations, such as **SINGA**, whose aim is to foster entrepreneurship and employment opportunities for migrants. In June 2017, Paris, along with many other European cities, hosted the second edition of the **Refugee Food Festival**, which connects foreign chefs with their French counterparts.



Health – The need for targeted mental healthcare is enormous, and Paris is challenged to fully address this issue. The French healthcare system features universal healthcare financed through national insurance. A distinction is made between documented migrants (those in a regular situation) and those who are undocumented. The former can claim common law benefits for the poorest (*couverture maladie universelle* [CMU], or universal health coverage), whereas the latter are only eligible for a specific benefit (*aide médicale de l'État*, or state medical assistance). For undocumented migrants unable to justify minimum

residency to benefit from state medical assistance, **an overriding measure exists to cover emergency care**, i.e. care, “the absence of which would be life-threatening or could lead to a serious, long-term alteration of the health status of the person or unborn child” (André & Azzedine, 2016). This programme has been criticized because of concerns about its legitimacy. Further, the system has drawn criticism over its financing of a fairly broad range of goods and services that appear to significantly exceed emergency requirements, and its granting of unwarranted benefits to fraudulent claims (André & Azzedine, 2016).



Roads and transport – Asylum seekers and refugees, as well as low-income households, can benefit from very low-priced to free public transportation, depending on their situation

(Solidarité Transport tariff). Recognizing that traveling in the Parisian region is a fundamental right, the region and the Syndicat des Transports d’Île-de-France have decided to reduce transport costs that weigh on the budget of the most modest households.

In 2004, **Solidarité Transport** discounts were created to enable people in a precarious situation to move around, benefiting from significant price reductions in public transport in the Parisian region. The right to a price reduction or free pass is granted for 1 to 12 months, depending on the type and the end of the social rights. It can then be renewed with the Solidarité Transport agency, provided that the social rights or the level of income are maintained.



Social cohesion – Some neighbourhoods are more affected by new arrivals than others, especially in Paris’ northern and northeastern districts, and its outskirts. This is due to

community-based networks and the presence of the administrations that manage the asylum procedure.

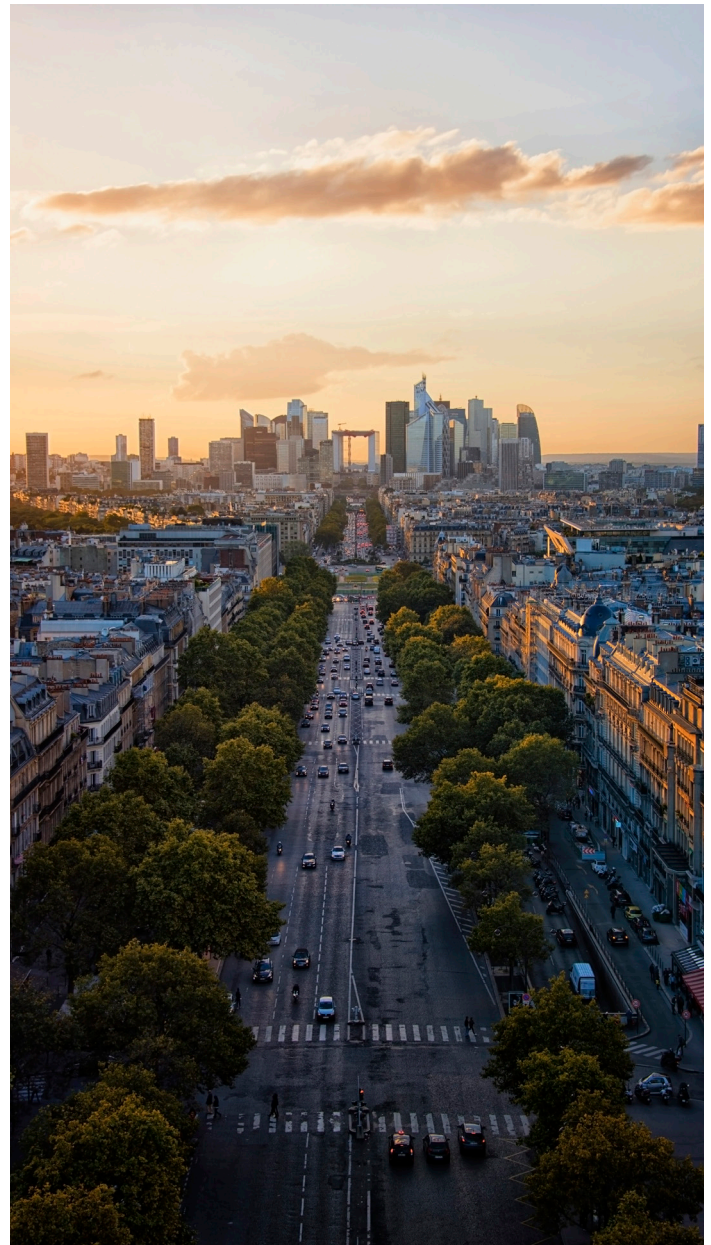
In France, the state deals with the asylum procedure at the national level. The city administration was undersized and not equipped to deal with the surge in arrivals and applications, which led to homelessness and worsened living conditions for migrants. An **18-point plan to mobilize the Parisian community in welcoming and integrating refugees** was published in October 2015. A comprehensive platform was created, which gathers all the institutional and community stakeholders working with migrants and meets every four months as part of the steering committee. The plan includes strengthened measures to ensure access to fundamental, legal and social rights for migrants, and to assist and protect unaccompanied minors and families (**premier pilier**). The two newly opened humanitarian centres use an integrated approach, including legal help, housing, food, medical care and education for children. The plan also includes a leadership and advocacy component (**quatrième pilier**), which aims to promote human rights and freedom of movement while publicizing the city’s achievements in inspiring other French cities (especially other metropolises) and European cities to follow suit.

The city’s mayor and deputy mayor in charge of solidarity have drafted and issued a bill calling for an overhaul of the French immigration and integration policies towards more inclusiveness, with more funds allocated to providing asylum seekers with accommodation and language classes. They have met with representatives from other European cities (e.g. Berlin, Amsterdam, Athens, London) to share good governance practices, and have taken part in numerous actions and surveys, including a new Organisation for Economic Co-operation and Development (OECD) survey focusing on nine European cities and how they handle migration.

Lessons learned

The lessons for Paris were to learn from the good practices of other cities around the world, and to help build momentum behind the European network of inclusive cities. The city’s humanitarian centres are examples for other cities on how to manage the arrival of migrants and help them integrate into their new communities.

Source: City of Paris contribution to World Economic Forum study



Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Paris</p> <p>City Profile</p> <p>Population – 2,229,621</p> <p>City Area – 105.4 km²</p> <p>Employment rate – 12% (15-64 age group)</p> <p>Poverty rate – 16.2% (2013)</p> <p>Foreign-born population – More than 1 in 7 Parisians is a foreigner (1 in 5 an immigrant)</p> <p>Key pull factors – Administrative and economic capital of France, land of opportunity given its job market and community network., sanctuary for artists, intellectuals and people suffering from persecution. More than 150 different nationalities among its population, transit hub to reach other locations like UK.</p>	 <p>Housing – Stress of emergency shelters and social housing, where waits can be more than 10 years</p>	 <p>Housing - Temporary urbanism – repurposing vacant spaces, Humanitarian centre for newcomers – providing information and shelter for newly arrived migrants (to be transformed into a university), Use of public-owned areas as shelter in case of emergency, Afpa – providing a one-stop shop for housing, vocational training and language classes</p>
	 <p>Health - Lack of capacity to deal with migrant mental healthcare</p>	 <p>Health - State medical assistance/ overriding measure – assisting undocumented migrants to cover emergency care.</p>
	 <p>Integration & Social Cohesion - Some neighbourhoods are more affected by new arrivals especially in northern and northeastern districts of the city, and its outskirts. City administration undersized and underequipped to deal with asylum-related procedures.</p>	 <p>Roads & Transport - Solidarité Transport – reducing the price of public transit to enable people in a precarious situation to move around, benefiting from significant price reductions in public transport in the Parisian region.</p>
		 <p>Employment - Subsidizes community or private organizations, such as SINGA, that aim at fostering entrepreneurship and employment opportunities for migrants</p>
		 <p>Integration & Social Cohesion - Refugee Food Festival – connecting foreign chefs with their French counterparts, 18-point plan – mobilizing Paris to welcome and integrate refugees</p>

Lessons Learned

Learn from the good practices of other cities around the world, and to help build momentum behind the European network of inclusive cities. The city's humanitarian centres are examples for other cities on how to manage the arrival of migrants and help them integrate into their new communities.



Housing – Rotterdam experienced major economic growth from the end of the 19th century (1890) to 1960, when many houses were built for the labour force. Currently Europe's biggest port, the city was the world's largest until a few years ago. The port required much labour, and the city built many houses in the first half of the last century. That labour force earned more income between the 1960s and 1980s and could afford better housing. The region's municipalities provided that housing instead of Rotterdam, leading many people to move from the city to the municipalities. Although the houses left behind were not very popular in the Dutch housing market, many new immigrants moved into those areas.

2.3.4 Rotterdam

As of 1 January 2017, the population of Rotterdam stood at 634,264, comprising 168 different nationalities. The city's unemployment rate was 11.3% in 2016, and its 2015 gross domestic product grew by 2.5%. Its population is 49% foreign born (first- or second-generation immigrants).

In the late 1990s, Rotterdam faced a wave of migration as a consequence of labour market shortages, particularly in highly skilled sectors of the economy. Among the migrants recruited were information technology professionals from India and Bulgaria, doctors from South Africa, nurses from Poland and Indonesia, scientists from China and managers from the United States. Finally, the enlargement of the European Union in 2004 had important effects on migrant flows for Rotterdam and the Netherlands. The government's initial restriction on flows from the eight new Member States (Poland, Slovenia, Latvia, Estonia, Lithuania, Slovakia, Czech Republic and Hungary) was only lifted in 2007. However, despite the barriers imposed, the Netherlands experienced increased immigration from Central and Eastern Europe throughout the 2000s.

Prior to 2007, family reunification was the main reason for migrating to the Netherlands. Since 2009, however, labour migration has increased despite growing unemployment levels for both low- and highly skilled workers. Nevertheless, some labour shortages remain and are responsible for attracting a large number of migrants who fill specialized market needs. Currently, European citizens make up the country's largest migrant group. However, the influx of third-country nationals (non-EU citizens) has been increasing at all skill levels. As flows become more and more stable, the growth of migrant communities is attributed mostly to the growing second and third generations. In the long-run, fewer migrants are expected to settle in the Netherlands than in past decades, mainly because of the increased presence of Western migrants, who tend to be more mobile than those from other regions. Refugees and asylum seekers have also been a growing group for the last 20 years (Juzwiak, Rotterdam, The Netherlands - A case study from Migrant and Refugee Integration in Global Cities: The Role of Businesses, 2014).

Rotterdam has provided housing stock for immigrants. With so many affordable houses in the city concentrated in certain areas, particularly in its southern part, the city could not offer a sustainable social environment (its poorest areas are made up of 72% immigrants). **Better houses** in those areas are being constructed by demolishing the cheapest structures and building better ones to retain the people presently living in the city who are successful in society, and to attract higher-income settlers. Higher-income households require better housing, and the city hopes that people move there, as well as the internal migrants who hope to transition into the new attractive housing. Integrating immigrants into society has, therefore, become a big policy driver.



Education – Rotterdam has a very accessible public school system. As the Netherlands has no private schools, all children (immigrant or non-immigrant) go to public schools. The poorer parts of the city have a very high share of immigrants and offer extra lessons each week to provide further learning. The city also offers help for families lacking the knowledge of how children can be raised in a highly developed country. In the Netherlands, half of what children learn is at home; moreover, and in the case of immigrant children, parents may not necessarily have an education themselves, and the lack of language skills means this learning occurs on a smaller scale. The city helps people at home learn what they should do if they have a child going to school (e.g. provide experiences in Dutch, spend time together, talk about talents and work).

The Children's Zone, an initiative of partners in the city's national programme, aims to improve children's learning performance. The school is the point of action where improvement of learning performance begins with additional lessons and alignment with parents as partners in education. As a neighbourhood-oriented approach, the objective is that, when children are educated in the neighbourhood, they should not have any less of a chance simply because their parents were not born in the Netherlands. Rotterdam addresses that through the school system and through professional help.

Rotterdam also has a **buddy programme** in which youth aged 13-15 get help from students in higher education (those between 18-20 years of age), who help the former through the difficult teenage years and compensate for their parents' lack of experience in the school system. The programme has been very successful because younger children are uncertain about choices they need to make in both their private life and in school. They are comforted and reassured by the support from others slightly older than them and who have already gone through that phase of life.



Health – Undocumented migrants have no access to social security, but they do have access to healthcare, and their children go to school with other legal migrants. The

Netherlands has an obligatory private insurance scheme, which some residents (not only migrants) have trouble paying, thus building up debt. However, they still have access to healthcare.



Roads and transport – Rotterdam has good road infrastructure, and public transport that runs throughout the city and is accessible to everyone (legal migrants have a right to the

same instruments as everyone else). The unemployed receive a benefit that covers public transport. Asylum seekers get a smaller allowance during their process of legalization, granting them free access to public transport on a limited scale.



Employment – The city has the highest unemployment rate in the Netherlands. It is looking for solutions and is working on structural improvements so the city does not have to

provide help to too many immigrants in one location. Many migrants are not highly educated, making it difficult for them to secure a job, which is also partly due to high unemployment benefits and the limited effectiveness of government programmes that get them to work. Migrants from Eastern Europe are more motivated and relatively better off than Rotterdam's other migrant groups, which have faced important challenges in finding work. A persistent gap exists between the capacities of people looking for employment and employers' needs. Currently, many low-skilled or unskilled jobs are unfilled. The city has created job openings for these jobs to get people (immigrants and non-immigrants) off benefits and to ensure inhabitants find work.

BRIDGE, an initiative supported by the European Union's Urban Innovative Action programme, addresses the challenge of better aligning young people's educational choices with future labour market needs. Rapid transformation of many sectors of the Rotterdam economy has already started to change the skills required of the workforce. The associated, unprecedented new economic opportunities and challenges have drastically changed labour market needs, qualifications and skill gaps that are expected to grow significantly. This especially affects young people from migrant backgrounds and those growing up in poverty. The resulting situation is pervasive in modern job markets – namely, although the work is there, many people from deprived areas who enter the labour market cannot realistically compete in it. BRIDGE aims to fundamentally change this by organizing employer commitments to young people in the form of Career Start Guarantees. Already in place for 50% of the target group, they apply to pupils entering the second half of secondary vocational training and needing to make the most crucial of subject and career choices.



Immigration policy – Rotterdam has a policy based on a specially developed national law that prohibits too many unemployed people from moving into the same area during a strong influx of new immigrants. That is, when the city sees that the influx is higher than the capacity to help those immigrants, it will not let more unemployed people in. It is used as an indicator; if immigrants or any others are receiving unemployment benefits, they cannot move into that part of the city.



Integration and social cohesion – Many immigrants also live in situations where they have problems with debt, their neighbourhoods, their children at school or other challenges at home. Running a family in a city thus becomes difficult, even though the family's breadwinner has secured a job. The city asks much from parents and has provisions ready to help them cope with their situations. Often, however, the situation for immigrants is complicated because they may not know they require help and do not know where to get it. Rotterdam is looking to resolve these challenges for immigrants. While support from country-of-origin organizations in the city comes through a good social network (making migrants feel at home and speaking the same language), such organizations are not very effective in helping people to integrate into Dutch society.

One of the biggest problems that Rotterdam's residents perceive about immigrants is that many are collecting unemployment benefits. The issue is not about immigrants taking their jobs, but rather about them being in the city and not working. To try to reverse the situation, the city has allowed many unemployed to work, with the rationale being that acceptance is much greater when people are working. Moreover, the city unemployment programmes are aimed not just at immigrants, but at everyone. Thus, people who cannot find work and say they need a job are welcome to join the programme, with the treatment given to migrants the same as that given to residents.

Rotterdam counts diversity and many different nationalities as part of daily life in the city. Differences in various areas, including age and lifestyle, sometimes lead to tensions, but they are also seen as assets of the city. In general, different groups and people live together in a relaxed atmosphere. Good neighbourhoods, and those less attractive, are often not far from each other or quite mixed. While social cohesion is a subject of debate, work and education have higher priority for the families involved.

Lessons learned












A combination of different measures makes for progress in a city. Rotterdam has established a special national programme where the city, national government and actors in the city (such as schools, entrepreneurs and housing associations) are working together on long-term goals. Those goals – specific, measurable, attainable, realistic and timely– are for educational level, labour participation and housing quality, and in areas where problems have accumulated.

Source: City of Rotterdam contribution to World Economic Forum study

While Rotterdam has had many programmes that provided help to immigrant families with regard to social cohesion, with country of origin organizations and on debt, it wants to turn that around and look beyond certain aspects of life in the city. It strives to make a holistic plan for families involved, and to work through the plan. The city has free schools and looks to improve overall enrolment of migrant children. It also seeks to get immigrants the professional help needed and enable them to learn how challenges can be managed in the city, by assisting them with opportunities and guiding them along their way. For instance, to establish the kind of help that is needed for immigrant families, a 32-page questionnaire (the **Question Analysis Instrument**) helps collect information about different aspects of their lives and directs them, when appropriate, to the proper office, thus providing assistance that they would not find without the list.



Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Rotterdam</p> <p>City Profile</p> <p>Population – 634,264 (Jan 2017)</p> <p>GDP Growth Rate – 2.5% (2015)</p> <p>Unemployment rate – 11.3% (2016)</p> <p>Foreign-born population – 49% of city population (First or second generation)</p> <p>Key pull factors - Labour shortages attracting a large number of migrants who fill specialized market needs and family reunification</p>	 <p>Housing - Many affordable houses in the city concentrated in certain areas, particularly in its southern part, the city could not offer a sustainable social environment (its poorest areas are made up of 72% immigrants).</p>	 <p>Housing - Better houses in those areas are being constructed by demolishing the cheapest structures and building better ones to retain the people presently living in the city who are successful in society, and to attract higher-income settlers.</p>
	 <p>Education - Lack of language skills among immigrants; most migrants not highly educated enough to get work</p>	 <p>Education - The Children's Zone – improving children's learning performance with additional lessons and alignment with parents as partners in education, Buddy programme – allowing older students to provide younger students (13-15 years of age) the help they need to get through the teenage years</p>
	 <p>Health - Some residents (including migrants) with trouble paying obligatory health insurance and building up debt</p>	 <p>Education - BRIDGE – better aligning young people's educational choices with future labour market needs through Career Start Guarantees</p>
	 <p>Employment - The highest unemployment rate in the Netherlands due to high unemployment benefits and limited effectiveness of government programmes</p>	 <p>Employment - Policy for limiting the number of unemployed moving into areas with a high number of migrants</p>
	 <p>Integration & Social Cohesion - Immigrants not knowing they need help and/or where to get it. Perception of immigrants living on unemployment benefits</p>	 <p>Integration & Social Cohesion - Question Analysis Instrument – collecting information on different aspects of migrants' lives and directing them to assistance when appropriate</p>

Lessons Learned

A combination of different measures makes for progress in a city. Rotterdam has established a special national programme where the city, national government and actors in the city (such as schools, entrepreneurs and housing associations) are working together on long-term goals. Those goals – specific, measurable, attainable, realistic and timely– are for educational level, labour participation and housing quality, and in areas where problems have accumulated.



2.3.5 Amsterdam

As of 2016, Amsterdam's population was 834,713 (5% of the country's total), spread over an area of 164.8 square kilometres. Although 29% of the city's population is foreign born, 51% has a first- or second-generation migration background. The city's economic growth rate between 2013 and 2016 was 3%, while the unemployment rate stood at 7.9%, which is high for a city with 32% of its population having higher education degrees. The average life expectancy of an individual in Amsterdam is 80.3 years.

The Dutch Republic gained independence in the 17th century. For a short time, Amsterdam was the world's leading city, attracting migrants from all parts of Europe. Some characteristics from that time – the open economy, an international orientation, high tolerance – are often said to have remained part of the city's DNA. While a relatively small city, Amsterdam is an important international flight destination, with a high number of direct international flight connections.

After decades of population decline, the city started to grow from the mid-1980s onward. Guest labour (from 1960 to the 1990s), increasing participation levels in higher education, the EU extension (1998), globalization and refugees have played important roles in recent international migration trends. Between 1992 and 2016, the proportion of immigrants in Amsterdam decreased from 62% (442,000 people) to 48% (403,000). This share is lower than that for the whole country (78% in 2015) or for the Amsterdam metropolitan region (65% in 2015). International migration fluctuates with the international economy; and, in terms of internal migration, tight housing market circumstances have meant more outflow from the city than inflow. In 2015, 68,906 people came to the city, of which 25,274 were Dutch, and the majority had a first- or second-generation background. The total mobility rate adds up to 17% (including internal movements in the city). Some 31,000 migrants came to Amsterdam from abroad, with about 22,000 leaving it and the country. The effect of earlier migration – guest labourers and people from former colonies – is still at the heart of most national policies, as seen in policy-making and public debate.

The international migrant groups consist of Moroccans (9%), Surinamese (8%) and people of Turkish origin (5%). As for those from western areas, the number of first generation immigrants doubled since 1996, while the second generation increased by about 50%. The group of third-

generation immigrants is still small. In 1996, more than 94% of the 0–4-year-olds belonged to the second generation. Among the 25–34-year-olds, the group where most third-generation children are born, the share increased from 23% in 1996 to 41% in 2016. Studies show that second-generation non-western immigrants perform better in the Netherlands than those of the first generation.

Overall, migration to the city is now younger, higher educated and more international. Amsterdam has become less accessible for others. With the economy recovered from the 2008 recession, well-known suburbanization patterns for families with young children are re-established. The most important pull factor comes from agglomeration advantages of the current phase of economic development. Push factors at play include tightening of the housing market and fewer opportunities for lower- and middle-income households that lead to more selective in- and out-migration.



Housing – The effect of recent migration is greatest in the housing market, with about 50,000 new houses are planned for construction by 2025. Housing asylum status holders is a new challenge; in fact, the city must deal with housing its share of refugees that have permission to stay in the Netherlands.



Education – Amsterdam aspires to be a city of inclusion, in which everyone is able to participate in society. An important part of this is the ability to use the Dutch language. To equip people with this skill, the city invests in language courses, as well as courses on digital skills that have a practical component (e.g. labour market skills, parenting, administration). Residents exempt from the Law on Integration can take these courses.

The central government gives municipalities a budget for **educational resources** for refugees and asylum seekers' children (up to the age of 18). The local government provides school buildings for special language classes. For asylum-seekers' children, the city also provides **further education**. Residents 18-30 years of age are entitled to a scholarship (loan) to study in the Netherlands. Under certain conditions, Amsterdam allows individuals to study at a university of higher professional education while retaining their benefits. The city also has programmes for vocational training, including language courses.



Health – Healthcare is free for asylum seekers, who can go to the doctor or a hospital. The public health service (GGD) is responsible for public healthcare. Refugees, on the other hand, can get health insurance just like all residents of the Netherlands. Collective health insurance is available for Amsterdam's low-income residents (as for refugees). The GGD focuses on prevention, education and screening, and has worked on a **pilot programme to educate general practitioners in dealing with cultural differences in healthcare**.



Integration – For long, policies on integrating migrants and refugees had a general approach. During the last decade, however, these policies have become more specific, aimed at different target groups: refugees/refugee status holders, EU migrants, expatriates and third-country nationals. The national government in The Hague draws up most policies, with room for cities to adjust them to their needs and wishes.

Programmes devoted to integration existed before 2007. Between 1998 and 2007, new immigrants were obligated to follow a course on integration that contained standards implemented on a national level. The course was financed by the government and organized by local municipalities. However, it had no compulsory test, and immigrants were fined only if they had no valid reason for not taking the course. The Law on Integration, passed in 2006 and put into effect on 1 January 2007, laid the groundwork for the current programme known as **Inburgering**. This programme is required for residents who have relocated to the Netherlands from countries outside the EU, in addition to others in certain circumstances.

Inburgering (2007-2013): After three-and-a-half years (five years for some), immigrants had to pass an exam that evaluated various aspects of their integration. Municipalities enforced the law and could offer free language courses for those obliged to pass the exam. Exemptions were made for:

- Persons with EU nationality
- Persons younger than 16 and older than 65
- Persons who had resided in the Netherlands for 8 years or longer between the ages 5 and 17 (meaning they had participated in the Dutch school system)
- Persons with certain diplomas (education done in the Dutch language)
- Temporary residents (holders of a work permit, those self-employed, highly skilled migrants)

Inburgering (post 2013): In 2013, the Law on Integration changed, with a stronger focus on self-reliance. Municipalities are no longer tasked with enforcing the Law (now done by a national government institution). Free civic integration courses are no longer given, but people can make use of a “social” loan to fund their courses. Refugee status holders do not have to repay the loan if they pass the integration exam in the allotted time period. The current exam consists of six parts: four measure Dutch language skills and include components that test an immigrant’s speaking, listening, writing and reading abilities; the fifth tests their knowledge about Dutch society; and the sixth, introduced in 2015, assesses their understanding of the Dutch labour market. The obligation to take the test applies not only to new immigrants, but also to those who have lived in the Netherlands for five years or longer.

Declaration of participation – The integration exam includes a new element (from 1 January 2017 for refugee status holders; from 1 October 2017 for third-country nationals), namely the declaration of participation. Newcomers will have to follow several courses on the norms and values of Dutch society, and on those particular to Amsterdam society. Upon concluding the courses, they must sign a declaration stating they have gained insight into the norms and values; without a signed declaration, they cannot take the final integration exam.



Immigration policies – Most of Amsterdam’s policies do not target migrants as a group; instead, they take a more general approach aimed at helping those in difficult socio-economic situations. Policies aimed at alleviating poverty, for example, target all those in need. Very often, however, migrants are overly represented in these groups. Three concepts within Amsterdam’s citizenship and diversity policy were stressed until 2014: participation, connection and civility. The policy’s principal aim is to increase connections and a sense of unity within the city, and to counter increasingly coarse conduct among the public. Amsterdam’s inhabitants are expected to be active citizens who take responsibility for themselves and for the city. This main aim is divided into five goals:

1. To increase the common ground of people with different backgrounds
2. To promote the ability of Amsterdam’s residents to engage in the community and take responsibility for themselves and their surroundings
3. To ensure more people feel safe as a result of others’ behaviour and attitude
4. To improve cooperation between citizens and the government
5. To improve competences in urban citizenship

Lessons learned

In recent years, the focus on local policy and goals regarding diversity, emancipation and inclusion has taken a more general perspective. Now, preventing radicalization and polarization has come to the focus of local policies, along with shared history, a human-rights agenda, anti-discrimination, emancipation of women and the LGBTI community.

Source: City of Amsterdam contribution to World Economic Forum study

Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Amsterdam</p> <p>City Profile</p> <p>Population – 834,713 (2016)</p> <p>City Area – 164.8 km²</p> <p>GDP Growth Rate – 3% (Between 2013 and 2016)</p> <p>Unemployment rate – 7.9% (2016)</p> <p>Foreign-born population – 29% of city population (51% with first or second generation background)</p> <p>Key pull factors - Open economy, international orientation, high tolerance, agglomeration in the current phase of economic development</p>	 <p>Housing - Significant effects of migration; provision of housing for asylum status holders</p>	 <p>Housing - Plans for building 50,000 homes by 2025</p>
	 <p>Education - Lack of language skills among immigrants</p>	 <p>Education - Central government budget for educational resources for refugees and asylum seekers; local government support via providing school buildings, Scholarship loan to study in the Netherlands</p>
	 <p>Integration & Social Cohesion - Some neighbourhoods are more affected by new arrivals especially in northern and northeastern districts of the city, and its outskirts. City administration undersized and underequipped to deal with asylum-related procedures.</p>	 <p>Health - Collective health insurance for people with low incomes, GGD pilot programme – educating general practitioners on dealing with cultural differences in healthcare</p>
		 <p>Integration & Social Cohesion - Inburgering – encouraging civic integration via an exam for residents who have relocated to the Netherlands, Declaration of participation – ensuring norms and values of Dutch society are understood via a declaration signed by immigrants</p>
		 <p>Immigration Policies - Three concepts within Amsterdam’s citizenship and diversity policy were stressed until 2014: participation, connection and civility. The policy’s principal aim is to increase connections and a sense of unity within the city, and to counter increasingly coarse conduct among the public</p>

Lessons Learned

In recent years, the focus on local policy and goals regarding diversity, emancipation and inclusion has taken a more general perspective. Now, preventing radicalization and polarization has come to the focus of local policies, along with shared history, a human rights agenda, anti-discrimination, emancipation of women and the LGBTI community.

2.4 Middle East and North Africa



2.4.1. Dubai

One of seven emirates of the United Arab Emirates (UAE), Dubai covers an area of 4,114 square kilometres and has a population of 2.5 million (2016), with 91% of them expatriates of different nationalities. Migration in the city is driven mainly by economic factors to support growth and aspirations of diversification. Dubai's gross domestic product (GDP) in 1995 was estimated at \$11 billion and jumped about 10-fold to \$105 billion in 2016. This growth was accompanied by an expanding population, which grew from 690,000 in 1995 to 2.5 million in 2016, or 3.6 times in two decades.



Housing – Dubai has a floating population of 1.1 million (i.e. people working in the city but residing in a different city and commuting daily to work in Dubai), or about one-third of the current population that commutes to Dubai daily from other emirates. One of the main reasons for its highly mobile population is the cost of living and housing in the city, which makes it difficult for families with many dependents to stay there. Dubai has a flexible policy that allows employees to receive housing benefits even if they are not staying in the same emirate, as they contribute to the city's overall economic growth.

Before 2008, it was difficult to find an affordable house in Dubai. Affordability was a big challenge, mainly due to a high migration rate and the inability of developers to provide sufficient dwellings to meet short-term demand. After the financial crisis, two factors changed affordability in Dubai.

The first was that the oversupply in certain segments of the market (commercial or residential) led developers to lower rents and stabilize market prices, introducing affordability by force. The second factor was that major developers over the past two years (e.g. Emaar) got involved in development projects labelled as affordable housing; Dubai South, one such example, will surround the new Al Maktoum International Airport. The whole development project is a village that has triggered four or five areas to be newly developed by different developers dedicated only to affordable housing.

The Government of Dubai drafted an **affordable housing policy** earlier this year, which seeks to bridge the mismatch of demand and supply. Developed in close coordination with real estate developers, it is scheduled for release in 2018 pending the law's approval. This would pave the way for efficient affordable housing and ease traffic congestion from other emirates that have one-third of the labour force.

The intent is not to build clusters of affordable housing in Dubai that are completely secluded from the rest of the city, but rather to provide solutions ensuring proper integration and inclusiveness. This is why Dubai has used excess supply in some areas of existing housing, and worked alongside developers to encourage their providing affordable housing within existing buildings or new developments, with certain units reserved for low- and middle-income groups.



Education – The perception in Dubai had been that immigrants would come and stay for a few years (short to medium term). However, in the past decade, people have been staying for longer periods. In fact, the greater tendency is for families to bring their children to study in the city, which has contributed to the increasing number of schools and educational institutions.

Dubai has 185 private schools and nearly 16 curricula to accommodate migration and a mixed population. In the past decade, 72 schools were built. The annual enrolment in schools has grown at a rate of 6%, which has attracted investment in the sector. However, high tuition costs have impacted enrolment even when a sufficient number of places have been available in schools.

In 2015, the government introduced **fee-control measures** to ensure any increases in fees would be regulated. The number of international schools has grown significantly in recent years, indicating that parents are looking for diverse cultural backgrounds for their children's education.



Health – Of Dubai's 38 hospitals, 32 are private, which reflects the immense expansion of private facilities catering to different needs. However, the biggest challenge has been the cost of

healthcare.

Two interventions have addressed healthcare costs. The first is **mandatory health insurance**. The government introduced a new healthcare insurance scheme in 2016 to ensure full coverage for both locals and migrants by affordable insurance services (to accommodate low- and middle-income citizens). Mandatory access to private-sector providers facilitated by the government is also part of this intervention. The second intervention, currently being studied and evaluated, would **introduce certain price controls** on healthcare within hospitals and clinics to ensure affordable prices. Market forces and competition have played a beneficial role in introducing competitive prices. The government, however, is still investigating how to make healthcare more affordable.



Transport – Ten years ago, over 90% of daily commuters or internal migrants came from Sharjah, the nearby emirate. The situation has now changed because Dubai has more

nationals and expatriates coming from northern emirates following expansion of the Dubai bypass and the Emirates road. This makes it possible to commute daily, as commuters from Fujairah reach Dubai in 1 hour 15 minutes. Salik, the city toll gate system that began on one major road, is now being expanded across the city to cut the bottleneck created a decade ago between Sharjah and Dubai.

Another challenge is the need to better integrate the emirates on transportation infrastructure – namely, all emirates need to undertake development at the same pace to ensure accessibility. Integration between different cities is needed so that the flow is tackled at the right pace. For this reason, affordable housing and bringing people to live within Dubai is being addressed at the same pace as expanding the infrastructure.



Employment – Dubai has attracted a labour force to meet its requirements. The current total workforce of 1.9 million has especially highly skilled talent to achieve targeted economic

growth. As the oil sector's share of GDP declined over time, labour force growth has been increasingly in non-oil sectors. Dubai's fast-growing economy has created many opportunities for highly skilled people, with state-of-the-art infrastructure, high living standards and logistics hubs connected globally. (Dubai has connections by air to 141 destinations in 75 countries across six continents.) For low-

skilled workers, the UAE Ministry of Human Resources and Emiratization launched a wage protection system, where wages of these workers go through a bank, and transactions are monitored to ensure protection of workers' labour rights.

In the last decade, especially after the financial crisis of 2008, Dubai had high growth compared to the other six emirates, representing about 35% of UAE's GDP. This has been a major driver for people commuting or moving to Dubai, attracting UAE nationals and expatriates from other emirates. The **Dubai Plan 2021** (<https://www.dubaipplan2021.ae/en/>) addresses the effects of migration, among other things, and sets a roadmap to improve the city's performance.



Social cohesion and integration

Smart Dubai (www.smartdubai.ae) aims to make Dubai the happiest city on earth. Smart Dubai was established to empower, deliver and promote an efficient, seamless, safe and impactful city experience for residents and visitors. To achieve its strategic pillars, Smart Dubai aims to introduce strategic initiatives and develop partnerships to contribute to its dimensions of Smart Economy, Smart Living, Smart Governance, Smart Environment, Smart People and Smart Mobility.

An integral part of realizing Smart Dubai lies in empowering people to participate actively, while developing human capital with various forms of education. The strategy lists public involvement and education through e-community centres, digital and social communication channels, and alternative skills development as primary areas of focus. The end goal remains creating a native culture of continual learning, participating and innovating within society.

The **People with Disabilities** strategy (PWD) comprises a universal design code to transform and retrofit Dubai to be one of the world's most disabled-friendly cities by 2020. Social cohesion and inclusiveness are also at the heart of the Dubai Plan 2021 and its aims of establishing a vibrant and sustainable multicultural society, a tolerant and inclusive society embracing common civic values, and cohesive families and communities that form the bedrock of society. In addition, the recently announced government policy-making guide 2017 takes into account the happiness of people and keeps people at the centre of policy-making.

Lessons learned

The key lessons from Dubai suggest benefits in having a flexible migration policy for highly skilled labour, especially for targeted strategic sectors, and price control mechanisms for education and health to manage costs and help ensure affordability. Further, development in city neighbourhoods is as important as the pace of city development for cities to reap the benefits of integration.

Source: City of Dubai contribution to World Economic Forum study

Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Dubai</p> <p>City Profile</p> <p>Population – 2.5 million (2016)</p> <p>City Area – 4,114 km²</p> <p>GDP – 105 billion USD (2016)</p> <p>Foreign-born population – 91% of city population.</p> <p>Floating population – 1.1 million</p> <p>Key pull factors - Migration in the city is mainly driven by economic factors to support growth and diversification aspirations.</p>	 <p>Housing - High cost of living and housing in the city resulting in a highly mobile (floating) population in the city.</p>	 <p>Housing - Affordable housing policy – bridging demand and supply mismatch, utilizing excess supply and providing affordable housing within existing buildings or new developments, with certain units reserved for low-income groups</p>
	 <p>Education - High tuition costs have impacted enrolment in schools even when a sufficient number of places have been available in schools</p>	 <p>Education - Fee-control measures – regulating fee increases in schools</p>
	 <p>Health - High cost of healthcare in the city.</p>	 <p>Health - Mandatory health insurance – providing access to private healthcare, facilitated by government, Introduction of price controls on healthcare – being evaluated</p>
	 <p>Roads & Transport – Tackling flow of traffic creates challenge for an integrated and well paced development of transportation infrastructure by neighbouring emirates to improve accessibility and ease congestion.</p>	 <p>Integration & Social Cohesion - Smart Dubai initiative – making Dubai the happiest city on earth government policy-making guide 2017 has been announced that takes into account the happiness of people and keeps people at the centre of policy-making.</p>
		 <p>Urban Planning - Dubai Plan 2021 – addresses the effects of migration, among other things, and sets a roadmap to improve the city's performance. It aims of establishing a vibrant and sustainable multicultural society, a tolerant and inclusive society embracing common civic values, and cohesive families and communities</p>

Lessons Learned

There are benefits in having a flexible migration policy for highly skilled labour, especially for targeted strategic sectors, and price control mechanisms for education and health to manage costs and help ensure affordability. Further, development in city neighbourhoods is as important as the pace of city development for cities to reap the benefits of integration.



2.4.2. Amman

Amman is home to around 4 million residents, or more than 42% of Jordan's total population. Between 2004 and 2015, the city's population more than doubled from about 2 million in 2004 as a result of migration from neighbouring countries engaged in conflicts. The sharp rise in Amman's population has placed a huge strain on the city's resources and infrastructure, including water, education, employment, transportation, housing and medical services.

With about 178,000 Syrian refugees in Amman alone, the city is the second-largest host of refugees per capita in the world. The influx of migrant population between 2011 and 2015 has had an annual fiscal impact of more than \$2.5 billion, or 6% of Jordan's gross domestic product and 25% of the city government's annual revenues (100 Resilient Cities, 2017). Despite its turbulent history, Amman has grown to be a regional hub in the Middle East, welcoming Circassians in the 19th century, Palestinians in the 20th, and Iraqis and Syrians in the 21st. Amman also hosts migrants from other countries, such as Yemen, Libya and Somalia. The city has a large number of internal migrants from cities in the south of Jordan that are not growing. It also observes circular migration, where most migrants come from and go to Egypt, the Gulf area, Asia, Europe and the United States. Amman has less than 150,000 Iraqis staying in the city. The cost of living is high in Amman, and as Jordanian nationality is difficult to obtain, most Iraqis have moved to other places. Wealthy Iraqis have gone to other Gulf countries, while others have migrated to either Europe or the United States.

As an economic, cultural and innovation hub of the country, Amman offers better jobs and services than any other city in Jordan. The city has a strong banking industry, which has been a major pull factor. However, in recent years, Amman's economy has suffered from the knock-on effects of the global financial crisis and regional conflicts; moreover, unemployment has risen, and economic growth of 2.5% is at a six-year low. Despite these challenges, Amman is the fourth-most-visited city in the region, with more than 1 million tourists arriving each year and associated revenues of over \$1 billion. The city is also a popular destination for medical tourism, which contributes over \$1 billion to the economy annually and also acts as a pull factor.



Housing and utilities – Many Palestinian migrants came to Amman as a result of the Israeli and Palestinian conflicts in 1948 and 1967. Three of the 10 camps established in Jordan were in Amman, and they have remained since the conflicts. The city hosts about one-third of the Syrian refugees in Jordan, who stay within the local community and are mostly in the vulnerable part of the city. Those registered with the Office of the United Nations High Commissioner for Refugees (UNHCR) receive assistance, with some staying in houses and having their rents paid by the UNHCR. Rental costs in Amman have increased by 17%, and the demand for water rose by 40% between 2011 and 2015. Affordability of housing is quite a challenge, and residents rent part of their houses or sometimes empty apartments. Syrian migrants mostly reside in the southern and eastern side of the city.



Employment – Unemployment in Amman is high (about 15%), especially among women and young people, with youth unemployment having climbed by 30% from 2011 to 2015 (100

Resilient Cities, 2017). While about 50,000 Syrian workers have work permits in Jordan, close to 160,000 are working without them. Although immigrants can get work permits in Jordan without difficulty (with the fees paid by international agencies), most of them are afraid to register, fearing deportation or action from the government. Unregistered migrants work inside Amman; most work informally, with only a small portion working formally. Most of the jobs that refugees take are from Egyptians who worked on a contract basis and sometimes illegally in Jordan. They work in restaurants (or open their own), construction, painting and other low-skilled jobs. Despite not being allowed to work legally until recently, non-Jordanian migrants have long competed for low-paid casual work in the informal sector, which accounts for more than 40% of all national employment.

Recent legislative changes mean that Syrian refugees will now receive **identity cards**, helping them to access the formal job market. This is expected to affect employment rates and the overall economy. In 2016, Jordan became the first country from the Arab region to ease the issuing of **work permits** for Syrian refugees. In August 2017, the General Federation of Jordanian Trade Unions began issuing the region's first non-employer and non-position-specific work permits for Syrian refugees since the Syrian crisis erupted in 2011. The temporary permits are issued for a minimal fee directly to refugees working in Jordanian construction, one of the sectors open to non-nationals according to Jordan's labour law. Previously, such permits were tied to specific employers who applied on behalf of workers for specific positions. Permit applicants must also purchase insurance policies instead of the previously required and more costly social security subscriptions. Applicants for the new work permits must hold Recognition of Prior Learning certificates, which are obtained through the Centre for Accreditation and Quality Assurance (The Jordan Times, 2017).



Education – Education in Jordan is compulsory until 16 years of age. As language is not a challenge for its migrant population, children can be directly enrolled in the normal school system.

The government has built a number of schools in the northern part of Amman with the help of the international community. Most schools run in two shifts – morning and afternoon – to accommodate all students. As of 2014, around 90% of the school-aged population was enrolled in schools.



Health – The government helps immigrants, like residents, to ensure they pay minimal costs or are provided with free access to healthcare in government hospitals and health centres. As for

mental well-being, residents have limited to no access to mental healthcare facilities. However, the city recognizes the need for psychosocial help for its immigrant population.



Roads and transport – The recent influx of migrants has put pressure on the city's infrastructure and its ability to deliver basic services, including those for its transport

systems. While Amman has well-managed road, tunnel and bridge infrastructure, little reliable public transportation infrastructure exists, forcing residents to rely heavily on cars. While migrants are free to move inside the city, the reliability of the public transport system poses a challenge. Migrants in the camps are allowed to move in the city, but are required by law to have a sponsor act as a guarantor for them once they leave the camps.



Waste management – As a major challenge of the migrant situation, waste management saw many programmes initiated at the beginning of the migrant inflow that started in 2011; they

were targeted at not only migrants, but also the general population. More waste was generated, and the collection was not easy. The city had problems with the land fill, as it was being filled much faster than expected. The well-engineered land fill was full earlier than anticipated, so the city had to expand its waste management fleet to improve management of the waste and its collection and treatment. The city assigned and trained new people in waste management to improve efficiency.



Urban planning – Amman is divided administratively into 22 districts, each with a high level of autonomy to deliver city services.

The municipality controls all of its services, except for zoning, planning, infrastructure, design and construction, which are carried out centrally in its main offices. The last city plan, developed in 2008, recognized camps for migrants (mostly Palestinians).

Amman has developed a **Resilience Plan** to deal with newly arrived immigrants and those coming in the future. The Plan has five pillars with 16 goals and 54 action plans to make the city smart, integrated, environmentally proactive, innovative and prosperous. A **new master plan** is being considered to develop the city's eastern side. It will take into account all new initiatives as well as migration, the low-income population and solutions to implement the Sustainable Development Goals.



Integration and social cohesion – Integration has had no major issues, given that immigrant refugees share the same language, culture and religion. In the early stages of refugees arriving in










northern Jordan, certain places experienced some tension between Jordanians and Syrians. In Amman, tension arises mostly because of the treatment of international agencies and the assistance provided to refugees, when needy Jordanians live in the same conditions and low-income areas. Recognizing this, the Jordanian government took the position that any assistance provided by international organizations to Syrians should extend to poor Jordanians as well. Most of the roughly 2 million Palestinians in Jordan have acquired Jordanian nationality which, because of the current higher restrictions, is no longer easy to get. Finally, migrants and Jordanians are treated the same regarding access to urban services.

Lessons learned

One of two key lessons Amman has learned is recognizing the importance of planning in catering for contingencies, future needs and challenges, given the region's geopolitical situation. The other lesson is that organizing and formalizing the labour market helps to regulate refugees' access to that market, and would help to better understand the effects that the city's illegal workforce had on Jordanians prior to the legislation.

Source: City of Amman contribution to World Economic Forum study

Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Amman</p> <p>City Profile</p> <p>Population – 4 million (42% of Jordan’s population)</p> <p>Number of refugees – 2nd largest host of refugees per capita in the world (178,000 from Syria alone)</p> <p>GDP growth rate – 2.6%</p> <p>Unemployment rate – 15%</p> <p>Key pull factors - Economic, cultural and innovation hub of the country, better jobs and services than any other city in Jordan, strong banking industry</p>	 <p>Housing - Rental costs in Amman have increased by 17% and demand for water rose by 40% between 2011 and 2015. Affordability of housing is quite a challenge with residents renting part of their houses or sometimes empty apartments</p>	 <p>Employment - Legislative changes introduced for Syrian refugees who will now receive identity cards, helping them to access the formal job market</p>
	 <p>Employment - Unemployment at a high with 30% increase in youth unemployment between 2011 and 2015</p>	 <p>Health - The government helps immigrants, like residents, to ensure they pay minimal costs or are provided with free access to healthcare in government hospitals and health centres.</p>
	 <p>Health - The city recognizes the need for psychosocial help for its immigrant population with limited to no access to mental healthcare facilities</p>	 <p>Sanitation & Waste - Expanded waste management fleet – improving efficiency in waste management, given the increase in migrants</p>
	 <p>Roads & Transport – Influx of migrants has put pressure on the city’s transport systems. While migrants are free to move inside the city, the reliability of the public transport system poses a challenge.</p>	 <p>Integration & Social Cohesion - Government has taken a position that any assistance provided by international organizations to Syrians should extend to poor Jordanians as well.</p>
	 <p>Integration & Social Cohesion – While there are no major issues of integration, tension arises mostly because of the treatment of international agencies and the assistance provided to refugees, when needy Jordanians live in the same conditions and low-income areas.</p>	 <p>Urban Planning - Resilience Plan to deal with newly arrived immigrants and those coming in the future. It has five pillars with 16 goals and 54 action plans to make the city smart, integrated, environmentally proactive, innovative and prosperous. A new master plan is being considered to develop the city’s eastern side taking into account migration</p>

Lessons Learned

One of two key lessons Amman has learned is recognizing the importance of planning in catering for contingencies, future needs and challenges, given the region’s geopolitical situation. The other lesson is that organizing and formalizing the labour market helps to regulate refugees’ access to that market, and would help to better understand the effects that the city’s illegal workforce had on Jordanians prior to the legislation.



2.4.3. Ramallah

Ramallah, located in the middle of the West Bank in Palestine, has been affected by internal migration over different periods of time. As a result of the peace accord between Israel and Palestine, when Ramallah became the centre of government, many people have migrated to the city, which covers an area of about 18 square kilometres. Once a village, it has become a condensed city, tripling in population over the last three to four decades. With Israel controlling the borders, entry into Ramallah is restricted.

The city itself is open and diverse, compared to other cities in Palestine, and thus has been affected by internal migration, with people looking for better opportunities there. Ramallah also has more cultural recreation, especially for the young population. This draws people to the city in search of better living conditions, and the city's quality of services is generally higher than that of any other city in Palestine.



Housing – Housing in Ramallah is mainly privatized, and many companies are involved in its housing development sector. The city does not provide for public housing, and the housing available is rarely affordable. High demand has led to prices of real estate and land tripling or quadrupling compared to other Palestinian cities, making it very expensive to buy an apartment or a piece of land in Ramallah. Because Palestine is small and comparatively undeveloped, prices increase freely, making it prohibitive for people with limited income and newly employed youths to afford housing. Those interested in renting or buying a house, apartment or land in Ramallah have to consult banks for a long-term loan, which limits residents' general spending.

While migrants have no assistance for housing, employees in some sectors come together, **pooling resources to buy land**. To manage the difficulties and the high housing prices, **they share the cost of that land and the bill for housing and services** provided by contractors.



Education – The government is trying to cope with the high demand for schools in Ramallah. However, given the high cost of living, the city seeks to compensate for this by opening new schools outside its boundaries. Limited capacity within Ramallah is another reason for this, so the government is opening new schools around the city in the suburbs. The private sector has also been building new schools within and outside the city (the private sector has the upper hand because it has more resources and is better equipped).



Health – Healthcare is more complex in Ramallah because four sectors provide health services: the government; the private sector (e.g. private hospitals and clinics); the non-governmental organizations or the non-profit sector run by local charitable organizations; and the United Nations relief work, which provides health services for chronic refugees forced to leave their country in 1948, when Israel was established. Many Palestinians came to Ramallah and the city's outskirts, where refugee camps are located and basic healthcare services are supplied by the United Nations.

The bulk of the city's services are provided by the government for government employees having national health insurance; that is, healthcare services are provided free of charge, with a certain percentage of salaries going towards the insurance. While they are accessible to all, including immigrants, services at public healthcare institutions are of lower quality than those of the private sector. Thus, many people who can afford to tend to mix how they access services: they pay for better quality though potentially expensive services outside the government, and pay for services from the government as well. Those who cannot afford this must rely mainly on government services.



Employment – A growing number of people in the city are unemployed, and the capacity to absorb new migrants and jobseekers is extremely limited. Those coming to Ramallah are obliged to take low-skilled jobs, as they are also studying at the universities and must hold down more than one job to compensate for city's high cost of living. In general, the number of unemployed or job-seeking young people, especially among new graduates, is growing significantly in Palestine and, of course, Ramallah. Neither residents nor migrants are prioritized when job positions are filled.



Integration and social cohesion – Integration is not a big issue, given that migration is predominantly internal. However, minor social tension between locals and newcomers can occur, where newcomers are blamed, for example, for taking job opportunities, causing overcrowdedness in the city and increasing the pressure on the limited services and infrastructure, creating difficulties in handling Ramallah's immigration.



Urban planning –A transient population comes to and leaves Ramallah, affecting its infrastructure and services. This population segment does not pay taxes for services but does put pressure on them and the infrastructure, increasing the overall stress on the city.

Lessons learned










Ramallah is developing a **resilience strategy** that will try to shed more light on possibilities for the future. Given that the city has limited land, and that Israel controls many areas within the West Bank, expansion within the region is difficult and beyond the control of local planners and officials. The city will also look for advocacy at the international level, asking Israel to free more land to come under the municipal boundaries surrounding Ramallah. These latter areas are also affected and prove difficult to develop, for example for the region's housing.

Source: City of Ramallah contribution to World Economic Forum study

Ramallah is exploring **initiatives to deal with the stress on infrastructure and services created by a transient population**. One of them identifies actions needed to cater to this population, and subsequently observes and analyses its behaviour, especially during the day and when they leave in the afternoon. Similar analyses should be done for those staying in the city through the week and returning to their villages or surrounding towns during the weekend. With these analyses, Ramallah could gauge the effect of this population's needs and the extent to which the city can plan better not only for them, but also for Ramallah in general.



Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Ramallah</p> <p>City Profile</p> <p>Population – 32,000</p> <p>City Area – 19 km²</p> <p>Key pull factors - Open and diverse, compared to other cities in Palestine with better opportunities, has more cultural recreation, especially for the young population, better living conditions, and higher quality of services than that of any other city in Palestine.</p>	 <p>Housing - City not providing for social affordable housing; prices of real estate/land have tripled or quadrupled compared to other cities in the country</p>	 <p>Housing – Employees in some sectors come together, pooling resources to buy land sharing the cost of that land and the bill for housing and services provided by contractors</p>
	 <p>Education - High demand for schools; limited capacity of schools in the city.</p>	 <p>Urban Planning - Exploring initiatives to deal with the effects of a transient population – identifying plans to address overly stressed infrastructure and services</p>
	 <p>Health - While they are accessible to all, including immigrants, services at public healthcare institutions are of lower quality than those of the private sector.</p>	 <p>Integration & Social Cohesion - A resilience strategy – exploring possibilities for the city's limited land</p>
	 <p>Employment – High rate of unemployment with the city having limited capacity to absorb new migrants and jobseekers is extremely limited. Migrants studying in universities are obliged to take low-skilled jobs and must hold down more than one job to compensate for city's high cost of living</p>	
	 <p>Integration & Social Cohesion - Minor social tension between locals and newcomers can occur, where newcomers are blamed, for example, for taking job opportunities, causing overcrowding in the city and increasing the pressure on the limited services and infrastructure</p>	

Lessons Learned

Given that the city has limited land, and that Israel controls many areas within the West Bank, expansion within the region is difficult and beyond the control of local planners and officials. The city will also look for advocacy at the international level, asking Israel to free more land to come under the municipal boundaries surrounding Ramallah. These latter areas are also affected and prove difficult to develop, for example for the region's housing.



2.5 Asia



2.5.1. Pune

The eighth-most-populous city in India, Pune has about 3,115,000 people (as of the 2011 census) spread over a geographic area of 250.56 square kilometres. The city's unemployment rate is 3.29%, and its poverty ratio, the relation between the number of poor people and the total population, is 2.73%. Pune has the fifth-highest gross domestic product (GDP) of the country's cities (at INR 1,065 billion [Indian rupees]), with a GDP growth rate of 8.23%. Pune is also known as the "Oxford of the East" because of its large number of educational institutions (811 colleges) that attract international students.

The city of Pune has developed as the counter magnet of Mumbai, the administrative capital of the state of Maharashtra and business capital of India. The high cost of living and overcrowding in Mumbai has drawn migrants to Pune in search of better opportunities in all areas of life. It is now a preferred destination for many citizens in Maharashtra for job opportunities, education, healthcare services, real estate investment and better quality of life, among others, given that Mumbai (approximately 150 kilometres away) is already crowded with a comparatively higher cost of living. The same applies to many citizens all over India, who migrate to the city for better jobs and education. Pune's industries, trade, commerce and educational institutions attract a floating population from all over India into the city. Its rapid growth, however, is mainly attributed to industrialization after 1960, which established Pune as a major automobile manufacturing hub. In the last 25 years, the influx of internal migrants to Pune has risen

steeply, predominantly due to job opportunities created by the booming Indian information technology (IT) industry that resulted in migration of skilled labour to the city.

In a study conducted by the Gokhale Institute of Politics and Economics, Pune's immigrant population increased from approximately 370,000 migrants in 2001 (14% of the population) to 660,000 in 2011 (21%). From the 2001-2006 to the 2006-2011 quinquennial, the annual migration growth rate fell by 34% due to new developments in the Pune metropolitan region, which may have attracted a huge population. However, considering the present and future developments in the city, the situation is likely to change. The states of Andhra Pradesh and Karnataka account for one-third of interstate migrants in the city, while those from northern states account for another 20%. The proportion of migrants from Uttar Pradesh/Bihar is increasing, but is still at a lower rate. The past trends imply that the migration is mainly due to economic opportunities and education.



Housing – The old areas of Pune form the city's core, with traditional dwellings (wadās and chawls) as the predominant style of housing.

The old city primarily has mixed land use areas, where the city's major trade and commercial activities take place along with residential use. In the last 25 years, Pune has seen massive growth in its housing industry, mostly because of the boom in the IT industry. This led to increased demand for housing of skilled labour inside the city. The demand from higher- and upper-to-middle-income groups is normally being met by private builders, leading to manifold increases in, for example, organized housing, organized rental housing, service apartments and townships. For those in the lower-income group, the lack of affordable housing has led to the growth of slums, which are spread across the city. Further, squatting (encroachment of government land) is also a common phenomenon observed throughout Pune.

According to the City Sanitation Plan (2012), Pune has 564 slums with an estimated 30-40% of its population. The slum dwellers are mostly migrants looking for employment. To address this gap, the state and city governments run various Slum Rehabilitation and Redevelopment schemes aimed at rehabilitating slum dwellers in permanent settlements built by the city municipal corporation. Construction work of 17 schemes has been successfully completed, covering an area of 35,695 square metres, while work on six schemes is in progress, which will add another 65,217 square metres of settlements.

The city is also enhancing the infrastructure in its fringe areas. These would provide low-cost housing options, a major starting point for migrants coming to Pune for opportunities and employment.



Education – Roughly 60% of Pune’s school-age population is enrolled in its schools. Enrolment is not a problem in urban slums, as awareness there is high and children usually go to school; in addition, several non-governmental organizations work in urban slums to take the children to school. Access is also generally not an issue because schools are located in the vicinity. However, enrolment needs to improve among migrant children working at construction sites and brick kilns (or vitbhatts), street children and children living in unauthorized slums (Satyamurthy & Shinde, 2013).

For the public schools run by the city, the civic body has implemented the **Direct Benefit Transfer (DBT)** scheme, which ensures that monetary benefits intended for students actually reach them and are not misused.

Pune’s many government colleges, private universities, deemed universities and institutions, private engineering and business schools, among others, make the city a preferred destination for youth seeking a quality education in India. Its literacy rate (91.61%) is higher than the national and state averages, which can be attributed to Pune’s position as one of India’s leading centres of higher education.



Health – Pune’s apex civic body, Pune Municipal Corporation, runs about 50 hospitals and municipal clinics spread over the city. While it has 528 private hospitals and 19 family welfare centres, Pune has a poor density of physicians in the city (20 doctors per 100,000 population). A major reason for this low ratio is the ever-growing slum population attributed to the incessant influx of slum-dwelling immigrants.

To cater to this shortfall of doctors, Pune has initiated the **Mohalla Clinics (community clinics)**. Makeshift and designed to cater to the city’s huge slum population, they can be set up in a very small area and are very economical. The clinics provide basic health check-ups and free medicines for common colds, flu and other diseases for which patients are not required to visit speciality hospitals. Patients requiring treatment not provided by the Mohalla Clinics are immediately sent to the city’s specialty hospitals. This initiative has also helped reduce the overcrowding in the Pune’s hospitals.

The city has many state-of-the-art healthcare centres, such as Ruby Hall Clinic, Jehangir Hospital and KEM Hospital. They serve as centres for medical tourism, primarily given the cost and quality of treatment and proximity to Mumbai. Patients from the Middle East, Africa, Commonwealth of Independent States, United States, Maldives, Fiji Islands and Mauritius come for planned surgeries that are either prohibitive or too expensive in other regions of the world. Some hospitals have translators and specific meals to cater to the international population (Madaani, 2010).



Roads and transport – Pune’s public transport has not yet evolved to cater to its rapidly growing population. Hence, private transport (two- and four-wheelers) is the predominant mode of transportation. Pune is among the cities with the highest number of two-wheelers in Asia (alongside cities in Indonesia and Vietnam). Being an industrial hub, the city has a high number of privately-owned vehicles.

Pune has recently introduced a dedicated **bus rapid transit system (BRTS)** to address congestion and traffic, and has a **metro rail** project that is predicted to largely solve the city’s public transport issues. The city plans to invest in BRTS routes, cycle infrastructure, public bicycle programmes and e-rickshaw shuttle services, committing towards non-motorized transportation options that would serve the marginalized urban poor.



Waste management – As of 2017, Pune produced an estimated 1,600-1,700 tons of solid waste per day, while the per-capita waste generated per day is 200-500 grams. Reports indicate that waste generation in Pune has increased by 3.1% each year, attributed to its increasing population (including migrants). The city’s slums, predominantly occupied by migrants, generate a substantial amount of waste. In fact, slum dwellers resort to defecating in the open because basic sanitation facilities are not available.

To address these issues, Pune has undertaken a project to construct individual toilets in each slum household. Under the project, the city has successfully constructed 32,500 individual toilets in the slums and 11 community and public toilets. Under the scheme, Pune also introduced the concept of **mobile toilets** for women, in which three old public buses were refurbished into mobile toilets.



Employment opportunities and the labour market – Pune has traditionally been a manufacturing hub, with IT a predominant source of employment in recent years. Large-scale industrial units saw substantial growth between 2009 and 2011. The city had 665 industrial units in 2009, which rose to 1,490 by 2011, thus adding to its employment opportunities. Pune encourages migrants to take advantage of employment opportunities to the same extent as it does the native population. According to the Indo-German Chamber of Commerce, Pune has been the largest hub for German companies over the last 60 years, as over 200 have set up business there.



Urban planning – To cater to Pune's increasing population, the civic body drafted a city plan for 2007-2027, with the aim of expanding the city's boundaries. Those limits now include 23 nearby

villages newly inducted into the city. This step would also assist with new development accommodating the future immigrant population coming to Pune.

The Smart City Plan strives to make Pune an inclusive city, especially for the poor and disadvantaged who are mostly comprised of migrants moving there for better opportunities. Initiatives have been planned across various fronts to ensure a comprehensive development that will improve the quality of life, create employment and enhance incomes for all. The thrust towards inclusive development aims to make the smart city area slum-free by focusing on affordable housing and redeveloping about 450 slums. Pune will address key issues in sanitation, livelihood, education and healthcare through the initiative. It aims to increase productivity in marginalized informal sectors by reinventing local low-cost markets to significantly enhance opportunities for hawkers, food and vegetable vendors, and microretailers. This will extend these facilities to facilitate flea markets and to provide retail access to marginalized farmers from surrounding regions. Pune is also focusing on improving social infrastructure by developing schools and hospitals, and by increasing gardens and themed placemaking sites (spaces for neighbourhood platforms encouraging physical, cultural and social interaction) to vastly improve the quality of life in these areas.












Lessons learned

Citizen engagement is a major enabler in identifying problems, and city administrators must actively engage with their communities to tackle them. Developing an inclusive society requires a city to focus on all aspects of urban infrastructure and services that cater to all demographics of its population, including the steady growth of employment opportunities, quality housing, education, healthcare, improvements to public transportation and other civic amenities and services.

Source: City of Pune contribution to World Economic Forum study



Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Pune</p> <p>City Profile</p> <p>Population – 3.115 million (2011)</p> <p>City Area – 250.56 km²</p> <p>In-migrant population – 660,000 (2011)</p> <p>GDP growth rate – 8.23%</p> <p>Key pull factors – Counter magnet of Mumbai, job opportunities (predominantly in IT sector), education, healthcare services, real estate investment and better quality of life, trade, commerce and educational institutions, major automobile manufacturing hub.</p>	 <p>Housing - Increased demand for housing of skilled labour in high- and medium-income groups, lack of affordable housing leading poor migrants to settle in slums</p>	 <p>Housing - Slum rehabilitation and redevelopment schemes aimed at rehabilitating slum dwellers in permanent settlements. 17 such schemes has been successfully completed, covering 35,695 m², while work on 6 schemes in progress, adding another 65,217 m² of settlements.</p>
	 <p>Education - Poor enrolment among migrant children</p>	 <p>Education - Direct Benefit Transfer (DBT) scheme for public schools – ensuring benefits reach students</p>
	 <p>Health - 20 physicians per 100,000 population, indicating the need for healthcare personnel in general for the city population.</p>	 <p>Health - Mohalla (Community) Clinics – providing basic healthcare to the slum population in a practical, economical way.</p>
	 <p>Roads & Transport – Public transport not completely evolved, increasing the dependency on private transport for residents as well as migrants.</p>	 <p>Roads & Transport - Dedicated bus rapid transit system (BRTS) to address congestion and traffic, a metro rail project that is predicted to largely solve the city's public transport issues. Further investment in BRTS routes, cycle infrastructure, public bicycle programmes and e-rickshaw shuttle services, committing towards non-motorized transportation to serve the marginalized urban poor.</p>
	 <p>Sanitation & Waste - Basic sanitation lacking in slums, leading to open defecation</p>	 <p>Urban Planning - Smart City Plan – making for an inclusive city via catering to the poor and disadvantaged mostly comprised of migrants ensuring a comprehensive development that will improve the quality of life, create employment and enhance incomes for all.</p>

Lessons Learned

Citizen engagement is a major enabler in identifying problems, and city administrators must actively engage with their communities to tackle them. Developing an inclusive society requires a city to focus on all aspects of urban infrastructure and services that cater to all demographics of its population, including the steady growth of employment opportunities, quality housing, education, healthcare, improvements to public transportation and other services.



2.5.2 Surat

Surat is the second-largest city in the state of Gujarat, India, with an estimated population of 5.33 million (as of 2015)³⁵ and a total city land area of 326.51 square kilometres. It has an estimated gross domestic product of \$59.8 billion. Well known for its diamonds and textile industries, Surat is the world's largest diamond cutting and polishing hub, accounting for 90% of global exports in these areas (Bhragu Haritas, 2017). In textiles, Surat contributes 40% of the nation's manmade fabric production and 28% of its manmade fibre production. It is also known for its chemical, petrochemical and natural gas-based industries. The city's unemployment rate of 1.5% is the lowest in the country.

The city has one of India's fastest growth rates, with a decadal increase of 55-60% over the last four decades due to immigration from various parts of the state and country. As per the 2001 census, internal migrants make up nearly 58% of its total population (International Organization for Migration, 2015, *World Migration Report 2015*), and it has a floating population of close to 100,000 people. Up to the late 1980s, the city received many migrants from the south of India, particularly from the states of Andhra Pradesh and Tamil Nadu. From the early 1990s, migration from other states increased, especially from Orissa, Maharashtra, Rajasthan, Uttar Pradesh and Bihar. The textile and diamond industries alone have attracted over 600,000 migrants from just one state, Orissa (Neupane, Rubinyi, Sivappa, & Wang, 2016). While Surat has little international migration, it foresees a growing number of foreign collaborations with Japan, China, Israel and Germany, particularly in the private sector.

In a 2015 socio-economic analysis of migrant construction workers in Surat, the most frequently cited reason for migrating was "bad economic condition" (38.7% of the 297 responses), followed by "due to not getting other jobs" (26.9%) and "higher income earnings" (25.6%) (Solanki & Zankharia, 2015). The city's population growth is tied to the current growth in industry, infrastructure and investment, as well as the demand for labour for Surat's textile and diamond industries combined with push migration triggered from rural/agricultural hinterlands. Successful inclusion of incoming migrants will require significant investments for basic urban services, such as water supply, sewage, storm-water drainage, solid-waste disposal, roads and streetlights (ACCCRN, 2013).



Housing – Around 17% of Surat's population lived in slums in 2007. The slums have mostly migrants who cannot afford formal housing. The city's Urban Community Development

Department monitors delivery of essential services in slums. Compared to other Indian cities, slums in Surat have better access to water supply, drainage and sewage facilities (ACCCRN, 2013). Newer migrants come to the city and secure employment in the textile industry through referrals from existing migrants, and are generally housed in poor living conditions.

The government initiated efforts in 2006 to relocate the slums under various schemes. To date, 46,856 permanent housing units have been constructed under the slum rehabilitation programme, reducing the proportion of the city's population living in slums to 4.3%. The city envisages a zero slum area, and is planning to construct 10,200 housing units under a public-private partnership programme.



Education – Surat has one of the highest literacy rates (88%) in India. However, according to a study, most of the migrant population is made up of unskilled workers who are unable to

read and write (Neupane, Rubinyi, Sivappa, & Wang, 2016). In the same study conducted among migrant construction workers in unorganized sectors of the city, 54% of workers lacked basic reading and writing skills. Among the literate workers, the highest level of education was high school (Solanki & Zankharia, 2015). For children, the civic body manages 336 primary schools in the city; 64 of them teach in non-native languages (Marathi, Oriya and Telegu) to cater to migrant needs.



Health – Located in coastal terrain, the city is highly vulnerable for vector-borne diseases, such as filaria and malaria. A health sector study highlighted the near extinction of filaria due to

the extension of underground sewage across the city. Similarly, malaria is under control, given the strong citywide monitoring system of over 300 doctors and municipal health centres. Mosquito vector control measures include door-to-door monitoring of breeding, a monetary fine system and fogging to reduce the incidence (ACCCRN, 2013). Because of riskier and harder jobs in the textile industry, migrant workers are also exposed to various occupational health issues.

In addition, Orissa migrants in Surat are highly susceptible to contracting HIV/AIDS because of unsafe sexual practices, and a significant number of migrant workers from one corridor (the Ganjam district in Orissa to the Surat district) who work and live in the city are also at high risk. In 2011, the odds of being HIV-positive were four times higher for a migrant moving along the Ganjam-Surat corridor than for a non-migrant (Saggurti, Mahapatra, Swain, Battala, Chawla, & Narang, 2011).

Surat has 42 urban health centres averaging 3,000 patients daily, and also owns and manages a hospital with a daily average of 2,100 patients. The civic body established the Urban Health and Climate Resilience Center (UHCRC), which has developed a climate-specific vulnerability scoring method in health planning – the first of its kind in the country – with specific interest in the city’s migrant population.

The city plans to establish the **Child-Friendly City-Knowledge Center** under a collaborative framework with the United Nations Children’s Fund (UNICEF) to mainstream the issue of children in urban policy, planning and programming. In its first year, the city will develop:

- **Child-Friendly City Observatory:** A knowledge hub/repository with a live database on children, inviting, for example, their views, opinions, problems and stories that could feed into city planning
- **Child-Friendly City Alliance:** A platform advocating children’s issues (especially those who are marginalized, including children from migrant families)
- **Smart Health Care Delivery:** A multistakeholder collaborative approach for every child, using a mobile-based, time-bound survey, with a real-time monitoring system as well as information, education and communication services to strengthen the feedback loop; and a monitoring and tracking system to enable timely interventions and child-specific reporting systems



Utilities – During the peak of summer, droughts and the late onset of monsoons create stress on Surat’s water supply system. Currently, water is supplied to 95% of the city. The civic body, reflecting efforts to continually improve the population’s water supply, has created a non-revenue water cell to audit and prevent water loss through leakages in the water distribution zones.



Roads and transport – Inadequate mass transportation and heavy traffic congestion were major challenges for the city’s infrastructure. As of January 2015, Surat’s vehicular distribution consisted of 78% two-wheelers, 12% automobiles and about 4% autorickshaws (three-wheelers), but passenger buses made up only 0.5% (Regional Transport Office - Surat, 2015). The city needed public transportation, which most migrant workers depended on for moving around. Until a few years ago, this population relied on autorickshaws as their means of transit in Surat.

Surat recently launched an **integrated public transport system** of city buses and a bus rapid transit system (BRTS). The combined system now serves 85% of the city, with city buses covering 270 kilometres and the BRTS 99 kilometres. The integrated system has an average ridership of 160,000 people daily; migrant workers are major beneficiaries, with Surat’s transit fares cheaper than other cities’ in the state. To cater to its future needs, the city plans to double the number of buses by March 2018. Further, it looks to create no-vehicle areas and time zones in overcrowded parts of the city.



Integration and social cohesion – Social cohesion poses a challenge for Surat because migrant workers come from different cultural backgrounds and different parts of the country. While conflicts are rare, rising diversity from in-migration can lead to higher inequity due to skill constraints among these migrants. The city needs to build, strengthen and empower local-level citizen groups in raising issues. Surat plans to run awareness campaigns and to form issue-based groups at the community level for positive action.



Urban planning – The current master planning process is restricted to land use planning. However, increasing focus has been given to integrating transport, communication, water supply and sewage systems under the 100 Smart Cities mission of India.

Surat has formed **Surat Smart City Development Limited**, a special purpose vehicle under which **area-based development projects** have been identified to cater to 10% of the city’s population (predominantly migrants). They aim to improve the quality of life of people residing in the selected area. The city has projects planned for increasing affordable housing, reducing non-revenue water, improving the monitoring of water quality, upgrading and augmenting sewage plants, implementing mechanized smart parking systems and a skywalk (“travellator”), developing a start-up and incubation centre to train semi-skilled workers (predominantly migrants) in various trades, and providing single window clearance for start-ups in the selected area.

Lessons learned

Innovative financial instruments and strategic partnerships with the private sector can help expand the infrastructure and services of a fast-growing city – one that requires a major expansion of infrastructure. Further, cities should be able to take advantage of rapid strides in technologies to help with effectively managing infrastructure and services. To be successful, these projects will require an increased focus on governance and regulation.

Source: City of Surat contribution to World Economic Forum study

Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Surat</p> <p>City Profile</p> <p>Population – 5.33 million (estimated in 2015)</p> <p>City Area – 326.51 km²</p> <p>GDP – 59.8 billion USD</p> <p>Key push factors from other areas drawing migrants - Rural/agricultural hinterlands, bad economic conditions and unavailability of jobs</p> <p>Key pull factors – Higher income earnings, growth in industry, infrastructure and investment, as well as the demand for labour for Surat’s textile and diamond industries</p>	 <p>Housing - 4.3% of the city population lives in slums mostly comprising of migrants.</p>	 <p>Housing - Ongoing efforts to relocate the slums under various schemes. To date, 46,856 permanent housing units have been constructed under the slum rehabilitation programme. The city envisages a zero slum area, and plans to construct 10,200 housing units under a public-private partnership programme</p>
	 <p>Health - Highly vulnerability to vector-borne diseases: risky jobs exposing migrants to occupational health issues; migrant labour highly susceptible to HIV/AIDS</p>	 <p>Health - City-wide monitoring system for vector-borne diseases; UHCRC’s vulnerability scoring method in health planning, targeting migrants. Child Friendly City–Knowledge Center – mainstreaming children’s issues (particularly marginalized children) in planning</p>
	 <p>Roads & Transport – High reliance on private modes of transport (two-wheelers, automobiles)</p>	 <p>Roads & Transport - Integrated public transport system covering 85% of the city, with plans to double the number of public buses within a year</p>
	 <p>Urban Planning - City’s master planning process restricted to predominantly land use</p>	 <p>Urban Planning - Area-based development and pan-city projects initiated under the Smart Cities mission – integrating planning in transport, communication, water supply and sewage systems and improving the quality of life</p>
	 <p>Integration & Social Cohesion - City’s master planning process restricted to predominantly land use</p>	

Lessons Learned

Innovative financial instruments and strategic partnerships with the private sector can help expand the infrastructure and services of a fast-growing city – one that requires a major expansion of infrastructure. Further, cities should be able to take advantage of rapid strides in technologies to help with effectively managing infrastructure and services. To be successful, these projects will require an increased focus on governance and regulation.



2.5.3. Davao City

Davao City has a population of approximately 1.6 million, according to the Philippine Statistics Authority's Census on Population in 2015. The city's average annual growth rate is 2.3%, and its total land area is 244,000 hectares. It is divided into three political districts, and further subdivided into 11 administrative districts. The unemployment rate in the Davao region is 5.5%, while the regional domestic product growth rate is 9.4%. In 2016, Davao City's poverty ratio was 4.5%, and the dependency ratio is 35 dependents (split 31 children and 4 adults) for every 100 persons

Historically, Davao City has been a prime destination for migrants because of its fertile land. People from Luzon, Visayas and other countries came to live there. Furthermore, Davao City is also considered a centre of trade in Mindanao because of its economic opportunities, agricultural development and educational pursuits. The city has recently experienced an increase in internal migration. In the 1970s, 31% of the population resided in Poblacion District, and roughly 19% in Talomo and Buhangin Districts. These percentages are currently 17% and 44%, respectively.

People from Davao City migrate to domestic and foreign places, usually to pursue higher-paying jobs. Meanwhile, migrants come to the city primarily because of the following reasons:

- The city promises job opportunities and has an economy favouring small- and big-business owners, as well as foreign investors.
- The city is a centre of education and home to some of the country's top universities.
- Natural resources are abundant and weather conditions favourable, as the city is located outside the typhoon belt. Davao City recorded very few cases and incidences of illegal and irregular migrants.

The majority of return migrants in Davao City are overseas Filipino workers and/or retirees and their families.



Housing – Many urban-centre migrants opt to reside in informal settlements because they are unable to secure formal housing, despite a rise in housing projects that include subdivisions, condominiums and medium-built residential units. The city has provided relocation sites for informal settlers through the **Community Mortgage Program** and **Urban Land Reform Program**, for which additional sites for development have already been purchased.



Education – Many migrants are students. While this may have a positive effect on the city's reputation, it can create a challenge for schools to provide facilities and faculties to accommodate the high volume of students. Davao City is implementing programmes that help students, such as the **Scholarship on Tertiary Education Program (STEP)/STEP-Financial Assistance**. Moreover, schools are hiring more teachers and building more classrooms to accommodate students.



Health – Migration has also created a demand for increased health infrastructure, manpower and services that must be provided to address migrants' physical and mental health needs. Health programmes and health centres are available at the barangay level (i.e. a village, district or neighbourhood) in Davao. The government's programme, **Lingap Para sa Mahirap** (Assistance for the Poor), aims to assist citizens with their healthcare needs.



Roads and transport – With more privately-owned vehicles in the city, traffic congestion has increased at a rapid pace. The increase in traffic volume further stresses the city's resources. The city government established the City Transport and Traffic Management Office and the Transport and Traffic Code. Additional construction of **road bypasses** and improvement of existing roads are in the works, as well as a plan to establish **two transport terminals** in the southern and northern parts of the city to address congestion.



Utilities – The computed average daily consumption of water increased by 14,357 cubic metres from 179,343 cubic metres in 2015 to 193,700 in 2016. The consumption of electricity also increased, from 1.8 billion kilowatt hours (kWh) in 2015 to 1.9 billion kWh in 2016. While the increase in consumption can partly be attributed to the city's natural growth, much of it is due to its high number of migrants. The development and implementation of a **surface water source project** is continuing in Barangay Tamugan, Marilog District, and a **coal-powered plant** was established to meet the city's electricity requirements. The city, however, encourages the use of renewable energy.



Waste management – On average, 63.89 tons of waste is collected daily in the city by 120 hauling trucks. The average daily waste generated per person is 0.56 kilograms. Davao City's sanitary landfill has a specified capacity; while it addresses the city's population growth, it cannot accommodate its daytime population of 2.2 million. **Two new sanitary landfill facilities** will be developed, for which sites are being evaluated for technical feasibility.



Employment opportunities and the labour market – With higher unemployment among residents, problems may arise as the economy cannot absorb all the graduates and unskilled personnel. To address this issue, the city plans the following actions:

- Strengthen the **agricultural sector**, as this can absorb a considerable number of unskilled workers
- Intensify formation of cooperatives in the countryside to **promote small businesses and microenterprises**
- Invite more companies specializing in **business process outsourcing** to relocate in Davao City, thus providing more employment opportunities for the city's constituents

The city has implemented a **community-based monitoring system (CBMS)** to conduct the household census with geotagging. With the formulation of the Comprehensive Land Use Plan, projects and programmes are anchored in the Sustainable Development Goals (SDG) and in consultation with different stakeholders.



Integration and social cohesion – Davao City has always been a melting pot of people and cultures. Its social environment is open and accepting, building its reputation as a migrant-

friendly city. No major issues concerning integration have garnered attention, as city residents coexist, live in peace and harmony, and respect every individual's beliefs, culture and traditions.



Urban planning – The longstanding problem of informal settlements in Davao City has worsened in recent years with the growth of internal migration. To address this, a network of growth

areas was defined by designating district centres as subeconomic centres, which helped to attain a more balanced spatial distribution of the population throughout the city.

The **Legislative-Executive Agenda** has guaranteed that the priorities of the executive level are in line with the legislation crafted by the legislative department. Funding for projects beyond the city's capacity will be sourced through partnerships with national agencies, overseas development assistance and the private sector. The Agenda also seeks to strengthen partnership with civic society organizations, such as people's organizations, non-governmental agencies, cooperatives and stakeholders to promote the city as a tourist and investment destination, utilizing new innovations and technologies.

Lessons learned

The Davao City government envisions gainful employment, decent housing, educated and healthy children, and sustainable day-to-day living for every individual, regardless of culture, religion and gender. It has learned to evaluate the implementation of projects based on four core performance areas – governance, economic, social and environment – by prioritizing multistakeholder needs across programmes, projects, activities, legislation and capacity development. The city reinforces the idea of implementing local development plans, especially those that address migration and population explosions.

Source: City of Davao contribution to World Economic Forum study



Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Davao City</p> <p>City Profile</p> <p>Population – 1.6 million (2015)</p> <p>City Area – 2440 km²</p> <p>Average Annual Growth rate – 2.3%</p> <p>Unemployment rate – 5.5% (Davao region)</p> <p>GDP growth rate – 9.4% (Davao region)</p> <p>Key push factors – Pursue higher-paying jobs</p> <p>Key pull factors – Job opportunities, economy favouring small- and big-business owners, centre of education, abundant natural resources and favourable weather conditions</p>	 <p>Housing - Migrants opting to reside in informal settlements (unable to secure formal housing)</p>	 <p>Housing - Community Mortgage Program; Urban Land Reform Program – providing sites for relocating informal settlers</p>
	 <p>Education - Providing facilities and faculties to accommodate for large number of students.</p>	 <p>Education - Scholarship on Tertiary Education Program (STEP)/STEP-Financial Assistance. Schools are hiring more teachers and building more classrooms to accommodate students.</p>
	 <p>Health – Increased health infrastructure, manpower and services that must be provided to address migrants’ physical and mental health needs.</p>	 <p>Health - Lingap Para sa Mahirap (Assistance for the Poor) programme – assisting citizens with healthcare needs</p>
	 <p>Roads & Transport - More privately-owned vehicles causing congestion in the city.</p>	 <p>Roads & Transport - Additional construction of road bypasses, improvement of existing roads and plans for two transport terminals – addressing congestion</p>
	 <p>Utilities - Increased water and energy consumption much of which is attributed to high number of migrants</p>	 <p>Utilities - Implementation of a surface water source project and establishment of a coal-powered plant – addressing energy needs</p>
	 <p>Sanitation & Waste - Landfills not able to accommodate the daytime population</p>	 <p>Sanitation & Waste - Plans to develop two landfill facilities to accommodate the daytime population</p>
	 <p>Employment - With higher unemployment among residents, problems may arise as the economy cannot absorb all the graduates and unskilled personnel</p>	 <p>Employment - Plans to strengthen the agricultural sector, promote small businesses and microenterprises, and invite more business process outsourcing companies</p>

Lessons Learned

It has learned to evaluate the implementation of projects based on four core performance areas – governance, economic, social and environment – by prioritizing multistakeholder needs across programmes, projects, activities, legislation and capacity development. The city reinforces the idea of implementing local development plans, especially those that address migration and population explosions.



2.5.4. Guangzhou

As of 31 December 2016, Guangzhou was home to 14,043,500 permanent residents, including a registered household population of 8,704,900 and a floating population of 5,338,600. The city covers an area of 7,434 square kilometres, and its gross domestic product reached CNY 1.96 trillion (Chinese yuan renminbi). During the Twelfth Five-Year Plan period, the urban registered unemployment rate was kept under 2.5% in each year. After the reform and opening-up, the continual influx of migrants has promoted Guangzhou's economic and social development. This has also led to new challenges in social security, urban construction, cultural education and social administration, among other areas.

Immigration into Guangzhou continued to expand early on, but has levelled off in recent years. Additionally, some migrants have returned to their cities of origin to start their own businesses. Immigration trends of Guangzhou include movements from inside and outside Guangdong Province to Guangzhou, and from suburbs to urban areas. Migrants inside and outside the province have continually gone to Guangzhou.

Major push factors include a lagging economy in some regions, due to China's unbalanced economic development that generates a surplus labour force and leads to movement out of the city. On the other hand, Guangzhou has attracted many migrants to work and start their own businesses in the city given its advantageous geographical location, preferential policies of economic reform, rapid development of the market economy, openness, inclusiveness and its position as a major national city.



Housing – With the influx of migrants, Guangzhou faces increased demand for commercial rental and residential rental housing at low prices (which has promoted the

development of the real estate market). The city is dedicated to constructing more public housing and developing rental housing. It is looking into innovative methods for allocating social housing based on a point system tailored for migrants – a breakthrough across the country.



Education – With the number of migrant children increasing, Guangzhou faces growing demand for quality educational resources and public schools. This has promoted the

development of public and private education. The city is stepping up efforts to build more public schools as well as private schools sponsored by government subsidies (a point system to integrate children of migrants into local schools).

Under the new policy, home renters are offered schooling rights in Guangzhou, benefitting tenants, landlords and developers. The policy for rental tenants granted them the same access to local education facilities as homeowners. Prior to the new policy, only those owning homes close to a school were eligible to enrol their children, which – combined with high prices, particularly for homes near the best schools – limited educational opportunities for renters. With the annual rental yields falling recently below 2%, landlords may be able to pass on higher rents and boost their yields, as the policy change is expected to spur rental demand. Developers are attempting to shift their business models away from sales-led development to include the construction of projects for long-term leasing. For tenants, the new policy will only apply to official Guangzhou residents, or highly qualified migrants with acceptable scores according to the government's new points-based urban residency system (Sheehan, 2017).



Health – Guangzhou faces increased demands for health infrastructure and services. Leading social organizations participate through the government's purchase of public services,

including family integrated service centres at the street and town level that provide migrants with community services addressing both their physical and mental well-being.



Roads and transport – Guangzhou faces increased road and traffic congestion as well as growing demand for public transportation, especially during the Spring Festival travel rush.

The city seeks greater investment in public transportation to ensure migrants have the same ease of access to the transit system as locals do.



Utilities – Guangzhou faces increased demand for water, electricity and broadband services, for which it is looking to find greater investment opportunities.



Waste management – The city faces pressure in waste collection, treatment and recycling in migrant-populated communities that suffer from producing large quantities of waste. Guangzhou

is exploring sorting of waste, promoting environmental protection and creating a clean, safe and orderly urban environment for migrants.



Employment opportunities and the labour market

– While creating many job opportunities, the influx of migrants has also negatively affected the local labour force. The city is

working to create a fair employment environment and to share equal employment opportunities among other initiatives. Guangzhou has also planned initiatives, such as for brain gain and a point system for migrants to obtain residence permits.



Social cohesion

– Differences in languages, cultures and customs exist between migrants and local residents, leading to the emergence of groups comprised of people of the same origin

or working in the same industry. Initiatives for migrant integration, started in 2016 and planned to continue to 2020, promote integrating communities in an orderly fashion. They also encourage integrating migrants into enterprises, children of migrants into local schools, families into communities and groups into society, among other measures.



Urban planning

– The unbalanced distribution of migrants has spurred an upgrading of the city plan. Guangzhou is effectively connecting population development planning with industry

planning and with comprehensive planning of the urban area and the use of land. In addition, the city is steering towards orderly migration and reasonable migrant distribution.

Lessons learned














The key lesson from Guangzhou is that specialized agencies should be set up to handle services, management and administration for migrants in cities, involving a team of administrators and reasonable funding assurance mechanisms. A model of government leadership and social engagement that embraces urban qualities of openness and inclusiveness, combined with development concepts of integration and sharing, is essential for successful migration-related initiatives. Governments at all levels should attach great importance to services and management for migrants, and promote structural reforms and innovation in the migrant system.

Source: City of Guangzhou contribution to World Economic Forum study

Guangzhou has improved the **information system for migrants**, facilitating deep application of big data and cloud computing, and promoting online business transactions with internet+ mode and WeChat official accounts.

A policy and regulation system driven by Services and Management Regulations on Migrants to Guangzhou is being developed, which includes management regulations on house rentals, and services and management regulations on the point system for the city's migrants. The services and management structure for migrants is being developed under the leadership of the party committee collaborating with different departments and people from different spheres of life, and through effective pooling of resources. The government is guaranteeing the system for finance, branding of services and integrating initiatives through its purchase of public services. It aims to improve services and management systems at four levels (city, district, town/street and community/village) and to build a government-led structure of social engagement.

Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Guangzhou</p> <p>City Profile</p> <p>Population – 14.04 million (2016)</p> <p>City Area – 7,434 km²</p> <p>GDP – 295 billion USD (CNY 1.96 trillion)</p> <p>Unemployment rate – Under 2.5%</p> <p>Key push factors - Lagging economy in some regions, due to China's unbalanced economic development that generates a surplus labour force</p> <p>Key pull factors – Advantageous geographical location, preferential policies of economic reform, rapid market development, openness, inclusiveness and its position as a major national city</p>	 <p>Housing - Increased demand for commercial rental and residential rental housing with influx of migrants</p>	 <p>Housing - Home renters offered schooling rights previously restricted to home owners</p>
	 <p>Education - With the number of migrant children increasing, Guangzhou faces growing demand for quality educational resources and public schools.</p>	 <p>Education - More public and private schools sponsored by government subsidies with points system to integrate migrants into local schools</p>
	 <p>Health - Insufficient health infrastructure and services</p>	 <p>Health - Government's purchase of public services – providing migrants with community services, addressing both physical and mental well-being</p>
	 <p>Roads & Transport – Increased road congestion and demand for public transport</p>	 <p>Employment - Fair and equal employment environment – using brain gain, and employing point system for migrants to obtain residence permits</p>
	 <p>Utilities – City faces increased demand for water, electricity and broadband services, for which it is looking to find greater investment opportunities.</p>	 <p>Urban Planning - Policy and regulation system – addressing management regulations for house renting, and improving management and services regulations on point system at the city, district, street/town and community/village levels</p>
	 <p>Integration & Social Cohesion - Differences in languages, culture and customs leading to creation of segregated groups</p>	 <p>Integration & Social Cohesion - Information system for migrants – facilitating deep application of big data and cloud computing, and promoting internet+ mode and WeChat official accounts</p>

Lessons Learned

Specialized agencies should be set up to handle services, management and administration for migrants in cities, involving a team of administrators and having reasonable funding assurance mechanisms. A model of government leadership and social engagement that embraces urban qualities of openness and inclusiveness, combined with concepts of integration and sharing, is essential for successful migration-related initiatives. Governments at all levels should attach great importance to services and management for migrants, and promote structural reforms and innovation in devising system for migrants.

2.6 Oceania



2.6.1 Auckland

Auckland's population is approaching 1.7 million, and the city has a relatively low unemployment rate of about 4.5% and a gross domestic product (GDP) that grew roughly 4% in 2016. While GDP growth has begun to slow, it remains strong, driven overwhelmingly by both migrant and natural population increases. Auckland's population is growing at an exceptionally high rate (just under 3% a year). Much of this is driven by migration, both reduced emigration by New Zealanders and strong immigration of foreign residents. A vast number of people living in Auckland are migrants or have migrant ancestors. The city tends to get the lion's share of migration into New Zealand; in fact, while Auckland constitutes 35% of the overall New Zealand population, it receives two-thirds of foreign migrants.

The city has seen a shift in immigration away from Europe and towards Asia. The biggest immigrant groups are from China, India and the Philippines, all countries where people are used to large urban agglomerations. Most of them arrive in Auckland as skilled migrants from cities of their own countries. As Auckland is also New Zealand's largest and most international city, immigrants are more likely to find existing communities of their own ethnicity there than they might in smaller cities. In terms of internal migration, the city has witnessed more out-migration given the pressure on housing and infrastructure in the last decade. The high cost of housing tends to push people out of Auckland to the rest of the country. While the city draws migrants from overseas, people trickle out of it over time into other parts of the country.

Previous censuses have indicated that approximately 4,000-5,000 residents leave Auckland each year. New Zealand is currently witnessing the highest levels of international migration (about 72,000 individuals a year). Given the city's proximity to Australia, and with New Zealand and Australia operating as one labour market, the flow of New Zealanders to Australia grows significantly when Australia is doing well economically. However, New Zealand, and particularly Auckland, has been doing better in the last few years than many parts of Australia. The wind-down of the mining boom means that New Zealanders are no longer going to Australia in the same numbers. With thousands of New Zealanders not leaving for Australia each year, the city not only has foreign migrants arriving in record numbers, but also has stronger underlying demand for housing and infrastructure from New Zealanders who are staying put.

In all, New Zealand has four main categories of migration: (1) skilled migration to meet skill needs, (2) New Zealanders returning from other countries given the better economic conditions, (3) family reunification, and (4) a number of small quotas for refugees and residents of some Pacific island nations. The latter migrants do not require specific skills or an ability to earn income to enter New Zealand.

With 93% of taxes collected by the central government and only 7% by local governments, the vast bulk of the services and interventions aimed at supporting new migrants or those in poorer financial situations must be provided at the central government level rather than by local government.



Housing – One of the main reasons New Zealanders, including new migrants, move to Auckland is the dream of having their own home and living the lifestyle that New Zealand offers.

But house prices in Auckland have risen sharply, leading to more people living in each dwelling on average. The city needs more affordable housing, but this cannot be provided primarily by local government with its limited revenues. Those funds are consumed primarily by providing local roads, fresh water, wastewater and stormwater facilities, parks and community facilities, and public transport. Thus, the main responsibility for social or affordable housing lies with the central government.



Health – The shortage of housing is one of the main reasons for poorer health outcomes in the city. With house prices doubling in the last 10 years, more people are living in each dwelling on

average, and fewer people can afford to buy. Renters tend to live in poorer-quality housing, as recent studies have highlighted. This means people are more likely to get sick, placing pressure on emergency rooms and doctors' clinics. Public healthcare services are provided through the central government. Those with work visas for two years or longer are entitled to the same healthcare as New Zealanders, without any additional fees. However, healthcare provision has not kept pace with the city's rapid population growth.



Education – Education is primarily funded and run by the central government. Schools typically have a catchment zone, allowing any child within the zone to attend that school. School

education is free to those with the appropriate visa. The central government funds schools partly on the basis of the socio-economic category (e.g. schools in poorer areas get the most funding). But often, this funding is used to overcome basic gaps in, for example, language skills among new migrants who do not have basic English skills. This means many schools in lower socio-economic areas do not have funds for technology or advanced subjects that may be available at schools in wealthier areas. In addition, schools in wealthier areas tend to ask parents to contribute further funding, which parents in poorer neighbourhoods cannot afford.



Employment – With its economy doing well and businesses growing, Auckland has had difficulty finding the skills it needs. Businesses have

lobbied for migration rules to remain loose to get the skills they need and to allow population growth to continue driving the economy's momentum.



Urban planning – In November 2016, the new **Auckland Unitary Plan** came into effect, completing a process of amalgamating zoning

policies from seven separate local government areas that were joined together in 2010. The Plan provides consistency on what and where one can build in the city. It massively relaxed zoning requirements, and the city has provided capacity for up to 1 million new dwellings. Auckland already has about 570,000 dwellings (and a housing shortage estimated at about 42,000 dwellings). This means the Plan can accommodate around 20 times more dwellings than the current shortfall. The biggest challenges to delivering housing, however, appear to be sourcing the workforce to build all the required houses, financing their construction and dealing with infrastructure constraints.



Roads, transport and infrastructure – As

Auckland has grown, newer migrants, either from other parts of New Zealand or from overseas, have had to live further away from the city and face longer commutes to work. The city, working with the central government, completed the **Auckland Transport Alignment Project (ATAP)** in November 2016. It identified key transport projects for delivery in the city over the next 20 or 30 years, to be funded by the central and local governments.

The **City Rail link**, another project already under way, is a new section of underground rail tunnel in the city centre. It will allow to double the number of trains travelling through Auckland, and will reduce travel time by rail to the central business district by at least 10 minutes, making it easier for people living further away, including many recent migrants, to get around. The project, estimated to cost around US\$2.4 billion and funded by the central government and the Auckland Council, and is expected to be completed by 2023.

One of the major challenges for Auckland in providing services is that it is unable to finance infrastructure fast enough to keep up with demand. Recently, the central and local governments signed an agreement to develop a **Special Purpose Vehicle**. The central government has put up US\$400 million to help fund infrastructure in Auckland; this debt will be on the central government's balance sheet and not on the Auckland Council's. The central government will work with the Council to develop a suitable mechanism to recoup the costs of some or all of the infrastructure.

A mechanism like this is necessary for the city to maintain its credit rating and avoid a credit downgrade, which could mean higher borrowing costs. Because Auckland has the biggest council in New Zealand, a credit downgrade for the city would affect the credit rating of other councils in the country.



Integration and social cohesion – Strong growth in house prices has created a wealth gap between owners and renters (which includes many recent migrants). Tenancy laws in

New Zealand do not provide the same certainty of tenure as in some countries with a longer history of high numbers of renters. This means tenants may have to move more often, making it more difficult for them to create social networks and become part of the community than for owners.

The poorest part of Auckland is in the south, where the largest Pasifika (Pacific-island) population is settled along with many new immigrants, especially from places like India and the Philippines. The Auckland Council has established **The Southern Initiative**, a unit that focuses on practical projects to champion, stimulate and enable social and community innovation in South Auckland.

Maori and Pasifika Trades Training, a project under The Southern Initiative, works with construction companies to get people with basic or limited skills, and who may be unemployed, into jobs. Auckland has a shortage of people in construction, and employers have committed to supporting the initiative's programme by employing workers who come through it. The **Southern Initiative** puts candidates through a short-term training programme and then links them with employers. At the outset, these predominantly new workers are on a salary above the minimum wage; within a couple of years, they earn more than the median Auckland income. The workers progress within a couple of years from having no job and limited skills and experience to earning better than the average Auckland salary-earner. A generational change, it has proved to be so successful that the city is now looking to roll it out in the west of Auckland, the second-poorest part of the city.












Lessons learned

Auckland can extract four lessons from its experience in dealing with migration. One of the biggest has been the importance of acknowledging the scale of the challenge early on. Another lesson has been to have a comprehensive transport and infrastructure plan for the city. The third lesson is to always overestimate growth rather than underestimate it. By having consistently underestimated how fast the city would grow, the city is now tackling the sudden surge of demand across different areas of urban services and infrastructure. While flexibility exists to slow down if growth is lower than anticipated, scaling up is more difficult should demand become greater than expected. The fourth and last lesson is that cities must be flexible; they need to ensure they can free up enough land for different uses (residential, commercial or industrial).

Source: City of Auckland contribution to World Economic Forum study



Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Auckland</p> <p>City Profile</p> <p>Population – 1.7 million (approx.)</p> <p>City Area – 326.51 km²</p> <p>GDP growth rate – 4% (2016)</p> <p>Unemployment rate – 4.5%</p> <p>Annual number of international migrants – 72,000</p> <p>Foreign-born population – Two-thirds of foreign migrant to New Zealand</p> <p>Key push factors – High cost of housing.</p> <p>Key pull factors – Skill needs, better economic conditions, family reunification, and small quotas for refugees and residents of some Pacific island nations.</p>	 <p>Housing - High cost of housing and more people living in each dwelling on average; shortage of 40,000 dwellings, and sourcing workforce to build houses. Renters in poor quality housing more likely to get sick, putting pressure on emergency rooms and doctors' clinics</p>	 <p>Housing - Auckland Unitary Plan – providing consistency in building in the city, relaxing zoning policies and providing capacity for 1 million new dwellings</p>
	 <p>Education - Funding of schools based on socio-economic category, with most funds used in overcoming basic gaps rather than on advanced courses</p>	 <p>Roads & Transport - Auckland Transport Alignment Project – identifying key transport projects for the next 20-30 years, City Rail Link - doubling the number of trains and reducing travel time to the central business district in trains by 10 minutes</p>
	 <p>Employment – Services and interventions aimed at migrants to be provided by the central government.</p>	 <p>Urban Planning - Special Purpose Vehicle – to fund infrastructure from central government support communication, water supply and sewage systems and improving the quality of life</p>
	 <p>Roads & Transport - Migrants live further away from the city, increasing commute time to work</p>	 <p>Employment - Businesses lobbying for migration – maintaining the rules of migration</p>
	 <p>Integration & Social Cohesion - Tenants moving often because of high price of housing; difficulty in creating social networks and being part of the community</p>	 <p>Integration & Social Cohesion - Businesses lobbying for migration – maintaining the rules of migration</p>

Lessons Learned

Innovative financial instruments and strategic partnerships with the private sector can help expand the infrastructure and services of a fast-growing city – one that requires a major expansion of infrastructure. Further, cities should be able to take advantage of rapid strides in technologies to help with effectively managing infrastructure and services. To be successful, these projects will require an increased focus on governance and regulation.

2.6 Sub-Saharan Africa



2.7.1 Cape Town

The total population of Cape Town in 2016 was over 4,004,700, spread across a total land area of 2,456 square kilometres. The size of the average household is 3.17 (2016). While the city's gross domestic product grew by 1.2% in 2016, its strict labour force has an extremely high unemployment rate of 23% (Q1, 2017).³⁶

Internal migration has the biggest effect on Cape Town. The broader South African political context has shaped the city's history of migration. During apartheid (i.e. pre-1994), influx-control legislation prohibited the free movement of black Africans into towns and cities. The post-1994 democratic era saw a concerted relocation by black South Africans out of the 10 former "homelands" and into cities and towns.³⁷ The majority of internal (rural-urban) migrants relocating to Cape Town do so from the Eastern Cape.³⁸ South Africa relaxed its immigration policy between 1995 and 2002, which attracted professionals from other African countries. Since 1994, the country also opened its borders to refugees and asylum seekers. The wars in the Horn of Africa brought Somali and Eritrean refugees and economic migrants. Other groups include Zimbabweans and Malawians, as well as refugees and economic migrants from Pakistan and Bangladesh. All these communities are present in Cape Town.

Between 2001 and 2011, 334,698 migrants moved into Cape Town, from all provinces in South Africa other than the Western Cape, or from outside South Africa. They were predominantly of working age (59% in the 25-64 year group) and Black African (57.9%), with 22.4% from the White population group. The majority of new arrivals

from the Eastern Cape settled in destinations traditionally considered as Black African townships. Between 2011 and 2016, 125,528 immigrants moved into Cape Town, while about 58,650 people emigrated to elsewhere in South Africa. Between 2011 and 2016, Cape Town's population increased by 264,797. Of these, about 25% were the result of migration. Between 2001 and 2011, 86,415 people from outside of South Africa moved to Cape Town (25.8% of new arrivals). According to the 2016 Community Survey, 25,716 people from outside South Africa moved into Cape Town between 2011 and 2016 (20.5% of new arrivals).

For internal migrants, push factors at the area of origin include poor performing municipalities (e.g. for migrants from the Eastern Cape), lack of economic opportunities in smaller towns, poor educational opportunities, drought and an unproductive rural economy. For international migrants, particularly from other African countries, push factors include political, economic and social instability within the sending countries. The pull factors, especially for internal migrants from the Eastern Cape, include access to better quality education and public healthcare services; improved access to basic services, especially water, sanitation and electricity; improved mobility linked to a good road network and public transport system that enables potentially easier access to economic opportunity; commuting across the metropolitan area; and connecting with family and friends.

Based on Community Survey 2016 data, the main reasons for moving to Cape Town from other provinces in South Africa include looking for paid work (18.8%, the highest percentage), education (16%), moving to live with or be closer to spouse (marriage) (14.9%) and job transfer/take up new job opportunity (13%). Migrants are looking for economic opportunities, and some are vendors who create jobs. In recognition of this contribution, Cape Town, through its collaboration with the Cape Higher Education Consortium, supported research into the economic contribution of Somali traders operating along one of the major transit routes in the city.³⁹

South Africa's approach to refugees is to issue permits to registered asylum seekers, which allows them to move freely and work while their cases are reviewed, a process that can take years. No dedicated refugee camps exist, and approved refugees enjoy most of the same fundamental rights as South African citizens, accessing the same basic and social services, and the same education and education

services. Most refugees live in communities, mainly in low-income areas (former townships) and informal settlements. Documented migrants would be subject to the conditions of their work permits.⁴⁰ The legal obligations of South African citizens extend to documented foreigners (including refugees) in the country, while undocumented migrants are subject to deportation.



Housing – Of the household types in Cape Town, 81.6% constitute formal housing, 11.5% informal dwellings in a settlement, 6.1% informal dwellings in a backyard and 0.7%

traditional dwellings or other. The city is unable to keep up with the demand for housing and services. In-migration is in part linked to the increased demand for housing in the former black townships and informal settlements, which have grown the fastest because they are the initial recipients of rural (and foreign) migrants in search of work, and which have also taken the form of backyard dwellings in established townships and free-standing informal dwellings in informal settlements. Access conditions in these areas would apply equally to long-term residents and new arrivals.

A major effect of in-migration, especially that of people in the upper-income brackets, has been the upward pressure on Cape Town's property prices. On average, prices in the metropolitan area overall rose by about 60% over the last five years, and more than doubled for the sought-after Atlantic Seaboard properties. While existing homeowners and sellers benefit from surging house prices, Cape Town property is becoming less affordable for first-time home buyers. At the end of March 2017, only 8% of all housing transactions that concluded in Cape Town over the previous six months went to first-time buyers, compared to estimates of 27% in Johannesburg and 21% in Pretoria.⁴¹ Both internal and foreign migrants will reap some benefit to the extent the city improves basic service delivery to low-income (formal) township areas and informal settlements. An example of this process is reblocking of informal settlements, which improves the ability of emergency service to access the areas, when needed, and allows for service delivery.



Education – Of the in-migrants from 2011 to 2016, only 13.5% were in the 0-14 age group, while another 9.2% were 15-19 years old and required access to schools.⁴² Although the

school system itself has been growing year on year, the Western Cape (where Cape Town is located) has also seen a flow of new enrolments each year (2010-2014) from other provinces and countries.⁴³ Of the 122,378 learners that have arrived in the Western Cape since 2010, 80.2% are from the Eastern Cape. Learner in-migration affects both the primary and secondary school system. Learners migrating into concentrated areas in Cape Town create a strain on the resources in these hotspots and on the availability of space at schools.

Seventeen schools have been built in hotspots in the four-year period from 2010 to 2013. At the start of 2014, plans existed for 15 **new schools** to be built in the hotspots to accommodate learners from within the Western Cape

and any additional learners from areas such as the Eastern Cape.⁴⁴ The effect of the intertwined relationship between the Eastern Cape and Cape Town has led to **isiXhosa** becoming the third official language of the Western Cape. In fact, all official documents are translated into isiXhosa, while private language course offerings have become more available in Cape Town.



Health – The Western Cape has the highest life expectancy at birth in the country (68 years), and has seen a significant drop in the infant mortality rate. Cape Town is known to attract

people because it offers better access to health services. The proportion of economically active working-age people (aged 15-64) is also higher on average. The HIV/AIDS prevalence rate has decreased in recent years, and an increased number of Cape Town residents with HIV/AIDS are registered for antiretroviral treatment at the city's clinics.⁴⁵



Employment – Poverty is a root cause of net migration to urban areas such as Cape Town, as families try to meet their needs. Many new arrivals who are also traders in Cape Town

contribute to creating jobs. The city acknowledges the relevance and contribution of informal trading to its economic and social life.

Cape Town's own job creation and skills development initiatives, such as the **Expanded Public Works Programme (EPWP)**, lead to opportunities for unemployed residents, provided they are South African citizens or documented foreigners.



Roads and transport – Increased congestion on Cape Town's roads is more closely tied to the failure of the metro rail system than to an excessive influx of migrants into the city. The

increased demand for housing and basic services is in part linked to the emergence of smaller households, and is indicated by the faster growth in the number of households than in the city's population itself.⁴⁶



Integration and social cohesion – South Africa has seen periodic episodes of xenophobic violence, fuelled by perceptions that foreigners are "stealing" jobs from South Africans seeking

work. The biggest wave of xenophobic violence occurred in 2008, and included attacks on foreigners (and perceived foreigners) in Cape Town. Since then, major cities have had subsequent outbreaks of violence, except for Cape Town; this is largely because of the absence of community and political leaders blaming foreigners for limited access to jobs in the city.

Cape Town has a **Disaster Risk Management Plan** in place to deal with any xenophobic attacks. The experience of managing local disaster situations also provides the opportunity for residents, including foreign migrants, to be included in dialogues concerning responses to such situations, in community disputes with the municipality as well as in interest groups within communities. Ultimately, this aids bridge-building and efforts to foster social inclusion involving migrants. In Cape Town, the right of foreign migrants to be engaged in these dialogues is not questioned.



Urban planning – Cape Town is actively planning, and in the early phases of implementing, a **transit-oriented development strategy** along rail and bus-rapid-transit trunk

corridors, which is intended to spatially transform and densify the city, and improve mobility for all its residents. A core objective is to provide an integrated multimodal transport system, with improved ability to bring low-income residents closer to economic opportunity, including internal migrants, foreign migrants and refugees.

At a national level, the effects of urbanization (including migration) on cities may need to be addressed by increasing revenue support for service delivery, as it relates to rapid population growth, to the receiving cities. The bulk, or roughly 75%, of the revenue support allocated is tied to providing basic services for households below the poverty threshold of ZAR 3,200 (South African rand) (\$178) per month. As the number of poorer households increase in Cape Town, the equitable share⁴⁷ allocation should reflect the movement of such households from rural to urban areas (of which Cape Town is the second-fastest-growing metropolis in South Africa). The division of revenue among municipalities should reflect the costs of increased infrastructural and social service demands on cities with high in-migration and high projected in-migration. This should also help them prepare for growing populations, compared to the allocation to rural areas whose populations continue to shrink.











Lessons learned

Community and political leaders may set the tone for how residents respond, as their language and attitudes often contribute to escalating or neutralizing a volatile situation. In Cape Town's case, the influence has been calming, and they have made themselves available for dialogue. Cape Town has been fortunate in that, in the aftermath of the 2008 xenophobic attacks, local residents were very vocal about their opposition to such violence. Further, immigrant social networks, whose connections have contributed to immigrants moving to certain areas, can assist them with easier integration into Cape Town as a known and supportive community.

Source: City of Cape Town contribution to World Economic Forum study



Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Cape Town</p> <p>City Profile</p> <p>Population – 4,004,793 (2016)</p> <p>City Area – 2,456 km²</p> <p>GDP growth rate – 1.2% (2016)</p> <p>Unemployment rate – 23% (strict labour force)</p> <p>Immigrants – 125,528 (Between 2011 and 2016)</p> <p>Key push factors (at area of origin) – Poor performing municipalities, lack of economic and educational opportunities, drought and an unproductive rural economy, political, economic and social instability</p> <p>Key pull factors – improved access to basic services, improved mobility, easier access to economic opportunity; and connecting with family and friends</p>	 <p>Housing - Rising demand for housing and related services cannot be met; upward pressure on property prices. In-migration is in part linked to increased demand for housing in the former black townships and informal settlements</p>	 <p>Education - 17 schools have been built in hotspots from 2010 to 2013. At the start of 2014, plans existed for 15 new schools to be built in the hotspots to accommodate learners from within the Western Cape and any additional learners from areas such as the Eastern Cape.</p>
	 <p>Education - Learners migrating into concentrated areas in Cape Town create a strain on the resources in these hotspots and on the availability of space at schools.</p>	 <p>Roads & Transport - Expanded Public Works Programme – providing opportunities for unemployed residents as well as documented foreigners</p>
	 <p>Employment – The city’s strict labour force has an extremely high unemployment rate of 23%</p>	 <p>Integration & Social Cohesion - Disaster Risk Management Plan – managing local disasters (in case of xenophobic attacks), prepared in consultation with migrants</p>
	 <p>Roads & Transport - Increased congestion caused by the growth in the number of households and failure of the metro rail system.</p>	 <p>Urban Planning - Reblocking informal settlements – improving emergency service and delivery access when needed, Transit Oriented Development strategy – spatially transforming and densifying the city through integrated multimodal transport system</p>
	 <p>Integration & Social Cohesion - Periodic episodes of xenophobic violence, fuelled by perceptions that foreigners are “stealing” jobs from South Africans seeking work.</p>	

Lessons Learned

Specialized agencies should be set up to handle services, management and administration for migrants in cities, involving a team of administrators and having reasonable funding assurance mechanisms. A model of government leadership and social engagement that embraces urban qualities of openness and inclusiveness, combined with concepts of integration and sharing, is essential for successful migration-related initiatives. Governments at all levels should attach great importance to services and management for migrants, and promote structural reforms and innovation in devising system for migrants.



2.7.2 Dakar

The city of Dakar has an estimated 1,289,200 inhabitants and covers an area of 82.32 square kilometres, or 14.9% of the regional area. The urban population in the Dakar region is 3,026,316; in fact, 96.5% of the region's population is urban, representing 49.6% of the urban population of Senegal. The unemployment rate in the Dakar region is high, having reached 16.9% in 2017, while the employment rate of the 15-65 age group stands at 40.1%. The city's rate of economic growth was 4.3% in 2014. Regarding the perception of economic well-being, 38% of households in the city consider themselves poor. The city's dependency ratio is 59.9%.

Dakar's population is governed by internal and external migratory fluctuations. The city's first populations came from Mali, followed centuries later by the Lebous. The arrival of European settlers accelerated the migratory dynamics, followed by the arrival of Lebanese traders around 1920, who primarily inhabited the subregion at that time. Because of its advantageous geographical position on the continent, Dakar has become a destination for migrants in search of a better life. Besides its concentration of health infrastructure and tertiary economic activities, Dakar's attractiveness for port activities was one of the main reasons for transferring the capital of French West Africa from Saint-Louis to the city in 1904. Originally made up of small hamlets, Dakar urbanized over several phases marked by movements of populations and arrivals of migrants. The rural exodus of people from within the country began at the end of the Second World War, but became more pronounced during the period of drought that hit the country from the 1970s to the end of the 1990s.

Since 2013, Senegal has required biometric visas for travellers not exempted from having them. As of 1 May 2015, however, French and Belgian citizens could access Senegalese territory without a visa. In the framework of the Economic Community of West African States, Senegal has signed agreements with its African partners on the free movement of people and goods. The resident population of the Dakar region in 2013 was estimated at 2,962,789, of which 72.3% were born outside the region. Of the region's total native population, only 246,066 (11.5%) resided in the other regions at the time of the Recensement Général de la Population et de l'Habitat, de l'Agriculture et de l'Élevage

(RGPHAE), or the General Census of Population and Housing, Agriculture and Livestock. In the five years prior to the 2013 census, 49,897 migrants moved from the Dakar region to other countries. The phenomenon concerned mainly men (35,656), the largest segment of whom came from city of Dakar (14,191). Migration dynamics continue to change the structure of the region's population. Compared to most of the country's regions, the exit index for the Dakar region (10.3 against an entry index of 27.7) shows that Dakar is more a region of immigration than emigration, with a net migration balance of 573,907 (RGPHAE, 2013).

More than half (51.4%) of the people migrating to Dakar evoke family reasons for their displacement. Moreover, those who have moved for reasons related to flooding, as Dakar is the region suffering most from this problem, constitute 4.4% of the migrant population. Dakar accounts for the greatest number of emigrants; one emigrant of three resided there (RGPHAE 2013 census). Three out of four emigrants (73.4%) mentioned the search for work as the reason they left Dakar.



Housing – Dakar's housing issue is a strategic concern and issue of priority for the government and local authorities. Housing and developed land are largely inadequate to meet the diverse

needs of households. Housing is becoming more and more inaccessible to an increasingly large social stratum, and the shortage of land has led to inflation in the real estate sector. That, in turn, has resulted in a sharp rise in rents, strong land speculation, the advance of urban areas into ecologically fragile areas, spatial spread (peri-urbanization), increasing shadow economy occupations and the advent of new forms of housing (e.g. "appearance", colocation, subletting, squatting).

In 2014, Senegal promulgated a **law to reduce rents** in Dakar. The law concerns the reduction of rents that have not been calculated according to the corrected area. It sets a reduction of 29% for rents under 150,000 CFA (Communauté Financière Africaine) francs (€229), a reduction of 14% for those between 150,000 and 500,000 (€229 and €762, respectively) and 4% for those exceeding 500,000 CFA francs.



Education – The level of school facilities does not cover the needs of Dakar's population, and remains largely insufficient. Most schools are in very poor condition due to their age and the low

level of infrastructure maintenance, which is compounded further by inadequate classrooms (overloading) and the lack of furniture.

Many measures have been taken in Dakar to **improve learning conditions** for students. The city gives milk to students in primary schools to ensure they eat well and can concentrate. It also has provided internet access to schools to introduce students to information and communications technology. Uniforms are distributed to Dakar's students so that families' standard of living does not affect how pupils are clothed in schools. The city has implemented a large programme for rehabilitating school classrooms and toilets. Each year, Dakar gives students city scholarships so they can continue their studies in private institutes and universities.



Utilities – Inadequate water production, one of Dakar's main problems, has resulted in a high deficit (estimated at 100,000 cubic metres/day) and led to frequent water cuts. The overall level of service is deemed unsatisfactory in the Department of Dakar. The public service in Senegal (e.g. water, electricity, telecommunications, internet) is managed by the state.



Waste management – The shortage of housing led to a strong surge of unauthorized construction and dramatic consequences as a result, such as precarious dwellings and unhealthy living conditions in several of the city's districts. Large areas of irregular neighbourhoods or traditional villages have virtually no public services, very limited access to sanitation, no garbage collection and stagnating wastewater.



Health – Health facilities in the city of Dakar consist of 5 hospitals (Fann, Aristide Le Dantec, Principal, Abass Ndao and Grand-Yoff), 8 health centres and 33 health posts. However, they fail to adequately cover the population's needs; the city's level of one health post available for every 25,800 inhabitants is 2.5 times below the World Health Organization's standard. The ratio of the number of public health facilities to the number of health workers and the size of the population is very uneven. For the city's 2017 population of 1,289,292, there are 229,210 people per hospital, 286,513 per health centre and 38,201 per health post.

The **CADAK-CAR** (Communauté des agglomérations de Dakar) (Community of Dakar Agglomerations) **Agreement** was responsible for managing Dakar's household waste. The structure included all four of the region's departments (Dakar, Pikine, Guédiawaye and Rufisque). The mayor of Dakar served as president of the Agreement, but the State of Senegal took over waste management in October 2015 and entrusted it to the Solid Waste Management Coordination Unit.

Senegal set up the *couverture maladie universelle* (CMU), or **universal health coverage**, in 2012. The condition for benefiting from the CMU remains the adherence to a mutual health organization. Through its policy of supporting students through the Department of Health and Human Services, the city has implemented a school health programme that ensures free healthcare in schools.



Employment and the labour market – The country's economy is increasingly dependent on the large influx of young men and women arriving as a result of immigration and moving from rural to urban areas to find jobs. The trade sector is growing exponentially, particularly in the informal sector, and the demand for marketable resources adapted to urbanization is becoming stronger. Street vendors have taken on great importance in recent years; they occupy public space and affect mobility in the main alleys. Alongside this phenomenon, the rapid development of automotive trades in Dakar brings other practices. All of Dakar's districts have several vehicle repair garages that affect the living environment and create disruptive noise.



Roads and transport – Dakar has many traffic problems, such as the concentration of infrastructure in the region, overpopulation, and the degradation of the road network and rolling stock, which affect the development of transport.

Traffic in Dakar was dangerous, with vehicle users showing little to no respect for the traffic code. Thus, the city of Dakar carried out a project through its Division of Transport, Traffic and Optical Fire in 2010 to install pre-signalling lamps to regulate traffic. Dakar's road network has also been rehabilitated by the City Council; in fact, 9 billion CFA francs (\$16.4 million) have been devoted to **renovating and desalinating its streets**. Interurban transport in Dakar is well managed by the public and private sectors. Dakar Dem Dikk General Management increased its fleet of 475 new buses in 2016 to improve mobility in the city. The private sector has also contributed by creating the new bus lines Tata and Aftu. Taxis (black yellows), private commercial vehicles (clandos) and fast buses facilitate residents' commutes and at a lower cost, and small trains run between Dakar and the suburbs.

The city of Dakar has made investments to address the problem of itinerant merchants resulting from the influx of migrants. The transitional solutions chosen consist of recasting street vendors in areas equipped for this purpose at the Plateau commune level in 2012. The **Félix Eboué Shopping Center** was built and inaugurated by the city in 2016 to enable these young people to live in a better setting.



Integration and social cohesion – The city faces a lack of facilities (school, cultural, leisure, sports) and basic infrastructure, such as health and hospitals. The situation has led to the most

vulnerable segments of society becoming marginalized. Residential segregation is quite visible with the relegation of poor people to suburban areas. The most populous communities, such as Medina, Grand Dakar and Grand Yoff, comprise the least wealthy households. These communities consist of several districts and suburbs on the verge of demographic asphyxia or overcrowding. Other municipalities have cities (such as Djily Mbaye) occupied by the “new rich” (e.g. wrestlers, promoters, politicians) and public or private administration officials. Certain communes or “Cs”, such as Point E, Friendship, Fann, Almadies and Plateau, correspond to the trendy corners where nightclubs, restaurants and large hotels are grouped together. They are reserved for the well off and for Europeans and Americans.

In Senegal, xenophobia, racism and ethnic hate crimes are not present. The country is relatively untouched by ethnic tensions because of its mechanisms that regulate social relations, such as Sanankuya (joking kinships). Solidarity is at the heart of action, and tradition has moulded the population to welcome migrants.



Urban planning – The Planning Code provides several planning tools: the Master Plan for Urban Planning (PDU) on Horizon 2035, the Master Plan for Development and Town Planning and the Urban Plan of Detail. The development of these tools

constitutes state initiatives through the Directorate of Urban Planning and Architecture and via local authorities. Adhering to the deadlines for implementing the plans is nonetheless difficult.

The urban planning of the city of Dakar is in line with the PDU on **Horizon 2035**. Dakar is a littoral city. In the PDU's **land use plan**, the coastal protection and management zone is classified as one of the land use categories.












Lesson learned

The main lesson from this case study is that not all cities address the issue of migration in the same way. The city of Dakar is not affected by international immigration as much as by internal migration. On the other hand, the other lesson learned is that, unlike in the West, migration in Africa is not always linked to economic reasons. More than half (51.4%) of the people migrating to the capital evoked family reasons as the motive for displacement.

Source: City of Dakar contribution to World Economic Forum study



Case Study Summary

City	Challenges	Solutions / Initiatives / Opportunities
 <p>Dakar</p> <p>City Profile</p> <p>Population – 1.7 million (approx.)</p> <p>City Area – 326.51 km²</p> <p>GDP growth rate – 4% (2016)</p> <p>Unemployment rate – 4.5%</p> <p>Annual number of international migrants – 72,000</p> <p>Foreign-born population – Two-thirds of foreign migrant to New Zealand</p> <p>Key push factors – High cost of housing.</p> <p>Key pull factors – Skill needs, better economic conditions, family reunification, and small quotas for refugees and residents of some Pacific island nations.</p>	 <p>Housing - Provision of housing and developed land largely inadequate and becoming more inaccessible</p>	 <p>Housing - Law to reduce rents passed in 2014</p>
	 <p>Education - School facilities not covering needs and remaining insufficient, with poor infrastructure and maintenance, overloading of classrooms and lack of furniture</p>	 <p>Education - Providing milk in schools, allowing students to eat well and remain concentrated; distributing uniforms to students to ensure families' standard of living does not affect how students are clothed</p>
	 <p>Health – Healthcare facilities far from satisfactory; surge of unauthorized construction resulting in precarious dwellings and unhealthy living conditions.</p>	 <p>Health - Universal health coverage – adhering to the mutual health organizations</p>
	 <p>Roads & Transport - Little to no respect shown by users for the code of the road</p>	 <p>Roads & Transport - Renovating and desalinating streets; increasing fleets of new buses and creating new lines</p>
	 <p>Utilities - Very high deficit of water (100,000 cubic metres/day), resulting in frequent water cuts</p>	 <p>Employment - Recasting of street vendors to areas equipped for the purpose – addressing the problem of itinerant merchants occupying public spaces</p>
	 <p>Employment - Itinerant merchants occupy public space, affecting mobility in main alleys, the living environment and peace of residents</p>	 <p>Urban Planning - Large programme for rehabilitation of classrooms; city scholarships each year to help students continue studies in private institutes and universities.</p>
	 <p>Integration & Social Cohesion - Residential segregation relegating the poor to suburban areas</p>	 <p>Urban Planning - Horizon 2035 – helping to identify sites for land use and future development</p>

Lessons Learned

Innovative financial instruments and strategic partnerships with the private sector can help expand the infrastructure and services of a fast-growing city – one that requires a major expansion of infrastructure. Further, cities should be able to take advantage of rapid strides in technologies to help with effectively managing infrastructure and services. To be successful, these projects will require an increased focus on governance and regulation.



Migration and Cities
3. Challenges and Opportunities

The previous chapter drew insights on the effects of migration in some of the most affected cities in the world – how they address such effects with solutions, measures or practices, along with initiatives planned for integrating the migrant community over the long term. Above all else, people look to meet basic needs: a place of shelter or housing; health and well-being; getting an education and being gainfully employed; and becoming part of a community. It comes as no surprise that these essentials are as important for migrants as they are for native-born citizens, and of primary concern for cities dealing with migration. These basic needs were the four challenges most frequently cited by cities covered in this report.

Four Frequently Cited Challenges: Importance of Satisfying Basic Needs

Housing

Of the 22 cities contributing to this report on migration and cities, an overwhelming 20 of them indicated the need to provide more affordable and social housing, not only for migrants but also for the resident population. In Calgary, the waiting list for housing units has reached 3,000 people, whereas in Paris, the waiting time can be more than 10 years. Cities are under pressure to build affordable and social housing that is financially viable, complies with design and safety standards, and can be delivered in a short amount of time. Surat, for instance, has built 46,856 housing units in the last decade under several slum rehabilitation programmes, decreasing the proportion of its population living in slums from 17% in 2007 to 4.3% in 2017.

Health

Health was the second major challenge facing cities. Regarding healthcare services, 16 indicated they needed to be improved, with focus on enhanced infrastructure, provision of medication and personnel. Athens, Paris and Amman specifically addressed the need for mental healthcare facilities in their cities. This can be attributed to their high number of refugees and asylum seekers seeking help. Further, Pune has 20 physicians per 100,000 people, indicating an immense demand for healthcare personnel in the city. Coincidentally, Pune is also a preferred destination for medical tourism.

Education and employment

A total of 15 cities identified primary and secondary education of migrants as an equally significant challenge. Of them, eight cited the issue of migrants not speaking the language of their new city as a challenge for integration (Calgary, Boston, São Paulo, Berlin, Athens, Amsterdam, Rotterdam and Guangzhou). For example, about 45% of the foreign-born population in Boston speaks English as their second language. All of these cities have either implemented or are looking to implement solutions for tackling language barriers among natives and migrants that could be stepping stones to long-term migrant integration.

While access to employment and the labour market is a challenge in all cities, 11 of them cited employment-

related issues that must be addressed. Montreal has difficulty extending job integration to second- and third-generation migrants and providing them work that matches their skill levels, whereas six of the cities – Berlin, Rotterdam, Amman, Ramallah, Davao City and Cape Town – saw their growing rate of unemployment as a challenge. Amman and Cape Town had among the highest unemployment rates of the cities interviewed. In Amman, the unemployment rate was 15%, with a 30% increase in youth unemployment from 2011 to 2015. For Cape Town, the unemployment rate was at a staggering 23%.

Integration and social cohesion

Although cities aspire to achieve integration and cohesion, 10 of them acknowledged they were facing challenges in integrating migrants. Medellín, in particular, has had a large number of people forcibly displaced within the city itself – namely, 482,780, or 20% of the city's population. In response, most cities have already planned and implemented programmes centred on the long-term integration of migrants (and refugees where applicable). Montreal, Ottawa and Berlin have the most initiatives focusing on integration and on attaining social cohesion among its population. Berlin has also drafted a master plan for integration and security, detailing initiatives in each of the sectors of urban infrastructure and services aimed at achieving greater integration.

Migration is one of the oldest human phenomena. People have always moved across communities, states and continents. Given the political, social and economic imbalances in societies as well as climate change, this will most likely continue over time. When migrants arrive in a city, they need access to municipal services and amenities for which proper documentation is required. The documentation grants them access to social services, healthcare, legal assistance, schooling for their children, banking services and telecommunication services, among others. If these services are not readily available through a coordinated or unified system, migrants will find it even more difficult to make a good start in their new location.

Based on the city case studies and additional research for different sectors of urban infrastructure and services, a list of the challenges and opportunities across each of these sectors follows. Examples of **practices, solutions and tools** being applied or developed around the world help to illustrate the opportunities. While the list is not exhaustive, it summarizes what does and should apply to a city severely affected by migration.

3.1. Housing

One of the direct consequences of the city's inability to cater to the housing supply for its population is the formation of slums or informal settlements. With migration, this problem is further exacerbated and has a detrimental effect on the city.

3.1.1. Challenges

Providing social and affordable housing is a key part of meeting residents' needs, including those of immigrants. Based on the perspective of cities contributing to this report, the main challenges in this sector are:

- Addressing the lack of a social and/or affordable housing policy that forces migrants to meet their own needs; in some cases, the result is overcrowding and the development of slums
- Financing projects
- Using land optimally for city housing projects
- Settling involuntary migrants or refugees in the long term, while also addressing their settlement in the short term

3.1.2. Opportunities

To deal with the challenge of affordable housing, cities need to:

- Explore avenues to repurpose vacant space, apartments or underutilized buildings in the city for temporary or long-term housing of migrants. The Roofs for Refugees platform in Canada is one of many solutions used in Ottawa to address their challenge of housing refugees.

Practice: Open Shelter for Asylum Seeker Families – An Experiment of Living Together in Thessaloniki (Greece)

As quoted from 100 Resilient Cities, 2016:

“In 2015, the municipality of Thessaloniki established the country's first locally administered open shelter for families of asylum seekers. The city government provided an abandoned municipal building in a densely populated neighbourhood, and partnered with nongovernmental organizations ARSIS (Association for the Social Support of Youth) and GCR (Greek Council for Refugees), who had the resources and expertise required for the efficient daily operation of the shelter.”

Source: 100 Resilient Cities, 2016

- Scale their transport infrastructure so migrants can live in locations dispersed throughout the city yet still travel anywhere in it easily reach employment opportunities.
- Look upon housing as a human right and explore the housing challenge from that perspective. The city's administrative capacity to manage its housing stock and the services that accompany effective housing developments requires support from multiple stakeholders in the community.

Solution: Housing Opportunities and Marketplace Exchange – Toronto, Canada

Toronto has the highest rental prices in Canada and the fourth-lowest vacancy rates. This makes finding accommodation very difficult, even more so for resettled refugees and refugee claimants who have little financial and social capital. Between 2012 and 2015, the number of permanent resident arrivals to Toronto increased from 42,710 to 59,770 (about 35%). In late 2015, the federal government announced plans to resettle 25,000 Syrian refugees across Canada by the end of February 2016, with further arrivals continuing throughout the year. By January 2017, Canada had received 40,081 Syrian refugees, with more than 6,000 destined for Toronto – or more than double the average annual rate of the last 10 years.

Toronto recognized the need to set up a system to help connect the arriving refugees to housing and other types of assistance needed for their adjustment to life in Canada. To make this happen, the city entered into a contract with WoodGreen Community Services, a local non-profit organization already involved in Toronto's housing programmes, to develop a housing registry as part of the city's Refugee Resettlement Programme. WoodGreen then reached out to Deloitte, Salesforce and Vlocity for help in deploying a solution as rapidly as possible to support the arriving refugees.

The Housing Opportunities and Marketplace Exchange (H.O.M.E.) is an online portal that matches Syrian refugees in need with offers of housing, goods and services. Refugees, sponsorship groups, landlords and donors can register with H.O.M.E online and are granted access through a two-step verification process. (The dynamic registration form captures information depending on the person.) Once they have access to the portal, donors can easily create and publish listings, while refugees and their sponsors can see all of the available types of assistance and connect directly with donors.

The project kicked off in early December 2015, with the goal of developing something as quickly as possible (bulk arrivals of refugees began at the end of December). The H.O.M.E. portal was launched on 31 December, within four weeks of its conception.⁴⁸ It represents a collaborative development between municipal, non-profit and private-sector partners. Toronto provided funding to WoodGreen Community Services, a non-profit agency, to implement the project, and teams from Deloitte, Salesforce and Vlocity, all private-sector corporations, provided pro-bono services to help develop and deliver the technological solution. This public-private partnership allowed WoodGreen to leverage Toronto's financial investment for maximum output.

As of December 2016, the portal had over 750 active users, including donors, sponsors, service agencies and refugees. To date, the portal has successfully engaged 99 landlords offering 423 housing units. As of March 2017, 86 units have been rented to Syrian refugees,

and 14 were connected with employers for sustainable employment. In April 2017, in response to increased pressure on Toronto's shelter system, the city negotiated with WoodGreen to continue operating the H.O.M.E. portal for another two years, and to expand its client base, currently restricted to Syrian refugees, to include refugees and refugee claimants in city shelters.

This project's success highlights the importance of multistakeholder collaboration, private-sector investment, scalability and proactive planning when developing solutions for current and emerging migration challenges.

Source: City of Toronto, coordinated by the International Coalition of Inclusive and Sustainable Cities, an initiative of the United Nations Educational, Scientific and Cultural Organization

Solution: Inclusio Social Investment – Belgium

As quoted from Goodson et al., 2017:

“Belgium has a supply/demand gap in the housing market that affects nearly 40,000 families in the Brussels region and 180,000 households nationwide. There is a strong need for high-quality affordable housing in order to cope with the increasing demographic pressure and the needs of vulnerable segments of the population. However, traditional providers of social and affordable housing fail to provide these houses due to general budget restrictions.

Inclusio is a real estate investment company with a social purpose. It was created in 2015 as a response to rising rents in the private market that were making homes increasingly inaccessible for low-income people, who then turned to social housing. The mission of Inclusio is to provide enriching and affordable housing solutions. Inclusio promotes and enables social integration by bringing high-quality affordable housing to the market and by activating cooperation with social service providers and local authorities.

Inclusio is privately funded and provides institutional and private investors the opportunity to invest in an initiative with a strong social impact. The fund works by providing capital to invest in land acquisition and construction, with the government leasing the property for 15 to 27 years with government bonds. Inclusio is also a certified ‘B Corporation,’ and as such part of a network of companies that have demonstrated they can solve social problems with a viable business model.”

Source: Goodson, Thomas, Phillimore & Pemberton, 2017

Solution: Urban Rigger – Copenhagen, Denmark

As quoted from the Urban Rigger website:

“An URBAN RIGGER is a unique, design protected, patented, floating, flexible, CO₂ neutral and mobile property totaling 680 m², which is spread over 300 m² of housing, a 160 m² common green courtyard, kayak landing, bathing platform, BBQ area, as well as a 65 m² communal roof terrace. Downstairs below sea level, the 230 m² pontoon (basement), comprising 12 storage rooms, technical room and common fully automated laundry.

URBAN RIGGER has been designed using the additional building principles for connectivity and has thus achieved unprecedented flexibility in the floating elements, so that the concept can easily be assembled in floating apartment blocks of varying size as needed and desired. The concept is being offered in all ports, river and canal-intensive cities worldwide.

The idea was born in Copenhagen in the fall of 2013 by the company's founder, Kim Loudrup. The idea was to develop a revolutionary and innovative floating dwelling system that will have a positive impact on the housing situation for students in Europe, as well as completing an attractive untapped and geographically independent niche in the market, ‘the water ways’ – thousands of kilometers of unused quays across the harbor, canal and river intensive cities across the world.

The floating student residence URBAN RIGGER is a private initiative in response to the unacceptable student housing situation. The first full scale URBAN RIGGER was delivered in the summer of 2016 in Copenhagen, as the first of a potential fleet of mobile, sustainable dwellings, for students, refugees and others, in urgent need of a home.”

Source: Urban Rigger

Solution: Paperlog Houses

As quoted from Kuo, 2017:

“Japanese architect Shigeru Ban, known for making cathedrals and concert halls out of paper, is designing 20,000 new homes for refugees in northwest Kenya working with the UN-Habitat to build homes in the Kalobeyei refugee settlement in Kenya's Turkana region.

The Kalobeyei Settlement, an initiative between the county government of Turkana and UNHCR, was first established in 2015 in hopes of creating a place where refugees and the local community are better integrated. The average displaced person lives more than 16 years at a refugee camp, according to UNHCR. It's now home to more than 37,000 refugees, mostly from South Sudan and Somalia. Ban will first prototype 20 shelters to be tested at the camp.

Ban, a minimalist who uses materials ranging from cardboard and paper to beer crates, is known for his work on emergency housing. He's built Do It Yourself (DIY) refugee shelters in Rwanda after the 1994 genocide and in Nepal after its 2015 earthquake. His paper log houses have been used in Japan, Turkey, and India. In Kenya, Ban says his goal is to design housing simple enough for residents to replicate and maintain by themselves—Kenya's refugee population, at about 400,000, is expected to continue growing. 'The key thing will be to design and construct a shelter where no or little technical supervision is required, and use materials that are locally available and eco-friendly. It's important that the houses can be easily maintained by inhabitants,' Ban said after visiting the Kalobeyei settlement."

Source: Kuo, 2017

Tool: The LandBank Interactive Tool

As quoted from 100 Resilient Cities, 2016:

"The Fiscal Policy Institute and WE Global have developed an interactive tool to help city officials measure how many potential immigrant households currently living in a city could qualify for ownership of vacant and distressed housing. The tool shows that immigrants have high rates of potential home ownership in 23 cities, suggesting that efforts to encourage homeownership and/or vacant property purchase could yield significant returns by targeting immigrant groups."

Source: 100 Resilient Cities, 2016

Tool: Refugee Housing Solutions Database – The Netherlands

As quoted from 100 Resilient Cities, 2016:

"The Netherlands' Central Agency for the Reception of Asylum Seekers (COA) and Chief Government Architect Floris Alkemade jointly launched an interactive database with 366 housing designs that address the refugee crisis and also offer additional resilience dividends. Users can sort solutions by co-benefit (integration, employment, smart materials, etc.), and by whether they want to create a new building or simply improve an existing one. This website is a particularly useful resource for practitioners involved in the development of flexible accommodation and tasked with improving housing for a broad range of residents, including students, the homeless, and the elderly."

Source: 100 Resilient Cities, 2016

Tool: The CALM Initiative – Paris, France

As quoted from 100 Resilient Cities, 2016:

"In response to the refugee crisis, private companies and public officials in France have prepared a number of temporary and permanent housing solutions that also encourage engagement with the host community. Through its participation in 'Social Experiment' – a government program for placing refugees in private homes to help them integrate into society – the Parisian organization Singa has launched the CALM initiative, short for 'Comme à la Maison', or 'Just Like Home'. Via an online platform, the project aims to connect families offering hospitality to refugees who have been granted asylum. This and similar practices can sustain and complement the city's efforts to meet refugees' housing needs, and foster interactions and mutual understanding among residents. This program also aims to integrate newcomers in the local economy, as refugees who live with a family, and not in a reception centre, tend to find a job more easily through their adoptive family."

Source: 100 Resilient Cities, 2016

3.2. Education and employment

The scale of new arrivals in cities inevitably brings with it challenges and leads to a tangible demographic change at the local level. In many cities, education systems were already under pressure due to growing populations and budget cuts. Depending on their formal competencies, cities have to respond to this new situation by expanding and upgrading their infrastructure, and training and hiring new staff (such as teachers, education assistants and social workers).

3.2.1. Challenges

Some of the key challenges for education include:

- Financing of educational or vocational programmes (e.g. language teaching)
- Finding well-trained staff to implement these programmes that cater to the growing demand, especially for those who can speak the same language as the immigrants
- Managing the diversity of backgrounds among migrant students
- Recognizing the existing skills of migrants to be tapped for labour market requirements
- Evaluating the knowledge of migrant children to transition them to regular schooling following welcome classes
- Including refugee children and unaccompanied minors in the education system
- Planning for education of migrants and their children, given the uncertainty surrounding their length of stay and their risk of being denied refugee status
- Providing migrants all types of jobs and not only irregular jobs that could compromise their chance of proper integration

Beyond issues of capacity and funding, cities also have to avoid segregation, respond to questions and doubts from their schools and communities, assess the knowledge and skills of newcomers and ensure a smooth transition between welcome classes and regular schooling. Within welcome and introductory classes, groups are very diverse; young people with a good education are alongside others with little education, and sometimes others who are not even literate in their mother tongue. This makes it difficult to set up customized learning paths. Many students also have specific needs due to traumatic experiences (e.g. living through war, witnessing atrocities).

Cities report difficulties in reconciling the needs of refugee children and the requirements of the national curriculum with measures of a school's "success". While schools want to be inclusive, and may possess the skills and expertise to help these young people integrate into society, they are nevertheless rigorously scrutinized for the performance. This could deter them from including migrant students, or could lead them to ease out the use of evaluation mechanisms so that the schools' performance is not affected (International Organization for Migration, 2015, "Geneva Conference on Migrants and Cities, 26-27 October 2015").

3.2.2. Opportunities

Cities need to:

- Avoid segregation (a high share of migrants concentrated in few schools) and distribute migrants across different schools in the city
- Encourage educational institutions and employers to partner with other society actors, such as welfare, integration and leisure services, on initiatives concerning personality and migrants' career development

- Bridge the gap between formal education and labour market inclusion; once refugees or low-skilled uneducated migrants arrive in the city, they prefer to look for work rather than complete their education

Practice: Livelihoods Centers

As quoted from 100 Resilient Cities, 2016:

"The International Rescue Committee (IRC) utilizes Livelihoods Centers in cities as one stop shops for refugee and other community residents in search of work. The Centers utilize a 'bundled services' approach that includes job matching and counseling, vocational training, apprenticeships, and start-up and growth grants. They also provide legal advice to help navigate the market and avoid risk. IRC works with employers as well, to advocate for fair wages and reasonable work, and to offer clarification on the constraints of hiring Syrian refugees while defining the space that nonetheless exists for providing them employment."

Source: 100 Resilient Cities, 2016

Practice: Skills Training, Assessment and Job Linkages – LabourNet

As quoted from the LabourNet website:

"LabourNet is a social enterprise that enables sustainable livelihoods for men, women and youth in urban and rural areas. [Its] three-pronged engine integrates social and business impact by bridging the gaps in Education, Employment and Entrepreneurship. [It focuses] on formalizing the informal by improving the socio-economic status of people associated with unorganized value chain. This is achieved through skilling interventions, facilitating wage/self-employment and entrepreneurship by bringing together all the stakeholders: large, small and medium enterprises, corporates, government, individuals and educational institutions."

As quoted from UNESCO, 2013:

"LabourNet seeks to create a more productive workforce comprised of trained and certified workers, ensuring them easy and institutionalised access to jobs. This is done by providing training support to workers, with the aim of increasing employability and improving remuneration. LabourNet imparts skills training and regular skills assessment of workers through their Worker Facilitation Centres in Karnataka, following which workers are certified in a number of different trades, for example as carpenters, masons, electricians, and beauticians. According to LabourNet, the programme has provided training for 6,300 workers, conducted skills assessments for 7,500 workers and provided job linkages to over 8,000 workers."

Sources: UNESCO, 2013; LabourNet

Practice: Welcome Talent Initiative – LinkedIn

As quoted from 100 Resilient Cities, 2016:

"Through the Welcome Talent initiative, LinkedIn partners with non-profits, governments, and the private sector to provide refugees services that focus on career development and job accessibility. In February 2016, the company launched the Welcome Talent program as a pilot with the goal of connecting refugees to internships in Sweden and encouraging employers to post opportunities for refugees on LinkedIn. Welcome Talent provides a platform for newcomers and employers in Sweden to easily connect. When employers add #welcometalent to job listings, newcomers can use the hash tag to search for those opportunities. The site also has information, resources, and case studies to help refugees create compelling profiles. During this pilot, LinkedIn partnered with more than 50 companies and helped roughly 2,000 refugees. In the following months, they expanded the Welcome Talent program to Canada and the U.S."

Source: 100 Resilient Cities, 2016

- Create awareness of how hiring migrants can potentially benefit employers and civil society organizations

Practice: Awareness Initiative by the Toronto Region Immigrant Employment Council

As quoted from International Organization for Migration, 2015, “Geneva Conference on Migrants and Cities, 26-27 October 2015”:

“In Canada, a number of cities have initiatives to raise awareness among employers of the potential benefits offered by migrants. Perhaps the best known is the Toronto Region Immigrant Employment Council (TRIEC), which carries out a number of activities to bring together immigrants and employers. This initiative involves active partnerships with the city administration and many firms in the Toronto area that realize it is in their interest to employ immigrants. Its success lies in recognizing that local professional networks are invaluable to job-seekers, but that most skilled immigrants do not have access to such networks or understand how to navigate their job search.

It is not only private sector firms that benefit from employing immigrants but also civil society organizations – particularly those that support the integration of newcomers to the city.”

Source: International Organization for Migration, 2015, “Geneva Conference on Migrants and Cities, 26-27 October 2015”

- Attract skilled migrants internally or internationally by facilitating their job search and improving their employability

Solution: Employ Nexus and Professional Sponsorship Program in Montreal

As quoted from 100 Resilient Cities, 2016:

“‘Employ Nexus’ is a project of the Integration Office for Newcomers in Montreal (Bureau d’intégration des nouveaux arrivants à Montreal or BINAM). It offers consultation services to Montreal businesses facing recruitment challenges. By encouraging the hiring of immigrant professionals, the City of Montréal contributes to the growth of businesses in the city and the socio-economic integration of residents of immigrant origin. The program offers immigrants with specific employment barriers 6-month internships to gain work experience in their respective professions or areas of expertise.”

Source: 100 Resilient Cities, 2016

Solution: Workeer

As translated from the Workeer website:

“Workeer is the first training and workplace exchange in Germany that focuses specifically on refugees. The platform aims to create a suitable environment in which this particular group of jobseekers meets open-minded employers who have a positive attitude towards them. With employer and applicant profiles, as well as numerous job offers in various branches and locations throughout Germany, Workeer facilitates and simplifies the initial contact and exchange between refugees and employers.

This job board for refugees was developed by David Jacob and Philipp Kühn as part of their bachelor’s degree in communication design studies at the Hochschule für Technik und Wirtschaft (HTW), Berlin, in 2015. Since January 2016, a growing Workeer team has been working on further developing the initiative.

While the challenges for Germany’s labour market include demographic change and the need for skilled labour, the arrival of young, motivated and highly qualified refugees should be considered an opportunity. Workeer seeks to help refugees increase their visibility as attractive workers, and to build the understanding that refugees are not a burden, but an asset for the German labour market.”

Source: Workeer

Practice: Guide To Cash-For-Work Programming

As quoted from 100 Resilient Cities, 2016:

“Cash-for-Work is a short-term intervention normally used by humanitarian aid organizations to provide temporary employment in public projects, such as repairing roads, clearing debris or re-building infrastructure, to the most vulnerable segments of a population, including migrants and refugees. In this [guide], Mercy Corps examines the process of Cash-for-Work (CfW) and provides simple, useful tools for determining the appropriateness of CfW, a general framework for implementation, and the forms and documents necessary for administering CfW programs.”

Source: 100 Resilient Cities, 2016

Practice: Bodhicrew and Female Migrant Domestic Workers – JustHelp

As quoted and adapted from UNESCO Gender Youth Migration (GYM), 2015:

Bodhicrew Services Pvt Ltd is “a training and placement agency for domestic workers in West Bengal, India. Through its ‘Just Help’ programme, Bodhicrew offers complete domestic work solutions to the rapidly growing middle class of India.

Having started its operations in January 2012, Bodhicrew offers training and guarantees safe migration, good jobs and fair wages for female domestic workers. It also supports legislative, administrative and policy changes that contribute to the employability, dignity, and welfare of domestic workers and their families.

The process of recruitment starts with a mass mobilisation exercise of organising a Job Mela (or Job Fair) at the *gram panchayat* (village level institution of local self-government) level, where the initial shortlisting of candidates is done. Once selected, Bodhicrew obtains a No Objection Certificate from the parents of candidates and submits this to the local gram panchayat and police station. Following training, candidates are placed in New Delhi, and after the placement Bodhicrew assists the candidate in Delhi Police Verification and in obtaining proof of identity. Thus, Bodhicrew works closely with local police, *gram panchayats*, NGOs, and church organisations during the entire recruitment and training process.

[As of 2013], Bodhicrew sourced, trained and successfully placed 30 domestic workers in New Delhi and helped ensure the workers received government-issued identity proofs for accessing social protection entitlements. In response to increasing demand, Bodhicrew has also included other trades such as cooks, security guards and construction workers in their portfolio. Bodhicrew aims to train and deploy 100,000 domestic workers [in the near future].”

Source: UNESCO Gender Youth Migration (GYM), 2015

- Partner with the state/national government and the private sector to identify the most appropriate investments in building infrastructure, including academic institutions, innovation centres, industrial parks, and cultural and healthcare institutions; this would include exploring innovative or unconventional methods of providing education to migrants and their children, who otherwise have no access to education.

Solution: Seasonal Hostels in Gujarat – SETU

As quoted from UNESCO, 2013:

“SETU is the Centre For Social Knowledge and Action’s intervention to provide elementary education to children in the 11-14 years age group in seasonal hostels. It began in 2004 and by 2008 was extended to five districts of Gujarat: Jamnagar, Rajkot, Junagadh, Surat and Dangs. By 2010, a total of 5,478 children had been covered by SETU’s seasonal hostels in 54 villages of seven blocks. These hostels enabled children to stay back in their villages and continue their education uninterrupted when their parents migrated for work. These hostels in the home villages were functional during the months the workers migrated. They were overseen by a Village Committee and the village *panchayat* (village level institution of local self-government), and supported by the SETU team.

The seasonal hostel model has since been adopted by *Sarva Shiksha Abhiyan* (SSA) [Education for All Movement] at the state and central level as an effective model to prevent the migration of children, to educate them and to prepare them as full citizens. Every year more than 100 seasonal hostels are sanctioned by the state and managed by NGOs in Gujarat.”

Source: UNESCO, 2013

Solution: Worksite Schools in Andhra Pradesh And Tamil Nadu – Aide et Action

As quoted from UNESCO, 2013:

“In the Tiruvellur district of Tamil Nadu, Aide et Action has established 10 worksite schools catering to 430 migrant children of families working in brick kilns. These worksite schools were set up with the support of worksite owners, close to the brick kilns where parents of the children were working. Aide et Action has also collaborated with *Sarva Shiksha Abhiyan* (SSA) Tamil Nadu to ensure education for the children of migrant workers working in rice mills and construction sites.

Additionally, in order to retain the children of the migrant fishing community, Aide et Action has established nine seasonal hostels in Srikakulam, Andhra Pradesh with the support of a local NGO, Action in Rural Technology and Service. In 2013, SSA Odisha, in association with Aide et Action, has planned to retain 5,000 children through seasonal hostels in the Balangir, Nuapada and Bargarh districts of Odisha.”

Source: UNESCO, 2013

Solution: Mapping and Tracking Migrant Children – Aide et Action

Aide et Action Switzerland is a development non-governmental organization specializing in education. It is a member of the Aide et Action International Network and is active in more than 20 countries across four continents to fulfil its vision of a world where every person has access to quality education.

As quoted from UNESCO, 2013:

“To track migrant children, Aide et Action has initiated a practice of keeping a database of migrant families through a village migration register in source states like Odisha. The village migrant register is kept in 66 villages covering three districts: Balangir, Nuapada and Bargarh. This register not only tracks migrant children but also helps in identifying probable migrant children for the coming season. Aide et Action has identified these children and carries out advocacy with the *Sarva Shiksha Abhiyaan* [Education for All Movement] Odisha to retain these children at source.”

Source: UNESCO, 2013

Solution: Mobile Learning Centre – Butterflies India

As quoted from UNESCO, 2013:

“The mantra of the Mobile Education Programme of Butterflies is: ‘If the children cannot come to the school, let us take the school to them’. Under the Mobile Education Programme, the *Chalta Firta School* (Mobile Learning Centre) has brought the school to the children’s doorstep. Its objective is to bring out-of-school children, migrant and non-migrant alike, into the education net. This has especially benefitted migrant children, who often cannot attend school because they do not possess school certificates and other proofs of identification. Butterflies’ Mobile Education Programme also facilitates the admission of out-of-school children into formal schools, with the consent and participation of the parents.

The mobile school enhances the learning experience of children in multiple ways: through sports, arts and crafts activities, access to children’s libraries and theatre in education. Innovative teaching methodologies are used to engage creatively with children, such as play methods and age-appropriate learning materials (educational toys like blocks, flash cards and multilingual educational books). Children have access to different types of technology-based tools, like LCD TVs and laptops. Teachers, who are referred to as ‘child right advocates’, provide computer education to children and share educational software. For each student, personalised lesson plans are developed using innovative teaching and learning methods. To promote holistic development, children are provided with regular sessions of life-skills education. Child right advocates provide additional

technical support to children after school hours in completing their homework so that they do not drop out of school.

When migrant families go to their villages (for instance during harvest and Holi festival), a list of children is maintained so that they may be reintegrated once they return. In case parents migrate to new locations, Butterflies facilitates the process of making affidavits so that the children may go to formal schools at their next destination.”

Source: UNESCO, 2013

Solution: Mobile Creches – India

Mobile Creches has been running day-care facilities for children of migrant construction workers in Delhi since 1969. It works with the children in the 0-12 age group living on the construction sites and in the slums of Delhi. They have reached out to 750,000 children, trained 7,000 women as childcare workers and run 700 day-care centres.

Mobile Creches (MC) was founded in 1969 in Delhi (National Capital Region) to provide childcare services to migrant children on construction sites, based on the premise that the foundations for cognitive, social, emotional, physical and language development of a child are laid during the first six formative years. Mobile Creches developed a comprehensive day-care program in consultation with experts from various fields to respond to children’s needs in a holistic fashion.

As adapted or quoted from the Mobile Creches – Center for Education Innovations website:

“Day-care centers run or supervised by Mobile Creches in the Delhi area “provide education, nutrition, and healthcare for children from 9 AM to 5 PM, six days a week. Mobile Creches runs training programs for childcare workers at their facilities and at other organizations as well. In addition, the organization also runs community education and advocacy programs on early childhood development (ECD) and lobbies for policy change and legislation at the national and state levels.

Mobile Creches operate three day-care models:

Direct delivery: Mobile Creches is responsible for the day-to-day operation of an individual day-care center at a construction site, as well as training staff and monitoring the quality of services delivered.

Shared ownership: Mobile Creches identifies non-governmental organization service providers and construction companies to implement and finance day-to-day services, while providing technical support in the form of employee training, initial setup, and close monitoring of services to ensure quality.

Transfer ownership: Construction companies are fully responsible for the management and financing of the crèche. Mobile Creches provides initial staff training and some ongoing supervision.

The Mobile Creches integrated program covers a variety of services, including:

Nutrition support: Monitoring children's growth, providing three hot and nutritious meals each day and a special diet for malnourished children, and helping mothers to take breaks from work to breastfeed their children

Health and hygiene practices: Providing immunizations and clean drinking water, deworming, encouraging hand washing, and disinfecting toys.

Education: Children at these centers receive different early education services depending on their age. Children from 0 to 2 years are given individual attention and stimulation by caregivers with singing, dancing and colorful environments. Children from 3 to 5 years learn through play and are helped with sensory motor skill development as well as pre-literacy and numeracy concepts. Children over 6 years are helped with school readiness, literacy and numeracy through tutorial support.

Community engagement and advocacy: Increasing community awareness around early childhood development through one-on-one meetings with mothers, larger community meetings, street plays, local folk media, and training to build local leadership."

Source: Mobile Creches

For their part, cities have challenges in dealing with the new business opportunities migrants create, given the latter's extended consumer base which they bring to the destination city. The challenges for cities are:

- Minimizing the administrative and regulatory burdens of starting a business by building transparent administrative processes equally applicable to all who meet the criteria
- Supporting the creation of youth entrepreneurship through financial support, training and mentoring

Services for Migrant Entrepreneurs

As quoted from Ratna Omidvar:

"In Helsinki (Finland), EnterpriseHelsinki is a free business counselling service for entrepreneurs whose client base is 35% immigrants – triple the share of their general population. In Vienna (Austria), the Mingo ('move in and grow') Migrant Enterprises program offers multilingual services to ensure that immigrant entrepreneurs have the information and advice they need to succeed."

Source: Omidvar

3.2.2.1. Migrant entrepreneurship

Entrepreneurs can fuel a city's economy. Their disruptive innovations, as new goods and services, can lead to new employment, which in turn can produce a cascading effect or virtuous circle in the economy. Migrant entrepreneurs face challenges that stem from a lack of knowledge of the business and regulatory environment in both their city and country. Challenges for migrants include:

- Overcoming lack of knowledge of the legal, administrative and financial requirements of being self-employed or starting and managing a business
- Improving on limited linguistic proficiencies to carry out businesses, especially for local businesses where using the native language can be crucial to establishing networks for market entrants
- Increasing and/or creating access to business networks or other advisory forums on starting a business in the city
- Dealing with insufficient capital for start-ups, who have limited or few sources for securing funding from financial institutions

Solution: World Refugee Fund

As quoted from Miller, 2017:

"Most financial service providers refuse to serve refugees and displaced populations because they are perceived as too risky, due to concerns over flight risk and the fact they often have no credit history in their new country. It also costs more for financial service providers to reach refugees in the field. This means that no matter how good an idea a refugee or IDP [internally displaced person] might have to start or grow a business, they are likely to get denied by traditional lenders.

Kiva [a crowdfunded lending platform] seeks to change this picture by proving that refugees and IDPs are a good bet for success and repayment of loans. Kiva's philanthropic crowdfunding capital provides financial service providers with the capital they need to fund more loans to these populations and learn from expanding their programs. [It is crowdfunding] \$500,000 in loans for refugees, displaced peoples and their host communities – helping them move beyond emergency aid to regain some stability and build for the future. The loans are being used to help refugees, displaced peoples and host communities start or expand a business, increase incomes and create jobs. [On 20 June 2017, crowdfunding on Kiva.org/Refugees was matched dollar-for-dollar through the new Kiva World Refugee Fund.]

The World Refugee Fund aims to crowdfund \$9 million in loans by the end of 2017 to help address the long-term needs of host communities and families displaced in the largest refugee crisis since World War II. The fund is being developed by Kiva.org and the ALight Fund with founding partners the Tent Foundation and USA for UNHCR, all leaders in the field.

'Refugees and displaced populations often live in their new host communities for several years, but struggle to find work, start businesses or re-establish a source of income for their families,' said Premal Shah, President and CEO of Kiva. 'The situation calls for a paradigm shift towards new, sustainable solutions that could both help the displaced and support the communities that host them.' Providing refugees and other displaced peoples access to credit and financial services can help create those jobs and better livelihoods.

Visitors to Kiva.org/Refugees can browse through the stories and profiles of refugees, internally displaced peoples, and host communities' members. Visitors can then choose who they want to support with a loan of \$25 or more. Individual loans of \$25 are collected until the borrower's full loan request is crowdfunded. As individual lenders are repaid they can relend that money to another borrower or withdraw their money from the system. Kiva loans have a 97% repayment rate."

Source: Miller, 2017

- Identifying areas of economic opportunity, such as mobile technology innovation, and helping to foster entrepreneurship in areas that will contribute to the local economy

Practice: R Ventures Capital – Refugee Fellowship Program

As adapted or quoted from the R Ventures Capital website:

R Ventures Capital is a non-profit organization based in Amsterdam, Netherlands with the objective "to not only have refugees participate in the job market as job consumers but as job creators/entrepreneurs ... R Ventures envisions to create global entrepreneurs by providing a holistic learning and development course for 6 months ... [It is looking] for high potential refugees who want to develop their skills in Web Development, Android Development, Business Analytics or Digital Marketing. The selected candidates will be a part of a 6 month program to earn certification in the selected degree. [R Ventures] will help the candidates to develop businesses and provide the necessary tools to venture out on their own.

[R Ventures] has successfully on-boarded IT experts, with over 15 years' experience, to mentor the cohort through their online program. Also, it will be delivering courses on Entrepreneurship in close collaboration with the Netherlands Business Academy."

With this project, R Ventures hopes "to create a change in perception, so that the refugees are viewed as top-level tech entrepreneurs contributing towards achieving the UN SDGs rather than [as] a burden to society."

Source: R Ventures Capital

Tool: Seeds of Growth: Building Your Local Economy by Supporting Immigrant Entrepreneurs – Welcoming America

As quoted from the Welcoming America website:

Launched in 2009, Welcoming America is "a non-profit, non-partisan organization ... [that supports] the many diverse communities and partners who are leading efforts to make their communities more vibrant places for all."

As quoted from the Global Detroit blog:

Seeds of Growth is a "compilation of best practices, lessons learned, and a catalogue of work in immigrant entrepreneurship. It introduces practical ways to leverage the opportunities to include immigrant entrepreneurs in local economic development strategies and programmes."

As quoted from 100 Resilient Cities, 2016:

Seeds of Growth captures "some of the smaller, more manageable steps associated with building an ecosystem of inclusive entrepreneurship support. There are several low-cost, intermediate steps for integrating immigrant entrepreneurs into any number of local programs to help businesses launch, grow, and succeed. Topics covered include: entrepreneurship training, technical assistance, mentoring strategies, lending and microlending, neighbourhood renewal strategies, navigating municipal codes and ordinances, the tech economy, and innovative policy solutions."

Sources: 100 Resilient Cities, 2016; Welcoming America; Global Detroit

Entrepreneurship in receiving cities is also beneficial to the host community because it generates jobs and provides goods and services. Further, cities of origin derive benefits from trade expansion and encourage return migration by promoting entrepreneurship.

Practice: Africa 2.0

Africa 2.0 helps young people to get trained in entrepreneurship, civic engagement and public management. In its post-training activities, the programme ensures that youth have access to internships and helps them seek funding for their projects; it is a powerful incentive to improve their skills. If young people succeed, they also can create opportunities for others.

As adapted or quoted from the Africa 2.0 website:

Its flagship initiative is Start-Up Africa, "a year round initiative that is kicked off with a high profile pitching event for businesses that solve Africa's biggest problems. It provides entrepreneurs with access to capital, the network and media exposure, business incubation,

investor-ready toolkits and mentorship needed to make their businesses a success.”

Africa 2.0 has also “partnered strategically with the Entreprenarium for incubation and acceleration services across Africa. The YALI Regional Leadership Center in Accra, Ghana, of which Africa 2.0 is an implementing partner to the US government, is a long-term effort to invest in the next generation of African leaders. It promotes three models designed to identify and empower young leaders, namely: business and entrepreneurship, civil society management and public policy management.”

Source: Africa 2.0

3.3. Health

Access to migrant-sensitive health services is important for a positive migration outcome and contribution to the socio-economic development of cities.

3.3.1. Challenges

Some of the challenges for cities in overcoming barriers to providing health services to migrants include:

- Providing assistance to migrants in cultural and linguistic competencies
- Making healthcare affordable
- Ensuring the health rights of migrants
- Reducing higher mortality and morbidity rates associated with migration

3.3.2. Opportunities

Studies show that refugee populations are at an increased risk of serious mental health trauma, including post-traumatic stress disorder, depression and anxiety. Left untreated, these conditions can hurt their chances of integrating. To improve migrants’ health, cities need to:

- Develop tools and solutions that help assess the equity of healthcare in the city, ensure adequate health planning and help policy-makers establish health services that cater equally to the migrant population

Tool: Artificial Intelligent Chatbot – KARIM

As quoted from *The Guardian*, 2016:

“The Silicon Valley startup X2AI has created an artificially intelligent chatbot called Karim that can have personalised text message conversations in Arabic to help people with their emotional problems. As the user interacts with Karim, the system uses natural language processing to analyse the person’s emotional state and returns appropriate comments, questions and recommendations.

Karim is the little brother of X2AI’s flagship full-service product, Tess. Some of the more advanced features that are being trialled with Tess include a function that detects when a user is really in distress – for example talking about suicide or self harm – and then hands over to a human psychologist for a counselling session. A prototype of Tess has been developed to help deal with post-traumatic stress disorder (PTSD) in war veterans.”

Source: *The Guardian*, 2016

- Emphasize leaders’ moral responsibility to address discrimination in providing healthcare and to advocate against such marginalization and stigmatization
- Plan how to make universal healthcare truly inclusive and effective, so that all of a city’s residents, including migrants, have access to financial coverage for a wide and adequate range of healthcare services

Managing Professional Ethics in Light of Restrictive Healthcare Policy

As adapted or quoted from Suphanchaimat et al., 2015:

Managing services for undocumented migrants is affected by the laws and regulations in which a health facility is operating. Some countries allow migrants to enjoy almost the full range of care (e.g. France, Italy, Spain), some only allow access to emergency services and certain primary care services (e.g. Austria, Belgium, Denmark) and others deny the right to access health services at almost all levels and types of care (e.g. Finland, Sweden). In San Francisco, “illegal migrants were ‘semi-legalised’ by the recognition of their residence permit in the city, thereby, rights to care were endorsed to a larger extent in San Francisco than elsewhere in California or in many other states in the US”.

“Aside from the framework of civil law and regulation, the practices of healthcare providers were constructed under health professional norms and ethics, the primary intention of which is to secure the health interest of all human beings regardless of ethnicity or nationality ... Physicians, who worked in cities where migrants’ right to care was restricted, circumnavigated the obstacles of limited entitlement to health benefits and avoided unwanted financial burdens on migrants. These tactics included referring their clients to charitable NGOs or ordering laboratory samples in the physicians’ name ... Reporting the presence of illegal migrants to the police was undertaken only in special circumstances, such as when migrants were considering getting involved with crime or when they had risky behaviours which might pose a threat to the public.

Poor relationships between providers and patients might contribute to adverse effects on public health as a whole because migrants would be likely to sneak out from regular/formal health services, and therefore remain untreated ... Providers strike a balance when torn

between 'professional ethics' and 'legal responsibilities'. Those arguing against universal access perceived illegal migrants to be abusing the host country's health system and even expropriating resources (which were always sparse) from the native population; while on the other end of the continuum, some health professionals perceived uninsured migrants to be 'deserving of free care' on the basis of 'right'. A compromise was to designate migrants "with precarious legal statuses as 'vulnerable' groups, whose 'right to care' became a 'privilege'; thus care was given based on a principle of humanitarian aid or philanthropy, rather than as a 'right'".

Source: Suphanchaimat, Kantamaturapoj, Putthasri & Prakongsai, 2015

- Create awareness of migrant rights, as well as healthcare services that can be made available to migrants in the city

Practice: Red Ribbon Express

As quoted from UNESCO, 2013:

"National Aids Control Organization (NACO), in collaboration with the national NGO, Rajiv Gandhi Foundation, Ministry of Railways, Ministry of Youth Affairs and UNICEF has pioneered the Red Ribbon Express (RRE), a specially designed exhibition train identified as the world's largest mass mobilisation drive on HIV. It disseminates information, primarily to young people and women in semi-urban and rural areas, regarding prevention services on HIV/AIDS.

The train consists of: exhibition coaches showcasing educational material on HIV/AIDS care, support and treatment services, and displaying information on general health, hygiene and communicable diseases; a training coach for orientation and sensitisation of groups such as women, self-help groups, members of Panchayati Raj Institutions, teachers, government officials, police personnel, NGOs and youth leaders; a service coach providing counselling-cum-medical services, including provision for counselling, HIV testing, Sexually Transmitted Infections (STI) treatment and general health check-ups."

Source: UNESCO, 2013

Practice: Referral Process for Sexual and Reproductive Health of Migrants

As quoted from UNESCO, 2013:

"Disha Foundation piloted a project designed to improve the sexual and reproductive health (SRH) of migrants in Nashik, Maharashtra. The project covered about 15,000 migrants in Nashik, of which approximately 40-45% were women in the age group of 12-55 years. The project adopted a participatory approach for improving the quality of life of migrants. Migrant workers were directly involved in articulating their needs and identifying approaches for getting access to public services. The project also initiated needs-based advocacy with authorities to address the SRH needs of migrants.

Disha Foundation introduced a formal referral process for migrants to government health services, to provide better access to health care in Nashik. A triplicate referral form was developed for migrants, health providers and Disha Foundation itself. Disha Foundation refers migrants to health services through its trained community leaders from various migrant halt points and labour markets. The form is helpful for migrants in getting direct treatment from doctors without much delay and discussion. The medical history and related details of migrants are provided in the form, while the reverse side of the form provides contact information of all available government health services in Nashik."

Source: UNESCO, 2013

- Use a multistakeholder participatory approach to revise policies, provide health services in the form of health clinics or camps, and consult with migrants on matters that directly affect them

Practice: Migration Resource Centre of Youth for Unity and Voluntary Action

As quoted from UNESCO, 2013:

"The Migration Resource Centre of YUVA (Youth for Unity and Voluntary Action) organised a health camp in collaboration with Larsen & Toubro Constructions and D.Y. Patil Hospital, at migrant sites of Kharghar, Navi Mumbai in June 2012. The main groups targeted were migrant labourers working on construction sites. The health check-ups took place in response to the needs of workers, who were found to be reporting various occupation-related illnesses and often did not get enough time to consult a doctor. The aim of the health camp was to make health services available to migrants at their doorstep. YUVA also registered the workers coming for health check-ups, and provided them with a health card complete with their medical history."

Source: UNESCO, 2013

3.4. Transportation

An enabler of human development, transportation meets basic requirements, such as facilitating access to workplaces, schools and medical institutions. It also assists a city with its economic activity and helps to develop and drive its prosperity.

3.4.1. Challenges

Despite this, cities face challenges in planning for transportation for growing populations that include migrants. Cities most affected by migration are finding the following tasks difficult:

- Estimating the number of people who will move to the city and where they are most likely to settle, find employment, pursue education and do their shopping, which would help plan the expansion of the transportation infrastructure
- Sourcing finance for city transportation infrastructure projects

3.4.2. Opportunities

Access to transport can play a crucial role towards the integration of migrants in society. It allows people to interact with others in the community, network in social circles, gain access to city services, carry out trade, access educational opportunities and experience things beyond their own neighbourhoods. Migration occurs “only because the movement of people is made possible either through individual ingenuity and effort or as a result of societal action” (International Organization for Migration, 2015, “Geneva Conference on Migrants and Cities, 26-27 October 2015”).

Achieving Target 11.2 of the Sustainable Development Goals – “By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons” – depends on scaling transport infrastructure to meet transportation needs. Cities need to:

- Collaborate with the private sector and higher levels of government to address funding requirements for large-scale transportation infrastructure projects
- Capitalize on the research of academic institutions and think tanks on emerging technologies in the context of human mobility, enabling effective transportation planning
- Seek expertise and know-how from other cities that have developed inexpensive transportation systems and made them accessible to the most vulnerable groups in their society

Practice: Get Refugees Cycling – The Bike Project (London)

As quoted from Cities of Migration, 2015:

“London is a city that is rich in opportunities. But getting around the city can be difficult – particularly so for refugees and asylum seekers without their own transportation and limited means. A bike can help refugees who are trying to find their feet connect with the many resources that London has to offer: food banks, lawyers to help their application process, home office appointments, healthcare, education and much more. And, if they are lucky enough to receive status, it can help them get to work.

The Bike Project, describing itself as a ‘community of refugees, mechanics and volunteers’, acquires abandoned or discarded bikes, restores them to roadworthy condition and donates them to refugees. Working from a storefront in South London, the project also offers free workshops to refugees on how to ride and fix their own bikes.

Cycling helps refugees develop physical ownership of their city and encourages newcomers to move freely and confidently through the streets of London alongside their neighbours ... Importantly, the Project also helps the newcomers regain trust and form long-term supportive relationships. Project volunteers participate in workshops to develop bike maintenance skills and to learn more about London’s refugee community. Along the way, new friendships are formed and friends become colleagues. Today, The Bike Project has a rolling pool of about 15 core volunteers, half of whom are refugees who came to get a bike initially, and have since become core members of the team ... The Bike Project is scaling up its newly launched Cycle Training for Refugee Women Project. It teaches women to cycle in London safely while giving them some independence and pride of ownership. It’s helping boost the confidence of many women worn out or traumatized by their refugee experience and lengthy asylum and settlement processes.”

Source: Cities of Migration, 2015

3.5. Utilities

3.5.1. Water and electricity

In general, urbanization creates specific challenges pertaining to the management of resources, particularly water and energy, but it also provides opportunities. Surging populations in cities around the world mean the ever-increasing demand for water and electricity cannot always be met locally.

3.5.1.1 Challenges

Cities face tremendous challenges in planning for adequate potable water and electricity and providing them to all residents, including immigrants and other vulnerable groups. Some 180 million slum dwellers worldwide lack access to clean drinking water (International Organization for Migration, 2015, “Geneva Conference on Migrants and Cities, 26-27

October 2015”). Addressing long-term housing requirements in cities also concerns the challenge of supplying water and electricity as part of the planning process. However, the short-term task of providing safe drinking water and electricity for migrants living in slums, informal settlements or camps can pose concerns for city leaders. The challenges include:

- Providing sufficient electricity to power each informal dwelling and meet daily needs
- Ensuring clean water and its affordability for temporary housing units, informal settlements and camps

3.5.1.2. Opportunities

Targets 6.1 and 7.1 of the Sustainable Development Goals (SDGs) – “By 2030, achieve universal and equitable access to safe and affordable drinking water for all”, and “By 2030, ensure universal access to affordable, reliable and modern energy services” – address the issue of water and electricity for all, including migrants. Cities need to:

Implement sustainable water operations and integrated water management services to extend supply for water and electricity at temporary settlements or camps
Create awareness among citizens about saving water (which could reduce the overall cost of water to residents, including migrants)
Collaborate with the private sector and other stakeholders to create a shift in purchasing behaviour, helping consumers to favour water-sustainable products

3.5.2 Communications technology

Telecommunications connects people to one another and to the institutions of their societies. The availability of information plays a crucial role in the decision to migrate. The role of information and communications technology (ICT) has been pivotal in developing countries, as mobile phones have become nearly ubiquitous in many of them given their lower costs compared to fixed-line technologies. The SDGs make reference to ICT in Target 9.C: “Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020”.

3.5.2.1 Challenges

Some of the key challenges for cities in fulfilling this goal include:

- Ensuring planning of ICT infrastructure that enables internet access to a city’s inaccessible areas, and with good connectivity and speeds
- Reducing the digital divide between those who have adopted digital technologies and those who haven’t, or who have never used such platforms
- Disseminating information about urban services effectively through digital platforms that would be accessible to migrants

3.5.2.2. Opportunities

Cities need to:

Evaluate cost-effective technologies that can help migrants stay connected with their relatives, pursue further education and find work (whether to secure a job or become entrepreneurs and start their own business)

Solution: Mobilearn

As adapted or quoted from the Mobilearn website:

Mobilearn is a mobile-based service that provides newly arrived immigrants with important information in an easy and accessible way. It delivers “professional, quality assured translations of government information – published directly to users’ mobile phones.” It can be used “both to solve immediate problems in everyday situations, and to more quickly learn language, culture and labour market in the new country. [The one-stop platform] has been developed in close cooperation with a number of municipalities and includes information from the most important government agencies for new arrivals ... The Mobilearn service is purchased under license by municipalities or boroughs that want to facilitate the integration of newcomers – and give them a tool to be free to take responsibility for their own integration.”

“A key part of the integration debate in recent years has been to find ways to strengthen the migrant’s own ability to influence the settlement process. Mobilearn facilitates just that while simultaneously improving the dialogue between people, reducing misunderstanding and uncertainty. Local government officials today spend a lot of time mentoring newcomers, answering their questions. Mobilearn can reduce both direct and indirect costs for municipalities and government agencies, such as interpreter costs.” (Currently, five languages are supported, all of which are manually translated by Euroscript, a translation agency.) “The time it saves officials means increased opportunities for boroughs and government agencies to provide more qualified assistance to migrants, which can further facilitate and shorten the start-up phase.”

Source: Mobilearn

Solution: Bureaucrazy

As quoted from Bureaucrazy.de/Facebook:

“Bureaucrazy is a web app and a mobile application that helps people navigate the German Bureaucratic system easily, through multiple features, which concentrates its efforts on the User experience, making sure they know what they have to do and what they can do.”

As adapted or quoted from Oltermann, 2016:

Designed by Syrian refugees Munzer Khattab and Ghaith Zamrik, the app was “developed at ReDI, a Berlin non-profit ‘school for digital integration’ that teaches asylum seekers how to code. Bureaucrazy aims to combine three basic functions: a translation service that renders German official documents into Arabic and English, a multiple-choice decision tree for frequently encountered problems, and a mapping service that sends applicants to the right council office ... The prototype of Bureaucrazy uses a translation service provided by Yandex, Russia’s answer to Google, though algorithms can sometimes struggle with German compounds ... For the app to work efficiently, Bureaucrazy would need to store information and auto-fill forms for logged-on users – a major risk, especially in a country as conscious of data security as Germany.”

The project has been registered as a legal non-profit in Germany and is yet to launch. The team has sought to crowdsource funds for their project.

Source: Bureaucrazy.de; Oltermann, 2016

Solution: Arrived

As adapted or quoted from the Arrived website:

Launched for Android phones and tablets in the summer of 2016, “Arrived seeks to empower and educate those already arrived in the US. Created by a team of Google employees and volunteers from around the [United States], it provides the right information at the right time – from housing and education to job and deportation. The app has a newsfeed of the latest news and trends in immigration; a knowledge bank of researched answers to the most important questions; a map with every NGO and law clinic plus sanctuary city in the United States; and a YouTube playlist of videos to teach you English and study for the citizenship quiz.”

The news feed provides analysis of the latest legislative proposals and actions so immigrants can separate fact from fiction and know their rights.

Source: Arrived.us

- Provide assistance through telecommunications technologies, including through access to the internet (e.g. Wi-Fi hotspots, charging facilities for electronic devices and navigation systems across the city) for the tech-savvy immigrant population

Solution: A Global Broadband Plan for Refugees

As quoted from Levin, De Sa and Aleinikoff, 2017:

“The UNHCR found that ‘refugees deem connectivity to be a critical survival tool in their daily lives’ and they ‘are willing to make large sacrifices to get and stay connected’ ... But most are less connected than surrounding populations, even though these communities may themselves be far from universally connected. For example, refugees in rural areas are twice as likely as the general rural population worldwide to live in an area with no connectivity. And even if connectivity is available, refugees are 50% less likely than the general population to have an internet-enabled phone.

There is a widespread consensus that universal access to broadband networks can provide paths to national economic growth and social progress. There is also a recognition that market forces alone, even in the most developed countries, will not result in affordable, abundant bandwidth everywhere, with everyone having a device, access to affordable service, and the digital skills necessary to make the most of both ... Recognizing that the market is unlikely to provide a platform that best serves public needs, more than 150 countries have developed national broadband plans. While they differ in detail, most set out to close three gaps: (1) an access gap, caused by lack of deployment of broadband networks to unserved or underserved areas; (2) an adoption gap, caused by the cost of devices and services as well as a lack of training; and (3) a usage gap, generally caused by a lack of services and content targeted to low-adoption populations. As many plans have recognized, closing any one gap helps close others. Deployment drives adoption and usage; adoption creates demand for deployment and usage; and usage drives deployment and adoption.

A global broadband strategy for refugees would be guided by the same vision as national plans ... and would have to develop ideas that reflect the interests and incentives that would encourage host countries and local carriers to participate. Critically, it would have to build on the national broadband plans of the host countries and propose ways that closing the connectivity gaps for refugees would accelerate the achievement of the countries’ own broadband goals.

In many refugee camps, international aid programs are large consumers of broadband and Internet connectivity, and these programs could use their market position and purchasing power for broadband solutions that serve the camp and host country population as a whole. In developed states, community anchor institutions could aggregate demand and purchase connectivity

in consortia and thereby both drive down the cost of access and lower the risk of network investment – actions that strengthen the business case for network upgrades. A global strategy for refugee connectivity could recommend that international aid programs and donor countries employ similar tools when delivering services to refugees.”

Source: Levin, De Sa & Aleinikoff, 2017

- Use digital platforms that support the integration of migrants and social cohesion

3.6. Sanitation and waste

Cities that have spawned slum neighbourhoods as a result of growth often lack adequate infrastructure to supply clean water. Without proper sanitation facilities, human waste that should be treated is instead disposed of in open pits or bodies of water like rivers and streams, creating a health hazard that can affect the entire population of the city (and beyond) and lead to the spread of diseases, such as vector-borne, waterborne and other communicable diseases, from improper sanitation.

3.6.1. Challenges

Cities face the following challenges:

- Reducing pollution in temporary informal settlements with a large number of inhabitants, as the probability of spreading diseases is relatively high
- Controlling the expansion of informal settlements not covered by city services for waste collection, which could result in hygiene-related issues and create health hazards not only for newcomers, but also for all city inhabitants

3.6.2 Opportunities

Cities need to:

- Develop sanitation systems to handle waste generated from all forms of settlements, including slums and camps

Practice: Refugee Influx Catalyses Better Waste Infrastructure for All – Amman

As quoted from 100 Resilient Cities, 2016:

“As the influx of refugees from Syria continues to strain many of Jordan’s resources, the European Bank for Reconstruction and Development (EBRD), and other development agencies, will loan the Greater Amman Municipality €102 million to finance solid waste infrastructure that the capital urgently needs. The sharp rise in the population in and around Amman has led to a 25% increase in the levels of waste generation, making this an essential investment. The city is making it part of a comprehensive program to reform the solid waste sector that will lead to the generation of renewable energy, reduction of CO2 emissions, and creation of new jobs. By leveraging international investments for the modernization

of the waste sector, the city is reducing the environmental and social impact of the sharp rise in the number of people living within its boundaries, while improving services for all residents.”

Source: 100 Resilient Cities, 2016

- Source solutions from the private sector, innovators and other external stakeholders to create awareness of safe waste disposal and better hygiene

3.7. Integration and social cohesion

Integration and social cohesion are dynamic, continuous processes of change in society, where both the migrant and native communities learn to coexist with one another and adapt to differences. Full integration and cohesiveness are achieved when individuals only rarely describe others using racial or ethnic terms and, more importantly, when these attributes have negligible consequences on life’s opportunities, or when the overall quality of life in neighbourhoods is considered without thought to the presence of immigrants (Saggar, Somerville, Ford, & Sobolewska, 2012).

3.7.1. Challenges

With cities taking responsibility for integrating migrant communities, their biggest challenge is to determine how integration and social cohesion can be assessed, what the end goals are and which metrics define the goals. Cities need to ask the following questions when addressing the concept of integration and social cohesion:

- Is the focus on a particular group of immigrants or on a particular area in the city?
- Which economic, social and cultural indicators should be used for assessing progress on integration?
- When assessing a group’s familiarity with the city and the country’s culture, is the comparison addressing the gap between migrants and native-born residents, or between newly arrived immigrants and long-term immigrant groups from the same country?
- How far are the attitudes and beliefs of the city’s institutions and population affecting integration and cohesion?

The key challenges for cities include:

- Addressing social inclusion and protection for the increasingly mobile and diverse migrant population
- Seeking equitable and affordable access to financial inclusion of migrants for easing remittances

Another challenge for cities is to distribute migrants so they are settled in a way that avoids forming specific ethnic or racial clusters. While it is common for migrants to live close to others with the same ethnic background, concentrated settlements make their overall integration more difficult if those areas become permanent places of residence. For instance, Chinatown, Little Italy or Koreatown in US cities often served as temporary places of residence

for migrants arriving from these countries as they gravitated towards familiar social groups, cultures and languages. They also provided a livelihood and period of transition to a better life in the suburbs or into mainstream society. But the longer these districts become immigrants' permanent places of residence, the harder it is for them to integrate into other communities.

Relocating migrants from settlements poses a challenge for the city even if housing is available for them at new, well-designed sites with all the basic amenities. As few residents choose to live in these housing projects, they sometimes become areas with high rates of violence and crime. Hence, an initiative that aimed to promote integration can result in further segregation in the city (International Organization for Migration, 2015, "Geneva Conference on Migrants and Cities, 26-27 October 2015").

3.7.2. Opportunities

Local, neighbourhood-level initiatives can have significant effects. However, most cities affected by migration have struggled to fully integrate migrants into their communities with their initiatives. Cities must commit themselves to increasing their efforts to improve migrants' overall condition. This applies right from the welcoming of newly arrived migrants and engaging with them during the initial period, to familiarizing them with the culture of the city and country and assisting them to settle into the community. (In some cases, it can mean reintegrating back to their origin cities or countries.)

Practice: ONEPGH and the Welcoming Pittsburgh Plan

As quoted from 100 Resilient Cities, 2016:

"An emblematic 'Rust Belt' city recovering from the deindustrialization and population loss it endured in the 1980s, Pittsburgh has revived its economy by supporting new and diverse industries. However, the city continues to suffer from a shortage of labour. Attracting and retaining immigrants has therefore become an essential part of Pittsburgh's revitalization plan.

Along with an initiative to attract at least 20,000 new residents in the next 10 years, the city's Resilience Strategy, ONEPGH, incorporates Mayor Peduto's Welcoming Pittsburgh plan for making Pittsburgh more hospitable to immigrants. Derived from community and Advisory Council input, Welcoming Pittsburgh includes a broad set of recommendations in three categories: 'Welcome, Neighbor!' focuses on creating community connections; 'Bridge to the City' aims to link newcomers to government services, policy, and housing; and 'Prospering Together' centers on promoting economic opportunity.

Other initiatives range from short-term actions, such as innovative storytelling campaigns, to mid- and long-term actions such as reforming professional recertification processes and launching a municipal ID program. The

explicit incorporation of Welcoming Pittsburgh into the ONEPGH Resilience Strategy ensures that local efforts for welcoming newcomers are championed and sustained by a comprehensive city plan."

Source: 100 Resilient Cities, 2016

Tool: Welcoming Community Planning, the Welcoming Standard, and the Certified Welcoming Program

As quoted from 100 Resilient Cities, 2016:

"Welcoming America is a non-profit, non-partisan organization that provides consultancy support for local leaders in developing and implementing a multisectoral plan to become inclusive, welcoming places for immigrants and all residents. These plans conform to a certification program that evaluates and recognizes achievement of standardized benchmarks for competitive advantage. The Welcoming Standard is organized into seven categories critical to building a welcoming community: Government Leadership, Equitable Access, Civic Engagement, Connected Communities, Education, Economic Development, and Safe Communities. Some requirements include indicators that set out additional detail that the requirement should meet.

Launched in 2009, Welcoming America has spurred a growing movement across the United States, with one in eight Americans now living in a Welcoming Community. Welcoming America's award-winning model is being adopted by a number of 100RC [100 Resilient Cities] member cities, including Atlanta, Boston, Chicago, Los Angeles, Louisville, Nashville, New York City, Pittsburgh, San Francisco, St. Louis, and Washington D.C., and is already being piloted in cities outside the United States."

Source: 100 Resilient Cities, 2016

Solution: Communities of Promise and Community Cube

As quoted from the INCLUDED website:

"Communities of Promise (ComProm) is a network which provides resources and support to existing organizations who are also serving migrants or organizations who aspire to open their own community center to serve migrants. The community centers strengthen and support the community's migrant schools and highlight the issues and needs of the entire community, championing its goals. The ComProm network offers guidance on implementing the programs, connecting peers for moral support and shared learnings, and contributing to the overall development of the NGO sector serving migrants. The model is developed by INCLUDED, a nonprofit organization registered in Hong Kong, United Kingdom and United States. It has a goal of being in ten cities and a hundred community centers worldwide. It strategically

builds community centers in the heart of migrant neighbourhoods. Through and around these centers, they offer programs for migrant children and their families.

INCLUDED has pioneered a new model for community centers that creatively refurbishes shipping containers to build modular centers as classrooms, libraries, toilets, administrative offices, and other multipurpose spaces. Named 'Community Cubes', this innovative approach is both cost effective and replicable in new cities and countries. A community cube is a 'Community Center in a Box'. This model provides a mobile, flexible, scalable and sustainable solution to enable INCLUDED and other interested organizations to serve greater numbers of migrants.

INCLUDED has been building and operating community centers and programs in migrant neighbourhoods for over five years and brings hard-nosed experience, knowledge, and networks to help create and operate successful migrant community center projects. It provides practical, step-by-step tools for new centers and those looking to expand one-on-one consultation from ComProm staff, and committed members provide distinct support access to the Migrant Resource Network's online directory, which offers a database of other organizations serving migrants, as well as a general knowledge database speaking to the issues of migrants. So far INCLUDED has served over 20,000 migrants with 27 community centers in 4 cities."

It is also building a "network connecting city hubs in Asia, Africa and Latin America (called INCLUDED cities) to break down the barriers of informality and instability that deny migrants in slums access to the wider opportunities and services of their cities."

Source: INCLUDED

Cities need to:

- Create policies and frameworks that pay particular attention to migrants' distinctive needs, providing solutions and measures to integrate them

Tool: Opening Minds, Opening Doors, Opening Communities – Americas Society and Council of the Americas

As quoted from 100 Resilient Cities, 2016:

"This data-driven practitioner resource provides guidance to local leaders interested in creating and sustaining successful offices for immigrant integration. Because cities vary in their history and experience with immigration, one model does not fit all. City offices may be devoted to attracting or to integrating immigrants – or a combination of the two. Another dynamic is whether offices are primarily reactive or proactive. Regardless of the exact context of each, municipal offices for immigrant integration in the United States tend to exhibit 10 characteristics:

- Begin with strong mayoral commitment
- Build institutional sustainability beyond the mayor
- Collaborate with unlikely allies
- Secure technical assistance from partners
- Track and evaluate success and impact
- Partner with research organizations
- Bring together services and civic engagement
- Develop policies, not just projects
- Apply a racial justice lens to the work
- Work together and scale up

The full report offers case studies to guide practitioners in applying these lessons locally, as well as specific tactics to achieve these goals."

Source: 100 Resilient Cities, 2016

Solution: Building Inclusive Cities Project – Cities of Migration

The Building Inclusive Cities Project is a new Cities of Migration initiative that explores the complex and interconnected factors that contribute to open, inclusive cities in an era of global migration. The project is developing an easy-to-use diagnostic tool and learning platform to help city and community stakeholders assess the quality of inclusion across the urban landscape and gain a better understanding of the conditions that can enhance (or inhibit) immigrant integration and inclusion.

My City of Migration Diagnostic. A central component of the project is the My City of Migration (MyCOM) Diagnostic, a modular web app that tests the user's experience of diversity and inclusion across five urban scenarios: at work, at school, on election day, in health and as a new arrival. MyCOM results are mapped to 10 essential dimensions of inclusion and scored on a five-point scale ranging from "invisible" to a "culture of inclusion" to build a profile of the user's city. The MyCOM Diagnostic generates a global score that compares a user's experience to others from the city, ranks the city against other cities and, finally, provides a detailed snapshot of the relative strengths and weaknesses of the city across all 10 dimensions of inclusion.

How inclusive is your city? By breaking down the complex dynamics of inclusive city-building into a series of measurable components, MyCOM results help city and community leaders and all city residents decide where best to invest resources of time, money and attention in the interests of an open, fair and prosperous society. For example, is a low economic inclusion score having a negative impact on the progressive social and civic culture of the city? How do local media influence the political scene at city hall? Would a more inclusive educational and social milieu for youth in the city increase urban prosperity? MyCOM "Bigger Picture" results provide a compelling baseline and springboard for further investigation at the Building Inclusive Cities (BIC) Learning Platform.

International expertise. Concise, non-academic and accessible, the BIC Learning Platform gives users a practical lens on a complex issue. It allows them to explore the multidimensional dynamics of inclusive city-building through a series of richly analysed essays by international experts on themes central to inclusive cities in an age of migration: economic (employment, entrepreneurship, financial), social, cultural, political, civic, health, educational and spatial inclusion; the role of media, and the general “Welcome-ability” of municipal institutions and public space. Each expert essay provides scope, insight and analysis on what works and what doesn’t, and includes examples of good practices from the Cities of Migration library, policy recommendations for municipal and community leaders, and resources for further learning.

Learning exchange. A programme of open webinars and peer learning events provides opportunities for in-depth investigations of selected topics, learning exchanges and networking. In a later phase of the project, comparative case studies and a MyCOM video will demonstrate how the tool can be used, what it reveals about the urban experience of inclusion and the ways in which cities can shape the experience of diversity and inclusion across the urban landscape.

The Building Inclusive Cities project aims to bring the diversity of today’s cities out of the margins and into the mainstream of urban experience and prosperity. **City and community stakeholders** will gain insight on how to design and implement inclusionary policies and practices, and foster the conditions necessary to create a culture of welcome and belonging. **Experts and policy-makers** will provide a deeper understanding of the multidimensional and interconnected factors behind success and failure in immigrant integration and inclusion.

Source: Cities of Migration contribution

Solution: The Intercultural Cities Index

As quoted from Council of Europe’s *Results of the Intercultural Cities Index - Barcelona*:

The Intercultural Cities Index is “a benchmarking tool for the cities taking part in the Intercultural Cities programme, as well as for future participants.

As of April 2017, 85 cities have undergone their intercultural policies analysis using the Intercultural City Index. Among these cities, 39 have more than 200,000 inhabitants and 36 have more than 15% foreign-born residents. The Intercultural City Index analysis is based on a questionnaire involving 73 questions grouped in 11 indicators with three distinct types of data. Indicators have been weighed for relative importance. For each indicator, the participating cities can reach up to 100 points (which are consolidated for the general ICC Index). These indicators comprise: commitment; education system; neighbourhoods; public services; business

and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of these indicators – education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; and public spaces are grouped in a composite indicator called ‘urban policies through the intercultural lens’, or simply ‘intercultural lens’.

The comparison between cities is strictly indicative, given the large difference between them in terms of historical development, type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach in urban policies and intended only as a tool for benchmarking, to motivate cities to learn from good practice. Cities are compared according to specific criteria – the population of the city (above or below 200,000 inhabitants) and the percentage of foreign-born residents (higher or lower than 15%) – for more valid and useful comparison, visual presentation and filtering of the results.”

Source: Council of Europe, 2017

Solution: Refugee Information Hub – RefugeInfo.eu

As quoted from 100 Resilient Cities, 2016:

“In partnership with Google and Mercy Corps, the International Rescue Committee developed RefugeInfo.eu, a platform accessible by mobile phone that provides up-to-date, location-specific information to refugees arriving in Europe. The site provides information about available lodging, transportation options, humanitarian services, medical facilities, and registration processes. It also outlines important laws that affect new arrivals, informing them of their rights and responsibilities. It is available in multiple languages such as Arabic, Pashto, Farsi, and Greek. The site is open-source and built so that it can be deployed in different countries. Cities collecting important data from urban refugees and other displaced populations can become important partners in providing localized information for the platform, helping implementing partners by adding an urban layer to the tool.”

Source: 100 Resilient Cities, 2016

Practice: The Mayor's Office of Immigrant Affairs – New York City

As quoted from 100 Resilient Cities, 2016:

“The New York City Mayor’s Office of Immigrant Affairs is the first city government office in the U.S. dedicated to proactive integration. Beyond advancing strategies to make immigrants feel welcome, the office focuses on issues that impact immigrants on a daily basis, including workforce concerns, poverty, and access to services for undocumented residents. The office has become a model and resource for governments in cities across the United States, including Atlanta, Boston, Chicago, Los Angeles, Nashville, Pittsburgh, San Francisco, and Seattle. In their messaging, these offices emphasize that immigrants form an integral part of local communities, and make major contributions to their cities overall, including making them attractive places to visit and invest.”

Source: 100 Resilient Cities, 2016

Practice: Right of Immigrants to Vote

In Dublin, Ireland, all residents, including non-citizens, have the right to vote in local elections for several years. In the United States, “six towns in Montgomery County, Maryland, including the uber-progressive D.C. suburb of Takoma Park, allow non-citizens – documented and undocumented – to vote in municipal elections. And the city of Chicago allows them to weigh in on school parent advisory boards,” as quoted from Misra (2016). In San Francisco, “Proposition N passed in November [2016]. It will allow noncitizens, including people in the country illegally, who have children in the city’s school district to vote in local school board elections ... [giving] immigrant parents more of a voice in how the city’s public schools are run,” as quoted from Shafer (2017).

Sources: Shafer, 2017; Misra, 2016

Tool: Reframing Refugees Message Toolkit – Welcoming America

As quoted from 100 Resilient Cities, 2016:

“The ‘Reframing Refugees’ message toolkit is designed to help those working with and on behalf of refugees to deliver strong messages encouraging community leaders and policy makers to take action to support refugees in their area. The toolkit includes the following elements to help develop and deliver successful messages:

- A Framework to assess and understand one’s audience
- Winning Message Themes proven across broad audience testing and the experience of practitioners
- Storytelling Tools and guidance on how to employ them
- Examples and Samples: sample press materials, a letter to the editor and talking points for addressing the hard questions
- A selection of Tools and Resources that will further support efforts to gather and tell stories within the new framework”

Source: 100 Resilient Cities, 2016

Practice: Path to Citizenship Programme – Los Angeles

As quoted from 100 Resilient Cities, 2016:

“Of Los Angeles’s 3,800,000 residents, more than 700,000 are permanent residents eligible for citizenship. However, cost, paperwork, and language barriers, often prevent eligible individuals from applying, or make them vulnerable to agencies that charge high fees to help process the paperwork. While the city does have multiple non-profit organizations working with immigrant communities, there is no centralized place to consolidate citizenship services. To address this gap, the City of Los Angeles has entered into a partnership with the United States Citizenship and Immigration Service (USCIS) and experienced non-profit organizations, to provide citizenship outreach services via the Los Angeles Public Library (LAPL). Thanks to this partnership, the City was able to establish ‘Citizenship Corners’ in 73 library locations throughout Los Angeles. Each location provides information and resources, meeting room space, and access to study materials, supplemented by a robust and resource-rich website, establishing the LAPL as the starting point on a person’s personal path to citizenship.”

Source: 100 Resilient Cities, 2016

Practice: The New Americans Plan – Chicago

As quoted from 100 Resilient Cities, 2016:

“The first of its kind in the U.S., the Chicago New Americans Plan highlights the economic impact of municipal support of the creation and expansion of immigrant owned businesses, and of strategies to attract and retain foreign talent. Implemented by a dedicated Office of New Americans, the plan calls for establishing centers where immigrants can get information on navigating licensing processes and attaining additional support. This has spurred the creation of tools and policies, such as streamlined license applications, that benefit not just immigrant entrepreneurs, but all small businesses. The Office has also produced step-by-step guides in multiple languages with practical advice about municipal codes and health ordinances to help entrepreneurs understand how to open flower shops, coffee shops, and grocery stores.”

Source: 100 Resilient Cities, 2016

- Engage multiple stakeholders, such as city governments, local businesses, community and civil sector organizations, schools, libraries and parks, for joint initiatives on immigrant integration that include migrants, both financially and socially

Solution: Blockchain-Based Digital Identity

As quoted from Accenture, 2017:

“Accenture, in partnership with Microsoft and Avanade, has developed an identity prototype based on blockchain technology – a type of database system that enables multiple parties to share access to the same data with an extremely high level of confidence and security.

The prototype is designed to interoperate with existing identity systems so that personally identifiable information always resides ‘off chain.’ It aligns to principles of the Decentralized Identity Foundation, of which Microsoft is a founding member, and uses the Enterprise Ethereum Alliance’s private, or ‘permissioned,’ blockchain protocol.

To solve problems faced by people who lack official identities, Accenture will leverage its Unique Identity Service Platform to deploy a breakthrough biometrics system that can manage fingerprints, iris and other data. For example, the technology can provide undocumented refugees with a steadfast personal identity record, ensuring that they can receive assistance where and when they need it. The Accenture Platform is the heart of the Biometric Identity Management System currently used by the United Nations High Commissioner for Refugees, which has enrolled more than 1.3 million refugees in 29 countries across Asia, Africa and the Caribbean. The system is expected to support more than 7 million refugees from 75 countries by 2020.”

Source: Accenture, 2017

Solution: TimeBanking Resource Center – TimeBanks

As quoted from 100 Resilient Cities, 2016:

“To support the most vulnerable categories of migrants without creating competition, city and community leaders can leverage technology platforms that provide concrete goods and services to people who volunteer their time and services. For example, time banking schemes allow participants to earn credits for their volunteer hours and redeem them for goods and services from others. Even if this system does not provide participants with hard currency, it can help immigrants participate in the informal economy and address some of their needs, as well as actively participate in two-way interactions with the host community.”

Source: 100 Resilient Cities, 2016

Practice: Bank On San Francisco

As quoted from 100 Resilient Cities, 2016:

“The city of San Francisco launched Bank On San Francisco to improve access to mainstream financial services among the financially excluded, including some categories of undocumented immigrants. The program is a partnership of various local bodies including the San Francisco Office of Financial Empowerment (OFE), the Federal Reserve Bank of San Francisco, and EARN (Earned Assets Resource Network), as well as local financial institutions and community-based organizations.

Banks and credit unions that participate in the program allow individuals with little or no banking history to open no- or low-fee accounts with no minimum balance, have their first overdraft charges waived as they learn how to bank, and receive financial education. One particularly unique feature of the program is that it allows Mexican Matricula and Guatemalan Consular ID cards to be used as primary identification for opening accounts.”

Source: 100 Resilient Cities, 2016

Tool: Web Portal for Bank On Initiative

As adapted or quoted from 100 Resilient Cities, 2016:

The San Francisco Office of Financial Empowerment (OFE) and the National League of Cities (NLC), with support from the James Irvine Foundation, “created a web portal ‘joinbankon.org,’ offering tools and resources for cities planning Bank On programs. It includes tools to help cities conduct surveys of the financial habits and needs of households in their communities, the institutions available to serve them, and local capacity to undertake a Bank On initiative. For example, the ‘Research Your Community’ tool provides estimates of the number of unbanked and underbanked households in a community, and, with a mapping tool, shows the neighbourhoods where those households aggregate.”

Source: 100 Resilient Cities, 2016

Solution: Cashless Assistance Programme – MasterCard

As quoted from 100 Resilient Cities, 2016:

“MasterCard has empowered more than 2.5 million vulnerable people, the vast majority of them being refugees and internally displaced persons. These programs have used the MasterCard Aid Network’s humanitarian prepaid and remittance services for faster, safer, and more efficient aid distribution. As part of this effort, the company has partnered with the global organization Mercy Corps to distribute prepaid debit cards to eligible refugees traveling through Serbia and Greece.

Beneficiaries receive cards to make purchases that help them cover their basic needs. Cards provide greater flexibility than cash, reduce fraud, and more efficiently deliver money to the right hands. These types of programs infuse cash into the economy and markets of the communities that are hosting refugees. Based on the belief that financially integrated individuals have greater chances for success, MasterCard has committed to collaborating with public and private organizations to further investigate how vulnerable and marginalized groups, including refugees, can more easily access vital financial services.”

Source: 100 Resilient Cities, 2016

Practice: Working Towards Advancement of Migrant Workers – Aajeevika Bureau

As quoted from the Aajeevika Bureau website:

“Aajeevika Bureau combines direct service delivery, advocacy, research and technical support in advancement of its work on issues of migrant workers. Through a network of field based Shramik Sahayata evam Sandarbh Kendra-s (Workers Support and Resource Centres), Aajeevika Bureau provides a range of services to migrants and their households. These services include registration and photo ID, skill training and placement, legal aid, collectivisation, social security, financial services and family support. The Bureau runs field centres both at source (South Rajasthan) and at major destinations (in Gujarat and Rajasthan).

The source-destination presence is an important feature of the organization’s work and outreach with migrant workers ... As a pioneer practitioner in the area of internal migration, Aajeevika Bureau partners closely with field organisations and donors to help them expand their reach to vulnerable migrants. A special unit – ‘Centre for Migration and Labour Solutions’ – provides technical support and capacity building to a large number of organisations. A strategic partnership with Sir Dorabji Tata Trust enables this work to grow and reach millions of migrant workers across the country.”

Source: Aajeevika

Solution: Temporary Ration Cards – Disha Foundation

As adapted or quoted from UNESCO, 2013:

Asserting the right of seasonal migrants to access and use a temporary ration card during their stay in a destination city, the Disha Foundation “has tried to address the food security needs of migrants within existing government programmes. Disha played a pivotal mediating role between the Department of Public Distribution System, state government authorities, including Additional Collector and officials, and the community.

Following consultations with the Department of Public Distribution System (and on-site visits by the authorities), an order was issued to provide seasonal migrants with temporary ration cards for four months (extendable to 12 months) against their existing ration cards. Once they depart from the destinations, migrants must have the cards cancelled by the department, so that they are once again eligible for subsidised food grain in their home villages. These temporary ration cards can be renewed on their return to Nashik [in Maharashtra].”

Source: UNESCO, 2013

Solution: Urban Regeneration of Brownfield Sites for Social Inclusion – Re-Vive

Historically, legacy problems of brownfield cities have blocked redevelopment with barriers to reclaiming sites and regenerating existing buildings. The result is that these sites largely remain undeveloped. These urban areas have enormous potential to be transformed into sustainable communities. Re-Vive believes in creating new vibrant spaces in which to live, work and play, securing the well-being of society, the environment and the economy. It only builds green constructions ranging from low energy to passive standards.

To get an in-depth understanding of community development, Re-Vive applied for a research innovation grant at the Flemish government. With two other partners with knowledge on (local) impact investing, social change, creating fairer communities and placemaking, it started a two-year research project. Via interactive workshops, in-depth interviews, mapping sessions and focus groups, it aimed to get a better idea on how they can support and strengthen communities in and around their projects. For this, they used “the Townhall Model” as a guiding principle, which is based on new movements and spaces that acknowledge that the public good can come from public, private and collective actors. It is about re-imagining legitimacy based on openness and massive civic participation, unleashing the power to co-create our society.

In one particular solution, Re-Vive provides free space and opportunities for pop up initiatives giving creative and social entrepreneurs a platform to start a business for a period of two to three years, test an idea or launch an initiative which stimulates social cohesion in a neighbourhood. Some examples include a vegetable garden maintained by a group of neighbours, an outdoor fitness box that attracts different age groups, a summer bar with barbecues, movie nights and acoustic concerts. With these kinds of initiatives, neighbours from different age groups and cultural backgrounds who are migrants can meet each other on the site, interact and organize new events together.

Another solution is “**buurtschuur**”, literally translated as “**neighbourhood barn**” and also known as the **YAW**, which stands for “You Are Welcome”. On most redevelopment sites, Re-Vive builds a YAW, a common space that every resident can use. This common space is equipped with an open plan kitchen, tables, chairs and a storage space. The YAW is used to host events, like a New Year’s Eve party or pancake afternoon, and organizing collective childcare or interactive workshops. The storage space is used to share materials, for example, a ladder, a lawnmower and children’s clothes or toys. Every resident of the project is an owner of the YAW, which is open for neighbours who live just outside the project. This presents a way to connect new communities of migrants with the existing communities.

Another project in Brussels, **EKLA**, is an interesting example of a mixed-use project. On the EKLA site, Re-Vive built free market apartments, which are also social apartments, a school, childcare, a local supermarket and public facilities. Together with MolenGeek, Re-Vive developed a co-working space where young entrepreneurs come to work on their projects, network and share their experiences as a stepping stone to existing organizations that help entrepreneurs. Its mission is to encourage entrepreneurship irrespective of cultural diversity, gender, generation and competence.

Source: Re-Vive contribution

- Address the portability of social security initiatives for migrants by advocating for multilateral social security agreements and/or implementing other innovative solutions

3.8. Safety and security

Immigrants are typically more vulnerable than others because they do not know the local regulations or language, have no friends or family nearby and are unfamiliar with the local community, institutions and non-governmental organizations. Immigrants may not know their rights, and they fear deportation if they violate the terms of their stay in a city or country.

3.8.1 Challenges

Some of the key challenges faced by cities include:

- Ensuring migrants’ rights are protected, and preventing them from becoming victims of fraud and deception (e.g. wages or social security contributions not being paid, despite the employer’s assurance), as well as slave labour, especially the low-skilled jobs that include the housekeeping workforce, such as cleaners and caregivers
- Dealing with the lack of support structures to address physical, psychological, sexual or financial abuse of migrants outside the workplace
- Preventing incidents that result from xenophobic behaviour and letting migrants know their rights in such situations

3.8.2. Opportunities

Cities need to:

- Set up dedicated centres where all immigrants can receive support (institutional and non-institutional) and essential information about their rights in the city

Practice: Athens Coordination Center for Migrant and Refugee Issues

The municipality of Athens established the Athens Coordination Center for Migrant and Refugee Issues (ACCMR) to support the efficient and targeted coordination of initiatives and programmes in the city. Established on 12 June 2017, the Center's aims are to become a hub for generating project proposals on the city's migrant and refugee integration policies, to strengthen synergies and encourage common activities, and to maximize the added value of implemented programmes.

The Center coordinates with key players through the ACCMR Forum, which consists of international and local non-governmental organizations, institutional authorities and organizations, donors and representatives of civil society active in providing services to migrants and refugees. Working through its committees, the Forum seeks to define a comprehensive service delivery system that considers the short- and long-term goals of integration, map deficiencies and gaps in existing services, encourage efficient decentralization of services at the municipal level, and provide evidence and guidance for designing municipal activities.

Further, the Center will build a preparedness mechanism (contingency plan) for future migration and refugee flows, and develop a strategic integration plan for integrating migrants and refugees in Athens. Each of the five working committees, which meet on a monthly basis, focus on one area of service provision in the city. The committees and their respective broad scope of work are:

- **Urbanization:** For issues of housing and accommodation, peaceful coexistence and social services linked with housing
- **Education and Learning:** For issues of integration through education, empowerment of school units and strengthening of current municipality initiatives, which include refugee participation and early childhood programmes
- **Livelihoods and Economic Empowerment:** For issues of employment (job counselling, microfinancing, apprenticeships and on-the-job training)
- **Access and Legal Rights:** For issues of legal support, documentation, capacity building of municipal staff and facilitation of family reunification, among others
- **Health and Wellness:** For issues of access to health services (both physical and psychological), capacity building of municipal staff and access for undocumented people in need, among others

As of July 2017, almost 50 organizations have expressed interest and confirmed their participation in the Center, which currently has over 125 members (Forum and working committee members).

Source: City of Athens contribution to World Economic Forum study

- Encourage employers with diverse, multicultural competences to express an open, fair and friendly attitude towards immigrants
- Ensure laws and regulations are clear and can be easily understood by all residents, including migrants

Solution: Metropolitan Normative Ordinance – Quito

The city of Quito has developed metropolitan ordinance no. 271 that aims to create awareness and sensitize migrants about coordinating with the District Board of Human Mobility. Its goal is also to achieve social cohesion, inclusion and the respect for the rights of migrants and their families along with those of the local population. To make this viable, the city has made provisions for establishing agreements with public and private as well as civil society organizations, and operating the District Network for Cohabitation to provide access to legal services and civic engagement for migrants and their families.

The ordinance also provides for comprehensive training of key civil servants from the municipality and implementing strategies that ensure quality and empathize with migrants and their families. It also addresses registration and the consolidation of migrant-related information, and bans all forms of mistreatment and discrimination. The District Plan of Human Mobility focuses on programmes, projects and actions on non-discrimination, equality and the integration of migrants, establishing links to strengthen cohabitation with the local community.

The Board of Human Mobility promotes this ordinance for the convergence, analysis and participative decision-making it proclaims that favours information consolidation and the provision of services to all migrants. For example, legal support is provided in more than four municipal agencies (Casas Somos) through the specialized services of the Asylum Access Foundation.

Source: City of Quito contribution to the World Economic Forum study

Practice: Preventing Bonded Labour among Seasonal Migrants – Odisha, India

As quoted from UNESCO, 2013:

“For the poorest migrants, the terms and condition of work are akin to bonded labour. The International Labour Organization (ILO) has collaborated with the Ministry of Labour and Employment and state governments in India to promote decent work, especially in the brick kiln sector, with the aim of preventing seasonal migrants from becoming vulnerable to bonded labour. Seasonal migrant labourers are often provided cash advances by labour contractors in return for their labour and, in turn, contractors retain financial and often physical control of labourers. Because of this arrangement some migrants remain locked in debt-migration cycles, using earnings from migration to alleviate past debt.

The project aims to reduce household vulnerability to bondage among migrants in the brick kiln sector, which has thus far continued despite the Bonded Labour System (Abolition) Act (1976). The promotion of decent work includes: improvement of workplace conditions, transparency in wage payments, social dialogue to resolve workplace problems, enrolling migrant workers in government schemes at source and destination states, unionising workers and providing migrant children with schooling opportunities.

In particular, to tackle cases of bondage among interstate migrant workers, the project seeks to establish an interstate coordination mechanism with anchorage at the national level. A Memorandum of Understanding (MoU) has been signed between Odisha (sending state), Andhra Pradesh (receiving state) and the Ministry of Labour and Employment on 8 June 2012 for interstate coordination to reduce the vulnerability to bondage of migrant workers. Subsequently, a Migrant Workers Cell was constituted on 6 July 2012, to look into the issues of interstate migrants and to provide assistance to the states and for facilitating resolution of grievances between the states.

Similar MoUs are expected to be signed by Jharkhand, Uttar Pradesh, Chhattisgarh and Bihar with corresponding destination states.”

Source: UNESCO, 2013

Solution: Chatbots for Refugees in Europe - RefugeeText

As adapted or quoted from Duffy, 2016:

“Information is essential in order for refugees to know their rights, understand what services are available and how to access assistance ... However, according to numerous reports and case studies, refugees feel they still need more information on key issues and that they do not have access to reliable, consistent sources of information. Gaps and weak dissemination mechanisms allow rumours to easily spread amongst the population, eroding trust and generating confusion.”

Refugee Text uses “people-centred design methodologies to co-create a solution to this information problem with refugees, asylum seekers and humanitarian aid professionals across Europe. An interactive SMS service gives refugees a consistent, reliable source of up-to-date information – available 24/7, on-demand.

SMS is available anywhere there is a mobile phone signal, meaning any refugee with a phone can find answers to their questions, regardless of data-plans, the type of phone they have or whether there is a Wi-Fi signal.

The idea is simple: an organisation inputs information, which is then held in a customised database. Refugees who text the service are prompted to select their language, by responding to the automated text message.

They can then navigate to the information relevant to them, by responding to simple text messages – much in the same way as an online ‘chat bot’ works. Whenever the information needs to be changed, the aid organisation can update the database online.

By putting this information into a centralised information point, organisations can ensure that refugees interacting with the service will receive the most up-to-date information. They can also push out important notices, when necessary.

With various reports citing phone ownership amongst refugees at over 80% worldwide, SMS gives organisations a direct communication channel to a large number of beneficiaries. It also gives refugees a voice to give feedback to the organisations working with them. This increases NGO and aid organisations’ understandings of risks and ability to adjust their assistance and activities in the regions where they are operational.”

Source: Duffy, 2016

- Create awareness among residents to help counteract and adequately respond to safety and security

Solution: Notifica

As adapted or quoted from Lapowsky, 2017:

“The [Notifica] app allows people to select contacts they would want to notify in case of emergency and pre-load personalized messages to each recipient. A message to your lawyer would read differently, say, than a message to your spouse. Once you’ve loaded the alerts, no one else can read them. A PIN protects them in case the phone is lost or stolen ... [and] a single click deploys all the messages by text in less than two seconds.” The app seeks to reduce fear among immigrants by assisting them with contacting friends and family when in trouble. It was developed by the digital agency Huge, which “has also created a phone hotline for people who don’t have a phone in reach but who may be able to make a phone call later on. Huge has partnered with United We Dream, where [Adrian] Reyna, [the app’s founder], is director of membership and tech strategies, to disseminate the app to families in states like Texas, Florida, and New Mexico – anywhere with large immigrant communities.”

As quoted from Park, 2017:

“[The app] will make sure undocumented immigrants don’t compromise their safety or their contacts’ safety. The messages are encrypted, and all records disappear after the message is sent.”

Sources: Lapowsky, 2017; Park, 2017

Solution: Tarjimly

As quoted from the Tarjimly website:

“Tarjimly is a Facebook Messenger bot that connects volunteer translators to refugees and immigrants in dire need of translation services, to speak with doctors, aid workers, and legal representatives, to name a few. [It] alerts translators of requests that are routed to fit them. If they are available, the connection is instantly made for them to enter a secure, anonymous conversation (text, audio notes, video, etc). Refugees can choose specifically what they want to share and rate their session at the end.”

As quoted from Petronzio, 2017:

“For privacy and security, the only personal information Tarjimly shares are first names. If there’s interest, Javed and the team may integrate a feature that helps people share contact information with each other.

The app is still in demonstration mode, allowing the team to build its database of translators while people get used to the interface. The only demo currently available is in Arabic, but Pashto, Farsi and Urdu will be added next, as well as other languages ... The only clear vetting system in place for translators, in terms of signing up, is turning the demo into a test. The app will automatically score how well someone can perform, and the best 50 to 100 translators will get access to the service first. There will also be a rating system in place, helping to weed out bad translators and put more focus on highly rated translators.

Refugees and immigrants have the power to end a conversation at any time, and message Tarjimly to get an immediate connection to a different translator. The team is also considering implementing a feedback system, and may ‘monitor randomized conversations for quality assurance,’ according to the website.

Tarjimly isn’t necessarily the first service of this kind to cater to refugees. There are various apps on the market to help refugees while they travel, as well as Facebook groups like Rapid Response Refugee Translators, which employs volunteers to translate documents and conversations in real time. But Tarjimly provides an easy and direct pipeline for refugees and immigrants to find translators, and could help fill gaps. The creators have made bots for Facebook Messenger before, and knew it could help people register easily and reach a lot of people quickly.”

Sources: Tarjimly, n.d.; Petronzio, 2017

- Establish and implement anti-discrimination codes and practices at municipal institutions; one example is New York City’s municipal ID programme

Social Citizenship of Migrants

As quoted from Berlinger, 2017:

“Not all migrants will have access to a process leading to national citizenship or permanent legal residence status, whether this is because they are unauthorised, or their immigration status is unclear, or they are living in a nation that limits or discourages immigration while allowing foreign workers on renewable work permits. If we agree that migration is part of the identity of a society in which low-wage migrants live and work, whether or not this is acknowledged by non-migrants or by higher-status migrants, what would it mean to build on the idea of social membership and consider migrants as social citizens of the place in which they have settled? And what realistic work can the idea of social citizenship do in terms of improving conditions for migrants and supporting policy development?”

Social citizenship is both a feeling of belonging and a definable set of commitments and obligations associated with living in a place; it is not second-class national citizenship. The place where one’s life is lived might have been chosen in a way that the nation of one’s birth was not; for a Londoner or a New Yorker, local citizenship can be a stronger identity than national citizenship. Migrants live in cities with a history of welcoming immigrants, in cities that lack this history, and also in cities where national policy discourages immigration. Considering how to ensure that social citizenship extends to migrants so that they get to belong, to contribute, and to be protected is a way to frame ethical and practical questions facing urban policymakers.

Considering migrants as social citizens of the cities in which they settle is related to but not the same as the idea of the city as a ‘sanctuary’ for migrants ... Local policies that frame social citizenship in terms that apply to settled migrants could go beyond affirming migrants’ legal rights and helping them to use these rights, although this is certainly part of a practical framework. Social citizenship, as a concept that should apply to migrants and non-migrants alike, on the basis of being settled into a society, can build on international human-rights law, but can be useful in jurisdictions where human rights is not the usual reference point for considering how migrants belong to, contribute to, and are protected by a society.

What can a city expect or demand of migrants as social citizens? Mindful that the process of social integration usually takes more than one generation, it would not be fair to expect or demand that migrants integrate into a new society on an unrealistic timetable. Most migrants are adults, and opportunities to belong, to contribute, and to be protected should be available to them, as well as to the next generation. Migrants cannot be expected to take actions that could imperil them or their families. For example, while constitutionally protected civil rights in the US extend to undocumented immigrants, using these rights (by identifying themselves publicly, for example) can bring immigrants to the attention of federal authorities, a reality or fear that might constrain their ability to participate in civic life.

A robust concept of social citizenship that includes migrants, who have begun the process of belonging to a city, and those who should be acknowledged as already belonging, will provide a necessary framework for understanding contemporary urban life in destination cities.”

Source: Berlinger, 2017



Migration and Cities

4. Preparing Cities for Migration

Cities must take account of the current trends in immigration and accept more responsibility for managing migration and its effects. This requires many city actors, including the private sector as well as the education, healthcare, social services and civil society sectors, to prepare for future immigrant flows (Figure 24). While inevitable circumstances may still cause a surge of migrants into a city, those cities need to invest in migration as a long-term phenomenon by adapting and transforming for a dynamic future.

Cities need to supplement efforts towards implementing the SDGs and associated targets in the context of migration (specifically target 10.7 – to “facilitate orderly, safe and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies”). This long and complex process will require the cooperation of all stakeholders at the national, regional and global levels, given the cross-cutting nature of migration. Future action plans will most likely address migration-related considerations, while tackling many other SDG goals and targets. Apart from in the SDGs, migration has also been addressed in the Addis Ababa Action Agenda, the COP21 and the recent New Urban Agenda. Figure 25 lists the respective fora’s goals and targets specifically on migration.



4.1. Change the perception of migration as an “issue” to an “opportunity”

Migration is all too often seen as a threat, not as an opportunity. Fears over migration are fuelling populism and mistrust, and undermining governments’ capacity to manage flows.

In 2015, the International Organization for Migration published *How The World Views Migration*, a report that provided insights into public attitudes towards immigration around the world. Contrary to the negative perceptions of migration often portrayed in the media in certain regions, the report that most people do not want a decrease in immigration to their countries. Among the world’s adult population, a combined 43.1% of people want immigration in their countries to either remain at its current level (21.8%) or to increase (21.3%), rather than to decrease (34.5%) (International Organization for Migration, 2015, *How the World Views Migration*).

In fact, OECD countries, according to Angel Gurría, OECD Secretary-General, have “an exaggerated perception of how much migrants cost and how much they access social benefits. Half of Europeans think that refugees are going to take their jobs and social benefits. And regardless of actual migrant numbers, half the public in the USA and among the OECD’s European Members think ‘it’s too many’ ... [The evidence] shows that in almost all OECD countries, migrants contribute more than they take in social benefits. They are productive members of society who work, set up businesses and have innovative ideas. Migrants boost the working age population: over the past 10 years, they accounted for 47% of the increase in the US workforce and 70% in Europe. They also fill jobs in both fast-growing as well as declining sectors of the economy, including the care of the elderly and healthcare in general” (OECD, 2016).

Tool: Social Media Monitoring – Quantifying Sentiment

As quoted from UNHCR, 2017:

“The Innovation Service [at the Office of the United Nations High Commissioner for Refugees, or UNHCR] with the support of UN Global Pulse commenced a big data sentiment analysis with the Regional Bureau for Europe during the Europe Refugee Crisis with the aim of providing decision makers with additional context to the situation as it unfolded within Europe. Part of the exercise was simply to work out how big data – in this case, social media data – could be used to ameliorate UNHCR’s understanding of a complex, and unique situation. The experiment continues to unfold, taking a range of shorter and longer term events into account.

The monitor was set up within the Foresight tool of Crimson Hexagon platform for understanding collective opinion, feelings, statements and their changes over time, identifying patterns of sentiment derived from them particularly of publicly available information on the Twitter

Figure 24: Framework for Migration Preparedness

Source: World Economic Forum Future of Urban Development and Services Initiative

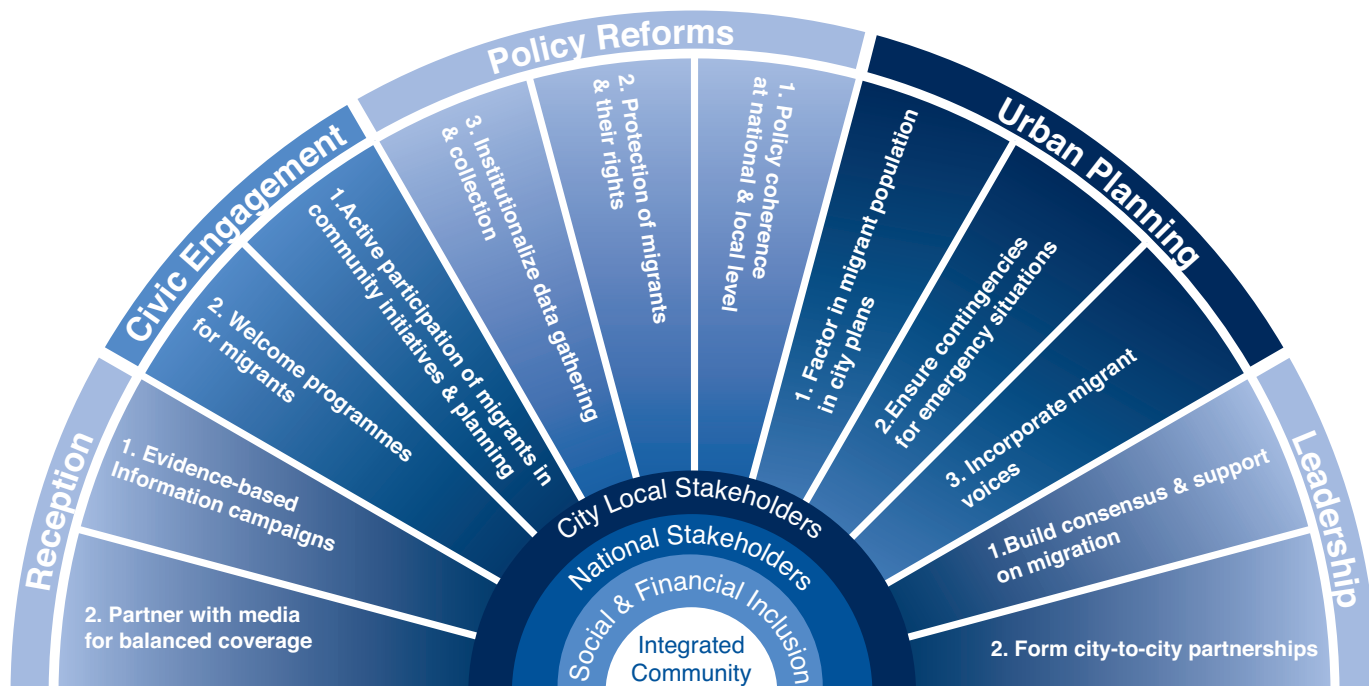


Figure 25: Migration in the SDGs, Addis Ababa Action Agenda, COP21 and the New Urban Agenda

Source: Population Facts December 2015, UN DESA (Population Division), A/Res/71/256 New Urban Agenda, Resolution Adopted by UN General Assembly on 23-Dec-2016; The Paris Agreement

Migration in the sustainable development goals and targets	Migration in the Addis Ababa Action Agenda	Migration in the New Urban Agenda
<p>3 CONSUMER PROTECTION: Strengthen and retain the health workforce in developing countries (3.c)</p> <p>4 QUALITY EDUCATION: Increase the number scholarships for study abroad (4.b)</p> <p>5 GENDER EQUALITY: Eradicate human trafficking (5.2, 8.7, 16.2)</p> <p>8 DECENT WORK AND ECONOMIC GROWTH: Protect labour rights of migrant workers (8.8)</p> <p>10 REDUCED INEQUALITIES: Facilitate orderly, safe, regular and responsible migration (10.7) Reduce transaction costs of remittances (10.c)</p> <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS: Establish legal identity, including through birth registration (16.9)</p> <p>17 PARTNERSHIPS FOR GOVERNANCE: Disaggregate data by migratory status (17.18)</p>	<p>FINANCING FOR DEVELOPMENT 2030 FOR PEOPLE AND PLANET TITLE FOR GLOBAL ACTION</p> <ul style="list-style-type: none"> – Combat xenophobia – Facilitate integration through education and communication strategies – Lower the cost of recruiting migrant workers – Increase portability of earned benefits and recognition of qualifications – Promote faster, cheaper and safer transfer of remittances – Enhance the productive use of remittances – Mitigate negative consequences of anti-money laundering and counter-terrorism financing measures 	<p>Sustainable urban development for social inclusion and ending poverty</p> <ul style="list-style-type: none"> – Address multiple forms of discrimination faced by migrants, irrespective of migration status – Ensure safe, orderly and regular migration through planned and well-managed migration policies – Support local authorities in dialogue and establishing frameworks that enable the positive contribution of migrants to cities and strengthened rural urban linkages <p>Urban spatial development planning and management</p> <ul style="list-style-type: none"> – Support developing and using basic land inventory information, such as cadastres, valuation and risk maps and land and housing price records, generating high quality, timely and reliable data disaggregated by migration status
	<p>COP21 – The Paris Agreement</p> <ul style="list-style-type: none"> – Parties to note the importance of "climate justice" when taking action to address climate change – Respect, promote and consider respective obligations of parties on migrants 	
<p>Preparing Cities for Migration</p>		
<p>Policy Enablers</p> <ul style="list-style-type: none"> Institutional Capacity Rights of Migrants Safe and Orderly Migration Skill Development Multistakeholder Partnerships 	<p>Framework</p> <ul style="list-style-type: none"> Perception Management Migrant Community Engagement Evidence-based decision-making Inclusive Urban Planning Responsive, Action-Oriented Leadership 	<p>Platform</p> <ul style="list-style-type: none"> City Migration Profiles (region-wide) Migration Policy Toolkits Integration Toolkits Good Practices and Solutions Repository City to City Networks

social media platform. The purpose of this research is to better understand host community sentiment in light of global events so UNHCR can have more timely decision-making driven by big data analysis.”

Further, the monitor could be a useful tool for capturing xenophobic sentiments within different areas of a city, and for targeting steps to alleviating these sentiments.

Source: UNHCR, 2017, “Experiments - Innovation Service”

Public perception needs to change – from viewing migration as problematic to highlighting its benefits for the city and its population. Migrants have made enormous contributions to society and helped boost the economic growth of cities and countries.

4.2. Engage the private sector, civil society, international organizations, academia and other stakeholders

Cities that have undergone rapid and extensive urbanization and that are overwhelmed by the number of migrants (including those seeking protection from conflict or environmental disaster) are severely limited in their ability to manage migration themselves. They need to engage the private sector, civil society and international organizations to address the effects on their infrastructure and services offered, and thus reduce the stress of migration on their governments.

4.2.1. How can the migrant community help?

Cities need to devise strategies that promote the active participation of the migrant community in public decision-making and incorporate their voices, irrespective of their nationality and background. Cities can set up additional structures that migrants can use to articulate their interests, thereby establishing their political rights. This can be achieved by granting immigrants the right to vote on certain public referenda or setting up specific consultative groups.

Practice: Encouraging Participatory Decision-Making

In Dublin, Ireland, all residents, including non-citizens, have the right to vote in local elections. In the United States, “six towns in Montgomery County, Maryland, including the uber-progressive [Washington] D.C. suburb of Takoma Park, allow non-citizens – documented and undocumented – to vote in municipal elections. And the city of Chicago allows them to weigh in on school parent advisory boards,” as quoted from Misra (2016).

In San Francisco (USA), “**Proposition N** passed in November [2016]. It will allow noncitizens, including people in the country illegally, who have children in the city’s school district, to vote in local school board elections ... [giving] immigrant parents more of a voice in how the city’s public schools are run,” as quoted from Shafer (2017).

In 2013, Genoa (Italy) “issued a work plan for the next four years. A clear reference to citizen participation is included, with a strong focus on cultural diversity and migration. A dedicated office has been established in order to support citizen participation. Genoa’s ‘**Ufficio Partecipazione**’ has been active at the sub-municipal level, especially in those areas where migrants are more represented. One of Genoa’s sub-municipalities issued a call for ideas to select projects with the contribution and participation of citizens. The ‘**Partecip@**’ call is open to both citizens with residency papers and simply those living in the relevant city area. For the first time in Genoa, a migrant, without Italian citizenship, can take part in such a call,” as quoted from EUROCIITIES (2014).

“In 2012, Leipzig (Germany) piloted a new initiative to promote citizen participation: ‘**Leipzig weiter denken**’ (‘**Thinking ahead for Leipzig**’). The campaign promoted the discussion of issues, such as municipal finances, mobility, energy consumption and living together across generations, through workshops, events and surveys. In 2014, a coordination office for citizen participation was established to provide continuous support for citizen participation,” as quoted from EUROCIITIES (2014).

Sources: Shafer, 2017; Misra, 2016; EUROCIITIES, 2014

4.2.2. How can international organizations help?

No single entity, organization or government can deal with the complex issue of migration. While a number of international organizations and other stakeholders are working on it, they suffer from limited coordination for the concerted efforts needed to deal with migration’s subissues. All efforts are rightly directed towards assisting the migrant community or the affected stakeholders at large, but an overlap definitely exists in the efforts of international organizations. Although concentrated collective efforts from all stakeholders would be ideal, with each stakeholder having a specific role defined in the process, this depends, in practice, on each international organization’s mandate governing its respective workstream. It is therefore essential to align and possibly group the organizations with similar mandates into buckets, and have representative bodies guide their work.

Cities themselves are at different stages of development and commitment regarding the management of migration. It reflects on the number of stakeholders involved or interested in migration issues, as well as the resources a city has or is willing to allocate to address them. A multistakeholder platform must be formed to discuss how migration can be put on the political agenda, and to enable different stakeholders to become more active in the design and decision-making processes of policies and actions for managing migration.

National and international networks of cities, such as the League of Cities in the United States, the Federation of Canadian Municipalities, EuroCities, Cities Alliance,

the United Cities and Local Governments initiative, and the Canadian-led Cities of Migration, serve as advocacy and information-sharing organizations with very large memberships across their respective countries. Such networks are positioned to at least begin formally involving cities in national policy-setting on migration. With formal roles and adjustments to their mandates and ways of working established, they could become even more effective representatives for cities.

Some International Organizations on Migration

International Organization for Migration

As quoted from the International Organization for Migration website:

“The International Organization for Migration (IOM) is the leading inter-governmental organization in the field of migration and works closely with governmental, intergovernmental and non-governmental partners. With 166 member states, a further 8 states holding observer status and offices in over 100 countries, IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants.

IOM works to help ensure the orderly and humane management of migration, to promote international cooperation on migration issues, to assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need, including refugees and internally displaced people. IOM works in the four broad areas of migration management – migration and development, facilitating migration, regulating migration, and forced migration. IOM activities that cut across these areas include the promotion of international migration law, policy debate and guidance, protection of migrants’ rights, migration health and the gender dimension of migration.”

In September 2016, IOM became a related organization to the United Nations and is recognized by it as an indispensable actor in human mobility.

Global Migration Group

As quoted from the Global Migration Group website:

“The Global Migration Group (GMG) is an inter-agency group bringing together heads of agencies to promote the wider application of all relevant international and regional instruments and norms relating to migration, and to encourage the adoption of more coherent, comprehensive and better coordinated approaches to the issue of international migration. The GMG is particularly concerned with improving the overall effectiveness of its members and other stakeholders in capitalizing upon the opportunities and responding to the challenges presented by international migration.”

Global Forum on Migration and Development

As quoted from the Global Forum on Migration and Development website:

“The Global Forum on Migration and Development (GFMD) is a recent initiative of the United Nations Member States to address the migration and development interconnections in practical and action-oriented ways. It is an informal, non-binding, voluntary and government-led process that marks the culmination of more than a decade of international dialogue on the growing importance of the linkages between migration and development. It reflects the progressive acknowledgement of the limits of a strictly national approach to migration questions and implications at global level in an intergovernmental framework. In view of the societal implications of these issues, civil society representatives have also been involved from the outset in this process.

The objectives of the GFMD are:

1. To provide a venue for policy-makers and high-level policy practitioners to informally discuss relevant policies and practical challenges and opportunities of the migration-development nexus, and engage with other stakeholders ... to foster practical and action-oriented outcomes at national, bilateral and international level;
2. To exchange good practices and experiences, which can be duplicated or adapted in other circumstances, in order to maximize the development benefits of migration and migration flows;
3. To identify information, policy and institutional gaps necessary to foster synergies and greater policy coherence at national, regional and international levels between the migration and development policy areas;
4. To establish partnerships and cooperation between countries, and between countries and other stakeholders, such as international organizations, diaspora, migrants, academia etc., on migration and development;
5. To structure the international priorities and agenda on migration and development.”

Global Knowledge Partnership on Migration and Development

As quoted from the Global Knowledge Partnership on Migration and Development website:

“The Global Knowledge Partnership on Migration and Development (KNOMAD) is a global hub of knowledge and policy expertise on migration and development issues. KNOMAD draws on experts from all parts of the world to synthesize existing knowledge and generate new knowledge for use by policy makers in sending and receiving countries ... The World Bank has established a multi-donor trust fund to implement the KNOMAD. The Swiss Agency for Development and Cooperation (SDC) and the Federal Ministry of Economic Cooperation and Development (BMZ) are the largest contributors to the trust fund.

KNOMAD's core objectives are generating and synthesizing knowledge on migration issues for countries; generating a menu of policy choices on multidisciplinary knowledge and evidence; and providing technical assistance and capacity building to send and receiving countries for the implementation of pilot projects, evaluation of migration policies and data collection.

The activities of the KNOMAD are organized around the eleven Thematic Working Groups and four Cross-cutting themes (Gender, Monitoring and Evaluation, Capacity Building and Public Perceptions and Communications)."

Joint Migration and Development Initiative

The Joint Migration and Development Initiative (JMDI) is a programme led by the United Nations Development Programme in partnership with the IOM, ILO, UN Women, UNHCR, the United Nations Population Fund and the United Nations Institute for Training and Research, with funding from the European Union and the Swiss Agency for Development and Cooperation. It focuses on the local dimension of migrants' contribution to development, and also aims to maximize the potential of migration for local development through the delivery of targeted support to local authorities and non-state actors.

To increase the effects of migration and development initiatives implemented by local authorities in partnership with civil society organizations, the JMDI is scaling up 16 projects with targeted financial and technical support in its eight target countries (Costa Rica, Ecuador, El Salvador, Morocco, Nepal, Philippines, Senegal and Tunisia). It has also developed training and knowledge tools to support capacity building of project partners in managing migration for local development. Finally, the JMDI has established an online platform (M4D Net), which brings together over 3,000 migration and development practitioners for information sharing, knowledge exchange and mutual support.

International Coalition of Inclusive and Sustainable Cities

Formerly the International Coalition of Cities against Racism, the International Coalition of Inclusive and Sustainable Cities (ICCAR) was launched by the United Nations Educational, Scientific and Cultural Organization (UNESCO) in 2004. This followed the call made for a common front in the global fight against racial discrimination during the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance in Durban, South Africa in 2001. As a global platform for collaboration between city-level actors, the ICCAR now has over 500 member cities worldwide across its seven regional and national coalitions.

Through the ICCAR, UNESCO promotes international cooperation between cities to strengthen advocacy for global solidarity and collaboration, and to promote inclusive urban development free from all forms of discrimination. It shares good practices, knowledge

and expertise, and advances joint action by developing participatory city-level policies and initiatives. ICCAR is composed of seven regional and national coalitions, with each responding to the specific priorities and challenges set out in its Ten-Point Plan of Action.

In April 2016, the ICCAR Global Steering Committee adopted the Bologna Declaration, which calls attention to the centrality of inclusion and diversity in urban spaces in achieving sustainable urban development. It highlighted that the promotion of "the full integration of migrants helps reap the fruits of migration in economic, social and cultural life", and acknowledged that the "potential contribution of migration in economic, social and cultural life promotes peaceful, just and inclusive societies".

Sources: Websites of the IOM, GMG, GFMD, KNOMAD and JMDI; ICCAR information provided separately

4.2.3. How can civil society help?

Civil society can help ensure migration-related policies are apolitical and respect human rights. It can also assist in assessing the effects of integration policies. For this, civil society organizations would need financial and other resources.

In addition, civil society organizations can provide a channel to achieve meaningful dialogue with the migrant community. By encouraging the formation of immigrant organizations and working actively with them, cities can improve the conditions of migrants residing there. Civil associations would also have to be proactive and willing to cooperate with city governments.

Cities with few integration initiatives usually depend on civil society organizations to fill this gap; assistance to newcomers is often provided by religious and spiritual organizations, labour unions or other charitable organizations. Further, migrants themselves frequently run non-governmental organizations dedicated to migrant issues, putting to use their familiarity with the challenges they face and offering empathetic comfort gleaned from shared experiences. Working in the non-governmental organization sector can also make migrants feel empowered (International Organization for Migration, 2015, "Geneva Conference on Migrants and Cities, 26-27 October 2015").

One effective model for local civil society organizations is to deliver on integration programmes funded from national governments where they are held accountable for results achieved based on certain performance indicators. Governments may not be as responsive as non-governmental organizations to the needs of migrants. Civil organizations run by migrants have the language skills that can help other migrants connect to their homelands, yielding crucial knowledge and other insights about the situations of existing and future migrants.

4.2.4. How can the private sector help?

Cities need to take advantage of the competition between businesses and the overlapping interests to improve the state of urban infrastructure and services. In this context, public-private collaboration may play an essential role where it concerns migrants, given the level of innovation and the capacity of such collaboration to efficiently raise and administer funds.

The private sector's role goes beyond being employers of migrants, and requires the sector to be viewed as a functioning part of society with responsibilities towards the community. Corporations have stepped up corporate social responsibility through which they are able to exert influence and affect society.

Regarding migration, the private sector has an important role in integrating vulnerable groups that have been excluded because of their ethnic background. The sector realizes that diversity and integration leads to a healthy and strong work environment that can enhance global competitiveness, where individuals can share and learn from each other. Following responsible recruitment and employment practices allows it to benefit from labour markets, addressing the need for skills while promoting the rights and status of migrants. The private sector has been designing integration strategies at the workplace to address anti-immigration sentiment by engaging other stakeholders, focusing on language and vocational training, financial literacy, civic engagement, health and wellness.

Not only are better integrated migrants more successful due to higher motivation and productivity; they are also more loyal to their employers, resulting in less turnover and absenteeism. Furthermore, a diverse workplace boosts competitiveness and innovation among employees (Juzwiak, McGregor, & Siegel, 2014).

ID2020 – Universal Digital Identity

As quoted from PwC, 2016:

“ID2020 is a not-for-profit corporation that seeks to build a platform to harness innovation and enable emerging digital technology to join the challenge of creating legal identities for vulnerable populations, including the victims of human trafficking, modern-day slavery and refugee crises around the world. This platform is directly aligned to UN Sustainable Development Goal 16.9, and will also benefit other related SDGs, to enable those persons that are invisible in society, and that are vulnerable or may become vulnerable, to have a legal identity. Once a person has a legal identity, government and non-government organizations can more easily help them become safe, part of society, financially included and economically active. ID2020 will convene a results-oriented annual ID 2020 Summit for the next 15 years (to 2030) to engage business, governments, NGOs, the UN and thought leaders. The approach is collaborative participation by working groups of senior innovative leaders and experts across all verticals, including the

legal, technological and business sectors, to increase political, economic, industrial and social momentum to achieve SDG 16.9.”

Source: PwC, 2016

4.3. Build consensus between governments for policy coherence on migration through responsive leadership

The report on the 2015 Conference on Migrants and Cities stated that “the policy on the number of migrants admitted to a country must take into account the evolving abilities of cities to receive and settle migrants; and cities will want national, provincial and State leaders to work with them to ensure that the public is broadly supportive of migration and integration”.

A consideration at the policy level is whether a city is governed as a single political unit representing primarily interests of residents, or if it is governed in the collective interest of all its residents and immigrants. The relation between the local and national administrations (and, in some cases, state or provincial administrations), and the relationships between city authorities and migrants and their organizations, are critical in building consensus on the subject. With national governments deciding who enters into their respective country's territory, the local governments ultimately face the consequences of uncontrolled migration into the cities. “Past studies have found that, in traditional settlement countries, integration issues are either highly independent from the national government (i.e. the USA) or given very high priority upon entry (i.e. Australia and Canada); whereas in Europe, national governments are active in devising strategies for migrant integration after arrival.” (Juzwiak, McGregor, & Siegel, 2014)

City leaders need to acknowledge that they have an important role to play, and that migration is not only the purview of the national government. Moreover, taking the position that the city and its administration will assume some responsibility for managing migration and be accountable for the results demonstrates leadership. City agencies are better at mobilizing groups of migrants and engaging with the private sector, organizations and entities that work directly with migrants. They can help identify the relevant priorities for integration and tailor policies to overcome these challenges, implement them, and subsequently monitor and evaluate their results. However, with limited to no revenue at the city level generating taxes, financing the requirements of managing migration from city budgets can be quite a challenge. Cities, therefore, reach out to higher levels of government for financial assistance to develop infrastructure and to fund the settlement and integration initiatives required for migrants.

Cities and Other Areas with Dedicated Offices/Agencies for Migration

New York City has established the Office of Immigrant Affairs, which serves as a model and a resource on immigrant affairs and integration for other cities around the world.

Berlin's commissioner and the Senate Representative for Integration and Migration advise the Berlin Senate on integration policy and help break down barriers to including migrants in the city-state.

Athens has set up an integration council, which has 23 actively participating migrant associations and addresses racism issues based on anti-discrimination principles.

Bilbao has set up a local council of immigration as it internationalizes the city, and has proactively improved participation of foreigners in city life.

Dublin's city council has established the Office for Integration and the 10-point Charter of Commitment in its multilateral strategy called Towards Integration: A City Framework.

Reggio Emilia (Italy) has invested in a non-profit social agency (Mondinsieme Intercultural Centre) to assist with immigrant inclusion.

Singapore, with a rapidly growing immigrant population, set up the National Integration Council, which in turn launched the Community Integration Fund in 2009 to promote interaction and harmony between immigrants and the local community.

Fujian province in China has established the Provincial Office of Opening to the Outside World, which helps local governments be more flexible towards foreign investors, many of whom are Chinese expatriates.

Japan's Committee for Localities with a Concentrated Foreign Population is a mayors' gathering to devise practical solutions for increasing migration-led diversity in their cities.

Source: International Organization for Migration, 2015, *World Migration Report 2015*

City leaders need to establish working relationships with higher levels of government, whose cooperation is instrumental to ensure the long-term success of migrant integration. Bold and responsive leadership at the local level will be needed to initiate dialogue with higher levels of government, enabling city leaders to discharge their responsibilities for migration with the support and cooperation of national and state governments. City leaders must build consensus with their respective national governments that city concerns are critical to the success of the migration process and in the interest of all parties involved, including government and migrants.

Likewise, national governments must recognize that the success of their migration policies largely depends on the municipalities to which the migrants are drawn. To ensure a programme's overall objectives, national and state leaders need to engage with city leaders, putting aside concerns that could lead to political standoffs on the matter (International Organization for Migration, 2015, "Geneva Conference on Migrants and Cities, 26-27 October 2015"). The devolution of authority is one of the many ways national governments can cooperate with local authorities. This includes transferring national government funds to cities for settlement and integration programmes because cities have direct knowledge of what migrants require on the ground.

4.3.1. Collect data on migration at the local level

As migration and data collection methodologies have not been uniformly defined, efforts to collect more comparative and reliable data on migration become difficult. Cities need to contribute towards creating more reliable and harmonized statistics on both international and internal migration. This would include:

- Investing in data collection, research and capacity development with respect to migration and its effects on individuals, communities and societies. Knowledge about what data needs to be collected, how to collect and process it, and move it from a single administrative record to reliable sources of data would be some of the key considerations.
- Using population censuses, administrative data sources, dedicated surveys and/or community-based monitoring systems (e.g. geotagging households in Davao City) for assessing migration's effect on cities' social and economic indicators. This could be particularly difficult in cities with significantly dated statistics on the general population. While population censuses are a comprehensive source of comparable information on migration, the lack of real-time information on migration can make the information less useful or relevant for city leaders to take decisions or to plan for appropriate measures and resources.
- Formalizing measurable targets and indicators for monitoring the level of integration achieved by migrants and the protection of their rights. The accuracy and clarity of the data captured could affect planning of a city's migrant-related programmes.

Using Technology for Data Collection

Technology can revolutionize and modernize how data is collected in surveys and censuses. In the future, traditional paper-based processes could be re-engineered, streamlined, integrated and applied on handheld devices using different mobile applications or technologies. By using technology, handheld devices and spatial information, a city can deliver and provide faster, more efficient and accurate results.

A plausible technology is **remote sensing**, which allows the public to see how a city's urban fabric is developing. The technology has been used to view lands and

for green and agricultural lands around cities, as it is relatively low in resolution. Currently, satellite imagery and increasing aerial and drone imagery have improved capacities to capture high-resolution images where, for example, every house and car can be seen in the open. Such images can help make sense of a neighbourhood's composition (whether houses or shacks), its population or how it could be expanded. They would help to arrive at statistics of net value, i.e. able to see if people are coming and going or when a house is added, but not able to observe the total flux of people moving in or out. This method can also assist census agencies in measuring expansion of the urban fabric and the number of people using land by corroborating some of the information on the ground from the image retrieved.

The other method corresponds to using **mobile phone data**. This could work in cities of Africa and India, where most people have a mobile phone and are constantly communicating with each other (given the vast number of informal cities). Useful information could be generated over time by counting the number of users and observing transactional data.

Other methods related to this context could be taking a census of **network IPs** or just of people logging on online. This information will yield, for example, counts that can help measure economic activity.

All these sources can provide different windows into places or lead to solutions not possible a few years ago. These methods can also change the future of data collection for censuses when complemented with more traditional fiscal analysis. For example, the US census, the model for Brazil and South Africa, as well as other good censuses in developing areas, are doing much research on how to use these new sources of data collection that could ease their jobs.

Source: Based on input provided by Luis Bettencourt, Director, Mansueto Institute for Urban Innovation, University of Chicago, USA

4.4. Integrate migration into local planning

One of the key challenges of city governance is coordinating urban planning across the various tenets of urban infrastructure and services. Migration usually appears as an afterthought rather than as an integral part of the process. Understanding the magnitude of its effects on city infrastructure and services is a prerequisite for policy-makers and city planners to mainstream migration.

While most migration-related initiatives continue to focus on inclusion and integration, migration's effect on urban infrastructure and services is often underrepresented, as it also affects a city's social and economic development. Thus, much greater incentive is readily at hand to build migration-related issues into the urban planning process. Furthermore, procedures must be put on the table to address contingencies, recognizing the chance of emergency situations arising.

An inclusive urban plan for a city must factor in the following:

- Empirical evidence and analyses of migration trends, the current capacity, the migration environment and the fiscal environment

Solution: Jetson – Predictive Analytics Engine

As quoted from UNHCR, 2017:

“Jetson is a predictive analytics platform aimed at providing better data to deliver better decisions. We measure multiple variables to see how changes may affect internally displaced populations. Jetson is an experimental project launched by UNHCR's Innovation Service in 2017 to better understand how data can be used to predict movements of people in Sub-Saharan Africa, particularly in the Horn of Africa.

The Predictive Analytics Engine (Jetson) is an applied predictive analytics project taking concrete steps to provide insights on the future of displacement.

The project is the first step in understanding data about a) the population flow and b) some of the most common variables that are correlated with the population flow. The project focused on the catalysts that might cause people to flee their homes in the Somalia situation. The main objective is to make predictions about potential displacement events by utilizing data mining, statistics, modeling, machine learning, and artificial intelligence to analyse different data and yield some preliminary conclusions.”

The project is in an experimental stage and can be extended to cities where predictions about potential displacement can alert them to the migrants they may receive. This allows them to plan ahead, rather than responding with measures only when migrants arrive at the borders.

Source: UNHCR, 2017, “Experiments - Innovation Service”

- The readiness and quality of its urban infrastructure to support future immigrants, including not only newly arrived migrants but also intergenerational migrants being raised in the community (second and third generations)
- Effective use of land and zoning practices that support the integration of migrants within host communities, breaking physical (e.g. chain-link fencing) or perceived barriers
- Use of signage in relevant languages to increase access to urban services; for example, Dubai's **People with Disabilities (PWD) strategy**, which comprises a universal design code to transform and retrofit Dubai into a disabled-friendly city, could be extended to support multiple languages based on the city's migration demographics
- Development of public spaces and opportunities that encourage community interaction

Solution: Dagachi Seoul Master Plan – Welcoming Multiculturalism, Celebrating Diversity

As adapted or quoted from Seoul Metropolitan Government, 2017:

“Now that non-Koreans account for 4.5%, or 460,000, of Seoul’s 10 million residents, the Seoul Metropolitan Government (SMG) has dramatically increased its support for its foreign residents. Intent on transforming Seoul into an ‘advanced multicultural city,’ the city government has launched a number of new policy programs designed to promote cultural diversity and raise the quality of life for immigrants.

In May 2014, Seoul became the first municipality in Korea to devise and announce its own comprehensive five-year plan for supporting immigrant residents, called the ‘Dagachi Seoul Master Plan.’ Under the slogan of ‘Celebrating Diversity Together in a Multicultural Era,’ the plan represents the city’s efforts to provide and expand a comprehensive network of policy support for all immigrants, including those that have previously been neglected by the central government, by 2018. A number of projects proposed by the plan are already underway across the city.

The Dagachi Seoul Master Plan encompasses 100 projects, divided into 14 categories, which pursue the four core objectives of ensuring human rights, celebrating cultural diversity, sharing growth, and enhancing global capabilities.

Seoul provides support designed to help immigrants adapt to life in the city through the 24 Multicultural Family Support Centers operated by borough offices. It also operates 19 additional immigrant support centers catering to other immigrants besides families. The 19 Immigrant Support Centers include the six Migrant Workers Centers, which support the settlement and welfare of migrant workers; seven Global Village Centers, located in areas with sizable immigrant populations; two Global Business Centers, which assist the entrepreneurial initiatives of immigrants; the Seoul Global Center, which performs a supervisory role; the Southwest Global Center, which provides assistance for the Chinese immigrants of Korean descent living in the southwestern part of the city; the Dongdaemun Global Center, catering to Mongolian and Russian immigrants; and the Global Culture Experience Center, which helps foreign visitors experience various elements of Korean culture.”

The Seoul Global Center – The Center provides “a comprehensive range of services that immigrants and foreigners need all in one location”. (This includes the Entrepreneurship Incubation Space and Trade Academy courses.) “Since 2010, the Center’s Entrepreneurial Incubation Space has enabled 58 businesses to successfully launch their products and services. Moreover, 34% of its tenants succeed in founding their businesses and generating revenue while they are still tenants there. The Seoul Global Center provides a host

of other services for immigrants, including consultations and advice on everyday matters and Korean language classes. There are about two dozen consultants on hand at the Center to assist immigrants in 10 languages, including Korean, English, Japanese, Chinese (Mandarin), and Vietnamese.”

Migrant Workers Centers – “There are currently six Migrant Workers Centers across Seoul, providing education programs, counseling, healthcare, and occupational competency enhancement programs for foreigners working in Korea.”

Multicultural Family Support Center – The Center, “a joint endeavor of the central government and the Seoul Metropolitan Government (SMG), provides a wide range of services designed to support immigrants and their families in Korea, including education, counseling and advice, Korean language classes, referrals to other services, job-seeking support and information, and translation and interpretation services.

Children of immigrant families often face considerable difficulty at school due to the language barrier. The Multicultural Family Support Center helps these children adapt better to school environments in addition to providing a variety of other services for immigrant families, including a mentoring program in which women who have emigrated to and settled in Korea for marriage offer advice to other women immigrants.”

Immigrant Representatives and Living Assistants – “In an effort to help immigrants participate more actively in Seoul’s policymaking process, the city government organized the Immigrant Representatives Committee in late 2015. Comprising 38 immigrants from 23 countries who are now residents of Seoul, the committee represents diverse immigrant groups, including married immigrants, migrant workers, international students, and foreigners with business interests in Seoul. It produces various proposals for improving foreigner-related policies in Seoul, the most recent of which include the change of required information on alien registration cards and creation of an agency to support adopted children.

The city government ensures that the committee’s proposals are shared with its own divisions as well as relevant departments and agencies of the central government in order to promote the implementation of policies that more effectively cater to the interests of immigrants. Moreover, Seoul has appointed 100 ‘Seoul Living Assistants’ who are immigrants themselves, and tasked them with helping other newly arrived immigrants solve various problems and better adapt to life in Seoul.

Immigrants continue to make up a sizable and growing proportion of the population of Seoul. The city government is thus dedicating an increasing amount of its policy resources and energy towards fostering a social environment that respects diversity and welcomes immigrants rather than excluding them as aliens. For their part, immigrants and their families also help

strengthen Seoul's interactions and relations, as a major global city, with other cities and countries around the world. Respecting immigrants as competent individuals conversant in both languages and cultures, Seoul intends to continue providing effective support to help such residents adapt to live in the city."

Source: Seoul Metropolitan Government, 2017

Part of the mainstreaming of migration in urban planning at the local level is incorporating the voice of migrants. Migrant involvement in such planning, as a way to connect with the city on a more personal level, could ensure that projects meet the needs of beneficiaries and provide migrants with skills training, employment opportunities and emotional investment in the community.

4.5. Learn about good practices from other cities

Cities must equip themselves to make unilateral decisions and take action, and to create city-to-city partnerships within the country or even globally. Such partnerships promote and enhance peer-to-peer learning and decentralized cooperation for exchanging views, methodologies and experiences, and for profiting from good practices developed within the network. An expert network allows cities to share about mainstreaming migration into relevant sectors.

Defining a Good Practice

Adapted from Juzwiak et al., 2014:

Based on the Cities of Migration methodology for identifying "Good Ideas", as well as criteria used by the International Labour Organization's Evaluation Office (EVAL) in Geneva, Switzerland, the research team at the United Nations University-Maastricht Economic and Social Research Institute on Innovation and Technology (UNU-MERIT) and its School of Governance, in collaboration with The Hague Process on Refugees and Migration, defined a "good practice" as including six categories of analysis: practicality, innovation, successfulness, transferability, sustainability and strategic fit:

- 1. Practicality:** The practical nature of an initiative is essential to classify it as a good practice. Initiatives must address an integration need of migrants and refugees in that context (i.e. access to labour markets, engaging in civil society, political participation), helping to increase not only their quality of life, but also that of other city residents.
- 2. Innovation:** Good practices should be creative in their approach and in the use of resources and forms of collaboration to achieve goals.
- 3. Successfulness:** The successfulness of an integration practice reflects the positive effect it has on the migrant community and the city of residence. Outcomes may not always be measurable, but good ideas are generally endorsed or recognized by

peer groups, evaluative bodies or the communities they have served well. Indicators for successfulness include whether the practice is evaluated, how well it is received by the target groups, whether it is mentioned as a flagship by the community, and how well it is run.

- 4. Transferability:** In identifying good practices for common challenges faced by cities where integration of migrants needs to be addressed, the transferability of such practices is essential. A good practice must be designed so that it can be applied in other contexts or expanded into larger areas of required action.
- 5. Sustainability:** Good practices must consider the time dimension of migration and integration. Stakeholders need to address migrants' needs in the long run and foresee possible changes in the context.
- 6. Strategic fit:** Integration initiatives should be developed within the larger framework and context of the city. Therefore, a good practice must consider the city's policy framework, other existing initiatives, and other stakeholders who may collaborate in a positive way on a given initiative.

Source: Juzwiak, McGregor & Siegel, 2014

Solution: Cities of Migration and Good Ideas in Integration Database

As quoted from Juzwiak et al., 2014 on the Cities of Migration:

"The Cities of Migration project has a broad collection of "Good Ideas" representing different thematic and geographical areas. They include international migrants and their families – both immigrants and refugees – and the children of migrants, even if they were born in the new host country. They include work done across a number of sectors: public, private and community sectors, including foundations, city government officials, community sector organizations, colleges and universities, employers, labour unions and resident and business associations."

As quoted from 100 Resilient Cities on the Good Ideas in Integration database:

"[The database] provides innovative and practical approaches to the integration of urban migrants. Each profile includes tips, contact information, further reading and city data to help practitioners use and adapt these practices locally, wherever they live and work."

Sources: 100 Resilient Cities, 2016; Juzwiak, McGregor & Siegel, 2014

Athens Network Exchange: Cities and the Global Migration Crisis

In a three-day Network Exchange organized by 100 Resilient Cities and hosted by the municipality of Athens in September 2016, the Athens Network Exchange held a forum to bring together cities to address the common challenges of migrant integration in urban settings. The forum allowed cities to connect with experts, share effective city practices and tools, learn from each other and replicate successful ideas. Cities were represented by their chief resilience officers (CROs) and migrant policy officials, and included Athens, Los Angeles, Medellín, Montreal, Paris, Ramallah and Thessaloniki. The forum included visiting sites, meeting local organizations and working in sessions to understand how Athens is addressing its refugee crisis and moving towards a more holistic strategy.

The outcome of the Network Exchange included four aspirations and 13 strategic approaches (see below). In this context, aspirations were the visions CROs held for the future to guide the way their cities plan for and manage urban migrations. Strategic approaches were actions CROs recommended for achieving their aspirations. The CROs and other participants developed these to address the migration crisis as an opportunity for cities to become more adaptive, cohesive and vibrant for all their residents.

As quoted from 100 Resilient Cities, 2017, the aspirations and strategic approaches were:

“Plan for a dynamic future: By embracing global migration and incorporating human flows into urban planning, adaptive cities prepare, transform, and thrive in the face of a dynamic future.

- Incorporate migration considerations into the design of key services and infrastructure.
- Establish a city-level office dedicated to the successful integration of newcomers.
- Apply migration considerations to citywide plans and resilience strategies.
- Develop more granular and coordinated data collection to improve integration initiatives.

Embrace newcomers: By welcoming and integrating migrants, inclusive and cohesive cities become better places for all residents.

- Promote migration through a narrative that emphasizes common goals, values, and opportunities.
- Promote initiatives that foster regular interactions between new and existing populations to strengthen communal bonds and mitigate the effects of false stereotypes.
- Address migrants’ fundamental needs while promoting initiatives that reduce real or perceived competition among newcomers and native residents.

Thrive together: By valuing and leveraging the talent of migrants, equitable cities create opportunities for all residents and vulnerable populations.

- Improve access to financial services for migrants and other vulnerable groups.
- Create opportunities for migrants to generate income despite rigid labor markets, through cash-for-work programs and paid training schemes.
- Support immigrant-owned businesses and incorporate the needs of immigrant entrepreneurs into traditional economic development priorities and strategies.

Lead for change: By partnering with local, national, and international actors, leading cities create an enabling environment for best managing the reception and integration of newcomers at the local level.

- Actively campaign to receive policy and funding support for better managing migrant reception and integration in urban areas.
- Fill in policy and funding gaps through local mandates and public-private partnerships.
- Leverage and improve coordination with humanitarian aid agencies, NGOs, businesses and local organizations, to avoid duplication and maximize collective impact.”

Source: 100 Resilient Cities, 2017

Mediterranean City-to-City Migration Project (MC2CM)

As quoted from the International Centre for Migration Policy Development (ICMPD) website:

“The Mediterranean City-to-City Migration Project (MC2CM) brings together experts and cities to contribute to improved migration governance at city level, including migrants’ access to basic services and human rights.

The project is funded by the European Union through the Directorate General for Neighbourhood and Enlargement negotiations and co-funded by the Swiss Agency for Development and Cooperation.

Implemented since 2015, the project is working with the cities of Amman, Beirut, Lisbon, Lyon, Madrid, Tangiers, Tunis, Turin and Vienna to increase the knowledge base on urban migration and nurture a peer-to-peer dialogue to support mutual learning on specific urban challenges such as social cohesion, intercultural dialogue, employment and provision of basic services for migrants, among others.

More specifically, the project focuses on:

- Dialogue through seven Peer-to-Peer Meetings on specific themes related to challenges faced in each city;
- Knowledge through development of City Migration Profiles that set out data and information on the local migration context in partner cities as well as future priorities to address;

Action through transfer of migration governance and city planning strategies, establishment of city expert networks and development of pilot projects implemented in the participating Southern Mediterranean cities.

This innovative concept draws on the experience of existing dialogues on migration at the national and regional levels. It assists participating cities in increasing their knowledge-base on migration and in developing standards that help create an inclusive environment which provides migrants with equal access to relevant services.

MC2CM aims at contributing to more open and inclusive cities by drawing on migrants' potential to benefit cities and their economies ... Pilot projects will be implemented to address priorities identified by the participating non-European cities in the course of the initiative."

Partners: United Cities and Local Governments (UCLG), UN-Habitat
Associate Agency: UNHCR
Duration: 36 months

Source: ICMPD

URBACT Arrival Cities Network

The Arrival Cities network aims to encourage social inclusion of migrant populations by sharing good practices between partners and developing solutions collaboratively to common challenges of global migration. In particular, the project seeks to exchange practices on the following topics: the effective use of migrant human capital; access to key services such as housing, health and education; e-inclusion (the use of new technologies); the fight against xenophobia; and encouraging private-sector involvement.

The network consists of 10 partner cities: Amadora, Portugal; Val-de-Marne, France; Oldenburg, Germany; Dresden, Germany; Riga, Latvia; Vantaa, Finland; Thessaloniki, Greece; Patras, Greece; Messina, Italy; and Roquetas de Mar, Spain.

Source: URBACT

Global Parliament of Mayors

As quoted from the Global Parliament of Mayors website: "The Global Parliament of Mayors (GPM) is a governance body of, by and for mayors from all continents. It builds on the experience, expertise and leadership of mayors in tackling local challenges resulting from global problems ... It underscores the necessity of actively engaging cities and mayors in decision-making on issues related to climate change, migration, urban security and inequality – issues that national governments do not or cannot always adequately address. Mayors have a unique position as figurehead and true voice of their cities. Their position requires them to be pragmatic, inclusive and action-oriented."

The GPM is designed to be a democratic governance body created by and for mayors, and offers the means for virtual, worldwide exchange of knowledge and face-to-face meetings with fellow mayors and experts in relevant fields of expertise. Moreover, it offers cities a voice on the global stage. Mayors will agitate internationally, set norms and standards for action, and collaborate on developing practical solutions to local challenges.

For the GPM to function, it requires regular and sustained contact between mayors. Yet civic leaders have relatively little time to physically interact, and are often chastised for taking international travel even on the most pressing business. To this end, the GPM Consultative Committee has worked with Socioneers to develop a "virtual parliament" to facilitate democratic decision-making within the GPM.

The digital platform is called Popdat. It is a tool designed to facilitate efficient and effective collective decision-making. It allows users to engage in whatever way they feel is appropriate – even individuals with limited time can make valuable contributions. Popdat includes password-protected survey functions, discussion forums and voting mechanisms in a single interface. It helps users formulate appropriate questions and provide important contextual information to avoid confusion.

Sources: Information provided by Robert Muggah; Global Parliament of Mayors

The Intercultural Cities Network

As quoted from Council of Europe, "Intercultural cities - The art of mixing":

"The Intercultural cities (ICC) is a flagship Council of Europe programme that assists local authorities in designing policies based on the application of a diversity management model called intercultural integration. This policy model relies on the notion of 'diversity advantage' – treating migrants as a resource for local economic, social and cultural development, and not only as vulnerable groups in need of support and services. Intercultural integration implies a strategic reorientation of urban governance and policies to encourage adequate representation, positive intercultural mixing and interaction, and institutional capacity to ensure equal access to rights and opportunities for all. The Intercultural cities programme offers a comprehensive methodology for helping cities develop their diversity strategies, and a range of analytical and assessment tools, including the Intercultural cities INDEX.

[The network] provides practical assistance to local authorities and stakeholders wishing to:

- connect and focus the efforts of city departments and services towards clearly defined and shared goals;
- engage positively with citizens;
- identify and empower intercultural innovators and bridge-builders;

- build a vision for the diversity future of the city and translate it into a workable strategy;
- benefit from the advice and support of peers from other cities;
- call on expertise targeted to the city's specific focus and needs;
- develop collaborative projects on specific themes;
- showcase their own good practices.

Over 100 cities, in and outside Europe, have already joined the Intercultural cities network.”

Source: Council of Europe, 2016

CITIES-GroW

As adapted or quoted from EUROCITIES, 2016:

CITIES-GroW, a project on migrant integration through economic activity in cities, “will be coordinated by EUROCITIES with the support of Migration Policy Group, Migration Work-CIC, and Migration Policy Institute, and counts on the active participation of 16 major European cities: Athens, Barcelona, Birmingham, Brighton & Hove, Dresden, Gdansk, Ghent, Helsinki, Lisbon, Munich, Nantes, Nicosia, Riga, Rotterdam, Tampere and Utrecht.”

As quoted from the CITIES-GroW concept note in EUROCITIES, 2016:

“Cities faced with common challenges are paired up. One is a mentoring city; sharing experience and offering independent support and reflection to the implementing city which wants to raise standards and carry out changes. Both parties benefit. Mentors not only help their implementing partners to bring about desired improvements, but also learn from this dialogue.

It addresses the 4 specific objectives ... and aims at developing 4 new mentoring schemes on the following themes:

- Matching buyers and suppliers: access to public and private contracts for immigrant entrepreneurs (facilitated by the Migration Policy Group)
- Engaging with businesses, local job agencies and local educational institutions to promote job-skills match for employment of youth with migrant background (facilitated by MigrationWork)
- Services to promote and support migrant entrepreneurs (facilitated by Migration Policy Institute)
- Anti-discrimination strategies on the local job market (facilitated by Migration Policy Group)

The key objective of the project is to ensure transferability of results and long-term policy and practice impact in cities through city-to-city mentoring. [A mentoring visit should be seen as] a catalyst for change and as a unique opportunity for cities to benefit from expertise, targeted advice and recommendations by peers.”

Source: EUROCITIES, 2016, “EUROCITIES to lead CITIES-GroW project on migrant integration”



Migration and Cities

5. Conclusion

Cities are where migrants interact with communities, society and, at least indirectly, with the host country. The social, economic, political and cultural activities in a city play a crucial role in countering anxiety and fears associated with migration, and helping cities transition to being integrated and inclusive (Figure 26).

The political and legal responsibility, along with the financial resources concerning migration, resides with national governments, and has implications for cities' capacity to take action. The literature on migration shows that many cities should be recognized and lauded for their effective efforts and innovative strategies in response to recent migration, especially in the context of slow, limited or diverging national policies.

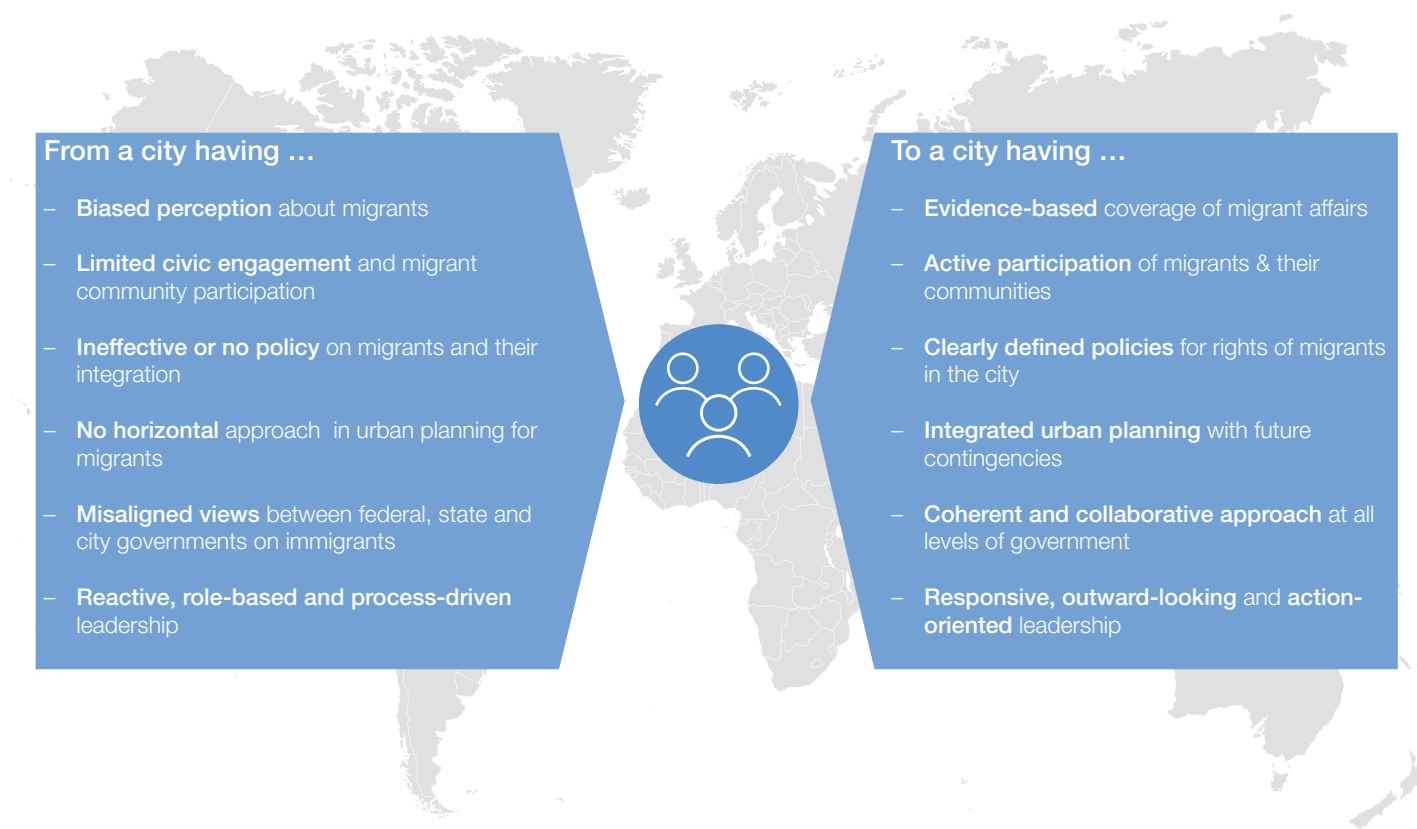
However, given the extent of governmental decentralization, the role of local governments would have to rise beyond political will into actions that serve all people in the city. Such decentralization is an influential factor that could enhance or hinder the nature and scope of city action in response to migrants. These factors, in turn, determine the urgency of reviewing the political, legal and social frameworks of the city, and its financial situation. Political will, institutional capacity and financial resources are required to innovate, and to devise and implement effective policies that welcome and integrate refugees and migrants.

From the overview of the issues, challenges and opportunities, and the perspectives of city leaders, mainstreaming migration into urban planning is fundamental to the development of urban centres around the world. The main points discussed can be summarized as follows:

- As a contributing factor to the growth of the city, migration needs to be incorporated into the urban planning process.
- The focus is greater on international migration, and limited on internal migration. Data is captured by UN DESA at the country level, while little information is captured at the city level.
- The causes of migration to cities are varied, with a combination of reasons attracting migrants to them. However, the primary cause remains to earn a better livelihood and, overall, to have a good quality of life. Economic migrants make up most of the migrant population.
- Migration is perceived negatively, with locals fearing loss of jobs to migrants and increased cost of services. Studies, however, suggest otherwise, and migrants contribute to all levels of productivity at their destinations.
- Migration is mostly positive. Yet, by not planning for migrants or providing facilities for them, governments merely increase the risks and costs of migration and reduce its development potential.
- Like urbanization, migration is a trend and forms an integral part of economic development and societal transformation. But cities rarely account for migrants in city planning. Cities must become involved proactively in

Figure 26: Transitioning to an Integrated and Inclusive City

Source: World Economic Forum Future of Urban Development and Services Initiative



the decision-making process of allowing immigrants into their cities.

- When mainstreaming it into city planning, migration presents both challenges and opportunities. Strengthening capacity and ensuring sufficient resources for services are critical to managing rapid demographic growth. Moreover, by dealing with and encouraging the diversity inherent in migration, benefits can be reaped by both the places of origin and the destinations.
- Cities must demonstrate leadership and ownership in integrating migrants into the culture and society. They need to balance the constraints of national government with proactive response from city leadership.
- The governance of migration is highly dependent on the degree of migrant participation and the actors involved beyond the city level. It implies maintaining strategic relationships with key actors at all levels of government (state and national governments), and with cross-sector actors both within the country and internationally (international organizations, civil society organizations

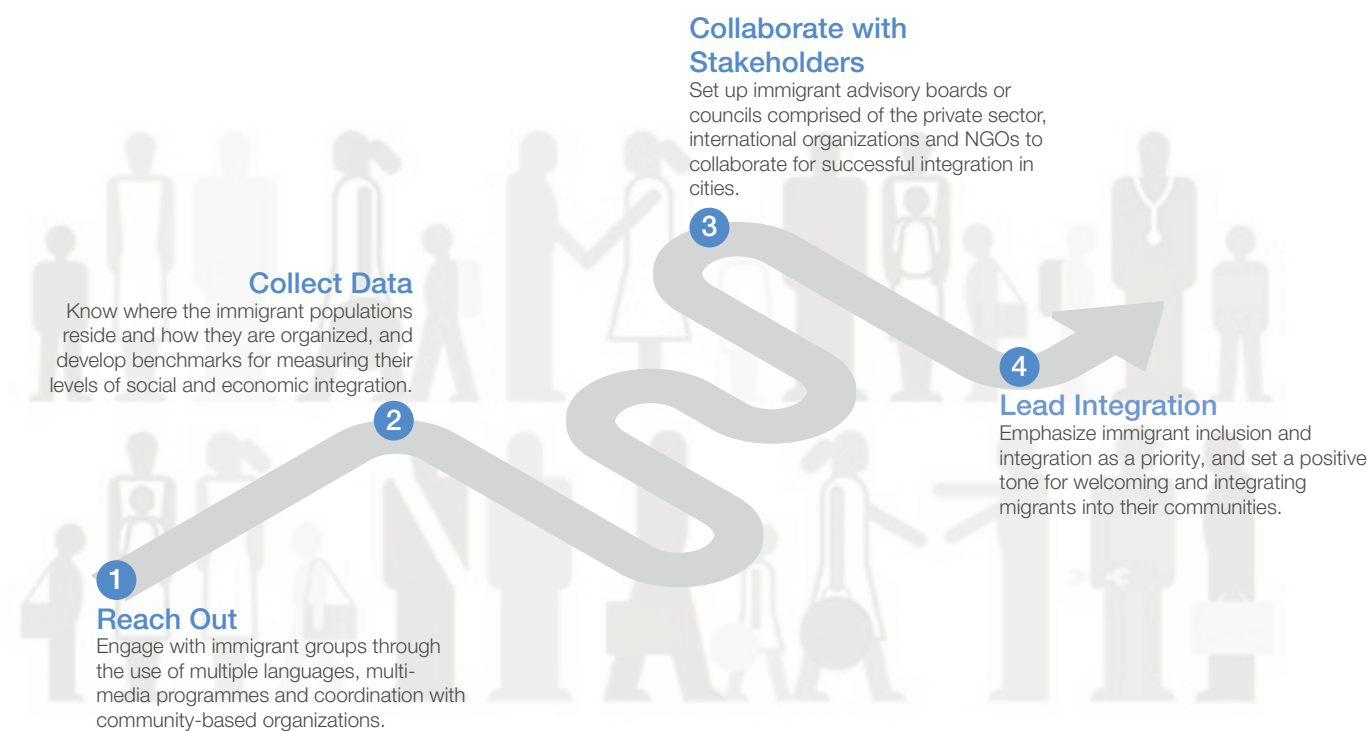
and private-sector entities).

- The role of other stakeholders beyond city authorities is instrumental in alleviating the concerns of forced migrants in cities. The private sector and non-governmental organizations have a vital part to play in migrant integration by ensuring access to urban services and infrastructure, promoting the assimilation of newly arrived migrants, achieving sustainable human settlements, and providing access to education, healthcare and employment, among others.

The road to achieving the integration of migrants requires city leaders to engage in four critical roles over the long term (Figure 27):

Figure 27: Roadmap for City Leaders to Achieve Long-Term Integration

Source: World Economic Forum Future of Urban Development and Services Initiative



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Endnotes

1. The statistics available on migration from the United Nations Department of Economic and Social Affairs, Population Division, are at the country level. Moreover, the migrant stock population, referred to in literature and associated with international migration, is the number of foreign-born people, and is derived from census and demographic estimations comparable by origin, destination, age and sex, among others. Data on international migrant stocks has its shortcomings; most notably, it covers irregular migrants and those moving frequently. Despite a registration process implemented by the Office of the United Nations High Commissioner for Refugees, even the data on refugees needs improvement. In addition, many practical and methodological challenges compound the complications associated with gathering data on internally displaced persons (IDPs), especially in conflict affected areas or disaster-prone territories. Furthermore, since 1990 the data on migration has been artificially inflated by statistics gathered in new countries formerly in the Soviet Union and former Yugoslavia, resulting in the classification of many people as migrants even if they have not moved. For example, over 2 million Russians currently living in Kazakhstan, a former Soviet republic, are classified as international migrants (World Bank, 2016). As for internal migrants, the latest official estimates recorded in 2009 and revised in 2013 are fraught with conceptual differences in definitions between countries – namely, whether to consider provincial or municipal boundaries for internal migration.
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