



## **Migration and Cities – An Insight Report**

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In Collaboration with PwC

October 2017

# Report Structure

	Description
<p>Chapter 1 Migration &amp; Its Impact</p>	<p><b>Defining migration, its types, causes, impact and key trends</b> 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.</p>
<p>Chapter 2 City Perspectives</p>	<p><b>Perspectives of city leaders on migration</b> 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.</p>
<p>Chapter 3 Analysing Challenges &amp; Opportunities</p>	<p><b>Analysing the challenges and opportunities, with solutions to counter migration issues</b> 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.</p>
<p>Chapter 4 City Preparedness</p>	<p><b>City preparedness for future migration</b> 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.</p>
<p>Chapter 5 The Way Forward</p>	<p><b>The way forward – Call for action</b> 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.</p>

# Defining migration, its types, causes, impact & trends

## Types of Migration

### By political boundaries

- **Internal:** Migration within the same country, including crossing political boundaries, rural to urban and urban to suburban.
- **International:** Migration across country boundaries.

### By movement patterns

- **Step migration:** Initiating from a small settlement and going to a larger settlement in the urban hierarchy over the years.
- **Circular migration:** Cyclical movement between origin and destination settlements, typically for employment. It includes seasonal migration (driven by seasonal peaks in labour demand) and **return migration** (one-time emigration and return after an extended stay outside the destination).
- **Chain migration:** Occurs after a small number of groups move to a host destination and are followed by others in the community.

### By decision-making approach

- **Voluntary migration:** Based on a person's free will and initiative, which could involve weighing options and choices.
- **Involuntary migration:**
  - **Reluctant/impelled/imposed:** Not forced, but caused by unfavourable situations.
  - **Forced:** Involuntary migration due to environmental and political factors. These include:
    - **Refugees:** Individuals who are unable to return home.
    - **Asylees:** Individuals undergoing legal procedures to qualify as refugees in a host country.
    - **Internally displaced people (IDPs):** Individuals who are forced to leave but do not cross any boundaries

## Key Facts

- There are **244 million international migrants** and **763 million internal migrants** worldwide based on 2015 and 2013 data, respectively; **58% of international migrants** stay in developed nations, with **85 million originating from a developing nation**.
- There were **65.3 million forcibly displaced people in 2015, the highest-recorded total to date** (split 21.3 million refugees, 40.8 million IDPs and 3.2 million asylees) and an increase of **5.8 million from 2014**.
- **19% of the world's foreign-born population** is estimated to live in global cities.



In 2015, migrants contributed **\$6.4-6.9 trillion**, or **9.4%** of global gross domestic product.

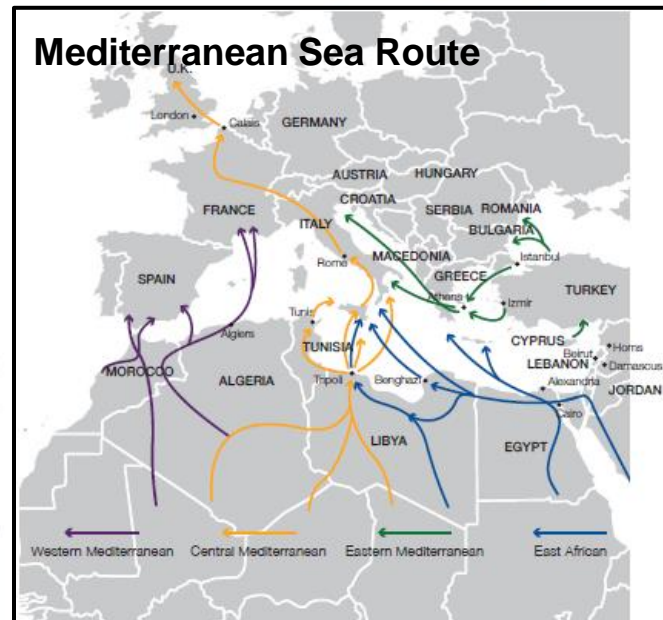
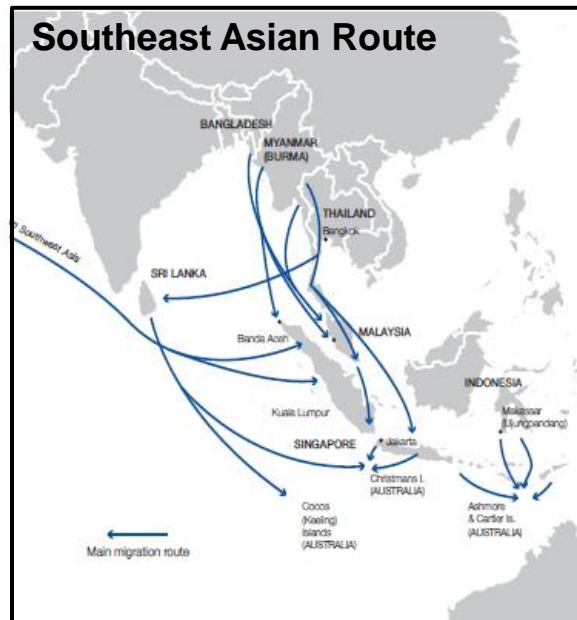
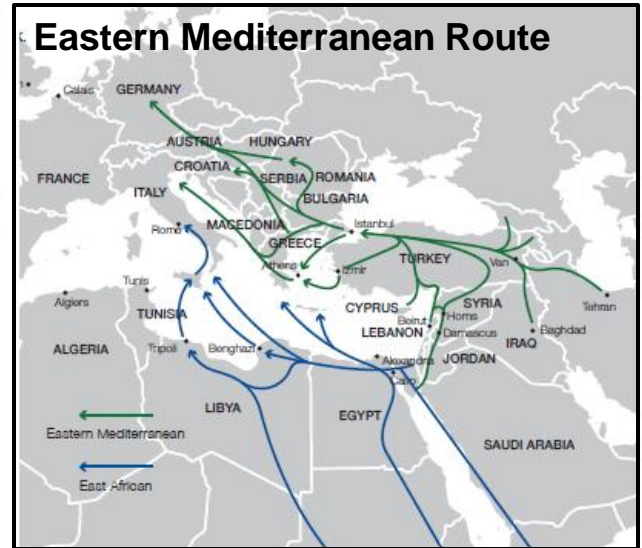
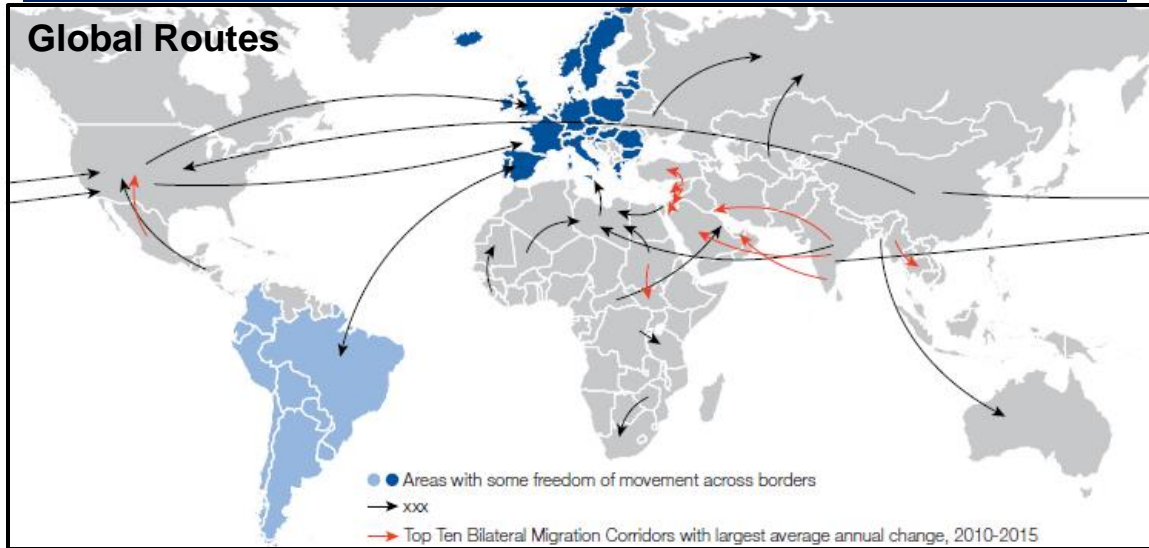
From 2000 to 2015, annual migration growth of **2.4%** significantly outpaced annual population growth of **1.2%**.



More than **60%** of global migration consists of people moving to **neighbouring countries** or to **countries in the same part of the world**.

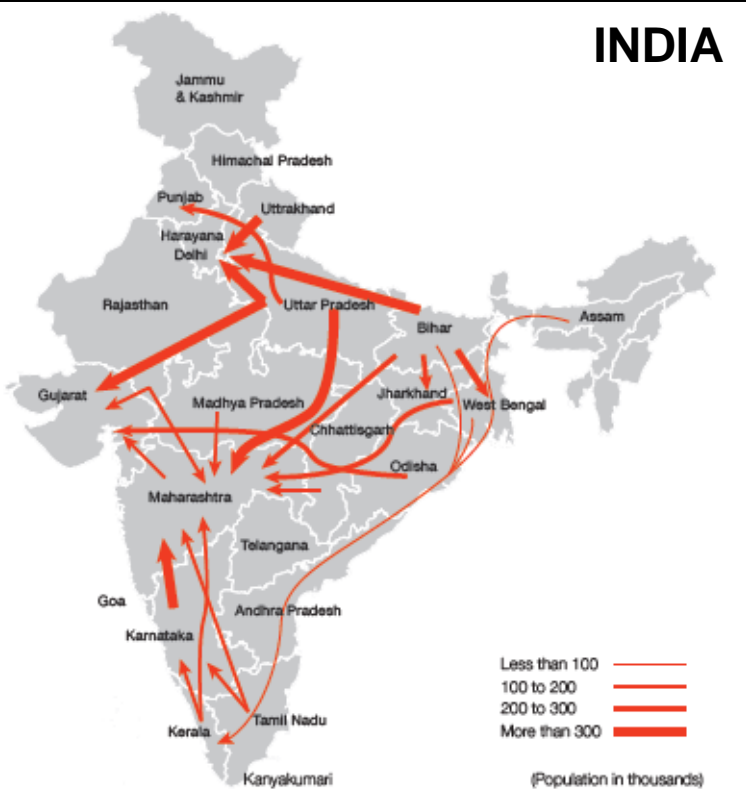
# Migration – Some of the world’s many migration routes

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



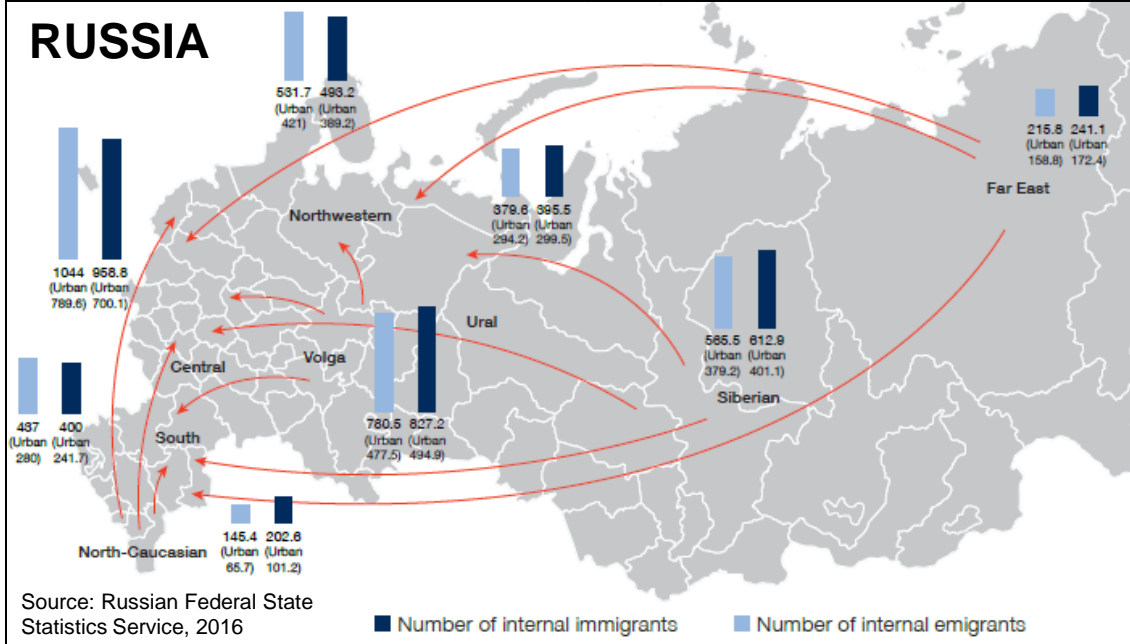
# Internal Migration routes in India, Russia and China

## INDIA



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

## RUSSIA

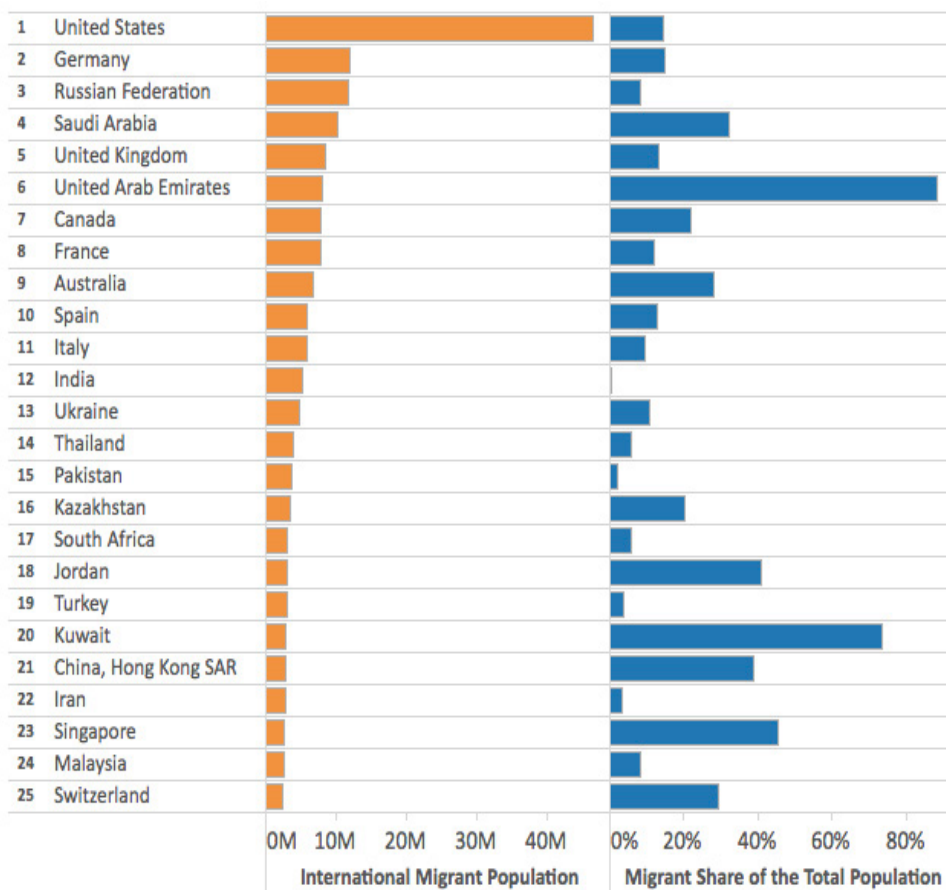


## CHINA



# International Migration – Top Destination Countries & Bilateral Corridors

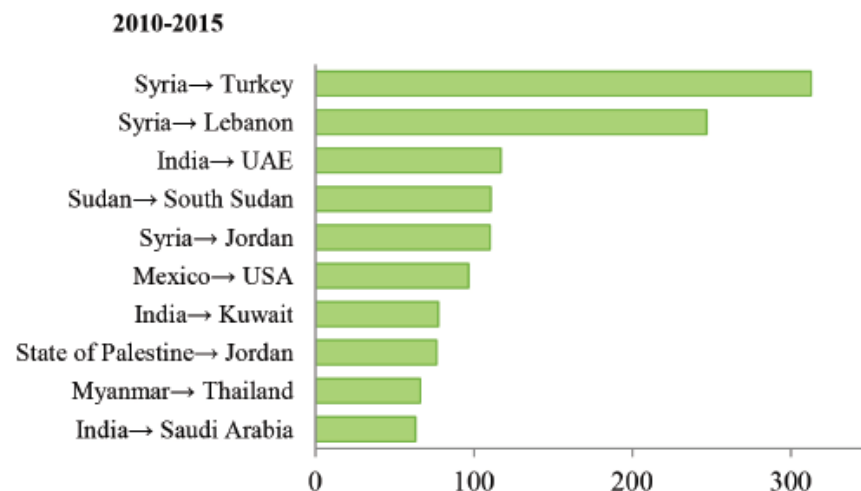
## Top 25 Destination Countries for International Migration, 2015



Note: M = million

Sources: Migration Policy Institute, n.d., UN DESA, 2016; Kirk 2016

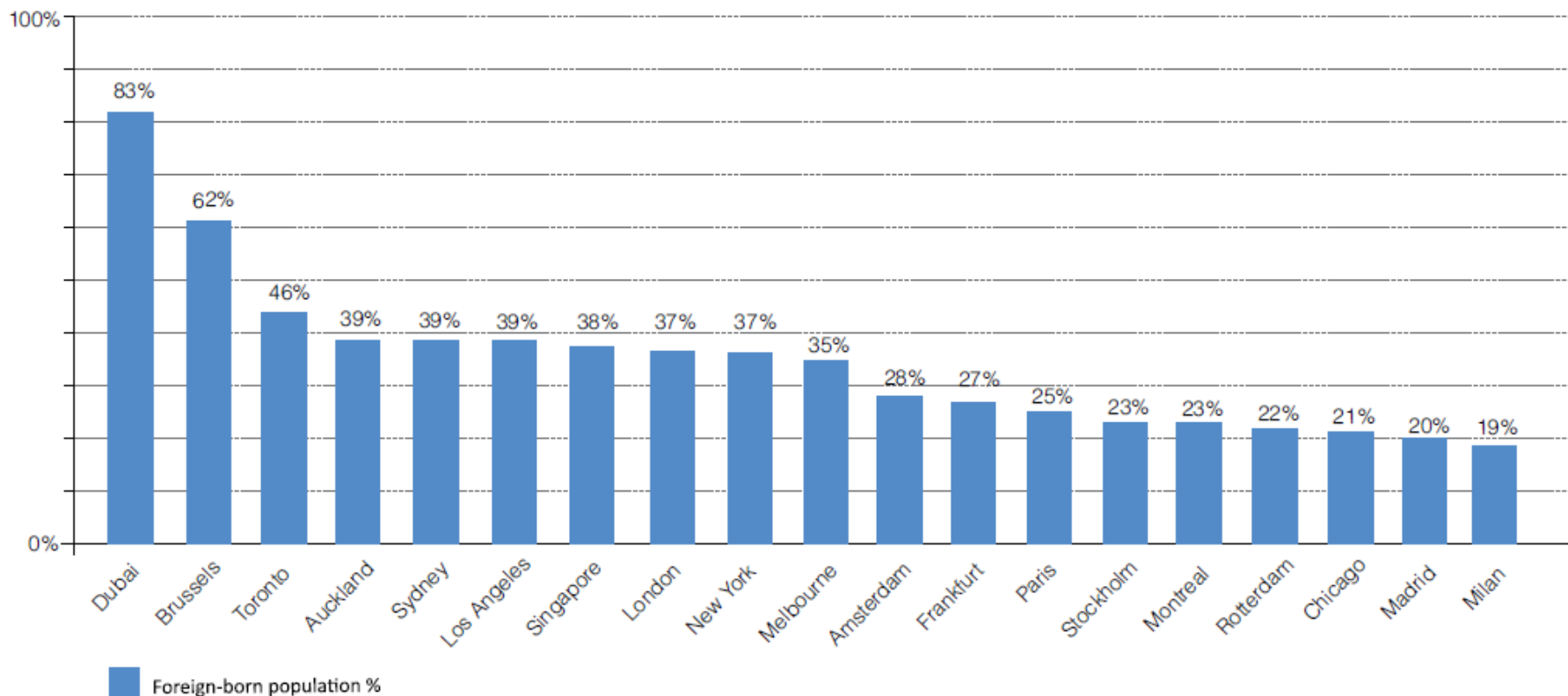
## Bilateral Migration Corridors with the Largest Average Annual Change, 2010-2015



- **Only one country** from the top ten corridors has a destination country from **North America**, **8 from Asia** and **1 from Africa**.
- Destinations with **highest number of international migrants** are **oil-producing** nations of West Asia & **conflict affected regions** in the Middle East
- 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%.

## International Migration – Cities with highest foreign born population (in %)

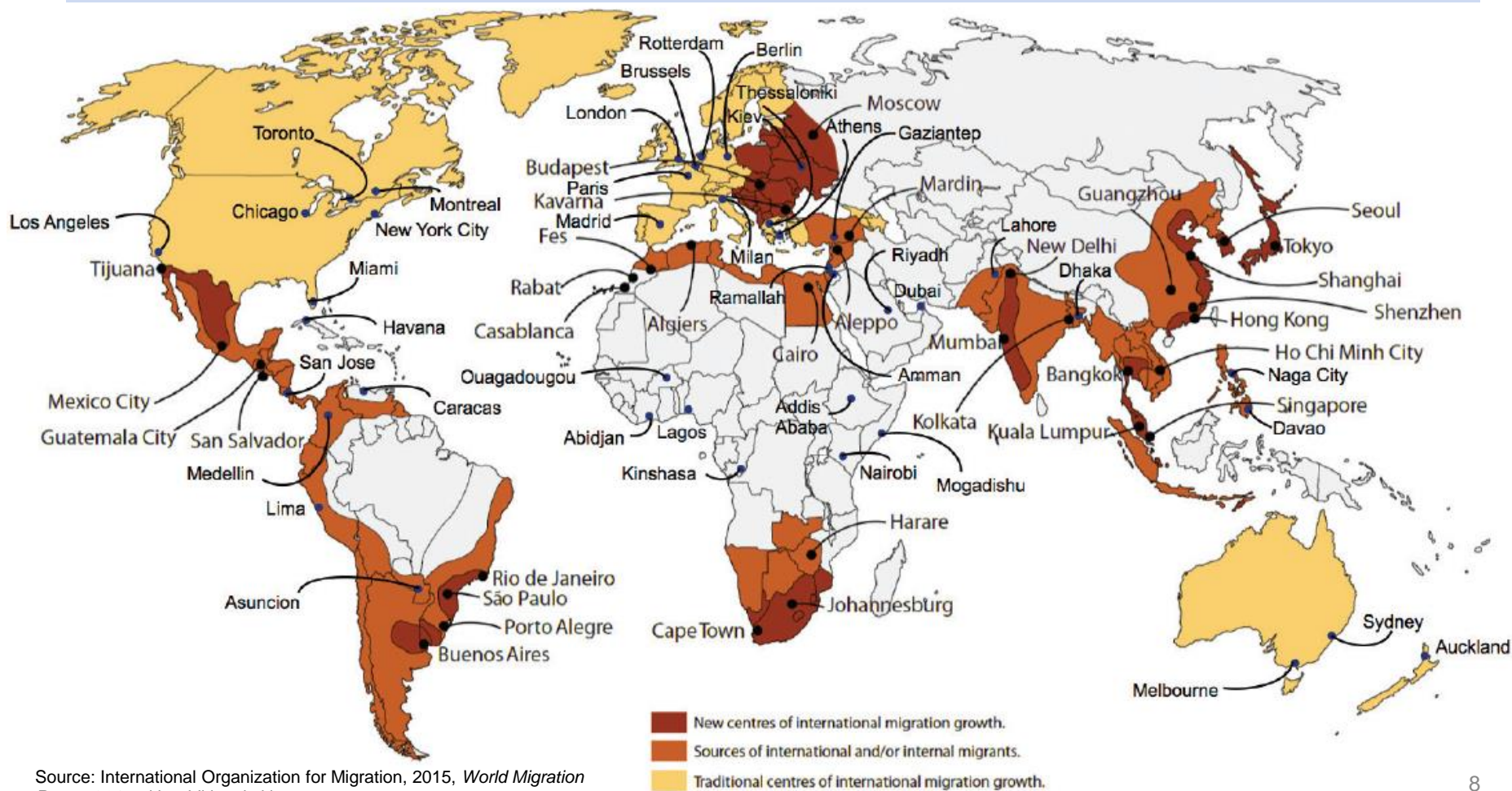
- **Migrants tend to be particularly concentrated in global cities**, if they exist in their country of destination, as compared to other parts of the country. For instance, of the 6.8 million foreign-born people living in Canada, 46% reside in Toronto
- **Over 50% of the population of Dubai and Brussels is foreign-born** due to their highly mobile workforces.
- 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)



Source: International Organization for Migration, 2015, *World Migration Report 2015*;

## International Migration – Emerging Centres

- 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





# Causes and Impact of Migration

## Causes of Migration

### Push factors

(Compel people to migrate)

- **Economic**
  - Unemployment
  - Rural poverty
  - Unsustainable livelihood
- **Sociopolitical**
  - Political instability
  - Safety & security
  - Conflicts or threats
  - Slavery or bonded labour
  - Inadequate/limited urban services & infrastructure
- **Ecological**
  - Climate change
  - Crop failure/food scarcity

### Pull factors

(Attract people to migrate)

- **Economic**
  - Job opportunities
  - Wealth prospects
  - Industrial innovation
  - Specialized education
- **Sociopolitical**
  - Family reunification
  - Freedom
  - Integration & social cohesion
  - Food security
  - Affordable & accessible urban services
- **Ecological**
  - Abundance of natural resources
  - Favourable climate

## Impact on Area of Destination

### Positive

- **Economic**
  - Cheap & surplus labour
  - Closes gaps in skills
- **Social**
  - Multi-ethnic society & increased tolerance
  - New services from country of origin
- **Political**
  - Push for inclusive policy-making
  - Integrated development

### Negative

- **Economic**
  - Increase in remittances leading to -
  - Native unemployment in case local consumption decreases
  - Increased capital and risk constraints on local production with reduced investments
- **Social**
  - Urban services & social infrastructure under stress
  - Xenophobia
  - Cultural dilution
- **Political**
  - Stricter immigration norms



## 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.



### Housing

#### 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.



### Utilities

#### 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.



### Transport

#### 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.

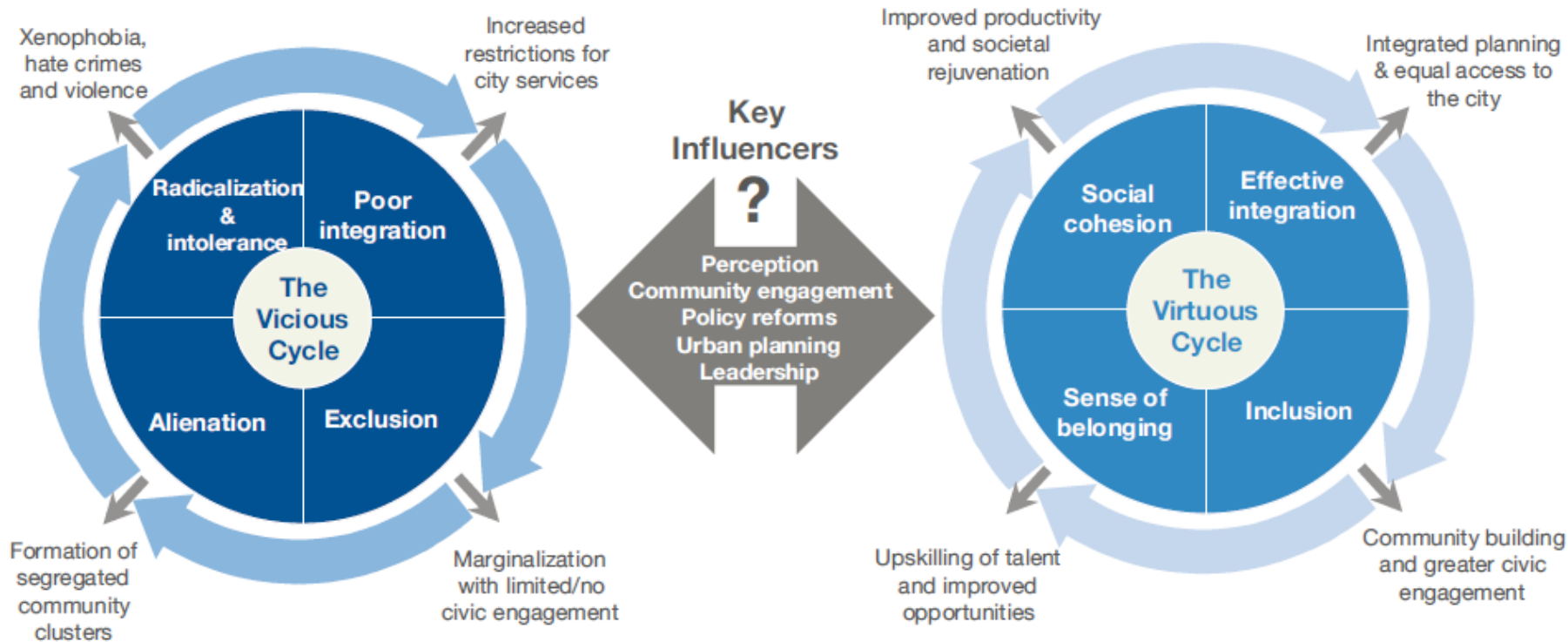


### Health & Education




#### 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.



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



## Some of the Cities Most Affected by Migration










Region	Country	City
 North America	Canada	Toronto
	Canada	Montreal
	Canada	Calgary
	Canada	Ottawa
	USA	New York City
	USA	Chicago
	USA	Washington DC
	USA	Boston
	Mexico	Mexico City
	El Salvador	San Salvador
Mexico	Tijuana	
 Latin America & the Caribbean	Argentina	Buenos Aires
	Brazil	Rio de Janeiro
	Brazil	Sao Paulo
	Chile	Santiago
	Colombia	Medell�n
	Costa Rica	Desamparados
	Colombia	Bogota
	Paraguay	Asuncion
	Peru	Lima
Ecuador	Quito	
 Middle East & North Africa	Saudi Arabia	Riyadh
	UAE	Dubai
	Jordan	Amman
	Morocco	Casablanca
	Palestine	Ramallah
	Lebanon	Beirut

Region	Country	City
 Asia	India	New Delhi
	Singapore	Singapore
	Thailand	Bangkok
	India	Mumbai
	India	Pune
	India	Surat
	Bangladesh	Dhaka
	China	Beijing
	China	Shanghai
	China	Guangzhou
	China	Shenzhen
	South Korea	Seoul
	Philippines	Quezon
	Philippines	Davao
Malaysia	Kuala Lumpur	
Vietnam	Ho Chi Minh City	
 Europe	Germany	Berlin
	Belgium	Brussels
	Russia	Moscow
	UK	London
	Italy	Palermo
	Greece	Athens
	France	Paris
	Spain	Madrid
	Poland	Gdansk
	Sweden	Stockholm
	Netherlands	Amsterdam
Netherlands	Rotterdam	
Austria	Vienna	

Region	Country	City
 Sub-Saharan Africa	Burkina Faso	Ouagadougou
	Senegal	Dakar
	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

## Montreal – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<p><b>Montreal</b></p>  <p><b>City Profile</b> Population – 1.94 million (2016)</p> <p><b>Poverty Rate</b> – 25%</p> <p><b>Unemployment rate</b> – 6.7% (native-born) and 15.1% (newly arrived)</p> <p><b>Foreign-born population</b> – 33.2% of city population</p> <p><b>Average annual newcomers</b> – 35,000 (permanent status) and 68,000 (temporary status)</p> <p><b>Key pull factors</b> - Low crime rate, political stability, pursuit of higher education</p>	<p> <b>Housing</b> - Immigrant families face difficulties at times in finding clean and affordable housing</p> <hr/> <p> <b>Employment</b> - Recognition of achievements of migrants and jobs below skill levels. Difficulties in job integration extending to second and third generations as well.</p> <hr/> <p> <b>Education</b> - Special classes, services in minority languages and amenities are needed. Access to education for children with an irregular immigration status is another concern.</p> <hr/> <p> <b>Integration &amp; Social Cohesion</b> - 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> <b>Integration &amp; Social Cohesion</b> - 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 &amp; economically</p> <hr/> <p> <b>Integration &amp; Social Cohesion</b> - A centre for the Prevention of Radicalization Leading to Violence with a mission to prevent and counter radicalization that leads to violence</p> <hr/> <p> <b>Integration &amp; Social Cohesion</b> - 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> <hr/> <p> <b>Integration &amp; Social Cohesion</b> - 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.

## Ottawa – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<p><b>Ottawa</b></p>  <p><b>City Profile</b></p> <p><b>Population</b> – 0.97 million (2016)</p> <p><b>City Area</b> – 2,796 km<sup>2</sup></p> <p><b>Unemployment rate</b> – 6.3% (2016)</p> <p><b>Foreign-born population</b> – 44% of city population (2011)</p> <p><b>Average annual newcomers</b> – 12,000</p> <p><b>Key Pull Factors</b> - Diverse community, with over 90 languages spoken.</p>	<p> <b>Housing</b> – 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> <b>Health</b> – Inequities in healthcare are not sufficiently meeting the needs of immigrants.</p> <p> <b>Integration &amp; Social Cohesion</b> - Refugee integration in to city communities.</p>	<p> <b>Housing</b> – 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> <b>Health</b> - 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> <b>Employment</b> - Professional Internship for Newcomers (PIN) programme provides newcomers with Canadian work experience through short-term paid employment positions</p> <p> <b>Integration &amp; Social Cohesion</b> - 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.






## Calgary – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<p><b>Calgary</b></p>  <p><b>City Profile</b></p> <p><b>Population</b> – 1,246,337 (2016)</p> <p><b>Unemployment rate</b> – 9% (2016)</p> <p><b>Annual Population Growth Rate</b> – 2.4%</p> <p><b>Key Pull Factors</b> – 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> <b>Housing</b> – Average price of housing higher than the national average; waiting list of 3,000 people for housing units by Calgary Housing Company.</p> <p> <b>Education</b> – Some international migrants lacking language skills or having educational level below that required for the general system</p> <p> <b>Urban Planning</b> – 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> <b>Integration &amp; Social Cohesion</b> – Few acts on vandalism and racism have been observed in the recent past.</p>	<p> <b>Housing</b> – 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> <b>Education</b> – 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 &amp; skills training</p> <p> <b>Urban Planning</b> - 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> <b>Integration &amp; Social Cohesion</b> - 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.











# New York – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<p data-bbox="48 307 222 342"><b>New York</b></p>  <p data-bbox="48 635 222 664"><b>City Profile</b></p> <p data-bbox="48 692 434 721"><b>Population</b> – 8.5 million (2016)</p> <p data-bbox="48 742 338 771"><b>City Area</b> – 2,796 km<sup>2</sup></p> <p data-bbox="48 792 434 878"><b>Foreign-born population</b> – 3.2 million (of which 1.6 million are naturalized citizens)</p> <p data-bbox="48 899 492 963"><b>Foreign-born population in labour force</b> – 46% of city population</p> <p data-bbox="48 985 473 1042"><b>Number of undocumented migrants</b> – 0.5 million (estimated)</p> <p data-bbox="48 1063 511 1183"><b>Key pull factors</b> - Large economy, rich cultural history and internationally recognized sectors (e.g. finance, arts, academia)</p>	<p data-bbox="521 392 637 506"></p> <p data-bbox="647 392 1072 521"><b>Safety &amp; Security</b> - Access to city infrastructure and services that require a government issued identification was quite a challenge.</p> <p data-bbox="521 906 637 1021"></p> <p data-bbox="647 906 1072 1021"><b>Immigration Policies</b> - Structural barriers to equity created at the national level by outdated federal immigration policy</p>	<p data-bbox="1101 392 1217 506"></p> <p data-bbox="1226 328 1883 706"><b>Safety &amp; Security</b> - 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 data-bbox="1101 906 1217 1021"></p> <p data-bbox="1226 799 1883 1142"><b>Immigration Policies</b> - 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.

## Boston – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<p><b>Boston</b></p>  <p><b>City Profile</b></p> <p><b>Population</b> – 669,469 (2015)</p> <p><b>Unemployment rate</b> – Below 4%</p> <p><b>Average annual newcomers</b> – Almost 70,000 (39% being young adults aged between 18 and 24 and 38% enrolling in college or university)</p> <p><b>Key Pull Factors</b> - Educational and job opportunities, political freedom/stability, and personal or community connections</p>	<p> <b>Housing</b> - Excluding student households, 31% of households with a foreign-born head heavily burdened by housing cost</p> <hr/> <p> <b>Education</b> - 45% of students with first language other than English</p> <hr/> <p> <b>Health</b> - Approximately 27,000 Boston residents without insurance, about half of whom are foreign born</p> <hr/> <p> <b>Employment</b> - 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> <b>Housing</b> - Boston 2030 Housing Plan –targeting 53,000 new units by 2030</p> <hr/> <p> <b>Education</b> - 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> <hr/> <p> <b>Health</b> - Boston Healthy Start Initiative – reducing racial inequities in infant mortality and poor birth outcomes</p> <hr/> <p> <b>Employment</b> - 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> <hr/> <p> <b>Integration &amp; Social Cohesion</b> - 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.









## São Paulo – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<p><b>São Paulo</b></p>  <p><b>City Profile</b></p> <p><b>Population</b> – 12.1 million (2017)</p> <p><b>City Area</b> – 1,520 km<sup>2</sup></p> <p><b>GDP</b> – 628 billion Brazilian real (199 billion USD) (2014)</p> <p><b>Unemployment rate</b> – 17.1% (July 2017)</p> <p><b>Foreign-born population</b> – 3.4% of city population (385,120)</p> <p><b>Key pull factors</b> - Employment opportunities, established migrant communities, accessibility of public services and guarantees of social rights.</p>	<p> <b>Housing</b> - Providing short-term shelter and long-term housing. High cost of living making housing unaffordable for migrants.</p> <p> <b>Education</b> - Portuguese as the only medium of instruction in public schools</p> <p> <b>Health</b> - Capacity of staff on how to best care for international migrants</p> <p> <b>Employment</b> - Reform in public employment system catering to international migrants</p> <p> <b>Roads &amp; Transport</b> - Heavy traffic and congested roads with high rate of vehicle ownership and low reliability of public transport</p> <p> <b>Immigration Policies</b> - Ensuring international migrants and their families receive qualified assistance and access to fundamental rights</p>	<p> <b>Housing</b> - Four short-term shelters – hosting migrants and refugees</p> <p> <b>Education</b> - Open Doors: Portuguese for Migrants – offering Portuguese in schools as a second language</p> <p> <b>Employment</b> - Diversity Project – promoting employability of international migrants</p> <p> <b>Integration &amp; Social Cohesion</b> - Awareness campaigns and institutional support – supporting migrant participation in public cultural programmes</p> <p> <b>Integration &amp; Social Cohesion</b> - 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> <b>Immigration Policies</b> - 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.











## Medellín – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<p><b>Medellín</b></p>  <p><b>City Profile</b></p> <p><b>Population</b> – 2.4 million</p> <p><b>GDP growth rate</b> – 4.5% (2014)</p> <p><b>Unemployment rate</b> – 10.4% (2016)</p> <p><b>Poverty Rate</b> – 14.1% (2016)</p> <p><b>Internally Displaced Persons</b> – 482,780 (20% of city population) over last three decades</p> <p><b>Key push factors</b> - Impoverished rural areas, involuntary migrations and forced displacement, other urban centres' inability to integrate newcomers.</p>	<p> <b>Housing</b> - Resettlement of 482,780 victims of internal forced displacement who have concentrated inside the city.</p> <p> <b>Integration &amp; Social Cohesion</b> - Large proportion of resettlement posing challenge to integration, given the city's high rate of poverty and inequality</p>	<p> <b>Housing</b> - 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> <b>Housing</b> – 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> <b>Integration &amp; Social Cohesion</b> – 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.

## Berlin – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<p><b>Berlin</b></p>  <p><b>City Profile</b></p> <p><b>Population</b> – 3.689 million (June 2017)</p> <p><b>City Area</b> – 891.7 km<sup>2</sup> (2015)</p> <p><b>GDP Growth Rate</b> – 2.7% (2016)</p> <p><b>Unemployment rate</b> – 9.8% (2016)</p> <p><b>Foreign-born population</b> – 18.4% of city population</p> <p><b>Migrants seeking asylum</b> – 76,000 refugees (2015 and 2016)</p> <p><b>Key pull factors</b> - Innovative, international, creative and open-minded city, dynamic job market and low labour costs.</p>	<p> <b>Housing</b> - 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> <b>Education</b> - Number of students is increasing, generating a growing need for infrastructure and personnel (particularly given the shortage of teachers)</p> <p> <b>Health</b> - Overcoming language barriers, as well as infrastructure and personnel needs in health services</p> <p> <b>Employment</b> - 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> <b>Housing</b> - 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> <b>Education</b> - 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> <b>Health</b> - Medical provision for refugees including psychological care through on-site “MedPoints” – wherever more than 500 refugees are accommodated.</p> <p> <b>Integration &amp; Social Cohesion</b> - 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> <b>Employment</b> - 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.

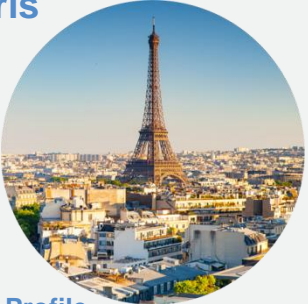







# Athens – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<p><b>Athens</b></p>  <p><b>City Profile</b></p> <p><b>Population</b> – 664,046 (2011)</p> <p><b>Number of incoming refugees</b> – More than 15,000 (March 2016)</p> <p><b>Emigrant population</b> – Nearly 400,000 youth</p> <p><b>Key push factors</b> – Greece's financial crisis</p> <p><b>Key pull factors</b> - 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> <b>Housing</b> – 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> <b>Education</b> - Language barriers with immigrants. Lack of experience and expertise in providing humanitarian operations in this sector.</p> <p> <b>Health</b> - Shortage of healthcare personnel and pharmaceuticals, and shutdown of mental healthcare facilities for being operationally expensive</p> <p> <b>Integration &amp; Social Cohesion</b> - Integration of the sudden influx of migrants. Neighbourhoods that are abandoned/segregated have turned into ghettos</p>	<p> <b>Housing</b> - 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> <b>Education</b> - Introduction of semi-organized system for language learning; more vocational training programmes</p> <p> <b>Employment</b> - Partnering with Munich (Germany) to provide access to the labour market and to exchange policies through CITIES-GroW via a mentorship programme.</p> <p> <b>Integration &amp; Social Cohesion</b> - 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> <b>Urban Planning</b> - 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.

## Paris – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<p><b>Paris</b></p>  <p><b>City Profile</b>  <b>Population</b> – 2,229,621  <b>City Area</b> – 105.4 km<sup>2</sup>  <b>Employment rate</b> – 12% (15-64 age group)  <b>Poverty rate</b> – 16.2% (2013)  <b>Foreign-born population</b> – More than 1 in 7 Parisians is a foreigner (1 in 5 an immigrant)  <b>Key pull factors</b> – 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> <b>Housing</b> – Stress of emergency shelters and social housing, where waits can be more than 10 years</p> <p> <b>Health</b> - Lack of capacity to deal with migrant mental healthcare</p> <p> <b>Integration &amp; Social Cohesion</b> - 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> <b>Housing</b> - 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> <b>Health</b> - State medical assistance/overriding measure – assisting undocumented migrants to cover emergency care.</p> <p> <b>Roads &amp; Transport</b> - 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> <b>Employment</b> - Subsidizes community or private organizations, such as SINGA, that aim at fostering entrepreneurship and employment opportunities for migrants</p> <p> <b>Integration &amp; Social Cohesion</b> - 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.









## Rotterdam – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<b>Rotterdam</b> 	 <p><b>Housing</b> - 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><b>Housing</b> - 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>
<b>City Profile</b> <b>Population</b> – 634,264 (Jan 2017) <b>GDP Growth Rate</b> – 2.5% (2015) <b>Unemployment rate</b> – 11.3% (2016) <b>Foreign-born population</b> – 49% of city population (First or second generation) <b>Key pull factors</b> - Labour shortages attracting a large number of migrants who fill specialized market needs and family reunification	 <p><b>Education</b> - Lack of language skills among immigrants; most migrants not highly educated enough to get work</p>	 <p><b>Education</b> - 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><b>Health</b> - Some residents (including migrants) with trouble paying obligatory health insurance and building up debt</p>	 <p><b>Education</b> - BRIDGE – better aligning young people's educational choices with future labour market needs through Career Start Guarantees</p>
	 <p><b>Employment</b> - The highest unemployment rate in the Netherlands due to high unemployment benefits and limited effectiveness of government programmes</p>	 <p><b>Employment</b> - Policy for limiting the number of unemployed moving into areas with a high number of migrants</p>
	 <p><b>Integration &amp; Social Cohesion</b> - Immigrants not knowing they need help and/or where to get it. Perception of immigrants living on unemployment benefits</p>	 <p><b>Integration &amp; Social Cohesion</b> - 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.











# Amsterdam – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<p><b>Amsterdam</b></p>  <p><b>City Profile</b></p> <p><b>Population</b> – 834,713 (2016)</p> <p><b>City Area</b> – 164.8 km<sup>2</sup></p> <p><b>GDP Growth Rate</b> – 3% (Between 2013 and 2016)</p> <p><b>Unemployment rate</b> – 7.9% (2016)</p> <p><b>Foreign-born population</b> – 29% of city population (51% with first or second generation background)</p> <p><b>Key pull factors</b> - Open economy, international orientation, high tolerance, agglomeration in the current phase of economic development</p>	<p> <b>Housing</b> - Significant effects of migration; provision of housing for asylum status holders</p> <p> <b>Education</b> - Lack of language skills among immigrants</p>	<p> <b>Housing</b> - Plans for building 50,000 homes by 2025</p> <p> <b>Education</b> - 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> <b>Health</b> - Collective health insurance for people with low incomes, GGD pilot programme – educating general practitioners on dealing with cultural differences in healthcare</p> <p> <b>Integration &amp; Social Cohesion</b> - 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> <b>Immigration Policies</b> - 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

# Dubai – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<p><b>Dubai</b></p>  <p><b>City Profile</b></p> <p><b>Population</b> – 2.5 million (2016)</p> <p><b>City Area</b> – 4,114 km<sup>2</sup></p> <p><b>GDP</b> – 105 billion USD (2016)</p> <p><b>Foreign-born population</b> – 91% of city population.</p> <p><b>Floating population</b> – 1.1 million</p> <p><b>Key pull factors</b> - Migration in the city is mainly driven by economic factors to support growth and diversification aspirations.</p>	<p> <b>Housing</b> - High cost of living and housing in the city resulting in a highly mobile (floating) population in the city.</p> <p> <b>Education</b> - High tuition costs have impacted enrolment in schools even when a sufficient number of places have been available in schools</p> <p> <b>Health</b> - High cost of healthcare in the city.</p> <p> <b>Roads &amp; Transport</b> – 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> <b>Housing</b> - 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> <b>Education</b> - Fee-control measures – regulating fee increases in schools</p> <p> <b>Health</b> - Mandatory health insurance – providing access to private healthcare, facilitated by government, Introduction of price controls on healthcare – being evaluated</p> <p> <b>Integration &amp; Social Cohesion</b> - 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> <b>Urban Planning</b> - 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.



## Amman – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<p><b>Amman</b></p>  <p><b>City Profile</b></p> <p><b>Population</b> – 4 million (42% of Jordan's population)</p> <p><b>Number of refugees</b> – 2<sup>nd</sup> largest host of refugees per capita in the world (178,000 from Syria alone)</p> <p><b>GDP growth rate</b> – 2.6%</p> <p><b>Unemployment rate</b> – 15%</p> <p><b>Key pull factors</b> - Economic, cultural and innovation hub of the country, better jobs and services than any other city in Jordan, strong banking industry</p>	<p> <b>Housing</b> - 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> <b>Employment</b> - Unemployment at a high with 30% increase in youth unemployment between 2011 and 2015</p> <p> <b>Health</b> - The city recognizes the need for psychosocial help for its immigrant population with limited to no access to mental healthcare facilities</p> <p> <b>Roads &amp; Transport</b> – 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> <b>Integration &amp; Social Cohesion</b> 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> <b>Employment</b> - Legislative changes introduced for Syrian refugees who will now receive identity cards, helping them to access the formal job market</p> <p> <b>Health</b> - 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> <b>Sanitation &amp; Waste</b> - Expanded waste management fleet – improving efficiency in waste management, given the increase in migrants</p> <p> <b>Integration &amp; Social Cohesion</b> - Government has taken a position that any assistance provided by international organizations to Syrians should extend to poor Jordanians as well.</p> <p> <b>Urban Planning</b> - 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.

## Ramallah – The City Perspective

### City

### Ramallah



### City Profile

**Population** – 32,000

**City Area** – 19 km<sup>2</sup>

**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.

### Challenges



**Housing** - City not providing for social affordable housing; prices of real estate/land have tripled or quadrupled compared to other cities in the country



**Education** - High demand for schools; limited capacity of schools in the city.



**Health** - While they are accessible to all, including immigrants, services at public healthcare institutions are of lower quality than those of the private sector.



**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



**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

### Solutions / Initiatives / Opportunities



**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



**Urban Planning** - Exploring initiatives to deal with the effects of a transient population – identifying plans to address overly stressed infrastructure and services








**Integration & Social Cohesion** - A resilience strategy – exploring possibilities for the city's limited land

### 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

## Pune – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<p><b>Pune</b></p>  <p><b>City Profile</b></p> <p><b>Population</b> – 3.115 million (2011)</p> <p><b>City Area</b> – 250.56 km<sup>2</sup></p> <p><b>In-migrant population</b> – 660,000 (2011)</p> <p><b>GDP growth rate</b> – 8.23%</p> <p><b>Key pull factors</b> – 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> <b>Housing</b> - 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> <b>Education</b> - Poor enrolment among migrant children</p> <p> <b>Health</b> - 20 physicians per 100,000 population, indicating the need for healthcare personnel in general for the city population.</p> <p> <b>Roads &amp; Transport</b> – Public transport not completely evolved, increasing the dependency on private transport for residents as well as migrants.</p> <p> <b>Sanitation &amp; Waste</b> - Basic sanitation lacking in slums, leading to open defecation</p>	<p> <b>Housing</b> - Slum rehabilitation and redevelopment schemes aimed at rehabilitating slum dwellers in permanent settlements. 17 such schemes has been successfully completed, covering 35,695 m<sup>2</sup>, while work on 6 schemes in progress, adding another 65,217 m<sup>2</sup> of settlements.</p> <p> <b>Education</b> - Direct Benefit Transfer (DBT) scheme for public schools – ensuring benefits reach students</p> <p> <b>Health</b> - Mohalla (Community) Clinics – providing basic healthcare to the slum population in a practical, economical way.</p> <p> <b>Roads &amp; Transport</b> - 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> <b>Urban Planning</b> - 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.

# Surat – The City Perspective

## City

### Surat



#### City Profile

**Population** – 5.33 million  
(estimated in 2015)

**City Area** – 326.51 km<sup>2</sup>

**GDP** – 59.8 billion USD

#### Key push factors from other areas drawing migrants -

Rural/agricultural hinterlands, bad economic conditions and unavailability of jobs

**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

## Challenges



**Housing** - 4.3% of the city population lives in slums mostly comprising of migrants.



**Health** - Highly vulnerability to vector-borne diseases: risky jobs exposing migrants to occupational health issues; migrant labour highly susceptible to HIV/AIDS



**Roads & Transport** – High reliance on private modes of transport (two-wheelers, automobiles)



**Urban Planning** - City's master planning process restricted to predominantly land use



**Integration & Social Cohesion** - City's master planning process restricted to predominantly land use

## Solutions / Initiatives / Opportunities



**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



**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



**Roads & Transport** - Integrated public transport system covering 85% of the city, with plans to double the number of public buses within a year



**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

#### 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.














## Davao City – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<b>Davao City</b>  <p><b>City Profile</b>  <b>Population</b> – 1.6 million (2015)  <b>City Area</b> – 2440 km<sup>2</sup>  <b>Average Annual Growth rate</b> – 2.3%  <b>Unemployment rate</b> – 5.5% (Davao region)  <b>GDP growth rate</b> – 9.4% (Davao region)  <b>Key push factors</b> – Pursue higher-paying jobs  <b>Key pull factors</b> – Job opportunities, economy favouring small- and big-business owners, centre of education, abundant natural resources and favourable weather conditions</p>	 <b>Housing</b> - Migrants opting to reside in informal settlements (unable to secure formal housing)  <b>Education</b> - Providing facilities and faculties to accommodate for large number of students.  <b>Health</b> – Increased health infrastructure, manpower and services that must be provided to address migrants' physical and mental health needs.  <b>Roads &amp; Transport</b> - More privately-owned vehicles causing congestion in the city.  <b>Utilities</b> - Increased water and energy consumption much of which is attributed to high number of migrants  <b>Sanitation &amp; Waste</b> - Landfills not able to accommodate the daytime population  <b>Employment</b> - With higher unemployment among residents, problems may arise as the economy cannot absorb all the graduates and unskilled personnel	 <b>Housing</b> - Community Mortgage Program; Urban Land Reform Program – providing sites for relocating informal settlers  <b>Education</b> - Scholarship on Tertiary Education Program (STEP)/STEP-Financial Assistance. Schools are hiring more teachers and building more classrooms to accommodate students.  <b>Health</b> - Lingap Para sa Mahirap (Assistance for the Poor) programme – assisting citizens with healthcare needs  <b>Roads &amp; Transport</b> - Additional construction of road bypasses, improvement of existing roads and plans for two transport terminals – addressing congestion  <b>Utilities</b> - Implementation of a surface water source project and establishment of a coal-powered plant – addressing energy needs  <b>Sanitation &amp; Waste</b> - Plans to develop two landfill facilities to accommodate the daytime population  <b>Employment</b> - Plans to strengthen the agricultural sector, promote small businesses and microenterprises, and invite more business process outsourcing companies  <b>Urban Planning</b> - Network of growth areas defined for balanced spatial population distribution, Legislative-Executive Agenda – funding projects beyond the city's capacity, Community-Based Monitoring System

### 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.

## Guangzhou – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<b>Guangzhou</b>  <p><b>City Profile</b>  <b>Population</b> – 14.04 million (2016)  <b>City Area</b> – 7,434 km<sup>2</sup>  <b>GDP</b> – 295 billion USD (CNY 1.96 trillion)  <b>Unemployment rate</b> – Under 2.5%</p> <p><b>Key push factors</b> - Lagging economy in some regions, due to China's unbalanced economic development that generates a surplus labour force</p> <p><b>Key pull factors</b> – Advantageous geographical location, preferential policies of economic reform, rapid market development, openness, inclusiveness and its position as a major national city</p>	 <b>Housing</b> - Increased demand for commercial rental and residential rental housing with influx of migrants	 <b>Housing</b> - Home renters offered schooling rights previously restricted to home owners
	 <b>Education</b> - With the number of migrant children increasing, Guangzhou faces growing demand for quality educational resources and public schools.	 <b>Education</b> - More public and private schools sponsored by government subsidies with points system to integrate migrants into local schools
	 <b>Health</b> - Insufficient health infrastructure and services	 <b>Health</b> - Government's purchase of public services – providing migrants with community services, addressing both physical and mental well-being
	 <b>Roads &amp; Transport</b> – Increased road congestion and demand for public transport	 <b>Employment</b> - Fair and equal employment environment – using brain gain, and employing point system for migrants to obtain residence permits
	 <b>Utilities</b> – City faces increased demand for water, electricity and broadband services, for which it is looking to find greater investment opportunities.	 <b>Urban Planning</b> - 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
	 <b>Integration &amp; Social Cohesion</b> - Differences in languages, culture and customs leading to creation of segregated groups	 <b>Integration &amp; Social Cohesion</b> - Information system for migrants – facilitating deep application of big data and cloud computing, and promoting internet+ mode and WeChat official accounts

### 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

# Auckland – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<p><b>Auckland</b></p>  <p><b>City Profile</b></p> <p><b>Population</b> – 1.7 million (approx.)</p> <p><b>City Area</b> – 326.51 km<sup>2</sup></p> <p><b>GDP growth rate</b> – 4% (2016)</p> <p><b>Unemployment rate</b> – 4.5%</p> <p><b>Annual number of international migrants</b> – 72,000</p> <p><b>Foreign-born population</b> – Two-thirds of foreign migrant to New Zealand</p> <p><b>Key push factors</b> – High cost of housing.</p> <p><b>Key pull factors</b> – Skill needs, better economic conditions, family reunification, and small quotas for refugees and residents of some Pacific island nations.</p>	<p> <b>Housing</b> - 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> <b>Education</b> - Funding of schools based on socio-economic category, with most funds used in overcoming basic gaps rather than on advanced courses</p> <p> <b>Employment</b> – Services and interventions aimed at migrants to be provided by the central government.</p> <p> <b>Roads &amp; Transport</b> - Migrants live further away from the city, increasing commute time to work</p> <p> <b>Integration &amp; Social Cohesion</b> - Tenants moving often because of high price of housing; difficulty in creating social networks and being part of the community</p>	<p> <b>Housing</b> - Auckland Unitary Plan – providing consistency in building in the city, relaxing zoning policies and providing capacity for 1 million new dwellings</p> <p> <b>Roads &amp; Transport</b> - 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> <b>Urban Planning</b> - Special Purpose Vehicle – to fund infrastructure from central government support communication, water supply and sewage systems and improving the quality of life</p> <p> <b>Employment</b> - Businesses lobbying for migration – maintaining the rules of migration</p> <p> <b>Integration &amp; Social Cohesion</b> - 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.

## Cape Town – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<p><b>Cape Town</b></p>  <p><b>City Profile</b></p> <p><b>Population</b> – 4,004,793 (2016)</p> <p><b>City Area</b> – 2,456 km<sup>2</sup></p> <p><b>GDP growth rate</b> – 1.2% (2016)</p> <p><b>Unemployment rate</b> – 23% (strict labour force)</p> <p><b>Immigrants</b> – 125,528 (Between 2011 and 2016)</p> <p><b>Key push factors (at area of origin)</b> – Poor performing municipalities, lack of economic and educational opportunities, drought and an unproductive rural economy, political, economic and social instability</p> <p><b>Key pull factors</b> – improved access to basic services, improved mobility, easier access to economic opportunity; and connecting with family and friends</p>	<p> <b>Housing</b> - 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> <b>Education</b> - 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> <b>Employment</b> – The city's strict labour force has an extremely high unemployment rate of 23%</p> <p> <b>Roads &amp; Transport</b> - Increased congestion caused by the growth in the number of households and failure of the metro rail system.</p> <p> <b>Integration &amp; Social Cohesion</b> - Periodic episodes of xenophobic violence, fuelled by perceptions that foreigners are “stealing” jobs from South Africans seeking work.</p>	<p> <b>Education</b> - 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> <b>Roads &amp; Transport</b> - Expanded Public Works Programme – providing opportunities for unemployed residents as well as documented foreigners</p> <p> <b>Integration &amp; Social Cohesion</b> - Disaster Risk Management Plan – managing local disasters (in case of xenophobic attacks), prepared in consultation with migrants</p> <p> <b>Urban Planning</b> - 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>

### 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 the aftermath of the 2008 xenophobic attacks, local residents were very vocal about their opposition to such violence. Further, immigrant social networks, can assist their connections with easier integration into Cape Town as a known and supportive community.



# Dakar – The City Perspective

City	Challenges	Solutions / Initiatives / Opportunities
<p><b>Dakar</b></p>  <p><b>City Profile</b></p> <p><b>Population</b> – 1.7 million (approx.)</p> <p><b>City Area</b> – 326.51 km<sup>2</sup></p> <p><b>GDP growth rate</b> – 4% (2016)</p> <p><b>Unemployment rate</b> – 4.5%</p> <p><b>Annual number of international migrants</b> – 72,000</p> <p><b>Foreign-born population</b> – Two-thirds of foreign migrant to New Zealand</p> <p><b>Key push factors</b> – High cost of housing.</p> <p><b>Key pull factors</b> – Skill needs, better economic conditions, family reunification, and small quotas for refugees and residents of some Pacific island nations.</p>	<p> <b>Housing</b> - Provision of housing and developed land largely inadequate and becoming more inaccessible</p> <p> <b>Education</b> - School facilities not covering needs and remaining insufficient, with poor infrastructure and maintenance, overloading of classrooms and lack of furniture</p> <p> <b>Health</b> – Healthcare facilities far from satisfactory; surge of unauthorized construction resulting in precarious dwellings and unhealthy living conditions.</p> <p> <b>Roads &amp; Transport</b> - Little to no respect shown by users for the code of the road</p> <p> <b>Utilities</b> - Very high deficit of water (100,000 cubic metres/day), resulting in frequent water cuts</p> <p> <b>Employment</b> - Itinerant merchants occupy public space, affecting mobility in main alleys, the living environment and peace of residents</p> <p> <b>Integration &amp; Social Cohesion</b> - Residential segregation relegating the poor to suburban areas</p>	<p> <b>Housing</b> - Law to reduce rents passed in 2014</p> <p> <b>Education</b> - 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> <b>Health</b> - Universal health coverage – adhering to the mutual health organizations</p> <p> <b>Roads &amp; Transport</b> - Renovating and desalinating streets; increasing fleets of new buses and creating new lines</p> <p> <b>Employment</b> - Recasting of street vendors to areas equipped for the purpose – addressing the problem of itinerant merchants occupying public spaces</p> <p> <b>Urban Planning</b> - Large programme for rehabilitation of classrooms; city scholarships each year to help students continue studies in private institutes and universities.</p> <p> <b>Urban Planning</b> - 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.

## 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

- **16 cities indicated that healthcare services 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.



### Education & 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).
- 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.** 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.



### Integration & Social Cohesion

- Of the cities interviewed, **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 as well.

# Key Challenges & Opportunities for Cities in Providing Basic Services to Migrants

## Challenges



### Housing

- Providing social and/or affordable housing to meet short and long terms needs.



### Education & Employment

- Funding & providing vocational programmes and language courses.
- Planning for education of undocumented migrants
- Leveraging existing skills of migrants to meet labour market needs
- Finding suitable long term employment for migrants.



### Health

- Providing linguistic assistance in public healthcare.
- Making healthcare affordable and ensuring the health rights of migrants
- Reducing higher mortality and morbidity rates associated with unsafe migration.



### Transport

- Expanding transportation infrastructure to areas where migrants are most likely to settle.
- Financing city transportation infrastructure projects

## Opportunities



### Housing

- Repurpose vacant spaces, apartments or underutilized buildings for housing migrants temporarily.
- Innovative methods and alternative materials for the construction of safe and affordable housing for migrants.



### Education & Employment

- Explore unconventional platforms for educating migrants.
- Partnerships with academic institutions and employers in addressing career development of migrants.
- Fostering migrant entrepreneurship with support from cities in training and mentorship.



### Health

- Migrant-sensitive health services need to be developed.
- Engagement of migrants on health policy matters.
- Evaluate how universal health coverage can be made inclusive and effective for migrants.



### Transport

- Private sector collaboration to fund transportation infrastructure projects.
- Leveraging innovative technologies and expertise from cities that have developed cost-effective transportation systems.

# Key Challenges & Opportunities for Cities in Providing Basic Services to Migrants

## Challenges



### Sanitation & Waste

- Reducing pollution in temporary informal settlements housing migrants
- Controlling the expansion of informal settlements not covered by city services occupied by migrants.



### Utilities

- Providing water, sanitation and utilities to meet needs of migrants in temporary housing.
- Making internet accessible to areas of the city housing migrants.



### Integration & social cohesion

- Providing social inclusion and protection for increasingly mobile and diverse migrant population
- Seeking equitable and affordable access to financial inclusion of migrants for easing remittances
- Preventing xenophobic incidents and behaviour and letting migrants know their rights in such situations



### Safety & Security

- Ensuring migrants' rights are protected, and preventing them from becoming victims of fraud, deception and slave labour.
- Dealing with the lack of support structures to address physical, psychological, sexual or financial abuse of migrants outside the workplace

## Opportunities



### Sanitation & Waste

- Provide water & sanitation facilities at informal settlements.
- Innovative solutions regarding safe waste disposal, hygiene maintenance and raising awareness in highly crowded environments



### Utilities

- Incorporate sustainable practices in providing water and electricity at temporary settlements or camps.
- Provide technology-based support systems to help migrants stay connected with relatives and in turn improve access to urban services.
- Digital platforms can play a significant role towards long-term integration and social cohesion.



### Integration & Social Cohesion

- Cities need to ensure migrants are welcomed, familiarized with the city's culture, and provided integration support.
- Distinct needs of migrants to be addressed through clearly defined policies & frameworks.
- Equal access to public services need to be promoted. Joint initiatives with all stakeholders on immigrant integration should be encouraged.



### Safety & Security

- Migrants need to understand the laws and regulations that pertain to them at their destination.
- Establish and implement anti-discriminatory codes and practices. Dedicated support centres can help migrants know their rights.
- Private sector needs to promote a multicultural and diverse workforce with an open, fair and friendly attitude towards immigrants.

# Case Study Map – Solutions / Good Practices across Urban Infrastructure & Services on Migration

## Urban Infrastructure & Services

### Housing

#### Good Practices / Initiatives -

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

#### Solutions / Tools -

- Housing Opportunities and Marketplace Exchange – Toronto, Canada
- Inclusio Social Investment – Belgium
- Urban Rigger – Copenhagen, Denmark
- Paperlog Houses
- The LandBank Interactive Tool
- Refugee Housing Solutions Database – The Netherlands
- The CALM Initiative – Paris, France

### Education & Employment

#### Good Practices / Initiatives -

- Welcome Talent Initiative – LinkedIn
- Livelihoods Centers
- Skills Training, Assessment and Job Linkages – LabourNet
- Awareness Initiative by the Toronto Region Immigrant Employment Council
- Guide To Cash-For-Work Programming
- Bodhicrew and Female Migrant Domestic Workers – JustHelp
- R Ventures Capital – Refugee Fellowship Program
- Africa 2.0

#### Solutions / Tools -

- Employ Nexus and Professional Sponsorship Program in Montreal
- Worker - Training and Workplace exchange
- Seasonal Hostels in Gujarat – SETU
- Worksite Schools in Andhra Pradesh And Tamil Nadu – Aide et Action
- Mapping and Tracking Migrant Children – Aide et Action
- Mobile Learning Centre – Butterflies India
- Mobile Creches – India
- World Refugee Fund
- Seeds of Growth: Building Your Local Economy by Supporting Immigrant Entrepreneurs – Welcoming America

### Health

#### Good Practices / Initiatives -

- Red Ribbon Express - Mobilization drive on HIV
- Referral Process for Sexual and Reproductive Health of Migrants
- Migration Resource Centre of Youth for Unity and Voluntary Action

#### Solutions / Tools -

- Artificial Intelligent Chatbot – KARIM

### Transport

#### Good Practices / Initiatives -

- Get Refugees Cycling – The Bike Project (London)

### Utilities (Power, Water, Telecom, etc.)

#### Solutions / Tools -

- Mobilearn - Mobile-based service providing information for newly arrived migrants
- Bureaucrazy - Web app and a mobile application that helps people navigate the German Bureaucratic system
- Arrived - Mobile app providing information on housing, education, jobs and deportation
- A Global Broadband Plan for Refugees

# Case Study Map – Solutions / Good Practices across Urban Infrastructure & Services on Migration

## Urban Infrastructure & Services

### Sanitation & Waste

#### Good Practices / Initiatives -

- Refugee Influx Catalyses Better Waste Infrastructure for All – Amman

### Integration & Social Cohesion

#### Good Practices / Initiatives -

- ONEPGH and the Welcoming Pittsburgh Plan
- The Mayor's Office of Immigrant Affairs – New York City
- Right of Immigrants to Vote
- Path to Citizenship Programme – Los Angeles
- The New Americans Plan – Chicago
- Bank On San Francisco
- Working Towards Advancement of Migrant Workers – Aajeevika Bureau
- Temporary Ration Cards – Disha Foundation

#### Solutions / Tools –

- Welcoming Community Planning, the Welcoming Standard, and the Certified Welcoming Program
- Communities of Promise and Community Cube
- Opening Minds, Opening Doors, Opening Communities – Americas Society and Council of the Americas
- Building Inclusive Cities Project – Cities of Migration
- The Intercultural Cities Index
- Refugee Information Hub – RefugeeInfo.eu
- Reframing Refugees Message Toolkit – Welcoming America
- Blockchain-Based Digital Identity
- TimeBanking Resource Center – TimeBanks
- Web Portal for Bank On Initiative
- Cashless Assistance Programme – MasterCard
- Urban Regeneration of Brownfield Sites for Social Inclusion – Re-Vive

### Safety & Security

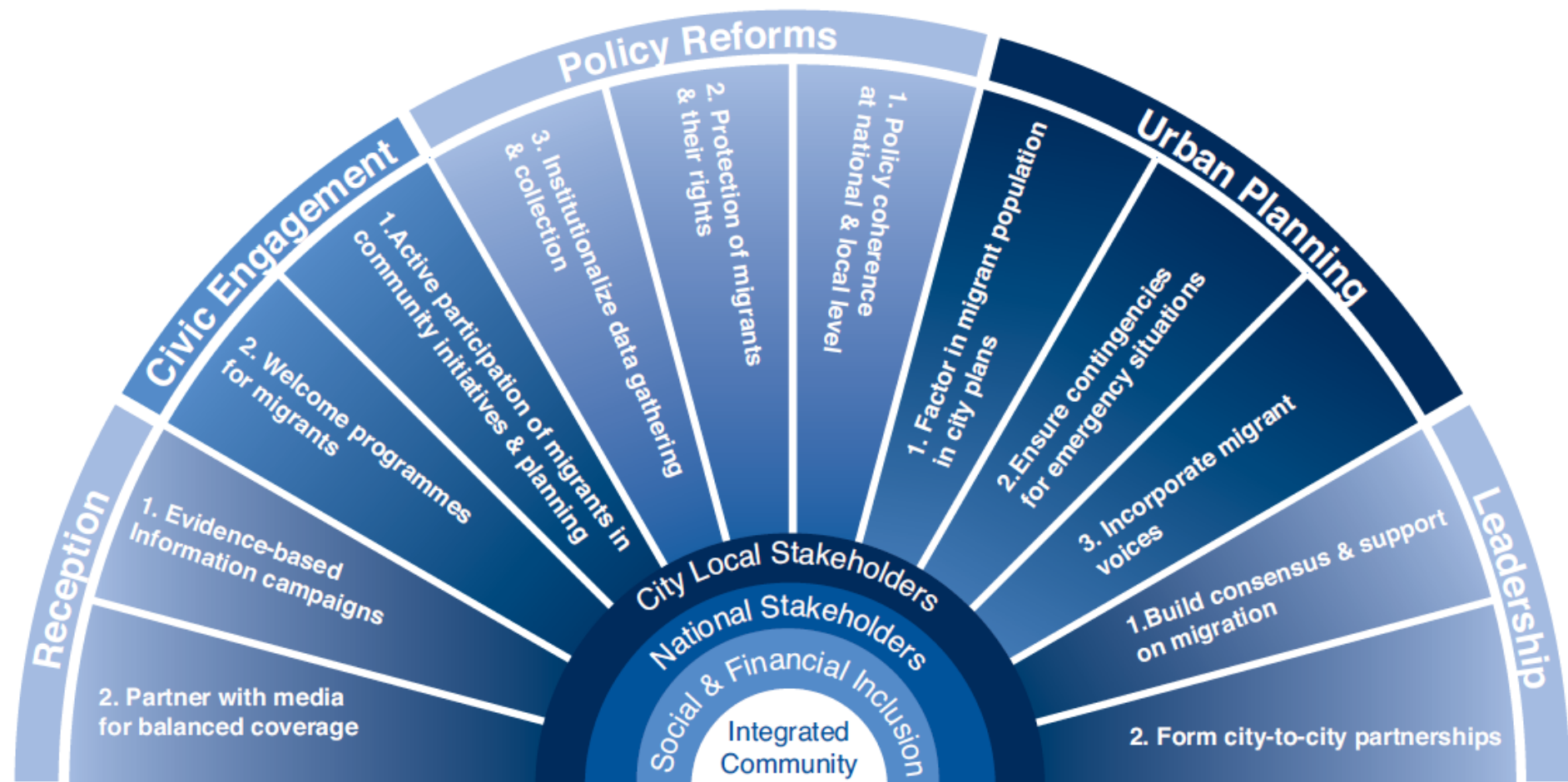
#### Good Practices / Initiatives -

- Athens Coordination Center for Migrant and Refugee Issues
- Preventing Bonded Labour among Seasonal Migrants – Odisha, India






#### Solutions / Tools –

- Metropolitan Normative Ordinance – Quito
- Chatbots for Refugees in Europe - RefugeeText
- Notifica - An app allowing people to select contacts to be notified in case of an emergency and pre-load personalized messages to each recipient.
- Tarjimly - Facebook Messenger bot connecting volunteer translators to refugees and immigrants in dire need of translation services
- Social Citizenship for migrants

# Framework for Migration Preparedness



# Migration in the SDGs, AAAA, COP21 and The New Urban Agenda

Migration in the sustainable development goals and targets	Migration in the Addis Ababa Action Agenda	Migration in the New Urban Agenda
 Strengthen and retain the health workforce in developing countries (3.c)  Increase the number scholarships for study abroad (4.b)  Eradicate human trafficking (5.2, 8.7, 16.2)  Protect labour rights of migrant workers (8.8)  Facilitate orderly, safe, regular and responsible migration (10.7) Reduce transaction costs of remittances (10.c)  Establish legal identity, including through birth registration (16.9)  Disaggregate data by migratory status (17.18)	 <ul style="list-style-type: none"> <li>– Combat xenophobia</li> <li>– Facilitate integration through education and communication strategies</li> <li>– Lower the cost of recruiting migrant workers</li> <li>– Increase portability of earned benefits and recognition of qualifications</li> <li>– Promote faster, cheaper and safer transfer of remittances</li> <li>– Enhance the productive use of remittances</li> <li>– Mitigate negative consequences of anti-money laundering and counter-terrorism financing measures</li> </ul> <p style="text-align: center;"><b>COP21 – The Paris Agreement</b></p> <ul style="list-style-type: none"> <li>– Parties to note the importance of “<b>climate justice</b>” when taking action to address climate change</li> <li>– <b>Respect, promote and consider</b> respective obligations of parties on migrants</li> </ul>	<p><b>Sustainable urban development for social inclusion and ending poverty</b></p> <ul style="list-style-type: none"> <li>– Address multiple forms of <b>discrimination faced by migrants</b>, irrespective of migration status</li> <li>– Ensure <b>safe, orderly and regular migration</b> through planned and well-managed migration policies</li> <li>– Support local authorities in <b>dialogue and establishing frameworks that enable the positive contribution of migrants</b> to cities and strengthened rural urban linkages</li> </ul> <p><b>Urban spatial development planning and management</b></p> <ul style="list-style-type: none"> <li>– Support developing and using basic land inventory information, such as <b>cadastres, valuation and risk maps and land and housing price records, generating high quality, timely and reliable data disaggregated by migration status</b></li> </ul>
Preparing Cities for Migration		
 <b>Policy Enablers</b> Institutional Capacity Rights of Migrants Safe and Orderly Migration Skill Development Multistakeholder Partnerships	 <b>Framework</b> Perception Management Migrant Community Engagement Evidence-based decision-making Inclusive Urban Planning Responsive, Action-Oriented Leadership	 <b>Platform</b> City Migration Profiles (region-wide) Migration Policy Toolkits Integration Toolkits Good Practices and Solutions Repository City to City Networks



## Transitioning to an Integrated and Inclusive City

### From a city having ...

- Biased perception about migrants
- Limited civic engagement and migrant community participation
- Ineffective or no policy on migrants and their integration
- No horizontal approach in urban planning for migrants
- Misaligned views between federal, state and city governments on immigrants
- Reactive, role-based and process-driven leadership



### To a city having ...

- Evidence-based coverage of migrant affairs
- Active participation of migrants & their communities
- Clearly defined policies for rights of migrants in the city
- Integrated urban planning with future contingencies
- Coherent and collaborative approach at all levels of government
- Responsive, outward-looking and action-oriented leadership

# Roadmap for City Leaders to Achieve Long-Term Integration

1

## Reach Out

Engage with immigrant groups through the use of multiple languages, multi-media programmes and coordination with community-based organizations.

2

## Collect Data

Know where the immigrant populations reside and how they are organized, and develop benchmarks for measuring their levels of social and economic integration.

3

## Collaborate with Stakeholders

Set up immigrant advisory boards or councils comprised of the private sector, international organizations and NGOs to collaborate for successful integration in cities.

4

## Lead Integration

Emphasize immigrant inclusion and integration as a priority, and set a positive tone for welcoming and integrating migrants into their communities.

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