Migrant and Refugee Integration in Global Cities

The Role of Cities and Businesses

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<th>Description</th>
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<tr>
<td>ACIDI</td>
<td><em>Alto Comissariado para a Imigração e Diálogo Intercultural</em> (High Commissioner for Immigration and Intercultural Dialogue)</td>
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<td>ASEAN</td>
<td>Association of Southeast Asian Nations</td>
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<td>ARSS</td>
<td>Auckland Regional Settlement Strategy</td>
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<td>CLAIi</td>
<td><em>Centro Local de Apoio à Integração de Imigrantes</em> (Local Centre for the Support of Immigrant Integration)</td>
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<td>CLIP</td>
<td>Cities for Local Integration Policy</td>
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<td>CNAI</td>
<td><em>Centro Nacional de Apoio ao Imigrante</em> (National Centre for Immigrant Support)</td>
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<td>CPS</td>
<td>Chicago Public School</td>
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<td>CONARE</td>
<td><em>Comitê Nacional para os Refugiados</em> (National Council for Refugees)</td>
</tr>
<tr>
<td>CNIg</td>
<td><em>Conselho Nacional de Imigração</em> (National Council for Immigration)</td>
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<tr>
<td>CGIg</td>
<td><em>Coordenação-Geral de Imigração</em> (General Coordination Office for Immigration)</td>
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<tr>
<td>CSR</td>
<td>Corporate Social Responsibility</td>
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<td>DRA</td>
<td>Department for Refugee Affairs</td>
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<td>DACA</td>
<td>Deferred Action for Childhood Arrivals</td>
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<td>ESOL</td>
<td>English for Speakers of Other Languages</td>
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<td>ENAR</td>
<td>European Network Against Racism</td>
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<td>EU</td>
<td>European Union</td>
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<td>FOMEMA</td>
<td>Foreign Workers Medical Examination Monitoring Agency</td>
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<td>GE</td>
<td>General Electric</td>
</tr>
<tr>
<td>IIRIRA</td>
<td>Illegal Immigration Reform and Immigrant Responsibility Act</td>
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<td>ICIIRR</td>
<td>Illinois Coalition for Immigrant and Refugee Rights</td>
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<td>IBIC</td>
<td>Illinois Business Immigration Coalition</td>
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<tr>
<td>INZ</td>
<td>Immigration New Zealand</td>
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<tr>
<td>IRCA</td>
<td>Immigration Reform and Control Act</td>
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<td>INA</td>
<td>Immigration and Nationality Act</td>
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<tr>
<td>IBGE</td>
<td><em>Instituto Brasileiro de Geografia e Estatística</em> (Brazilian Institute of Geography and Statistics)</td>
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<tr>
<td>INDEC</td>
<td><em>Instituto Nacional de Estadística y Censos</em> (National Institute for Statistics and Censuses)</td>
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<tr>
<td>INGO</td>
<td>International Non-Governmental Organization</td>
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<td>IOM</td>
<td>International Organization for Migration</td>
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<tr>
<td>KL</td>
<td>Kuala Lumpur</td>
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<td>MM2H</td>
<td>Malaysia My Second Home Programme</td>
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<tr>
<td>Mercosul</td>
<td><em>Mercado Comum do Sul</em> (Southern Common Market)</td>
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<tr>
<td>MRE</td>
<td><em>Ministério das Relações Exteriores</em> (Ministry of Foreign Affairs)</td>
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Executive Summary

Migration is a local reality. According to Singer, 2012, “while we often think of immigrants as moving from one country to another, really they arrive from a particular place and settle in a particular community, usually a metropolitan area” (p. 9), forming multiethnic communities. Cities are places where both migrants and non-migrants interact, be it through working, studying, living, playing or raising their families. Nonetheless, there is a dearth of literature on migrant integration at the local level (Alexander, 2012; Caponio & Borkert, 2010; Cities of Migration, n.d.; OECD, 1998). This project blazes a trail by linking migrant and refugee integration policies, public-private partnerships and the local level in a comparative discussion. It will serve to fill an important gap in the literature.

The project, initiated by The Hague Process on Refugees and Migration (THP) in partnership with UNU-MERIT and its School of Governance, relates to the economic and social integration of migrants and refugees in cities. It focuses on efforts by the private sector and city governments – both separately and in partnership – to give these groups greater protection and opportunities in employment markets and communities.

The main aim of the project is to ascertain how businesses and governments in global cities contribute to the integration of migrant and refugee populations, either through outreach, specialized programmes or targeted funding of NGOs; and to what extent these contributions can be deepened or expanded.

Specific objectives include:

- To identify in the literature the state of play of discussions on migration management and integration policies from a local perspective; the potential role that businesses can play in this issue and the relevance of public-private partnerships;

- To describe actions, policies, programmes, services and findings provided by each city case regarding the integration of migrant and refugee populations;

- To compare the case studies regarding the existence of local public-private partnerships and trends for migrant and refugee integration policies.

More specifically, this report identifies good practices among the selected cities as well as gaps in intervention by determining whether and how business and cities are currently working together to create opportunities for migrants and refugees to deepen their integration into society. Where there is presently no collaboration between the private and public sectors, the research identifies barriers and opportunities for potential
partnerships. To this end, the research draws from eight case studies: Auckland (New Zealand), Buenos Aires (Argentina), Chicago (USA), Kuala Lumpur (Malaysia), Lisbon (Portugal), Nairobi (Kenya), Rotterdam (The Netherlands) and São Paulo (Brazil). The report is accompanied by eight individual case study reports, one per city, which provide further background information and discussion for the interested reader.

The research design is the result of a partnership between The Hague Process on Refugees and Migration (THP) and UNU-MERIT and its School of Governance. The research was approached from a qualitative perspective, given the complexity and diversity of expected data as well as the case-oriented characterization of the study. Data was collected through two main research tools: policy reviews and in-depth semi-structured interviews. The policy review aimed to investigate: 1) current city level policies and services for migrant and refugee integration; and 2) indirect support for integration by examining city and business appropriations for programmes or organizations that work to assist, support or protect migrants and refugees. As for the interviews, sampling occurred in two phases. First, interviewees were selected through purposive sampling based on their expertise and close relationship to the topic of study. Second, snowball sampling was used as each respondent was asked to indicate one or more relevant person(s) for further contact. The contacted stakeholders belonged to four categories: policy makers, practitioners, business and third actors (including NGOs and International Organizations).

For data analysis, both the interviews and policy reviews were coded according to the five dimensions of integration policy identified: (1) social, (2) cultural and religious, (3) economic, (4) political, and (5) legal. The second phase examined initiatives from each city with a view to identifying good practices. Determining good practices allows the observation of solutions and pragmatic tools for perceived “common challenges” identified throughout the case studies. This study identifies good practice in terms of: (1) practicality, (2) innovativeness, (3) successfulness, (4) transferability, (5) sustainability, and (6) strategic fit.

For the purpose of this study, integration is defined in a broad way to include all activities that seek to incorporate migrants and / or refugees into a city. Integration policies and/or programmes are considered those that contribute to making immigrants and refugees a functioning part of society and that guarantee rights to these populations. It is important to note that migration policy is still deeply attached to the national state level, despite growing initiatives by local governments to address the social and economic challenges that arise from immigration and integration.

Results indicate that the social and economic dimensions have the most initiatives for migrant and refugee integration, while the political dimension has the least interventions. Our research also identified 121 city partnerships launched to help integrate migrants and refugees. However, only 10 of those partnerships were established between a public and a private stakeholder. The study finds that third actors are much more active in engaging in partnerships both with businesses and government, as well as with other third actors. The majority of partnerships found are between a third actor and a public institution.
Despite differences, a few common gaps in integration policy were identified. First, the need to provide language courses to break barriers in all aspects of integration (Hamberger, 2009; IOM, 2008a). The second common challenge is housing, which was reported in most of the cities, albeit from different perspectives. The third common challenge refers to the discrimination variously encountered in all cities in the study.

In relation to the stakeholders and their functioning, common challenges were also identified. Limited access to funding is a generalized problem that hinders the capacity of stakeholders to deliver services and programmes for migrants and refugees. Another important deficiency identified by the study, but not necessarily perceived by all stakeholders, is the low capacity to efficiently monitor and evaluate projects, programmes and services. This challenge was reported by each category of stakeholders and had already been mentioned as a common issue in this field by the literature (Jones-Correa, 2011). A further challenge, perceived to hinder the existence of partnerships and the creation of supportive networks, is the lack of communication and knowledge sharing among different stakeholders in a given city. The practice of searching for good ideas outside the own city context was identified by few respondents. Finally, the study finds controversy in the terms used to identify different groups of migrants (for example, ex-pat, migrant, foreign worker, refugee). This impacts the support mechanisms designed for each group.

The study identified 20 good practices and three promising practices. These good practices have been shown to be successful and provide innovative ideas to address common challenges regarding the integration of migrants and refugees. The majority of good practices belong to the dimension of economic integration.

The good practices and promising practices identified in this study contribute to an existing and growing database of good ideas to address integration challenges of migrants and refugee groups. As the framework of this study suggests, local governments, businesses and other local stakeholders should engage in knowledge sharing not only at city level, but also between cities. Presenting similar experiences and accomplished solutions can help other cities tackle their identified challenges in more effective ways.

This study identifies many potential benefits that public-private partnerships can have on migrant and refugee integration. Nevertheless, existing barriers to the establishment of public-private partnerships limit the potential benefits, which is unfortunate for all the stakeholders involved. Further research should focus on evaluating the true impact of the identified policies and services in place through gathering data directly from the groups being targeted by those policies (i.e. migrants and refugees).
Introduction

Migration is a local reality. According to Singer, 2012 “while we often think of immigrants as moving from one country to another, really they arrive from a particular place and settle in a particular community, usually a metropolitan area” (p. 9), forming multiethic communities. Cities are places where both migrants and non-migrants interact daily, be it through working, studying, living, playing or raising their families.

However, migration policy is still deeply attached to the national state level, despite growing initiatives by local governments to address the social and economic challenges that arise from immigration and integration. This is especially important because local governments have the capacity to tailor policies to their communities’ needs, as opposed to national “standardized” policies. Local governments are also the providers of many services that directly affect the integration of migrants and therefore have a great capacity to ensure social cohesion. Moreover, they have the ability to guide other non-state actors such as businesses and NGOs to achieve a better integration of migrants and refugees. Given the growing awareness of the importance and capabilities of local governments in the integration process of migrants, the European Network of Cities for Local Integration Policies for Migrants was created in 2006 as a forum to share best practices and innovative ideas (National League of Cities, 2009).

Cities find themselves in different stages of development and commitment regarding the management of migration. This is also reflected in 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 such issues. Despite these differences, it is argued that there are three common challenges that cities face: 1) the need for different stakeholders to be more active in the design and decision making process of policies for the integration of migrants and refugees; 2) to take advantage of the competition between businesses and the overlapping interests to improve the infrastructures offered to citizens; and 3) to shift the public perception from viewing migration as merely problematic to highlighting the benefits of migration for the city and its population (“Interview with Nava Hinrichs - The Hague Process on Refugee and Migration,” 2013).

In this context, public-private partnerships may play an essential role in providing migrants and refugees with integration instruments, programmes and policies. Businesses generally constitute a good partner for cities due not only to overlapping interests but also to their great innovation and capacity to efficiently raise and administer funds.

This project, initiated by The Hague Process on Refugees and Migration (THP) in partnership with UNU-MERIT and its School of Governance, relates to various levels of integration of migrants and refugees in cities. It focuses on efforts made by the private

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1 Interview conducted with Nava Hinrichs from The Hague Process on Refugees and Migration, on 1 May 2013, as a part of the initial scoping for this project.
sector and city governments – both individually and jointly – to provide this group with greater protections and opportunities, particularly in employment and social affairs.

More specifically this report identifies good practices in the selected cities, as well as any gaps in intervention by determining whether and how business and cities are currently working together to create opportunities for migrants and refugees or to deepen their integration into society. Where there is no joint work between the private and public sectors, the research identifies barriers and opportunities for potential partnerships. To this end, the research draws on eight case studies: Auckland (New Zealand), Buenos Aires (Argentina), Chicago (United States), Kuala Lumpur (Malaysia), Lisbon (Portugal), Nairobi (Kenya), Rotterdam (The Netherlands), and São Paulo (Brazil).

Research Question and Objectives

Based on the context above, this report answers the question: how do cities and businesses come together to promote and contribute to migrant and refugee integration in selected global cities?

Thus, the main objective of this project is to ascertain how businesses and governments in global cities contribute to the integration of migrant and refugee populations, either through outreach, specialized programmes, the provision of services or targeted funding of NGOs; and to what extent these contributions can be deepened or expanded.

Specifically, the project will address the following objectives:

1) To identify the state of play in the literature on migration management and integration policies from a local perspective, the potential role that businesses can take in this issue and the relevance of public-private partnerships;

2) To describe actions, policies, programmes, services and findings provided by each case city to the integration of migrant and refugee populations;

3) To compare the case studies regarding the existence of local public-private partnerships and trends for migrant and refugee integration policies.

Rationale of the Study

Most research on migrant and refugee integration policies at local level dates back only a few years, and for many cities policies are a novelty (OECD, 1998). Moreover, hardly any literature was found linking all three aspects of focus in this study: migrant and refugee integration policies, public-private partnerships, and the local dimension. Furthermore, the authors of the studies highlight this lack of information themselves, especially concerning local migrant and refugee integration (Alexander, 2012; Caponio & Borkert, 2010; Cities of Migration, n.d.; OECD, 1998). Additionally, the Cities of Migration...
(n.d.) discusses how most research and networks for local level policy on migrant and refugee integration are found in Europe; few focus on the USA, Canada, Australia or New Zealand or non-OECD countries. Another concern regards the isolation of these networks, which hinders their ability to obtain a global outlook or to share and learn from each other.

Another challenge identified in the literature is the difficulty associated with the monitoring and evaluation of projects (Jones-Correa, 2011; OECD, 1998). This makes it particularly difficult for projects to be scaled up or transferred to other contexts (Jones-Correa, 2011). Finally, the OECD (1998) stresses the difficulty in identifying the impact of integration policies separately from other social, political and economic processes that influence integration.

As a consequence, it is safe to assume the relevance of this project. This project blazes a trail in linking migrant and refugee integration policies, public-private partnerships and the local level in a comparative discussion. It will serve to fill an important gap in the literature.

For the purpose of this report, integration policies and/or programmes will be considered as those that contribute to making immigrants and refugees a functioning part of society and that guarantee rights to these populations.

The Report

The first part of this report presents a literature review, where migration management and integration policies are discussed from a local perspective, as well as the potential role that businesses can take in this issue. Furthermore, the review presents the relevance of public-private partnerships as discussed in the literature and provides an overview of practices around the world. The second part presents an overview of the case studies analysed for this report, after which results are mapped and discussed according to dimensions of integration policies and existence of partnerships. Finally, the report concludes by presenting good and promising practices identified by the research and draws conclusions on the existence of local public-private partnerships for migrant and refugee integration.

The report is accompanied by eight separate case study reports, one per selected city. The discussions and analyses offered throughout this report are based on data collected and presented in the individual city reports. Readers are encouraged to refer to the city reports for more information on specific aspects of migrant and refugee integration in each case study.²

Background and Literature Review

A brief review of the recent literature on the topic of migrant and refugee integration was carried out to explore the relationship between the challenges posed by urbanization and those originating from migration and to better grasp the factors that influence the design and implementation of local integration policy. The first section introduces a local perspective to migration; the second discusses the relevance of local integration policies and the dimensions involved; the third considers the respective roles of local governments and businesses in integration and the fourth considers public-private partnerships for migrant and refugee integration policies and programmes.

Migration: Global Phenomenon, Local Matter

Migration is a global phenomenon and, as Cavicchio (2008) argues, migration affects all aspects of society.

As new technologies make travel more accessible for more people, migration patterns change, resulting in more diverse flows. This makes migration a priority in new destinations across the globe (IOM, 2008a). Thus migration has become much more varied, bringing people from all places and cultures, not only to traditional “receiving cities” but also to many new destinations (Alexander, 2012; Hamberger, 2009).

Over the past decades, migrants have contributed to the growth of numerous cities worldwide. It is in cities that migrants settle and make a living, “drawn by employment and housing opportunities, as well as by the existence of established communities” (OECD, 1998). Fast population growth and the concentration of groups from different cultural, social and religious backgrounds pose challenges for local governments regarding infrastructure, resources and social cohesion (Hamberger, 2009; OECD, 1998). More specifically, local authorities must devise strategies to provide adequate housing and jobs, access to educational and welfare systems, among others, as well as how to address the reactions of local populations (Alexander, 2012; Penninx, 2005). A study by McKenzie and Williams (1996) notes that the growing share of migrants in Sydney (Australia) led to increased concern about the effects of immigration on urban infrastructure and demand for housing. This effect was also observed in Montreal (Canada) after World War II.

Such intense changes must be integrated in a way that develops and enhances the assets of the newcomers for the benefit of society as a whole. Through the inclusion of immigrants in the life of the community based on cultural diversity and human rights, cities can develop long-term goals to increase social cohesion and promote sustainable urban development (Brenner, 2009; UNESCO CAT, 2010). However, UNESCO CAT’s 2010

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report indicates that cities are often unprepared to manage the increased interactions between the aforementioned aspects of urban societies. Discourses about migrant integration at the local level, both political and scientific, are still fairly recent but have already had the effect of pressuring municipalities to adopt pragmatic solutions (Castles & Miller, 2003). Penninx (2009) adds that although some of the mechanisms for migrant integration are developed at higher ends (national, regional or international), integration still happens at the local level. On the other hand, Alexander (2012) laments the absence of an effective national policy, forcing local authorities to resort to both traditional and innovative methods in order to address migrant integration. This often results in ad hoc policies across the different domains of local jurisdiction.

In the mid-1990s, two important international projects broke new ground by collecting systematic information and data on local level policies for immigrant integration: UNESCO’s “Multicultural Policies and Modes of Citizenship in European Cities” (MPMC) in 1994, and the OECD’s report on “Immigrants, Integration and Cities: Explaining the Links” (1998), covering cities in Australia, the USA and Canada. (Caponio & Borkert, 2010). More recently, the Cities for Local Integration Policy (CLIP) network was established in 2006, made up of 30 European cities, with the aim of working together to support the social and economic integration of migrants (CLIP, 2013). In the USA, the Cities’ Municipal Action for Immigrant Integration (MAII), launched by the National League of Cities (NLC), constitutes a “unique nationwide effort intended to assist municipal leaders in addressing the issues related to their growing immigrant populations” (Gambetta, Gedrimaita, & Durana, 2010). Furthermore, the Cities of Migration established by the Maytree Foundation “seeks to improve local integration practice in major receiving cities worldwide, through information sharing and learning exchange”. Other European level initiatives include the Red Española de Ciudades Interculturales (RECI), launched in Spain in 2011 as part of the European Council and European Commission programme on Intercultural Cities. This aims to connect various Spanish cities that have intercultural programmes to enhance experiences and discuss strategies (Zapata Barrero & Pinyol Jiménez, 2013). Additionally, the EUROCITIES working group, consisting of practitioners from more than 30 cities, seeks to provide an environment in which all can share and learn from each other about integration policies, as well as influence policies at the EU level from a local perspective.

The local integration of migrants has been especially addressed in global cities where the “expansion of corporate headquarters and international finance and related commercial activities” (OECD, 1998) has led to the emergence of numerous job opportunities at all wage levels and a constantly changing population (Penninx, 2005). In this context, immigrants play an important role in providing labour to cities. Furthermore, in the global cities debate, it is argued that size is not a key determinant, given that even

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4 *Apud* Caponio & Borkert, 2010
6 Network of Intercultural Cities.
7 “Integrating cities” (n.d.). http://www.integratingcities.eu/integrating-cities/about_us/presentation
moderate sized cities are undergoing similar changes (Mellenkopf and Castles 1991; Levine 1992).

Integration

The argument in favour of integration revolves around the idea that immigrants and refugees should be able to fully realize their potential to positively contribute to their host societies. Throughout the UNDP 2009 Human Development Report “Overcoming barriers: human mobility and development”, inclusion and integration are described as critical elements from a human development perspective, since they have positive effects; not only for individual movers and their families but also for receiving communities. Moreover, “the ways in which the status and rights of immigrants are recognized and enforced will determine the extent of such integration” (UNESCO/CAT, 2010 p. 8). Successful integration should therefore secure the legal status of migrants, empowering them to exercise their rights, making them more likely to contribute to the development of both the communities of origin and destination, while also being more productive in the workplace (IOM, 2006). According to William Lacy Swing, Director General of the IOM, cultural diversity is essential to promote creativity within a community; moreover, it “strengthens social cohesion and contributes to cross-cultural relations and international peace and security” (UNESCO/CAT, 2010 p. 8). Furthermore, marginalization and exclusion of immigrants should be prevented, so as to guarantee the functioning and social stability of the host country (IOM, 2008a).

Integration, used in the context of migration, is an extremely complex concept. According to Hamberger (2009), the literature on integration is confusing because, not only do authors use different terms to refer to it (i.e. absorption, accommodation, toleration, adaptation, incorporation, assimilation, acculturation, among others), but often use the same term with different definitions. This issue is also mentioned by Penninx (2009), who highlights problems linked to the design of empirical studies on integration and exclusion processes. Penninx (2009) adopts a basic definition of integration as “the process of becoming an accepted part of society” (p. 5), in which both immigrants and the receiving society participate, with the outcome determined by the type of interaction.

The term integration, along with assimilation, was popularized in the early 20th century by the Chicago School of Urban Sociology. Both terms later became familiar in the public policy and migration arenas and were further developed in Europe (integration) and in the USA (assimilation). Until the late 20th century, the common belief was that all

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immigrants would eventually assimilate into the host society. In this context, assimilation could imply either 1) a conformity of migrants to the mainstream society; or 2) that migrants would abandon certain elements of their culture, while keeping others, and at the same time identify with aspects of the new society (also known as a “melting pot”) (Entzinger & Biezeveld, 2003). Currently, however, integration has been disassociated with the term assimilation due to the negative connotations of the latter (Hamberger, 2009).

Immigrant integration has been debated extensively in the European Union, fostered by its expansion and incorporation of new member states (Brenner, 2009). In 2003, the Commission of European Communities suggested that “immigration should be understood as the two-way process based on mutual rights and corresponding obligations of legally resident third country nationals and the host society which provides full participation of the immigrant” (European Commission, 2007). A similar definition is used by the IOM, in which “integration can be taken to denote the process by which migrants become part of society, both as individuals and as groups. It can be viewed as a two-way process of mutual adaptation by migrants and host societies” (IOM, 2008a). Singer (2012) further states that integration must create an environment in which immigrants not only survive, but more importantly, thrive.

Policy Dimensions of Integration

This study aims to explore a policy perspective on integration and will therefore not dwell on the extensive academic debate on this issue (without any intention of dismissing the importance of such debates). The authors presented in this section were selected due to their practical approach to the issue of integration. Many of these studies provide direct recommendations to policy makers on how to approach and structure migrant and refugee integration policies. Despite the lack of a common understanding of what the process of migrant and refugee integration entails, there is a general consensus in the literature that integration is a multidimensional issue (Entzinger & Biezeveld, 2003; IOM, 2008a).

Table 1 shows the dimensions proposed for integration policy. There is general agreement in the literature on the importance of the social aspect of integration, including access to services, welfare and education. Although not mentioned as such by ENAR (2011), some aspects listed as categories in their own right could in fact be included in the “social” dimension (i.e. education, family life and reunion, and possibly discrimination). Furthermore, there is a consensus in the literature on the importance of the economic dimension of integration, for instance, inclusion in the labour market and equal employment opportunities. Recognizing migrant contributions to the local economy is also mentioned by several of the authors as key to promoting economic integration (Gambetta et al., 2010; Maytree Foundation, 2012).

Aspects relating to the legal status of migrants are mentioned by all but one of the authors (Boswell, 2003), who instead highlights the importance of political rights for
migrants. Political participation is also proposed by ENAR (2011) as a relevant field for integration policy making. Gambetta et al. (2010) also describe the establishment of mayoral advisory boards and immigrant affairs offices as key strategies to improve communication and participation of immigrant populations within the city.

There is no consensus, however, on the role of the cultural dimension, commented on by five of the authors. Alexander (2012), the IOM (2008) and Penninx (2009) include religion in the category for culture, giving it special importance within the dimension. Religious diversity is mentioned separately by Caponio & Borkert (2010), who do not account for culture. The recognition and protection of cultural diversity, as well as the support for cultural activities in which both migrants and the local community can express themselves and engage in intercultural dialogue and exchange is of utmost importance to address integration (UNESCOCAT, 2010). ENAR (2011) is the only author to mention discrimination as an essential dimension for migrant and refugee integration; although the IOM (2008) does include provisions against discrimination in the workplace under the economic dimension. Although not included in the table, Entzinger & Biezeveld (2003) discuss the importance of a fourth dimension they call “attitudes of the recipient societies”, including the society’s level of discrimination, as well as a migrant’s access to institutions and the role of the media. The IOM (2008) is the only author to stress the importance of language on its own; nonetheless, eliminating language barriers is recognized as an essential element of any integration strategy by all of the authors. Finally, Alexander (2012) is the only author to include a spatial dimension, separating housing issues from the socio-economic domain. This is particularly interesting as it addresses not only migrants’ access to housing, but also the segregation of different communities and the use of public spaces.
Table 1: Dimensions of migrant and refugee integration

<table>
<thead>
<tr>
<th>Author</th>
<th>Number</th>
<th>Dimensions</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alexander 2012</td>
<td>4</td>
<td>Legal-political</td>
<td>Legal residency, citizenship, political participation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Socio-economic</td>
<td>Reception services, education, welfare services, labour market, education, security</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cultural-religious</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Spatial</td>
<td>Housing policies, symbolic use of space</td>
</tr>
<tr>
<td>Boswell 2003</td>
<td>4</td>
<td>Social</td>
<td>Education and welfare</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cultural</td>
<td>Language and basic social norms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Economic</td>
<td>Labour market and employment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Political</td>
<td>Vote and stand for election</td>
</tr>
<tr>
<td>Caponio &amp; Borkert 2010</td>
<td>3</td>
<td>Legal status</td>
<td>Citizenship</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Social Welfare and employment</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Religious diversity</td>
<td></td>
</tr>
<tr>
<td>ENAR 2011</td>
<td>7</td>
<td>Labour market</td>
<td>Labour market, income, welfare and other social security, education, housing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Family life and reunion</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Education</td>
<td>Political participation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Political participation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Long-term residence</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Citizenship</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Protection from discrimination</td>
<td></td>
</tr>
<tr>
<td>Entzinger &amp; Biezeveld 2003</td>
<td>3</td>
<td>Socio-economic</td>
<td>Labour market, income, welfare and other social security, education, housing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Legal-political</td>
<td>Equal rights, citizenship, entitlements, family reunification, political decision-making, participation in civil society</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cultural dimensions</td>
<td>Core values, language</td>
</tr>
<tr>
<td>IOM 2008</td>
<td>4 *</td>
<td>Economic</td>
<td>Unemployment, discrimination in the workplace or underemployment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Legal</td>
<td>Rights and obligations, enforcing legal framework</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Social</td>
<td>Access to services and attainment of sense of belonging</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cultural / religious</td>
<td>Coexistence of different cultures</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Language**</td>
<td>Precursor to all other facets of integration</td>
</tr>
<tr>
<td>Penninx 2009</td>
<td>3</td>
<td>Legal-political</td>
<td>Residence rights and acceptance as equal citizens</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Socio-economic</td>
<td>Labour, education, housing and health</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cultural and religious</td>
<td></td>
</tr>
</tbody>
</table>

* Does not include language
** Not considered as a dimension *per se.*
While these dimensions relate to both the integration of migrants and refugees, Hamberger (2009) specifically notes that refugees should be considered separately. This is due to their particular needs compared to other migrant groups as a result of the severe hardships they have experienced.

Based on the information presented in this review, the study will consider five dimensions for integration policy: 1) social, 2) cultural and religious, 3) economic, 4) legal, and 5) political. The methods section provides a more detailed argumentation on this choice.

Notwithstanding differences in the consideration of dimensions of integration policy, each and every field is key – “from education to widening of intercultural horizons to antidiscrimination and the promotion of equality” (Maytree Foundation, 2012) in contributing locally to the integration of migrants and refugees. Overall, the Maytree Foundation stresses that a welcoming culture is essential to helping immigrants overcome obstacles of all sorts when establishing a new life. Moreover, successful integration strategies must focus both on making cities attractive to potential migrants, as well as creating conditions for their involvement with the local community. Penninx (2005) describes the integration process as being shaped by how much migrants see themselves as “different” and how they are perceived by the receiving society.

Not only does each dimension of migrant and refugee integration policies need to be considered, but devised initiatives must also ensure that the “integration strategy is compatible with the broader social inclusion plan” (Gambetta et al., 2010). When addressing issues specific to migrant populations, policy makers must jointly address the community’s demographic issues and challenges, public safety and general access to city services. Breebaart, Musterd and Ostendorf (1998) conducted a research study about the concentration of immigrants over ethnic groups and integration policy measures across nine metropolitan areas. One of their findings indicated that the use of targeted policies was in decline, giving way to more general social integration policies. The authors attributed this trend to budget cuts and political motives.

The debate continues about whether generalized or targeted policies for migrant integration are preferable. On the one hand, targeted policies provide specific tools needed by immigrants to integrate (i.e. language skills) (OECD, 1998). On the other hand, differentiation and special treatment of migrant populations may actually have a counter-integration consequence and increase tensions between groups. The IOM (2008) advocated the use of integrated strategies in which migrants are considered together with other vulnerable populations.

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Stakeholders: Local Governments and Businesses

The management of cross-border population flows is deeply attached to state sovereignty and national security issues. However, many aspects of migration, especially concerning integration, are also of interest to local governments, as well as other non-state stakeholders (IOM, 2006). Furthermore, Caponio & Borkert (2010) note that “not all local actors have the same experience and history in migrant integration”. In their study, the authors observe that the German AWO\textsuperscript{12} and the Italian Caritas have many years of experience in migrant related work; however, European municipal authorities have only recently become active in this matter. A complex and multidimensional issue like the integration of migrant populations can only benefit from multiple stakeholders, who not only occupy different positions but are also able to address various aspects of integration (IOM, 2008a).

This study is primarily interested in the role of two key stakeholders: local governments (Authorities and policy makers) and businesses. After briefly discussing the aforementioned actors, this section also briefly considers the role of third actors.

Local Governments

Local policy makers often have restricted competency in matters linked to migrant and refugee integration, as these are normally handled by national or state authorities. 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 (OECD, 1998). Furthermore, Caponio & Borkert (2010) find in their comparison of European and non-European cities that the relevance of policy making at the local level varies significantly; differences which they attribute to the “state structures and the institutional role assigned to territorial levels of authority in shaping immigration and immigrant policy” (Caponio & Borkert, 2010, p. 166). On the same issue, Gambetta et al. (2010) suggest that cities must develop policies within the framework of a greater national strategy, which should serve as a guideline to address local challenges, and that national governments should provide cities with enough funding and resources to this end. However, there is also evidence of bottom-up models, where cities in the absence of national policies and frameworks, have developed their own independent strategies for migrant and refugee integration, as is the case of specific cities in Switzerland, Germany and Austria. Whether policies are devised top-down or bottom-up, Gambetta et al. (2010) stress the benefits of cooperation, both with state governments and within municipal agencies, to create a cross-cutting and comprehensive integration strategy.

\textsuperscript{12} Arbeiterwohlfahrt, in German. Translated as Workers Welfare Institution.
In an assessment of MPMC and CLIP projects, Penninx (2009) identifies areas in which cities have advantages over national authorities. Specifically, local authorities are better at mobilizing groups of migrants as well as engaging with majority organizations due to greater proximity. They are also more capable of identifying the relevant integration priorities and devising tailored policies to overcome those challenges. Additionally, local authorities are in a better position to monitor and evaluate city policies. Penninx (2009) also describes three levels in which decentralization in migrant integration policy making can occur. The first level concerns the policy content and depends on the flexibility offered by the national framework for local policy makers to devise policies for specific needs. The second refers to the instruments made available to local authorities, such as financial resources and budgets for policy implementation. The third considers the capability of politically evaluating integration policies, which implies both identifying the existence of integration policies and the later evaluation of the contents and priorities. Finally, one of the greatest challenges to integration policy making at local level is the potential invisibility of migrants. The UNESCOCAT 2010 Report says that uncertainty over the length of stay of migrants makes it harder to protect their rights, as cities may be unwilling to invest in what they see as a short-term phenomenon.

**Businesses**

Traditionally, businesses have not been considered relevant stakeholders for migration management and integration policy. However, private companies are no longer perceived solely as employers nor, in the case of recruitment agencies, as facilitators of migration, but rather are under growing “scrutiny for their treatment of migrant workers in their own operations and supply chains” (International Business Leaders Forum, 2010, p. 4). Bui & Welt (n.d.) emphasize how more and more businesses are viewed as a functioning part of society with responsibilities towards the community. This trend is observed in the increase of corporations abiding by the principles of corporate social responsibility (CSR), through which they are able to exert influence on society. The Commission of European Communities defines CSR as a “concept whereby companies integrate social and environmental concerns in their operations and in their interaction with their stakeholders on a voluntary basis” (European Commission, 2011, p. 3). Businesses have previously played an important role in the integration of groups vulnerable to social exclusion due to disability, ethnic background or sexual preference.

Among the reasons that make migration a topic of direct interest to businesses (IOM, 2006), is the fact that diversity leads to a stronger workforce, where individuals can share and learn from each other. Additionally, migration is known to enhance global competitiveness and allows companies to address labour shortages and specific skills needs. Migration also represents an expanded consumer base and often creates new market opportunities for businesses to thrive in (Cavicchio, 2008). Nonetheless, Cavicchio (2008) observes that few companies have focused on the issue, mainly due to its highly politicized and controversial nature. Companies are often faced with concerns about brand protection
and lack of competence on the topic, as well as difficulty in allocating specific funds to this issue, among so many others of social relevance (Cavicchio, 2008).

Aiming at improving the productivity of their workers and providing a constructive environment to address anti-immigration feelings within the community, businesses in the United States have begun to design their own migrant integration strategies in the absence of federal legislation (Delano & Marczak, 2011). In order to do so, businesses are engaging in partnerships with other companies, as well as with community groups and/or local governments. The programmes focus on language and vocational training, financial literacy and civic engagement, as well as health and wellness. Other areas in which businesses can actively promote the rights and status of migrants are in responsible recruitment and employment practices. Additionally, the International Business Leaders Forum (2010) describes how employer initiatives are essential to increase the integration of migrants, which in the long-term offers advantages to both employers and employees. According to Koser (2013), not only are better integrated migrants more successful due to higher motivation and productivity, but they also display higher loyalty towards their employer, which results in less turnover and absenteeism. Furthermore, a diverse workplace has been shown to boost competitiveness and innovation among employees (Koser, 2013).

**Third Actors**

While this study focuses on the role of local government and private business, one should not underestimate the role that third actors, notably civil society, plays in integration issues.

Civil society is an essential stakeholder in migrant and refugee integration in many countries and local contexts and often fill gaps in provision not covered by other actors. According to the IOM (2008), NGOs can help to ensure integration policies respect human rights, to ascertain the evidence and expertise base of policies (keeping them free of political interests) and assess the impact of integration policies, among others key activities. The IOM (2008) also pays separate attention to the role of religious organizations by stressing their capacity to “break barriers of isolation and misunderstanding” (p. 43). International organizations are also a key stakeholder to be considered when addressing migrant populations, especially asylum seekers and refugees, which are not only more vulnerable but are also subject to international rules of protection.
Public-Private Partnerships

For more than 30 years, Western industrialized nations have experimented with public-private partnerships in fields such as healthcare, education, energy, criminal justice, transport and welfare, among others (Rosenau, 2000). A public-private partnership consists of a division of duties and responsibilities between government and the private sector across policy spheres (Rosenau, 2000). More precisely, “public-private partnerships are contractual agreements between public agency and private sector entity. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public” (Van Slyke, 2012, p. 3). A public-private partnership also implies sharing the risks and rewards of service delivery. Public-private partnerships come in many forms, which means they can be tailored to the nature of the actors involved and the specific service or project being delivered.

Public-private partnerships therefore constitute an important tool through which cities can improve migrant and refugee integration policies. According to the IOM (2006), “partnerships between the private sector and governments are instrumental in identifying challenges and solutions in the economic and labour dimensions of migration” (p. 2). Gambetta et al. (2010) also advocate the importance of public-private partnerships for migrant integration, while highlighting the relevance of partnerships with other stakeholders such as immigrant organizations and faith based organizations. As already mentioned, it is in the interest of businesses to contribute to migrants’ integration. Private sector entities may contribute to cities through knowledge of the local labour market, recruitment decisions and in devising education and vocational training policies tailored to labour market needs (IOM, 2008a). Furthermore, businesses are important sources of funding, which may also bring evaluation and monitoring techniques from the private to the public sector. Indeed, local governments and other local stakeholders often lack the capacity to monitor and evaluate programmes and policies -- capacity essential to identifying effective and transferable experiences (Jones-Correa, 2011).

It is within this context of local engagement in migrant and refugee integration that this study is situated. The next section will outline the methodological approach designed to explore how businesses and cities are operating individually or in partnership on the topic of migrant integration.
Methodology

Case Selection

Cities were chosen from across the world (see Figure 1). A total of eight cities were analysed and compared: Auckland (New Zealand), Buenos Aires (Argentina), Chicago (United States), Kuala Lumpur (Malaysia), Lisbon (Portugal), Nairobi (Kenya), Rotterdam (The Netherlands), and São Paulo (Brazil). The approach for the selection of the cases combined the diversity and extreme methods (Seawright & Gerring, 2008). Worldwide, cases are diverse and therefore “likely to enhance the representativeness of the sample” (Seawright & Gerring, 2008). The cities chosen have different sizes and populations, as well as different migration experiences, and therefore present diverse needs in terms of migrant and refugee integration.

Figure 1: Map of cities selected for case studies

Source: Google Maps, 2013.

In the regional context, the chosen cities are extreme cases where both migration is relatively high compared to other cities in the region and where there has been evidence of intervention by the local government and private actors regarding migrant and refugee integration. For example, according to the 2010 Census\(^\text{13}\), São Paulo is the city in Brazil with the most immigrants, as well as the largest city in the country and one of the largest in the world. Buenos Aires is also the leading city in terms of immigrant concentration in Argentina (IOM, 2008b). Lisbon, despite being relatively small in comparison with the

Latin American cities, has become a preferred destination for migrants in recent years, which presents a challenge in terms of urban management (IOM, 2013). While Buenos Aires and São Paulo represent Latin American trends, the inclusion of Lisbon and Rotterdam ensures that Western Europe is represented. Additionally, Kuala Lumpur and Nairobi are important cases for refugees, which often require specialized policies due to their vulnerable situation. On the other hand, Auckland and Chicago are both cities with a long-standing tradition in migrant attraction and reception, known for specifically designing policies for migrant integration.

This project took special care in selecting case studies that are less studied in order to maximize its contribution to the literature. Table 2 presents comparative information for each of the cities that further supports their selection as case studies.
<table>
<thead>
<tr>
<th>City</th>
<th>Location</th>
<th>Migration figures</th>
<th>Migration history</th>
<th>Policy Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auckland (New Zealand)</td>
<td>Capital city of New Zealand Located in Oceania (Global North).</td>
<td>40 per cent of the population is foreign born.</td>
<td>City of immigration, with largest concentration of internal and international migrants in New Zealand.</td>
<td>Known for policies to attract migrants. National level integration (settlement) policy and regional/city level policy. Funding largely comes from the central government.</td>
</tr>
<tr>
<td>Buenos Aires (Argentina)</td>
<td>Capital city of Argentina. Located in South America (Global South).</td>
<td>10 per cent of the population is foreign born (actual percentage is believed to be greater).</td>
<td>City of immigration, with largest concentration of internal and international migrants in Argentina. Recently experiencing new migration trends.</td>
<td>Centralized immigration policy. Integration is considered under the immigration law. The city determines access of migrants to services.</td>
</tr>
<tr>
<td>Chicago (United States)</td>
<td>State capital of Illinois. Located in North America (Global North).</td>
<td>25.6 per cent of the population is foreign born.</td>
<td>City of immigration. Known for recognizing importance of immigrant entrepreneurs. Recognized for its status as a sanctuary city.</td>
<td>Immigration law officially at federal level; state and municipal levels do exercise considerable authority re: integration.</td>
</tr>
<tr>
<td>Kuala Lumpur (Malaysia)</td>
<td>Federal capital of Malaysia. Located in South-East Asia (Global South).</td>
<td>10 per cent (actual percentage is believed to be greater). hosts more than 70 per cent of all refugees in Malaysia.</td>
<td>City with large concentrations of refugee and asylum seeking populations.</td>
<td>Does not recognize refugee status. No integration policy, immigration policy at national level.</td>
</tr>
<tr>
<td>Lisbon (Portugal)</td>
<td>Capital city of Portugal. Located in South-Western Europe (Global North).</td>
<td>8.1 per cent of the total population is foreign born.</td>
<td>New immigration city, with largest concentration of internal and international migrants. Relatively small in size. Most are economic migrants.</td>
<td>Highly centralized immigration policy. National Integration Plan in place (3 years). City level plays minor role. Belongs to CLIP Network and other local level migrant integration</td>
</tr>
<tr>
<td>City</td>
<td>Description</td>
<td>Migration Characteristics</td>
<td>Governance</td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Nairobi (Kenya)</td>
<td>Capital city of Kenya. Located in Sub-Saharan Africa (Global South).</td>
<td>Refugees account for to up to 3 per cent of the total population. Migrant population estimated at 1.75 per cent, but real figure is unknown.</td>
<td>Nairobi County Council handles city affairs. Central government determines immigration policy.</td>
<td></td>
</tr>
<tr>
<td>São Paulo (Brazil)</td>
<td>Largest city in Brazil and Latin America. Located in Latin America (Global South).</td>
<td>Official data estimates that 1 per cent of the total population is foreign born. Data does not reflect reality. City of immigration, with largest concentration of internal and international migrants in Brazil. Most are economic migrants. Recently experiencing new migration trends.</td>
<td>Centralized immigration policy. Current immigration policy outdated and under debate. No national integration policy. Cities have autonomy over provision of certain services.</td>
<td></td>
</tr>
</tbody>
</table>

Source: Information retrieved from city case studies
Case studies have been used extensively as a research method for establishing good practices for local migrant and refugee integration policy. Previous studies on migrant and refugee integration policy have also used the case study method to compare initiatives in different contexts, as is the case with the Multicultural Policies and Modes of Citizenship in European Cities (MPMC) (UNESCO-MOST, 1994), the Cities for Local Integration Policy (CLIP) Network (2006), the Cities of Migration (Maytree Foundation) and the report “Strategies for Creating Welcoming Communities: Innovations from the Field” by Welcoming America and the University of Arkansas Clinton School of Public Service (2011).

Working with cases does not allow for generalization of the results. However, the identification of good practices in policies and services is a valuable means to propose pragmatic and innovative approaches to perceived common challenges.

**Data Collection Techniques**

The research question was approached qualitatively, given the complexity and diversity of expected data as well as the case-oriented characterization of the study. Data was collected through two main research tools:

- **Policy Review:**

  Current city level policies and services for migrant and refugee integration in the cities of study were analyzed. Furthermore, a review of indirect city government support for integration via examination of city appropriations towards programmes or organizations that work to assist, support or protect migrants and refugees was performed. The policy review included documents ranging from enacted national and local legislation, to information on local government structure and cultural celebrations. Some of the main data sources included the city website, integration legislation, policy reports and media output. The policy review helped to clarify the existing framework for migrant and refugee integration in each city.

- **In-Depth Semi-Structured Interviews**

  The second research method, which allowed the collection of current and updated data, consisted of in-depth semi-structured interviews conducted with experts on the subject of migration and integration in each city. Experts were the best target group as this study aims to gather “insider information” to complement the policy review, shedding light on the implementation of policies and services. Interviewees included city officials, business leaders and organizations that receive city funding for migrant and refugee integration activities in each of the cities. Due to budget, time and distance constraints, the majority of interviews were held via Skype or telephone. When possible, interviews were held face-to-face, specifically interviews in Chicago and Rotterdam. Where possible, interviews were held in the interviewees’ mother tongue (Dutch, English, Portuguese or Spanish). In the
remaining cases, English was the language chosen for communication with stakeholders. All interviews were recorded, after consent had been given by the interviewee (only a few respondents declined). A summary transcription method was used and summaries were translated into English, where necessary.

Sampling and Data Collection

Sampling occurred in two phases. First, interviewees were selected through purposive sampling, based on their expertise and close relationship to the topic of study. These were identified through the preliminary policy and document review. A primary source of information for relevant stakeholders in most cities was the city website, where information on the institutional and organizational structure could be found to various extents for each of the cases. Second, snowball sampling was used as each respondent was asked to indicate one or more relevant person(s) for further contact.

At first, three types of stakeholders were identified: policy makers, practitioners and business representatives. However, initial data collected through the policy review showed the need to approach third actors, including civil society stakeholders, faith-based organizations and international organizations, due to their involvement in migrant integration, especially in the Latin American cities, in Kuala Lumpur and in Nairobi. For the purpose of this study, public-private partnerships will only be considered as those occurring between a local government organization and a private business. Existing partnerships between third actor organizations and local government organizations or private businesses will be considered respectively as a public or business initiative. The research does not wish to diminish the importance of third actor stakeholders; however, these do not constitute the aim of this study.

Sampled interviewees were first contacted by telephone, followed by an explanatory email with an official presentation letter. Follow-up contacts were made over the phone and via email in order to schedule the interviews. Interviews took place between June and October 2013. Due to the unavailability of some respondents, three interviews were conducted via email for Lisbon.

Four interview guides were developed in order to better capture information, according to the type of stakeholder (see annexes 1, 2, 3 and 4). This was necessary in order to ensure that essential information would be captured through tailored questions designed for each stakeholder. Nonetheless, a general structure was followed. The first set of questions was designed to contextualize the respondent and the city. Next, interviewees were asked to describe the policies, programmes or services provided by their organization designed to facilitate migrant and refugee integration locally. Furthermore, they were asked about the existence of partnerships with any of the other types of stakeholders. Each interviewee was also asked if they were aware of integration measures being put in place by other actors. The interview ended with questions on future perspectives regarding the city’s
needs for migrant and refugee integration. Interviews lasted approximately one hour and were recorded (where consent was given by respondents).

A total of 160 stakeholders were contacted. As shown in Table 3, the overall interview success rate\(^\text{14}\) was 35 per cent, with an overall interview response rate\(^\text{15}\) of 57 per cent. The cities with the highest response rates were Lisbon (100 per cent) and São Paulo (83 per cent); the cities with the lowest response rates were Chicago (33 per cent) and Auckland (38 per cent). The interview success rate was low for all cities, with São Paulo being the highest (63 per cent) followed by Lisbon (50 per cent). Low interview success rates could be attributed to the fact that many of the stakeholders approached, despite replying, did not consider themselves relevant for the project or were unable to schedule interviews during the period set aside for data collection. Other reasons include bureaucratic barriers, particularly when trying to reach high-ranking policy makers such as city mayors. Generally, contact over telephone and email was perceived as being less effective than personal contact.

<table>
<thead>
<tr>
<th>City</th>
<th>Contacted</th>
<th>Replies</th>
<th>Rejections</th>
<th>Non-replies</th>
<th>Interviewed</th>
<th>Interview success rate</th>
<th>Interview response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auckland</td>
<td>18</td>
<td>13</td>
<td>3</td>
<td>2</td>
<td>5</td>
<td>28%</td>
<td>38%</td>
</tr>
<tr>
<td>Buenos Aires</td>
<td>16</td>
<td>9</td>
<td>3</td>
<td>7</td>
<td>6</td>
<td>38%</td>
<td>67%</td>
</tr>
<tr>
<td>Chicago</td>
<td>34</td>
<td>24</td>
<td>2</td>
<td>10</td>
<td>8</td>
<td>24%</td>
<td>33%</td>
</tr>
<tr>
<td>Kuala Lumpur</td>
<td>28</td>
<td>11</td>
<td>2</td>
<td>17</td>
<td>9</td>
<td>32%</td>
<td>82%</td>
</tr>
<tr>
<td>Lisbon</td>
<td>12</td>
<td>6</td>
<td>0</td>
<td>6</td>
<td>6</td>
<td>50%</td>
<td>100%</td>
</tr>
<tr>
<td>Nairobi</td>
<td>18</td>
<td>12</td>
<td>0</td>
<td>7</td>
<td>6</td>
<td>33%</td>
<td>50%</td>
</tr>
<tr>
<td>Rotterdam</td>
<td>18</td>
<td>11</td>
<td>5</td>
<td>7</td>
<td>6</td>
<td>33%</td>
<td>55%</td>
</tr>
<tr>
<td>São Paulo</td>
<td>16</td>
<td>12</td>
<td>2</td>
<td>6</td>
<td>10</td>
<td>63%</td>
<td>83%</td>
</tr>
<tr>
<td>Total</td>
<td>160</td>
<td>98</td>
<td>17</td>
<td>62</td>
<td>56</td>
<td>35%</td>
<td>57%</td>
</tr>
</tbody>
</table>

Despite setbacks, a variety of stakeholders were interviewed for all of the cities, as shown in Table 4. Out of a total of 56 interviewees, 28.5 per cent represented the business sector. The second largest groups interviewed were policy makers and civil society organizations, each representing 23 per cent of the total, followed by practitioners and international organizations, each representing 12.5 per cent of the sample. International organizations were interviewed in two of the cities, given their specific role in addressing

\(^{14}\) Interview success rate was calculated by dividing the number of stakeholders interviewed by the number of stakeholders contacted.

\(^{15}\) Interview response rate was calculated by dividing the number of stakeholders interviewed by the number of stakeholders who replied.
issues relating to refugees, which constituted a large population of concern in Kuala Lumpur and Nairobi. In some of the cases, policy makers were especially hard to reach. This could be due both to lack of interest, mostly observed in the cases of Kuala Lumpur and Nairobi, as well as to bureaucratic difficulties to reach this type of stakeholder (Lisbon and São Paulo). Businesses were well represented in Kuala Lumpur and São Paulo, whereas in Chicago, practitioners were more prevalent among the respondents. An average of seven interviews were conducted in each city, with a median of six; Auckland had the least interviews (n=5), while São Paulo had the most interviews (n=10).

Table 4: Stakeholders interviewed per city according to type

<table>
<thead>
<tr>
<th>City</th>
<th>Policy Makers</th>
<th>Practitioners</th>
<th>Businesses</th>
<th>Civil Society</th>
<th>International Organizations</th>
<th>Total per city</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auckland</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Buenos Aires</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Chicago</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>Kuala Lumpur</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>1</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>Lisbon</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Nairobi</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Rotterdam</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>São Paulo</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Total per category</td>
<td>13</td>
<td>7</td>
<td>16</td>
<td>13</td>
<td>7</td>
<td>56</td>
</tr>
</tbody>
</table>

In some cases, further detailed documentation was provided by some respondents in order to complement information given during the interviews.

Data Analysis

Data was analyzed through a qualitative approach. First, interviews and policy reviews were coded according to the five dimensions of integration policy identified: social, cultural and religious, economic, political, and legal (see Table 1). Based on the literature review, this study builds on the four dimensions identified by Boswell (2003) to develop a typology appropriate to the specific characteristics of the study. The cultural dimension includes religion, as well as issues linked to language and diversity in general. Discrimination is included in the social dimension, unless policies or programmes specifically target issues occurring within the workplace; in which case it will be categorized within the economic dimension. The political dimension of integration relates to formal
initiatives to address the needs of migrants and refugees and to improve their social inclusion. Despite legal and citizenship matters usually falling under national legislation and local policy makers having little or no jurisdiction over the topic, this dimension is incorporated as local stakeholders may provide migrants with information and documentation, facilitating access to regularization of their legal status and residency rights.

Policies for integration within each dimension may have either an inclusive or exclusive character. This study focuses only on inclusive policies or those that aid integration as opposed to hindering it.

Table 5: Integration policy dimensions contemplated in this study

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Examples</th>
<th>Also suggested by (author)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political</td>
<td>Right to vote and stand for election; right to participate in policy making debate</td>
<td>Alexander (2012), Boswell, (2003), Entzinger &amp; Biezeveld (2003), ENAR (2011)</td>
</tr>
</tbody>
</table>

During the coding, more specific categories were created according to the findings. Each city was first analysed separately. During this step, the team was able to identify existing frameworks regarding migration and integration, and whether implementation has been effective. This phase also allowed for the identification of gaps and opportunities.
Good Practices

The second phase of this study consists of the identification of good practices. The OECD report on “Immigrants, Integration and Cities: exploring the links” (1998) concludes that learning from the diversity of the situations studied is extremely useful and valuable. With this in mind, determining good practices helps to identify solutions and pragmatic tools to the “common challenges” found throughout the case studies.

In this study, the definition of a good practice includes six categories of analysis: practicality, innovation, successfulness, transferability, sustainability, and strategic fit (seen in Table 6). Based on the Cities of Migration (Maytree Foundation)\textsuperscript{16} methodology for identifying “Good Ideas”, as well as criteria used by the ILO’s EVAL unit in Geneva\textsuperscript{17}, these criteria were developed by the research team at UNU-MERIT and its School of Governance in collaboration with The Hague Process on Refugees and Migration.

The six categories of analysis are:

1. Practicality: the practical nature of an initiative is essential in order to classify it as a good practice. Initiatives must address a specific integration need of migrants and refugees in that context (i.e. access to labour markets, engaging in civil society, political participation), helping not only to increase their life quality, but also that of other residents in the city.

2. Innovation: good practices should be creative in their approach, in the use of resources and forms of collaboration to achieve the set goals.

3. Successfulness: the successfulness of an integration practice indicates the positive impact 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 flagship by the community, and how well it is run.

4. Transferability: in the context of identifying good practices to common challenges faced by cities where integration of migrants is an issue to be addressed, the transferability of such practices is essential. A good practice must be designed in a

\textsuperscript{16} The Cities of Migration project has a broad collection of ‘Good Ideas’ which represent 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.

\textsuperscript{17} The ILO criteria provide a good way of assessing the overall success of a project within the ILO framework and thus have been significantly adapted however the core categories remain the same.
way that allows it to be applied in other contexts or expanded into larger areas of required action.

5. Sustainability: good practices must take into consideration the time dimension of migration and integration. Stakeholders must address the needs of migrants in the long-run and foreseeing 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 take into account the city’s policy framework, other existing initiatives, and the existence of other stakeholders who may collaborate in a positive way to the functioning of a given initiative.

The measurement of good practices in this study is inherently linked to the definition used for the term integration. As previously mentioned, for the purpose of this study, integration is defined in a broad way in order to include all activities that seek to incorporate migrants and/or refugees into a city. Integration policies and/or programmes will be considered as those that contribute to making immigrants and refugees a functioning part of society and that guarantee rights to these populations.

Good practice examples were identified based on the criteria listed above. It was not necessary for a project to score highly in every dimension to qualify as a good practice example. Each question designed to meet the criteria was answered through a combination of information provided by the interviewees and information obtained from desk reviews. However, due to limited information on specific policies and programmes, criteria were applied considering the available data for each of the good practices evaluated. Only information confirmed by the interviewees was considered for the analysis, given the changing nature of policies and programmes, and the unreliability and outdated information found through other sources.
### Table 6: Criteria for identification of good practices

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description</th>
<th>Questions</th>
</tr>
</thead>
</table>
| **Practicality** | Good practices are relevant to migrants and assist in increasing their quality of life, and the quality of life in the city but meeting needs and facilitate their interaction with their communities, businesses and the government | 1. Does the project address a specific need?  
2. Is it practically assisting migrants or refugees to:  
   a) Access labour markets  
   b) Engage in civil society i.e. community events;  
   c) Take an active role in the life of the city?  
   d) Participate politically  
3. Has the project contributed to increasing the quality of life for residents in the city? |
| **Innovation**   | Good practices are creative and use new approaches and forms of collaboration to achieve their goals | 4. Does this practice use new approaches to integration challenges?  
5. Has it developed new tools or services? Or used common practices in new ways?  
6. Has this practice changed how we think about integration?  
7. Or created value or new opportunities for the agency and its stakeholders? |
| **Successfulness** | “A successful integration practice shows evidence of positive impact on the migrant community and the cities they have made their home. 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. Success does not require scale. Good ideas can spring from the city’s streets and classrooms in community-led initiatives led by caring local residents. However, successful integration practice often results in new investments of resources and funding” (Maytree Foundation, n.d). | 8. Has the project been evaluated? If so was this done in a methodologically robust way and does it suggest that the programme has been successful?  
7. Is the project well received by beneficiaries?  
8. Is the project being described by stakeholders as flagship work?  
9. Is the project filling a gap in services?  
10. Particularly for public-private partnerships, is the project being run well? Are there tensions within the partnership? Or are strengths of each actor being utilized well? |
| **Transferability** | Good practices have the potential to be expanded or adapted for use in other contexts. | 11. Could this project be applied in another context or is it contextually specific?  
12. Could the project be replicated or expanded (if not a city-wide intervention)? |
| **Sustainability** | Good practices have long-lasting impact | 13. Is the project likely to have long term implications or does it address a short term need? |
| **Strategic fit** | Good practices fit into the overall strategy of a city or fill a gap in it. They create strategic partnerships between actors that are interested and benefit from migrant integration. | 17. Does it fit within the logic of the policy framework of the city?  
18. Does the project fill a gap in the policy framework of the city?  
19. Does it facilitate cooperation between cities and business? |
Limitations

While all studies face limitations, it is important to be transparent about the issues faced by the research team. This study presents a number of limitations related to the method of data collection. As previously mentioned, the time frame was limited. Additionally, contacting respondents by email and telephone prevents the establishment of a more personal connection with the interviewee, which is especially important in some cultures and helps respondents feel more secure and open to providing information. The amount of bureaucracy involved in reaching some of the key stakeholders, such as the mayors of each city, made it impossible for the interviews to be conducted within the time frame. Regarding the interviews that were conducted, respondents were not always able to answer all of the questions, especially those referring to more general aspects of migration and integration trends; nor were respondents always able to provide detailed information on existing programmes and policies.

One of the main challenges in this study concerns the comparability of the case studies. Apart from the obvious differences regarding size and population, their histories and migrant populations are also different. Additionally, each city has undergone a distinct development process, currently finding itself in a particular stage of development concerning migration and integration policy. Furthermore, focusing on businesses and cities in such a complex policy field (as is the case of migration) comes at the expense of ignoring other stakeholders.

Another difficulty observed when approaching stakeholders in different contexts refers to the terminology used in this study. Terms such as integration, immigrants and refugees have different connotations, which can be negative or positive depending on the local context. This occasionally obliged researchers to use similar terms, which lack such connotations, in order to engage stakeholders.
Overview of Case Studies

This section addresses the migration history, the policy framework and the role of cities and businesses comparatively across the selected cities in order to identify common points of reference and determinants to the existence or lack of integration policies and initiatives. The report builds on the data collected and presented in the eight separate city reports. To better illustrate the analysis, the following sections include a number of boxes with information retrieved from each of the case studies. Readers are encouraged to refer to the city reports for more in-depth information on specific aspects of migrant and refugee integration in each case study.¹⁸

Migration History

Most of the cities studied have a tradition of immigration. While Rotterdam and Chicago also have a long history in the development of local level integration policies, Buenos Aires and São Paulo, despite also being immigration cities, have less developed local level policies and government institutions to address integration. Lisbon, on the other hand, has only been dealing with immigration for just over 20 years and yet has an elaborate and comprehensive integration plan devised at national level (for a more detailed account, please consult the Lisbon Case Study). Although all of the cities have a diverse mixture of migrant groups, Nairobi and Kuala Lumpur differentiate themselves for the large urban refugee population, as well as the notable presence of international organizations involved in devising integration strategies.

São Paulo and Buenos Aires face common challenges. The traditional European migration from the turn of the 19th century has been replaced by flows of economic migrants from neighbouring countries in search of better job opportunities (Baeningher & de Freitas, 2010; Govea, 2012). While the traditional colonies are widely celebrated through the exaltation of culture and the incorporation of festivities in the city’s calendar, more recent flows in Buenos Aires and São Paulo, face greater exclusion and discrimination. Bolivians in São Paulo still encounter problems with law enforcement when celebrating their culture. An example of this would be the 2012 police intervention to shut down the traditional Bolivian “Fiesta de Alasitas” (CDHIC, 2013a) which has been celebrated in São Paulo since 1999; as well as the incident in August 2013 reported as “Rough action by the sub-prefecture demonstrates the breakdown of dialogue and agreement on the regularization of the Bolivian Cultural and Gastronomic Fair” (CDHIC, 2013b). The same

¹⁸ For the individual case study reports see: http://thehagueprocess.org/publications/migrant-refugee-integration-global-cities-role-cities-businesses/

¹⁹ Although as Malaysia is not signatory to the 1961 Refugee Convention, displaced populations, largely from Burma, often do not have legal status in Kuala Lumpur.
is evident in Buenos Aires, where some groups of migrants are not properly recognized as collectivities.

Auckland has also experienced a shift in migration trends. During colonial times it received mostly European migrants, but now attracts more and more migrants from the South Pacific Islands, East and Southeast Asia, as well as from the UK and Australia. Additionally, New Zealand’s history with the Maori population and its bicultural policies may be the reason for successful efforts made to integrate migrants. Auckland is currently the first destination city for migrants arriving in New Zealand, most of which are highly skilled. The country’s strategy is to continue attracting migrants in order to fill labour market and population gaps.

Chicago is also a city that has been known to attract migrants, given its internationally recognized status as a sanctuary city\(^\text{20}\). The city’s diversity and ethnic minority neighbourhoods have grown with and through the arrival of new immigrants, with the largest enclaves home to Asians, Mexicans, Puerto Ricans and Poles. While currently the largest migrant population in Chicago is Latino, the city previously received large numbers of European nationals.

In Lisbon, there have also been two important shifts in migratory trends. First, the city went from being an emigration to an immigration city (OECD, 2008). This alone required great adaptation in order to deal with the sudden population growth. Furthermore, in recent years the traditional migration of PALOP citizens was replaced by flows from East and Southeast Europe (Council of Europe, 2011) generating different integration needs.

Kuala Lumpur and Nairobi differentiate themselves from the other cities for having large displaced populations, apart from other migrant groups. Both cities have historically been destinations for migrants. While Nairobi’s migration flows are associated with trade, conflict and environmental factors such as drought and rainfall, Kuala Lumpur has since the 1970s received more and more low and semi-skilled foreign workers, on whom Malaysia is now economically dependent.

These changes in trends confirm that migration is a dynamic phenomenon. Furthermore, it shows that cities have to adapt to new situations – a challenge to addressing migrant and refugee integration needs and respecting basic principles of human rights. The shift of focus to a human rights approach in migration and integration policies in most of the cities has also occurred at different paces.

\(^{20}\) Sanctuary is a term for cities that officially or unofficially defy the federal law relative to the assistance in identifying irregular migrants and reporting them to the federal government for the necessary measures to be taken (Sanctuary City Information Resource (2007-2013)).
Policy Framework

The way in which integration is governed varies by city. In São Paulo, for instance, despite the national legislation not explicitly allowing cities to develop their own policies, the lack of a framework that effectively addresses the current migration reality and its challenges, pressures the city to devise its own practical solutions. The same phenomenon was observed by Gambetta et al. (2010) who mention that cities in Germany, Austria and Switzerland have designed policies for migrant and refugee integration separately from the national government. Such is also the case for Chicago, given that in the US immigration policy is determined at the federal level, but lacks an integration policy. In light of this, individual states as well as municipalities have chosen to take various actions in terms of passing legislation as well as enforcement. Furthermore, as a consequence of recent efforts to decentralize immigration policy making, in certain cases city and state agencies may opt to assist the federal government in enforcement. Apart from being declared a sanctuary city in 1985 (Chicago Council on Global Affairs 2011), and most recently in 2012, the city adopted a comprehensive integration plan known as the New Americans Plan and the Office of New Americans (see Box 1). The office aims to make Chicago the world’s “most immigrant-friendly city” and help immigrants integrate more quickly (via actions such as learning English, home-buying, youth education success and community support). The Office is dedicated to improving services and engaging Chicago’s global immigrant communities through enhanced cooperation with community organizations, academic institutions and the private sector.

Box 1. Chicago’s New Americans Plan

Launched in 2012 by Chicago’s mayor Rahm Emmanuel through the Office of New Americans, the New Americans Plan proposes 26 initiatives for the integration of migrants, regarding different dimensions:

- **Growth:** initiatives focus on the economic advantages that migrants bring to Chicago, and how Chicago can harness this potential to both help the city at large and the migrant population. This includes initiatives to increase exports from immigrant-owned businesses, promote small businesses, strengthen local chambers of commerce and create pop-up city services through them for immigrant business owners, and promote tourism in immigrant neighbourhoods.
- **Youth:** initiatives here focus on the specific challenges of cultivating a successful atmosphere for the city’s first or second generation migrant youth such as initiatives to improve early education, encourage youth participation in summer enrichment programmes/internships and support undocumented childhood arrivals.
- **Communities:** initiatives here focus on fully integrating migrant populations into the community at large through adapting public services and social programmes to better address migrant needs.
- **Education:** initiatives include provision of ESOL (English for Speakers of Other Languages) classes, creating centres where immigrants can access a wider variety of
services, and expanding a campaign to naturalize more immigrants.

Retrieved from Case Study: Chicago, USA

In Lisbon and Buenos Aires, the central government determines the migration policy. In Buenos Aires the municipality has leeway for passing bills and designing integration programmes. In the case of Lisbon, the National Plans (see Box 2) devised by the government are extremely detailed, giving municipal authorities less space to tailor policies, both to their and the migrants’ need. Furthermore, the main channels through which the city of Lisbon can implement integration policies are linked to the national institutions, as is the case of the CLAII and the CNAI. The elaborate and extensive structure offered by ACIDI to cities through the established national networks is extremely valuable, as it improves the provision of services through reduced bureaucracy. The network also allows the “transference of knowledge and specific and privileged information” between cities.

Box 2. Lisbon – Portugal’s National Plan for the Integration of Migrants

Portugal is one of the few European countries to adopt a National Plan for Integration of Migrants in order to guide all efforts made in favour of migrant and refugee integration (Council of Europe, 2011). The First National Plan, effective from 2007 to 2009, included 122 measures through which government priorities were addressed. Among the areas of interest were: health, security, housing, racism, society, information, labour and education (OECD, 2008). Evaluation of the plan indicated that there was an improvement in public services destined for migrant and refugee integration and in the facilitation of rights. Given the success of the First Integration Plan, a new plan was created for the period of 2010-2013 (OECD, 2008). This new plan contains 90 measures aiming at full integration of migrants addressing a range of issues from language, employment and vocational training, to housing. This second plan offers two new areas of intervention in relation to the first plan, namely, promoting diversity and an intercultural dimension, and focusing on the special needs of senior migrants.

Retrieved from Case Study: Lisbon, Portugal

Similarly, until recently, the city of Auckland was subject to a national integration strategy. However, since the establishment of the Auckland Council in 2010, it has pursued its own policy agenda to facilitate the settlement and integration of migrants. Auckland Council in 2012 adopted its Auckland Plan and campaign to become “the world’s most livable city” which, together with the Auckland Economic Development Strategy, put immigration at the heart of economic and social development.

Rotterdam, on the contrary, has recently changed its strategy by abandoning all of its “integration” policies in favour of improved participation. Integration is given less emphasis since more than half of the population is comprised of immigrants. A new policy devised in 2013 by the national government determines that the budget allocated to cities
for immigrant integration will be reduced from 197 million Euros in 2012 to zero in 2014 (Ministerie van Buitenlandse Zaken en Koninkrijksrelaties, 2012). This strategy corroborates the focus on the migrants’ responsibility towards their own integration. Some of the respondents, however, viewed the withdrawal of funding as a step back from previous accomplishments in migrant and refugee integration and detrimental to future efforts. In Auckland, integration initiatives at the local level are partially funded by the Migrant Levy Fund, a pool of funding sustained by a one-off tax charged to migrants (see Box 3).

**Box 3. Auckland – The Migrant Levy Fund**

Upon receiving approval for residency, every migrant entering New Zealand must pay, in addition to any standard visa application fee, the so-called Migrant Levy. This special one-off tax charged to migrants is collected into a pool of money with the purpose of contributing to the funding of initiatives designed for the successful settlement of migrants managed by Immigration New Zealand. Fees are charged proportionally to a migrant’s means and may be as high as $2,400 NZ for an individual in the Skilled Migrant Category (SMC). Additionally, the fund is used to finance policy relevant research in the area of migrant integration and the impacts of migration.

Retrieved from Case Study: Auckland, New Zealand

In Nairobi, the central government’s Ministry of Immigration and Registration of Persons is responsible for the registration of migrants and the issuing of visas, while the local authority for Nairobi, the City Council, has competencies over policy making within the city. However, the city does not get involved much in migrant and refugee integration policies. Finally, in Kuala Lumpur, there are no specific integration policies at national government or city level (IOM, 2009). Nevertheless, immigration policies made at the national level do have implications for the integration of migrants and refugees.

Another issue commonly discussed in the literature refers to the debate on whether to include migrants and refugees in generalized policies for vulnerable populations, or to address their needs through more specific policies or programmes (Gambetta et al., 2010; IOM, 2008a; OECD, 1998). In Buenos Aires, the interviews indicate that migrants are well inserted in municipal social policies and services, having very few integration policies that specifically meet their needs. This is also observed through the inclusion of migration and refuge under the Directorate for Coexistence within Diversity, together with other minority groups such as the sexually diverse (see Case Study: Buenos Aires). Further evidence of the wish to include migrants in general policies are the workshops offered by the Directorate aiming to train municipal health agents, counsellors and clerks in public administrations to identify and consider the specific needs that migrants and refugees may have. In Rotterdam, the municipality has chosen not to target specific groups of migrants and also no longer differentiates between first and second generations. Furthermore, little differentiation is made between refugees and labour migrants; often detrimental to the first, more vulnerable, group.
On the other hand, Lisbon has created the CLAIIs out of the identified need to handle migrant and refugee concerns separately. São Paulo is still not consolidated in this issue. The recent inauguration of the Coordination Office for Migrant Policy (see Box 4), and some of the projects the office aims to implement soon, indicates that the city may be leaning towards offering specialized policies and programmes.

**Box 4. São Paulo – Coordination Office for Migrant Policies**

In May of 2013, the Secretary for Human Rights and Citizenship of the city announced that the institution would now have a Municipal Coordinator for Migrant Policies. The coordination office emerges from a compromise made by current Mayor Fernando Haddad during his electoral campaign, by meeting with migrant groups and accepting their claims. The coordination office aims at planning migrant policies through the establishment of guidelines and coordination between institutions, always in the context of promoting and defending human rights principles.

Retrieved from Case Study: São Paulo, Brazil

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**The Role of Cities and Businesses**

As alluded to earlier in this report, migrant integration is a multidimensional issue that benefits from the actions of many stakeholders. However, this study is specifically interested in the role of two possible stakeholders: local level governments and businesses. These are not the traditional stakeholders considered in migrant integration, given that on the one hand, migrant policies are still greatly linked to national governments; and, on the other hand, that businesses were viewed simply as employers rather than potential social actors. Nevertheless, it is clear that they have an important role to play and this may also be inherently linked to the migration history and policy context of a city.

For instance, Chicago’s involvement in migrant integration is quite extensive, mainly through its comprehensive New Americans Plan, which outlines 26 migrant integration initiatives that it aims to achieve by 2015. With this, the local city government is deeply involved in the coordination of different actors, including various local government institutions, as well as business leaders, immigrant advocates and NGOs. Moreover, Chicago understands the importance of working in a network to provide immigrant needs that would otherwise remain unaddressed due to various constraints such as lack of resources, time or manpower. Businesses have been quite active in migrant and refugee integration in Chicago, but in a much more discrete manner. Businesses play a muted role in promoting and/or funding certain integration programmes, but it is usually done through a “third channel” rather than through direct partnerships (see Box 5).
**Box 5. Chicago – General Electric’s muted contribution to migrant integration**

General Electric (GE) is a major global corporation that has its own arm for charitable initiatives, the GE Foundation. The GE Foundation directly fosters initiatives that deal with immigrants or refugees. GE is one of the major corporate sponsors of buildOn Chicago, an NGO that works with Chicago Public Schools to foster integration within children’s neighbourhoods. In this initiative, GE provides offices, supplies and books, as well as some direct funding. However, GE’s partnership with buildOn is muted and generally unknown, although without their support, buildOn would probably not exist.

Retrieved from Case Study: Chicago, USA

New Zealand also has a culture of collaboration between the public sector and other organizations, specifically NGOs, which are more natural partners with government given their non-profit nature. However, the Chamber of Commerce is one high-profile business organization that contributes to the integration of migrants and refugees in Auckland (see Box 6).

**Box 6. Auckland’s Chamber of Commerce**

Auckland’s Chamber of Commerce acts in the interest of its members and is committed to promoting ethnic diversity in the workplace on the basis that it fosters innovation and contributes to the bottom line.

The Chamber runs several projects within the economic dimension of migrant and refugee integration:

- **New Kiwis**: is a recruitment website where migrant jobseekers can register and businesses can browse and search for the skills they require and contact jobseekers who match their profile.
- **The New Kiwis Career Success course** is for migrants who struggle with finding employment.
- **The Migrant Work Experience project** places a jobseeker into one of the Chamber’s member business organizations to acquire experience with a New Zealand employer (often a requirement on job descriptions).
- **The Business Professional Programme** – aimed primarily at migrant women who wish to return to work after having been out of the labour force for some time.

Retrieved from Case Study: Auckland, New Zealand

In Lisbon, a number of institutions work in partnership to achieve the goals proposed in the National Plan for the Integration of Immigrants, currently under its second edition. Most of these partnerships still take place with the NGO sector.

In São Paulo there have been isolated efforts from the municipal government to deal with immigrant and refugee integration. Businesses, on the other hand, have more
recently started to provide migrants and refugees with employment opportunities, as well as language courses and vocational training (see Box 7).

**Box 7. São Paulo – Employment opportunities for refugees**

The company Primolar Furniture is located in Santo André, 20 km from São Paulo and just outside the metropolitan area. This company, in partnership with the NGO ADUS, has been hiring refugee workers due to the lack of available or willing national labourers to occupy those positions. Primolar requires no previous experience, making this a perfect opportunity even for newly arrived refugees. At the time of the interview, out of the 45 employees, 11 were refugees. Refugees are hired under the same conditions as Brazilian workers. Primolar shows awareness regarding integration needs of refugees; during the hiring process, the human resources department spends time explaining Brazilian culture and customs to refugees. They also provide some assistance for refugees to find housing, sometimes producing furniture for them or giving them an advance in salary to allow them to cover transportation and food from the commencement of their employment. However, these attitudes are not institutionalized. Primolar argues that if this were the case, Brazilians would be eligible for the same benefits.

Retrieved from Case Study: São Paulo, Brazil

In Rotterdam, in 2003, the decentralization policy handed over responsibilities from the national government to the various municipalities. However, since 2013, a new Dutch policy on integration aims at centralizing integration requirements and procedures, removing all responsibilities from municipalities, while highlighting the migrants’ responsibility towards their own integration. This presents a great contrast in relation to the previous policy, which favoured the tendency for municipalities to contract private sector providers as well as NGOs for the development and implementation of labour market inclusion initiatives.

Due to the lack of involvement of the city government in promoting migrant and refugee integration in Kuala Lumpur, other stakeholders such as businesses and international organizations have devised initiatives to fill identified gaps. No particularly good practices by businesses were identified among employers by the Malaysian Employers Federation (MEF), however, this is the subject of a research study commissioned by ILO Bangkok which is due to be published in early 2014. Nonetheless, several private legal aid clinics and agencies, providing support services to applicants for the MM2H, were identified (see Box 8).
Box 8. Kuala Lumpur – Legal Aid Clinic

The Legal Aid Clinic is run by the Bar Council. It began in 1982 and works together with NGOs to provide legal support to migrants and refugees. Non-migrants can also use the service, although for them it is means tested. It is primarily staffed by legal professionals waiting to be called to the Bar and who are expected to provide 14 days of pro bono work. Some of the key problems that they encounter regarding refugees relate to detention, labour rights and access to medical care and education. For migrant workers, commonly raised concerns include passport retention, failure to pay wages and employer abuse. Domestic workers are not covered by the Employment Act and so face challenges linked to working hours, payment of wages and employer abuse.

Retrieved from Case Study: Kuala Lumpur, Malaysia

Additionally, all of the cities in this study can be considered global cities, where the “expansion of corporate headquarters and international finance and related commercial activities” (OECD, 1998, p. 8) has led to the emergence of numerous job opportunities in all wage levels and a constantly changing population (Penninx, 2005). In this context, a small but significant group of migrants identified in all of the cities are expats, or persons who have been hired abroad by a company and transferred to the city of residence. Expats usually belong to the category of highly-skilled migrants, who have an advantage in relation to other migrants – the link to the hiring company. These companies often provide expats with the means to better integrate into the host society by aiding migrants in finding adequate housing, schooling for their children, language courses and intercultural training, among others. Furthermore, an extensive industry has developed surrounding this particular migrant category and many businesses currently profit by offering expats or companies that hire expats a series of integration packages. However, Rotterdam is the only city in the present study where the local government offers specific services for expats (see Box 9).
Box 9. Integration of Expats – Special services offered by relocation companies

- **Rental Corp (Buenos Aires)** specifically focuses on housing needs, acting as an intermediary between the landlord and the tenant. They assist the migrant and their families in finding appropriate housing, in moving, in renegotiating leases and in the return of the property and the recovery of the security deposit. Secondary services include the search for appropriate schooling for expatriates’ children and cultural training.

- **Differance (São Paulo)** has been working in the sector for six years, offering a range of “hard” and “soft” services. While the first category includes assistance in documentation, housing and schooling (for children), the latter refers to intercultural training. Differance offers intercultural workshops with a historical and innovative approach, including tours of the historical centre, visits to the Portuguese Language Museum and exploration of Brazilian lifestyle through historical facts.

- **NAU Relocation (Lisbon)** provides a variety of services, including housing, schooling, documentation and legal advice, as well as advice on customs procedures. In all cases, a needs-assessment study is made with the expatriate before defining the strategies and a personal consultant accompanies the individual throughout the entire process. It is important to note that often relocation services are offered even before the expatriate arrives in Portugal.

- **Expat Desk (Rotterdam)**: established by the municipality in 2008 with the objective of minimizing the existing bureaucracy and difficulties encountered by highly skilled migrants when settling in the city. It works directly with migrants and with human resource departments in large international companies. Relocation agents and the Expat Desk work together for major clients to provide migrants with appointments and other matters, given the ability of the Expat Desk to book priority appointments in the city hall. Currently, some 80 per cent of targeted companies are now clients of Expat Desk, which provides services free of charge and without discrimination. Despite recent budgetary cuts in integration initiatives, the budget for the Expat Desk has to date remained unchanged.

- **Relocation companies (Nairobi)** assist expatriates in obtaining work and business permits, and bypassing financial exploitation of “white” wealthy immigrants. Additionally, these companies try to address the cultural differences in everyday and workplace interactions faced by expats.

- **CK-Ten (Kuala Lumpur)**: has assisted 400-500 of some 21,000 families that have arrived in Kuala Lumpur through the MM2H programme since 2001. The company provides services tailored to the needs of each client. Services range from opening a bank account; assistance with purchasing a home (often in prime ex-pat neighbourhoods), buying or importing a car, selecting a school or healthcare provider, advice on leisure activities, relocation services, furniture supplies and more.

Retrieved from Case Studies: Buenos Aires, Argentina; São Paulo, Brazil; Lisbon, Portugal; Rotterdam, The Netherlands; Nairobi, Kenya; Kuala Lumpur, Malaysia.
Mapping of Initiatives

The first step towards the identification of good practices is to map existing initiatives and partnerships in each of the cities studied.

Policy Dimensions

One of the objectives of this study is to map the existing stakeholders involved in migrant and refugee integration in each city, as well as the initiatives being offered to these target groups to facilitate their integration. As previously discussed, for the purposes of this study, an integration initiative may constitute any policy, programme or activity designed and implemented by any of the relevant stakeholders, alone or in partnership, with the aim of facilitating the integration of migrants and refugees into the local society. Given that integration is a multidimensional issue, the policy dimensions used to classify each of the initiatives are: social, cultural and religious, legal, political, and economic. These dimensions were devised in accordance with the existing literature; taking into account the specifications of this study (see Methodology).

Table 7 indicates the number of actors engaging in each policy dimension as well as the number of separate initiatives identified in each city and dimension.
Table 7: Mapping of initiatives and stakeholders according to policy dimensions

<table>
<thead>
<tr>
<th>City</th>
<th>Social Actors</th>
<th>Social Initiatives</th>
<th>Cultural Actors</th>
<th>Cultural Initiatives</th>
<th>Legal Actors</th>
<th>Legal Initiatives</th>
<th>Political Actors</th>
<th>Political Initiatives</th>
<th>Economic Actors</th>
<th>Economic Initiatives</th>
<th>Total Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auckland</td>
<td>9</td>
<td>10</td>
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<td>0</td>
<td>0</td>
<td>8</td>
<td>14</td>
<td>33</td>
</tr>
<tr>
<td>Buenos Aires</td>
<td>5</td>
<td>11</td>
<td>5</td>
<td>8</td>
<td>3</td>
<td>8</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>10</td>
<td>38</td>
</tr>
<tr>
<td>Chicago</td>
<td>3</td>
<td>7</td>
<td>3</td>
<td>5</td>
<td>3</td>
<td>5</td>
<td>3</td>
<td>6</td>
<td>3</td>
<td>5</td>
<td>28</td>
</tr>
<tr>
<td>Kuala Lumpur</td>
<td>5</td>
<td>10</td>
<td>2</td>
<td>2</td>
<td>7</td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>24</td>
</tr>
<tr>
<td>Lisbon</td>
<td>5</td>
<td>12</td>
<td>5</td>
<td>10</td>
<td>4</td>
<td>7</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>6</td>
<td>36</td>
</tr>
<tr>
<td>Nairobi</td>
<td>6</td>
<td>13</td>
<td>3</td>
<td>3</td>
<td>7</td>
<td>7</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>30</td>
</tr>
<tr>
<td>Rotterdam</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>6</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>18</td>
</tr>
<tr>
<td>São Paulo</td>
<td>7</td>
<td>21</td>
<td>9</td>
<td>16</td>
<td>6</td>
<td>7</td>
<td>1</td>
<td>1</td>
<td>7</td>
<td>11</td>
<td>56</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>44</strong></td>
<td><strong>89</strong></td>
<td><strong>38</strong></td>
<td><strong>56</strong></td>
<td><strong>36</strong></td>
<td><strong>49</strong></td>
<td><strong>10</strong></td>
<td><strong>12</strong></td>
<td><strong>34</strong></td>
<td><strong>57</strong></td>
<td><strong>263</strong></td>
</tr>
</tbody>
</table>
Overall, the dimension with the most initiatives was the social dimension (n=89), followed by the economic (n=57) and cultural and religious (n=56) dimensions. On the other hand, the political (n=13) and the legal (n=36) dimensions had fewer initiatives overall. The levels of initiatives closely match the number of stakeholders engaging in each dimension (see Figure 2). It is important to note that stakeholders recur throughout the various policy dimensions. Not only are some of the larger stakeholders able to provide more than one initiative under the same policy dimension, but often the same stakeholder provides initiatives under different policy dimensions. For instance, relocation companies and the Expat Desk in Rotterdam, the CLAII in Lisbon, and the Office of the New Americans in Chicago, among others (for further information refer to the individual case studies).

Figure 2: Overall number of initiatives and stakeholders engaging in each policy dimension

The social dimension of integration relates to the primary needs of migrants and refugees upon arrival in a city and those necessary for leading a regular life in the host country. Some of the main issues addressed under this dimension, as mapped in this study, include housing, education and healthcare. Such issues are often easier to be addressed at the local level, given that in most cities studied the local government is responsible for providing such services.

The legal dimension of integration is essential to guarantee the security of migrants and refugees. A first aspect of the legal dimension is to consider these groups in the legal and policy framework as existing vulnerable groups within the population. A second aspect refers to equal treatment, the protection of human rights and access to citizenship. In cities like Kuala Lumpur and Nairobi where migrants and refugees are not properly recognized within the legal and policy frameworks, the legal dimension acquires special importance in migrant integration. In other cities, where migrants and refugees are afforded equal rights
under the law despite lacking access to citizenship, the legal dimension may be viewed as a less pressing issue.

The economic integration of migrants is considered essential, as seen in the number of initiatives with this goal. Particularly in Chicago and Auckland, cities that aim not only to integrate the existing migrant and refugee populations, but also to attract larger numbers of migrants, the economic dimension has a dominant role in local policies. Initiatives under the economic dimension include those that facilitate labour market inclusion and greater access to employment opportunities (i.e. vocational training), business start-up assistance (i.e. credit acquisition) and financial education (i.e. greater access to official banking, increasing financial literacy). Businesses and NGOs have shown to be generally more active in the economic dimension than local authorities, except in the aforementioned cases.

The importance of the cultural and religious dimension may be over represented in this study due to the decision to include language as a cultural policy. Language was identified as a common challenge in most of the cities of study. However, depending on the migrant group and the chosen city of residence, language may play a greater or smaller role in the integration process. For instance, Latin American migrants in Buenos Aires, or PALOP country migrants in Portugal, or British migrants in Auckland, do not require the provision of language courses as an essential part of integration. However, as these three cities have shown, the arrival of migrants from new source countries make language a requirement that is often a prerequisite for other aspects of integration. Nonetheless, other initiatives under the cultural dimension, such as cultural festivities celebrating diversity and intercultural workshops or training, have shown to be extremely common across the board. Specifically, local city governments are largely involved in this dimension of integration. This could be due to the less politicized character of cultural festivities, as opposed to the often negative connotations of promoting migrant employment.

Finally, the political dimension of integration is poorly explored by all stakeholders. This could be due to the fact that the lack of political privileges granted to migrants is often associated with national policy, which local actors have little or no influence over. The only exception in this study has been the case of Chicago, where the characteristics of the federal model allow important local actors to lobby effectively for migrant political rights. Additionally, political rights are often associated with citizenship rights and therefore stakeholders might find the separation of both redundant.

As seen in table 7, a total of 263 initiatives for migrant and refugee integration were mapped in the eight cities of study, with an average of 32 initiatives per city. The city with most initiatives mapped was São Paulo (n=56) (also the city with the largest number of interviews), followed by Buenos Aires (n=38). The city with the least initiatives mapped was Rotterdam (n=18), followed by Kuala Lumpur (n=24). Despite the efforts of the researchers to make this mapping as close as possible to reality, the limitations of this study concerning the time frame for conducting the interviews and the difficulty in reaching stakeholders may have biased the number of initiatives actually found in each city.
For instance, in the case of Kuala Lumpur, the low number of initiatives identified could be due to the fact that neither the city nor the country has an integration policy (see Case Study: Kuala Lumpur). Furthermore, in Kuala Lumpur the largest numbers of migrants are in fact irregular migrants and refugees, although they are not officially recognized as such. That these groups are not legally recognized within the legislative framework hinders the roll out of integration initiatives, even by NGOs and international organizations. Moreover, Kuala Lumpur, along with Auckland, identified no initiatives in the political dimension. Again, the fact that refugees and irregular migrants are not recognized legally makes the political dimension irrelevant, or at least not the major aspect, integration. On the other hand, Kuala Lumpur, together with Nairobi, leads in the number of initiatives under the legal dimension (n=9). In this context, legal integration must be achieved before other integration dimensions can be considered. The social dimension was the second with the largest number of initiatives for Kuala Lumpur, with efforts focusing on access to education and healthcare. Together with Rotterdam, Kuala Lumpur has the least initiatives under the economic dimension (n=3).

Nairobi is also an interesting case. Despite similarities with Kuala Lumpur, more initiatives in total were found in the Kenyan capital (n=30). This could be attributed to the fact that in Nairobi, as opposed to Kuala Lumpur, the international refugee status is recognized, opening the path to a more prominent role of international organizations, even though the government is not highly engaged in integration. As is the case with Kuala Lumpur, Nairobi has the highest number of initiatives for the legal integration of migrants and refugees (n=7); the least mentioned dimension in this city is political (n=3).

Auckland is found within the middle range of cities in this study, in terms of migrant and refugee integration initiatives. The city, with its recently developed local plan for integration may follow in the footsteps of cities such as Rotterdam and Chicago, where
the existence of a comprehensive integration plan may be associated with fewer stakeholders and less ad hoc initiatives. Among the cities studied, Auckland had the highest number of initiatives under the economic dimension. This could be attributed to predominantly highly-skilled migration, associated with Auckland’s desire to attract more migrants to fill labour shortages, as well as the desire for migrants to settle permanently. On the other hand, Auckland is among the cities with the least initiatives under legal and political dimensions (n=3 and n=0, respectively), which could be due to the comprehensive and rights-oriented integration plan currently in place.

A similar situation is observed in Chicago, where the local government has developed a comprehensive plan for integration, addressing all policy dimensions. Out of all the cities, Chicago has the most initiatives concerning the political integration of migrants, where the Office of the New Americans and the ICIRR advocate for migrant voting rights (see Box 10), while the IBIC advocates for greater reforms in immigration policy.

**Box 10. Chicago – The Illinois Coalition for Immigration and Refugee Rights (ICIRR)**

The Illinois Coalition for Immigration and Refugee Rights (ICIRR) is a crucial actor within the city of Chicago’s integration framework. In fact, ICIRR is arguably a much more powerful, connected and able promoter of immigrants’ rights and needs than even the ONA and the New Americans Plan. ICIRR is involved in nearly every action, advocacy movement, training course, immigrant services project, immigrant healthcare promotion, pro bono legal initiatives, citizenship training and services, immigrant direct counselling and crisis hotline.

Years of lobbying from the ICIRR led to the creation of the Office of the New Americans as well as the 26-point initiative. Additionally, the appointment of ON’s director was based on the recommendations of ICIRR.

Retrieved from Case Study: Chicago, USA

The high number of initiatives found in São Paulo could be attributed to the long-term lack of a national or local policy for migrant and refugee integration. As identified throughout the research, in São Paulo numerous NGOs and faith-based organizations have filled the void left by the state in this matter for over 20 years, creating a well-established support network for newly arrived migrants (see Case Study: São Paulo case study). However, São Paulo may experience changes in the upcoming years with the new direction taken by the municipal government in establishing a Coordination Office for Migrant Policies. São Paulo is also the city with the largest number of initiatives under the cultural dimension, including language courses (n=5) and intercultural workshops (n=4).

On the other hand, the comparatively low number of initiatives found in Rotterdam (n=18) is most certainly a result of a recent change in strategy, according to which integration is no longer an issue addressed by the city government. This new strategy has resulted in a government shift to reduce funds for “multicultural” integration policies at
the local level in favour of centralizing integration. Rotterdam’s policy has become increasingly reduced over the years, claiming that migrants and refugees are responsible for their own integration. Most of the initiatives fall under the social and cultural dimensions, including aspects such as dialogue and connecting people (n=3) and housing (n=2) for the social dimension, and language courses (n=4), for the cultural dimension.

Buenos Aires presents an above average number of initiatives (n=38). In the Argentine capital, the dimensions with the most initiatives were social (n=11) and economic (n=10); whereas the dimension with the least initiatives was political (n=1). This could be due to the highly centralized migration and integration policy, which only gives local actors the ability to decide on access to social services. In Buenos Aires, local government agencies are largely responsible for ensuring that migrants and refugees have access to healthcare and education. On the other hand, civil society organizations focus more on the economic aspect of integration, offering vocational training, assistance in accessing the labour market and financial education.

In Lisbon, a total of 36 initiatives for migrant and refugee integration were mapped. According to the results, all stakeholders offer programmes in the social dimension, the most common being: education (n=3), housing (n=2) and health (n=2). The second most explored dimension is cultural, where five of the stakeholders organize cultural activities or festivities, as well as providing language or cultural courses and sports activities. The economic dimension is the least explored, including programmes for employment, vocational training and entrepreneurial activity. In Lisbon, most of the initiatives mapped are offered by the CLAII network, more specifically by the CLAII in Lisbon. This once more is a reflection of the existence of a comprehensive local integration policy.

**Partnerships**

This study is specifically interested in identifying the role of businesses and local governments in the integration of migrants and refugees and, most importantly, in their capacity to act in partnerships. As discussed, partnerships are beneficial and desirable once they offer an opportunity for businesses and local governments to join resources and capabilities in addressing challenges of common interests.

Table 8 indicates that the total number of partnerships for migrant and refugee integration found in this study was 121, with an average of 15 partnerships per city. In our sample, São Paulo had the largest number of partnerships (n=36), followed by Chicago (n=22). The city with the lowest number of partnerships mapped was Rotterdam (n=9), followed by Lisbon (n=11).
Table 8: Mapping of partnerships

<table>
<thead>
<tr>
<th></th>
<th>Public-Private</th>
<th>Third Actor-Private</th>
<th>Third Actor-Public</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auckland</td>
<td>4</td>
<td>1</td>
<td>10</td>
<td>3</td>
<td>18</td>
</tr>
<tr>
<td>Buenos Aires</td>
<td>1</td>
<td>4</td>
<td>8</td>
<td>6</td>
<td>19</td>
</tr>
<tr>
<td>Chicago</td>
<td>3</td>
<td>8</td>
<td>5</td>
<td>6</td>
<td>22</td>
</tr>
<tr>
<td>Kuala Lumpur</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td>Lisbon</td>
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<td>5</td>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td>Nairobi</td>
<td>0</td>
<td>3</td>
<td>7</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td>Rotterdam</td>
<td>1</td>
<td>1</td>
<td>7</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>São Paulo</td>
<td>0</td>
<td>16</td>
<td>8</td>
<td>12</td>
<td>36</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>38</td>
<td>53</td>
<td>38</td>
<td>121</td>
</tr>
</tbody>
</table>

Overall, the largest number of partnerships found occur between third actors and public institutions (n=38), followed by third actor private partnerships (n=38). Despite the large numbers of partnerships found, only 8 per cent of these correspond to public-private partnerships (n=10). The city with the largest number of public-private partnerships was Auckland (n=4), followed by Chicago (n=3). Only one public-private partnership was found respectively for Buenos Aires, Kuala Lumpur and Rotterdam. In the remaining cities, no public-private partnerships were found. However, it must be noted that not all public-private partnerships occur at city level, but also with national government institutions. Nonetheless, businesses often constitute local actors and the impacts of their initiatives are most likely felt at local rather than national level.

The group “other” refers to partnerships between similar stakeholders (i.e. third actors-third actors, public-public and private-private). This study does not seek to dismiss the importance of such partnerships, but is more interested in partnerships between different sectors. Additionally, a city’s capacity to engage different actors to cooperate among themselves increases the possibilities of more innovative and comprehensive initiatives being designed to address migrant and refugee integration.
More specifically, Figure 5 shows the mapping of partnerships per city and type of partnership.

Figure 5: Mapping of partnerships per city and type of partnership
São Paulo, despite having the most partnerships identified (n=36), had no public-private partnerships. The lack of engagement between businesses and the municipal government could be attributed to a lack of knowledge and potential lack of trust. However, stakeholders from civil society who have more extensive experience in the field of migration and refugees have been able to establish lasting partnerships both with other members of civil society, as well as with the business sector (n=16). The number of third actor-private partnerships in São Paulo is also the highest for the entire sample (see Box 11). Partnerships between third actors and public entities are significantly lower and may be a reflection of the city’s lack of policies for migrant and refugee integration. However, this trend could be reversed with the new Coordination Office for Migrant Policies’ desire to establish partnerships in order to tackle gaps in integration.

Box 11. São Paulo – ADUS: partnerships with businesses for the employment of refugees

ADUS, an NGO for the integration of refugees in the city of São Paulo has adopted the partnership model to overcome a lack of funding since its creation in 2010. One of the most important areas of engagement in partnerships refers to the economic dimension of integration policy. By raising awareness in the business world, ADUS has been able to establish numerous partnerships with companies in São Paulo and its Metropolitan area, as well as raise interest among companies from other parts of Brazil. Some of the companies mentioned as having successfully incorporated refugees into their workforce are: Primolar, Moniz and Golden Tulip Hotels. Despite not having been evaluated formally, this project was well received by both the refugee community and the business sector. From the business perspective, this project also addresses the lack of national labour interested in filling some of the vacancies offered. This project is highly transferrable not only to other cities of Brazil, as is happening, but also to other cities worldwide. So long as businesses are made aware of the benefits integration of migrant communities can bring them, and there is a partner to mediate, this model could be replicated anywhere. The relevance of this project is offering refugees not only employment opportunities, but also “lifelong opportunities”.

Retrieved from Case Study: São Paulo, Brazil

Chicago, the city with the second highest number of partnerships identified (n=22), also presents the second highest number of third actor-private partnerships (n=8). In this city, three public-private partnerships were identified. All of the public-private partnerships in Chicago involve the Illinois Business Immigration Coalition (IBIC) and municipal level public institutions: 1) Partnership with the Chicagoland Chamber of Commerce for the advocacy of migrant rights and comprehensive integration; 2) Partnership with the Office of New Americans (ONA) for the development of training courses and workshops; and 3) Partnership with the Mayor’s Office in working groups. The Office of New Americans relies heavily on a number of partnerships with other organizations, the CPS system, healthcare facilities and chambers of commerce to carry out their initiatives on the ground. It depends heavily on collaborations and pathways already in place – tapping into existing services rather than creating new ones. Budgetary and personnel constraints at the
municipal level would greatly hinder any major additions to public services for immigrants. Furthermore, ONA works closely with World Business Chicago, the Chicago Council for Global Affairs, and the Illinois Business Immigration Coalition (IBIC), to launch initiatives to promote small and mid-sized immigrant businesses and their export revenues for the city.

In Buenos Aires, out of a total of 19 partnerships found, one refers to the public-private partnership between Manpower, an international human resources company, and the Directorate General of Coexistence within Diversity for the promotion of labour insertion of refugees (see Box 12). However, most of the partnerships in Buenos Aires occur between third actors and public institutions (n=8), which indicates the diversity of bodies within the city government involved in migrant and refugee integration. This is also a reflection of the city’s approach to integration as part of general policies for vulnerable populations.

Box 12. Buenos Aires – Manpower partners for the labour insertion of refugees

Manpower runs a programme in partnership with the UNHCR to promote decent employment, vocational training and labour insertion of refugees. Initially the programme contemplated employment only for refugees, but there were requests to expand the programme to immigrants as well. Manpower engages with the Directorate General of Coexistence within Diversity in a two-way exchange. While the Directorate is responsible for sending migrants to Manpower for labour insertion, Manpower hosts the cultural diversity workshops offered by the Directorate. Manpower also engages with FCCAM and MyRAr in offering employment to migrants and refugees. This programme has run for almost 15 years and proven successful.

Retrieved from Case Study: Buenos Aires, Argentina

In Auckland, a total of 18 partnerships were identified, most of which were between third actors and public institutions (n=10). Auckland is also the city with the most public-private partnerships (n=4, including a potential partnership) of the overall sample. The public-private partnerships identified are:

1. Partnership between the Immigration NZ and the Auckland Chamber of Commerce to provide skill matching and employability training under the New Kiwis Career and the Business Professional Programmes.

2. Partnership between the Ministry of Social Development and the Auckland Chamber of Commerce for the employability and training of migrants, under the Migrants Work Experience Programme.

3. Partnership between the Office of Ethnic Affairs (OEA) and the New Zealand Institute of Management to provide capacity building for employers.
4. The OEA is also currently looking for a private sector partner to take over the Ethnic People in Commerce EPIC-NZ website, which provides skill matching for migrants.

The number of partnerships involving public institutions could be a direct reflection of both the national and local integration strategies in place. Moreover, the public-private partnerships identified involve national government public entities, although the business partners are local, therefore making the impact of the initiatives relevant at the city level. The City Council is also indirectly linked to the work of business towards migrant integration since it was involved in the creation of the Auckland Regional Settlement Strategy which was the result of a multi-agency public sector consultation, involving businesses as service providers and research and consulting partners.

In Kuala Lumpur, a total of 12 partnerships were identified, none of which between the city and businesses. While it is possible that this is because no representatives from the city responded to the interview request, all other participants were asked if they knew of initiatives being run by the city and no positive responses were received. Several participants did however refer to some interest among city councils in other parts of Malaysia with regards to urban refugees; however this was beyond the scope of the project. Two loose public-private partnerships could be identified when national government was taken into consideration: 1) between the Ministry of Tourism and the agents licensed to promote MM2H and support its applicants; and 2) between UNHCR and the Ministry of Health with respect to healthcare provision for refugees. The vast majority of identified partnerships, however, exist within networks of organizations working on similar issues linked to promoting the rights of migrant workers and refugees. Often UNHCR partners with service providers by financing these activities, leading the representative of UNHCR to say that they perform and/or support many of the tasks such as curriculum design, teacher training and building maintenance that one would expect from the Ministry of Education. While often these involved NGOs, international organizations and faith-based groups they have been classified as private partnerships due to the fact that the government was not involved.

Similarly, in Nairobi, a total of 12 partnerships were identified, most of which were between third actors and public institutions. Most of the partnerships in Nairobi involve an international organization (mostly the UNHCR and the IOM) and a government partner (n=7). This is not surprising given the fact that these are the stakeholders with the largest scope in their initiatives particularly targeting refugees. No public-private partnerships were found.

No public-private partnerships were identified through the policy review or analysis of the interviews in Lisbon. However, the interview with the Mayor of Lisbon revealed the existence of a partnership between the Portuguese Council for Refugees and the multinational Swatch in order to establish and run a home for refugee children. The municipality also described smaller ad hoc partnerships with various organizations, mainly civil society, but also expressed being open to partnerships with the business sector as long as proposals are found to be relevant for the city context. The municipality also considers
that working in partnerships is a valuable instrument regarding two aspects: 1) financial assurances and 2) socio-cultural proximity.

Rotterdam was the city with the least partnerships (n=9), mostly between civil society, universities and knowledge centres. Only one public-private partnership was found relating to agreements between the city government and recruitment agencies to provide migrants with language courses and vocational training. During the interviews, the city government expressed the desire to pursue partnerships with major organizations such as Shell or Unilever. The Expat Desk also expressed interest in developing partnerships with the business sector, while noting the fact that governmental organizations are not allowed to have preferences regarding the provision of services or supplies. Other partnerships in the city involve third actors and public institutions (n=7).
Discussion

Despite significant differences, a few contextual elements of in integration policy were identified. First, the need to provide language courses in order to break barriers in all aspects of integration (Hamberger, 2009; IOM, 2008a). In Buenos Aires and Lisbon, the importance of such courses is not widely realized. In the Argentine case, this could be attributed to the majority of migration flows originating from neighbouring countries that share the same language and culture, however, hindering the integration of other communities. As for Lisbon, this realization is emerging with the arrival of more and more migrants from non-Portuguese speaking countries. On the other hand, in São Paulo, the importance of languages is recognized. Five of the seven respondents offer language courses. In Rotterdam, despite the city's new approach to integration, four of the seven stakeholders that offer integration services to migrants also provide language courses. Moreover, the Mayor of Rotterdam considers language one of the most important aspects of integration. However, the new legislation concerning migrant integration and the consequent budgetary cuts make migrants responsible for financing their own integration, including language courses. This may lead to a surge of a more informal language support system. In Chicago, several initiatives are also aimed at providing language training to migrants. For instance, ESOL is considered under the 26 point New Americans Plan. Moreover, the award winning “English Under the Arches” programme for employees offered by McDonald's, constitutes a unique literacy initiative that teaches English as a second language to selected employees and shift managers (see Box 13).

Box 13. Language courses – a first step to integration

- Partnership for language courses SESC-Carmo (São Paulo): the partnership between SESC Carmo-SP, Cáritas and SENAC has been running for almost 15 years. This partnership was initially signed between the three institutions to attend to the immediate needs of recently arrived refugees in the city of São Paulo. Currently, it provides Portuguese language courses and vocational training for refugees identified by Cáritas, Missão Paz and ADUS.

- Casa da Mouraria (Lisbon): offers Portuguese language courses for foreigners and literacy courses for those who live in the neighbourhood, in partnership with the Municipal Chamber of Lisbon.

- “English Under the Arches” (Chicago): a literacy initiative that teaches English as a second language to selected employees and shift managers to assist their career progress at McDonald’s Corporation.

Retrieved from Case Studies: São Paulo, Brazil; Lisbon, Portugal; Chicago, USA.

The second common challenge is housing, reported in most of the cities but through different perspectives and widely explored in the literature (Hamberger, 2009;
OECD, 1998). For example, in Buenos Aires, almost all interviewees reported a severe structural problem in accessing housing; a problem which is faced both by foreigners and nationals alike. In São Paulo, organizations working directly with migrants and refugees reported that demand for beds in shelters was outpacing supply and that more specialized areas were needed to receive migrant and refugee populations. In Lisbon, the housing problem is deeply rooted in the unplanned urban growth resulting partially from large flows of immigrants (IOM, 2013). This has led to a situation of social exclusion in which migrants and their families have settled in the peripheries, often forming shanty towns and ghetto communities. In Rotterdam, housing is one of the last integration challenges still being tackled by the city government specifically since the new strategy was announced. The concentration of migrants is also mentioned as a concern in Nairobi, where refugees are segregated in the Eastleigh suburb which lacks safe and direct transport links to areas of work. Furthermore, both in Chicago and Kuala Lumpur, migrant concentration marks the city landscape and may become an issue to be addressed in the future.

Finally, the third most common challenge refers to the discrimination present in varying degrees in the societies of all the cities of study. In most of the cities, conflicting perceptions of this issue were found among stakeholders; seldom was it recognized officially by city officials and tackled by the municipality. In Rotterdam, however, RADAR is a civil society organization funded mainly by the local city government that acts against racism and discrimination. It has been tackling institutionalized discrimination for more than 30 years.

In relation to the stakeholders and their functioning, common challenges were also identified. Access to funding is a generalized problem, hindering the capacity of stakeholders to deliver services and programmes for migrants and refugees. This issue was reported by municipal and civil society stakeholders, but not by businesses. For instance, the Sub-secretary for Human Rights and Cultural Pluralism of the city of Buenos Aires expressed desire to have access to more funding; the same being mentioned by the Directorate for Coexistence within Diversity. Furthermore, in their case, the lack of funding was associated with reduced capabilities in offering direct services to integrate migrants and refugees. A similar situation was identified within the Coordination Office for Migrant Policies in São Paulo which, although newly inaugurated, is aware of its limitations regarding both financial and human resources. In Lisbon, due to the economic crisis, stakeholders involved in the integration of migrants and refugees have suffered budget cuts. However, as mentioned by the CLAI Network Coordinator, this is a “time for creativity”. Both the CLAIIs in Lisbon and the FCCAM in Buenos Aires are now seeking European funding. In São Paulo, the NGO ADUS reported having no budget so, in order to deliver services to refugees as well as to pay basic bills, it has launched partnerships with the business sector. Integration initiatives in Rotterdam have also faced budgetary cuts as a result of the global economic crisis. One of the ways found by Auckland to involve migrants in their own integration is through the Migrant Levy Fund, which corresponds to the fourth stream of funding for integration initiatives (see Box 3).

Another important deficiency identified by the study, but not necessarily perceived by all stakeholders, is the lack of capacity to carry out efficient monitoring and evaluation
processes of the projects, programmes and services implemented. This challenge was found throughout all of the typologies of stakeholders and had already been mentioned as a common issue in this field, in the literature (Jones-Correa, 2011). This challenge has been seen to accompany difficulties in assessing the realities of the migration context in the cities. To elucidate, the Coordination Office for Migrant Policies sought to commission a project to map migration patterns in São Paulo. Estimating real numbers of migrants was also specifically mentioned as a challenge in Kuala Lumpur and Nairobi. Regarding monitoring and evaluation practices, in São Paulo the PARR programme by EMDOC is currently developing a comprehensive evaluation system, providing a 45-day monitoring of all refugees employed through their programme. In Buenos Aires, the Sub-secretary for Human Rights and Cultural Pluralism mentioned that this issue is being addressed in next year’s strategic plan through the contemplation of indicators that will allow constant and effective evaluation. Even stakeholders from the business sector such as Differance and Rental Corporation in São Paulo and Buenos Aires, respectively, were not able to report an objective method for evaluating efficiency of services provided. The evaluation is more often than not based on subjective and informal client satisfaction response. For instance, the Rotterdam Expat Desk reports an 8.1 out of 10 satisfaction rate among the expats it has assisted.

Few civil society actors were able to describe a well-designed evaluation method, with the exception of MyRAr, Buenos Aires. When MyRAr was acting in partnership with UNHCR regularly participatory evaluations were conducted. The SPF programme, to help refugee communities to look after themselves in Kuala Lumpur, also mentioned that it conducted evaluations. More specifically, the programme is regularly assessed and evolved as a result of the findings of these evaluations. In Chicago, the McDonald’s “English under the Arches” integration programme for employees has not only proven successful but has even won awards. In Rotterdam, most of the initiatives identified lack proper monitoring, as is the case with RADAR (anti-discrimination desk), the expat desk and the agreements with recruitment agencies; differently from the investment in education and parent involvement in school programme, which is regularly monitored.

For the practices that have no evaluation in place, a proxy for success of programmes is the length of time during which a programme has been in existence and the perceived acceptance by target groups, as reported by the respondents. In Lisbon, the CLAII Network is at the forefront, based on a report published in 2011 about the efforts to identify good practices. Furthermore, the CLAII Network’s initiative also demonstrates interest in learning from other stakeholders, agencies or even cities. Moreover, international organizations are known to regularly conduct both internal and external evaluations to their programmes. Despite not being specifically discussed, this applies both to Kuala Lumpur and Nairobi, where international organizations have a relevant role in the integration of migrants and refugees.

Apart from the lack of monitoring and evaluation, another challenge perceived to hinder the existence of partnerships and the creation of supportive networks, is the lack of communication and knowledge sharing among various stakeholders in a given city. Although not always reported, this was often perceived by the researchers while conducting
interviews. Respondents often found it difficult to answer when asked about other existing initiatives in the city. Lack of knowledge sharing and networks between stakeholders could also be associated with the existence of ad hoc initiatives, as observed in Chicago.

The practice of searching for good ideas outside the own city context was identified in few of the respondents. Specifically, Chicago has a long tradition of working in a collaboration network with other North American cities. Rotterdam also reported working in close collaboration with Amsterdam and other Dutch cities regarding specific programmes for integration such as the Expat Desk and the Stitching Dialogue (see Case Study: Rotterdam). When probed during the interview, most of the respondents, however, reacted in a positive manner, showing interest in getting to know projects that are ongoing elsewhere.

A similar situation was found when questioning civil society and municipal agencies on the inclusion of businesses in the provision or implementation of their services or programmes. There is a great lack of awareness in the role played by businesses and how often they are already involved in the field of migrant and refugee integration. However, once more, when probed about the possibility of establishing partnerships with businesses, most of the respondents showed interest, but lack of knowledge on how it could be done. With this, the study suggests that businesses with particular interests expose themselves more towards actors involved in the field of migrant and refugee integration; and that on the other hand, civil society and municipal agencies engage in awareness raising campaigns to inform businesses of the benefits that facilitating the integration of migrants and refugees can bring to their productivity.

Finally, there is controversy in the terms used to identify different groups of migrants. During the interviews, some of the respondents stated that lack of knowledge in relation to refugees could lend negative connotations to an association. For instance, ADUS reports that in São Paulo, people, upon hearing the word “refugee” often associate it with outlaws or fugitives. On the other hand, in Buenos Aires, the refugee population is much more reduced than the migrant population and, when discussing labour integration of the former, it is much better received than for the latter. In Kuala Lumpur, the use of the term “migrant” or “integration” was found to be problematic. This is due to the fact that in the Malaysian context, the term “migrant” appears to have connotations of settlement and thus terms like “foreign workers” and “expatriates” are preferred. Additionally, the use of the term “refugee” in Kuala Lumpur acquires a different significance, given that Malaysia is not a signatory to the 1951 Convention on the status of refugees and therefore does not recognize this group as separate from other migrants.

Among the respondents, there was a dispute about mixing the terms expatriates and migrants. This was also observed in the difficulty of contacting relocation companies to participate in the interviews. More than once expats were deemed as different or special in relation to other types of migrants, by the respondents. Other stakeholders contacted also refused to participate in interviews due to their perceived lack of connection to the topic. This could partially be related to the terminology used throughout the study.
Good Practices

Before concluding and offering policy recommendations, this section presents the good practices identified throughout the mapping of initiatives for migrant and refugee integration in the eight selected case studies. Good practices were selected among all of the initiatives identified using the six categories of analysis developed for this purpose: practicality, innovation, successfulness, transferability, sustainability, and strategic fit (see Methodology). In order to qualify as a good practice example, it was not necessary for an initiative to score highly in each category.

Good practices are presented according to the integration dimensions they address. However, it is important to note that initiatives often address more than one aspect of integration, making clear distinctions between dimensions impossible. Some of the initiatives identified throughout this study are still incipient and therefore the good practice criteria could not be applied adequately. Nonetheless, this study wishes to highlight such initiatives as promising practices and urges future studies to verify their development, in future years.

The identification of good practices in this study not only indicates that cities are often faced with common challenges in the field of migrant and refugee integration, but also that solutions can be shared and transferred with some adaptations to fit the specific local context.

In total, 20 good practices and three promising practices were identified. These were classified as shown in Table 9.

**Table 9: Good practices and promising practices per dimension of integration**

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Good Practices</th>
<th>Promising Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Cultural</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Legal</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Political</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Economic</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>Multidimensional</td>
<td>5</td>
<td>1</td>
</tr>
</tbody>
</table>

This report contributes to a limited but growing literature that focuses on the leading role local actors, particularly cities and businesses, should take in order to promote migrant and refugee integration (see Background and Literature Review). In light of this, beyond the good and promising practices found in this study, the report presents other noteworthy practices from previous studies that have successfully tackled recurring challenges and opportunities for migrant and refugee integration, alongside examples drawn from the research done for this report. This section of the report constitutes,
therefore, a compilation of good ideas in migrant and refugee integration for local stakeholders in this field.

Table 10 presents an overview of the good and promising practices identified in this study and allows the reader to quickly locate the results of this research. More information about each of the initiatives and their implementation can be found in the highlighted boxes presented throughout the next section or directly in the city reports21.

<table>
<thead>
<tr>
<th>Reference</th>
<th>Name</th>
<th>City</th>
<th>Description</th>
<th>Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good</td>
<td><strong>practice 1</strong> Casa do Migrante – Missão Paz</td>
<td>São Paulo, Brazil</td>
<td>Housing and reception of migrants and other services essential upon arrival such as language courses.</td>
<td>Social</td>
</tr>
<tr>
<td>Promising</td>
<td><strong>practice 1</strong> ExpatMalaysia.com</td>
<td>Kuala Lumpur, Malaysia</td>
<td>Information to potential expats and migrants interested in the MM2H programme.</td>
<td>Social</td>
</tr>
<tr>
<td>Good</td>
<td><strong>practice 2</strong> Partnership for Health</td>
<td>Nairobi, Kenya</td>
<td>Partnership between the IOM and the Department of Health to improve refugee and migrant access to healthcare.</td>
<td>Social</td>
</tr>
<tr>
<td>Good</td>
<td><strong>practice 3</strong> Education and parent involvement</td>
<td>Rotterdam, The Netherlands</td>
<td>City government invests in education and for the involvement of parents of migrant children.</td>
<td>Social</td>
</tr>
<tr>
<td>Good</td>
<td><strong>practice 4</strong> UNHCR information sharing and telecommunications</td>
<td>Nairobi, Kenya</td>
<td>Partnerships with radio stations and mass communication specialist to increase connectivity of refugees.</td>
<td>Social</td>
</tr>
<tr>
<td>Good</td>
<td><strong>practice 5</strong> McDonald’s “English Under the Arches”</td>
<td>Chicago, USA</td>
<td>Literacy initiative that teaches English as a second language to selected employees and shift managers to assist in their career progress at McDonald’s Corporation.</td>
<td>Cultural and religious</td>
</tr>
<tr>
<td>Good</td>
<td><strong>practice 6</strong> CPS Internship programme</td>
<td>Chicago, USA</td>
<td>Helps integrate students into their own neighbourhoods as well as throughout the city through service work and summer internships.</td>
<td>Cultural and religious</td>
</tr>
<tr>
<td>Good</td>
<td><strong>practice 7</strong> Casa Comunitária da Mouraria</td>
<td>Lisbon, Portugal</td>
<td>The result of an urban revitalization project, aims at the social inclusion of vulnerable populations, the improvement of social cohesion and the renovation of buildings.</td>
<td>Cultural and religious</td>
</tr>
<tr>
<td>Good</td>
<td><strong>practice 8</strong> Recognition of Qualification of Immigrant Doctors</td>
<td>Lisbon, Portugal</td>
<td>Aims at creating the necessary conditions to enable migrant doctors to work in their profession in Portugal, as well as address the shortage of qualified Portuguese professionals.</td>
<td>Legal</td>
</tr>
<tr>
<td>Promising</td>
<td><strong>practice 2</strong> Pro Bono Legal Aid Clinic</td>
<td>Kuala Lumpur, Malaysia</td>
<td>Through the recruitment of law students from refugee producing countries as volunteers, the Clinic offers pro bono services to refugees and migrant workers.</td>
<td>Legal</td>
</tr>
<tr>
<td>Good</td>
<td><strong>practice 9</strong> Illinois Business Immigration Coalition (IBIC)</td>
<td>Chicago, USA</td>
<td>Promotes sensible immigration reform that supports the economic recovery of Illinois, provides companies with both high-skilled and low-skilled talent needed and allows the integration of immigrants into our economy.</td>
<td>Political</td>
</tr>
<tr>
<td>Good</td>
<td><strong>practice 10</strong> Ethnic People in Commerce</td>
<td>Auckland, New Zealand</td>
<td>Onshore and offshore preparation for new migrants, employer workshops and assistance for ethnic businesses, as well as an online platform for ethnic businesses.</td>
<td>Economic</td>
</tr>
<tr>
<td>Good practice</td>
<td>Organization</td>
<td>Location</td>
<td>Description</td>
<td>Sector</td>
</tr>
<tr>
<td>---------------</td>
<td>--------------</td>
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<td>--------</td>
</tr>
<tr>
<td>11</td>
<td>New Kiwis</td>
<td>Auckland, New Zealand</td>
<td>Recruitment website aimed at connecting and facilitating skill matching between migrant job seekers and businesses.</td>
<td>Economic</td>
</tr>
<tr>
<td>12</td>
<td>ADUS</td>
<td>São Paulo, Brazil</td>
<td>Partnerships with businesses for the employment of refugees.</td>
<td>Economic</td>
</tr>
<tr>
<td>13</td>
<td>PARR: Support Programme for the Relocation of Refugees</td>
<td>São Paulo, Brazil</td>
<td>In partnership with the UNHCR, the Programme involves a platform for the employment of refugees, including preparation, monitoring and evaluation of the process.</td>
<td>Economic</td>
</tr>
<tr>
<td>14</td>
<td>Office of the New Americans (ONA)</td>
<td>Chicago, USA</td>
<td>Promotes innovation by facilitating immigrant entrepreneurship and supporting immigrant-owned businesses by partnering with businesses such as Western Union to provide workshops in the relevant communities.</td>
<td>Economic</td>
</tr>
<tr>
<td>15</td>
<td>MyRAr</td>
<td>Buenos Aires, Argentina</td>
<td>Microcredit programme for migrants and refugees; and vocational training and capacity building for migrant entrepreneurs.</td>
<td>Economic</td>
</tr>
<tr>
<td>16</td>
<td>Social Protection Fund (SPF)</td>
<td>Kuala Lumpur, Malaysia</td>
<td>Developed by the UNHCR, the programme consists of grants for community projects aimed at supporting refugees in sustaining themselves.</td>
<td>Multidimensional</td>
</tr>
<tr>
<td>17</td>
<td>CK-Ten</td>
<td>Kuala Lumpur, Malaysia</td>
<td>A company certified by the Ministry of Tourism to provide support to applicants for the MM2H programme.</td>
<td>Multidimensional</td>
</tr>
<tr>
<td>18</td>
<td>CNAI: National Support Centers for Immigrants</td>
<td>Lisbon, Portugal</td>
<td>One-stop shops for immigrants that provide them with support during their integration process in Portugal.</td>
<td>Multidimensional</td>
</tr>
<tr>
<td>19</td>
<td>Solidariedade Imigrante: One-Stop-Shop</td>
<td>Lisbon, Portugal</td>
<td>The one-stop shop model offers services mostly related to documentation and employment, and is operated entirely by migrants.</td>
<td>Multidimensional</td>
</tr>
<tr>
<td>20</td>
<td>CLAII Network</td>
<td>Lisbon, Portugal</td>
<td>Aims to increase the scope of assistance and the integration and proximity with migrants and refugees, is engaged in designing a continuous evaluation and validation of good practices method.</td>
<td>Multidimensional</td>
</tr>
<tr>
<td>3</td>
<td>Coordination Office for Migrant Policies</td>
<td>São Paulo, Brazil</td>
<td>Aims at planning migrant policies through the establishment of guidelines and coordination between institutions, always in the context of promoting and defending human rights principles.</td>
<td>Multidimensional</td>
</tr>
</tbody>
</table>
Social Dimension

The social dimension of migrant and refugee integration considers initiatives that address challenges such as housing, education, healthcare, access to services in general and discrimination. Within this dimension, two common challenges were strongly identified in the cities of study: 1) housing issues and segregation of migrant communities; and 2) discrimination and stigmatization of migrant groups.

Under this dimension, four good practices and one promising practice were identified.

In São Paulo, the Casa do Migrante constitutes one of the most comprehensive housing and reception initiatives.


The Casa do Migrante is a reception service initiated in 1978 by the Scalabrini fathers to meet the demand created by intense internal migration flows from other regions of Brazil to São Paulo. In the 1980s, the centre started receiving international migrants, which now account for 90 per cent of those welcomed by the centre together with refugees and asylum seekers. The centre functions in a similar way to a hostel, providing additional services to address the specificities of migrant groups. Other services offered include language courses, vocational training and the celebration of festivities. The Casa is run and maintained by a staff of 13 in addition to 10 rotating volunteers. Until 1996, the Casa do Migrante, together with the Centre for Migratory Studies, received 50 per cent of their funding from the city government. However, the partnership was broken when the municipality started demanding that the hostel reserve vacancies for the homeless and other vulnerable collectives, diverting it from its original purpose.

The Casa do Migrante provides essential services to newly arrived migrants and refugees, and may have important positive impacts on these migrants’ further experience in the host city. It addresses different challenges such as initial housing of migrants and refugees, and facilitates access to different services offered both by the hostel itself and by other stakeholders. The hostel has proven successful and still fills a gap in local policy. This initiative is highly transferrable due to its simple and commonplace nature and may be implemented in partnership with various stakeholders.

Retrieved from Case Study: [São Paulo, Brazil](#)

Other studies have also identified good practices in this area. The CLIP Network has identified several good practices concerning the issue of housing segregation. In Stuttgart and Frankfurt (Germany), for instance, this problem is tackled by the city government through the allocation of housing quotas on the occupancy policy which housing companies must follow. In Terrasa (Spain), the Sociedad Municipal d'Habitatge de
Terrassa S.A mediates between owners of properties and tenants, who are often migrants, in order to appease the reluctance of renting to foreign groups, as well as guaranteeing the protection of both parties under the agreed contract.\(^{22}\)

Other good practices that aid migrants and refugees to obtain more information and gain better access to services in the city were identified by the Cities of Migration Network:

- In Auckland (New Zealand), the Auckland Regional Migrant Services Trust (ARMS) launched a website to facilitate the settlement of newcomers, inspired by an example from Toronto\(^{23}\). The website includes access to information such as job hunting, accreditation of professional qualifications and issues relating to daily life such as the use of public transportation and the postal service.

- In Bilbao (Spain), the municipality also developed an easy-to-use online multilingual resource guide (Guía de Recursos Multilingüe) to improve access to city services and programmes (including healthcare, social benefits, education and employment services) for newly arrived migrants\(^{24}\).

The present study also identified a promising practice in Kuala Lumpur, for facilitating access to services, with similar characteristics as those observed in Auckland and Toronto.

### Promising Practice 1. ExpatMalaysia.com – Kuala Lumpur

The ‘ExpatMalaysia.com’ website started as a way to gather leads for a wealth generation company, but quickly evolved into an information platform for people interested in migrating to Malaysia. The website currently receives around 8000 visitors per month from all across the globe. Although by being online, it does not limit who can use the service, it primarily provides information to potential expats and migrants interested in the Malaysia My Second Home (MM2H) programme, answering questions about the best places to live, quality of hospitals and health clinics, where furniture can be bought, where social gatherings usually take place and so forth. The website is now described as being in its “infant-shoes” with potential ideas for growth covering the inclusion of a forum to allow users to engage with one another, advertisements for local companies and services to assist migrants. It would be too early to consider the website as a best practice in migrant integration however, in the context of Malaysia, it seems to provide valuable information to potential and current migrants.

Retrieved from Case Study: Kuala Lumpur, Malaysia


The social dimension of integration encompasses a wide variety of challenges. While some cities focus on providing migrants and refugees with resources and information to access social services, others provide specific services to meet migrant groups’ needs. In Nairobi, a partnership between the IOM and the Department of Health, provide in loco healthcare services to migrants living in the Eastleigh Community.

**Good practice 2. Partnership for health – Nairobi**

The Department of Health partners with the IOM to provide the Eastleigh Community Healthcare facility among other migrant-targeting projects; the implementation of these is delivered through local service providers. The clinic was set up with a view to eliminating the main barriers to refugee healthcare access (the difficulty and danger of travelling any long distance and fear of persecution), since Eastleigh is the neighbourhood with by far the largest concentration of migrants in Nairobi.

The Eastleigh healthcare centre, jointly run by the IOM and the Department of Health is an example of effective collaboration between a government department and a third party for the purpose of integrating migrants into the healthcare system. The project is successful because it brings healthcare to the place where the most vulnerable refugees live, thereby eliminating a significant barrier to healthcare access: the danger and difficulty of travelling long distances in the city. The free, non-discriminatory and non-judgmental clinic also eliminates the problem of refugees foregoing healthcare due to insufficient means or fear of persecution.


Other good practices directed towards guaranteeing migrant access to healthcare were identified by the EUROCITIES network. For instance, in Gothenburg (Sweden), migrant women are trained as doulas and cultural interpreters to increase understanding, trust and security between pregnant migrant women and healthcare personnel. Another initiative in Ghent (Belgium), aimed at increasing the use of home care services by migrants older than 65 years of age and better adapt the service to demand, has successfully created a “dictionary” of pictograms (images) of different home care situations and concepts.

Regarding access to education, a good practice identified in Rotterdam provides investments in education and ensures parental involvement to improve access and quality of education for migrant children.

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Good Practice 3. Investment in education and parent involvement - Rotterdam

The city government of Rotterdam works closely together with local schools (more than required by the national government), since education is considered to be key for both Rotterdam’s development, as well as to increase participation of immigrants. Parents of migrant children are often involved in schools, where they not only aid their children and engage with their education, but also take the opportunity to learn the Dutch language and make contact with other parents. Currently, a programme called “Goed, Beter, Best” (Good, Better, Best) places a father, a mother, or sometimes even a grandmother in the classroom together with the child to incentivize joint learning. The results of this programme have been positive, once (grand) parents tend to get more and more motivated to learn the language and participate. This programme is run mostly on a voluntary basis, due to the lack of funds.

Retrieved from Case Study: Rotterdam, The Netherlands

Under the social dimension, a fourth good practice was identified in Nairobi, where the UNHCR has implemented an information sharing and telecommunications initiative.

Good Practice 4. UNHCR information sharing and telecommunications initiatives - Nairobi

Complementary to the URPN are the UNHCR's partnerships with radio stations and with the mass communication specialist Solinet. This emergency mass communication scheme delivers swift and efficient communication and also, if it is well publicized among refugees, could provide an incentive for more refugees to own mobile phones and give their contact details to UNHCR.

A partnership not mentioned in the interviews is between UNHCR and the NGO Refugees United, which uses data on refugees’ identifiable characteristics and contact details, linking disparate national systems to reunite refugee families across borders. The NGO has an online platform for tracing refugees reported missing by their families. In urban areas these combined tools could be linked with systems such as the Urban Refugee Protection Forum to contribute to ‘mapping’ refugee movements and preventing vulnerable individuals from falling under the radar.

Retrieved from Case Study: Nairobi, Kenya

Good practices identified though the Cities of Migration Network may offer innovative and successful ideas to policy makers and other stakeholders in the cities in the present study to address the challenge of discrimination and stigmatization of migrant communities.

A good practice developed in Barcelona (Spain) that could be easily transferred to the context of all eight cities aims at fighting discrimination against migrants and refugee communities. This programme is able to address discrimination in all spheres of the city, offering stakeholders the opportunity to adapt strategies according to their needs. In 2010, a network called “Xarxa BCN Antirumors” was established between the Municipal
Government and more than 300 associations and individuals\(^27\). The objective is to deconstruct rumours and stereotypes that were identified as being common within the city among the entire population. Members of the network then use different strategies to engage people to reflect about such rumours, helping them to deconstruct preconceived images and ideas of certain communities. More specifically, the COMRàdio was selected by the Cities of Migration Network as a good practice that “creates an inclusive communication space”. More importantly, it can be shared and learned from. As described by Cities of Migration, COMRàdio is “creating a network of syndicated radio programming for local municipal stations” with the objective of addressing issues relating to migrant integration\(^28\).

Additionally, in Dublin (Ireland) transport companies partnered with the Immigrant Council of Ireland to devise a strategy for preventing racially motivated incidents on public transport. The cooperation resulted in the publishing of a report on the issue, the creation of a public awareness campaign, training of public transport staff and the development of innovative systems for reporting racist incidents\(^29\).

**Cultural and Religious Dimension**

Promoting initiatives under the cultural and religious dimension is essential for any city that considers itself bi-, multi- or intercultural. The celebration of cultural festivities, as well as the sharing of new experiences between local and migrant communities may also strengthen social ties, making co-habitation easier. This dimension also includes efforts made to provide migrants and refugees with adequate language skills, an essential element that enables them to lead their daily lives in their new places of residence.

Three good practices were identified within the cultural dimension.

In Chicago, the McDonald’s Corporation has devised the award-winning project “English Under the Arches” for employees.

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Good Practice 5. McDonald's “English Under the Arches” - Chicago

The programme is a unique literacy initiative that teaches English as a second language to selected employees and shift managers to help their career progress within McDonald's Corporation. Their instructional model includes traditional classroom instruction, teacher-led classes via web-conferencing, independent computer-based learning and on-the-job practice. The Illinois State Library Literacy Office’s Workplace Skills Enhancement programme awarded a grant to The Center: Resources for Teaching and Learning in Chicago to use this model to train McDonald’s employees from various locations in one class. With stronger English language communication skills, participants have increased opportunity to advance in their careers. The employees’ increased English proficiency also helps the restaurants to provide more effective operations and better customer satisfaction, while increasing profits. On a personal level, the employees’ improved English skills help them outside of work.

The McDonald’s “English under the Arches” programme represents a good practice because it is practical, successful, transferrable and sustainable and fits strategically into the policy framework of the city by filling a gap in various service provisions such as ESOL, Adult Education and Qualifications programmes and Career Enhancement programmes. ICIRR was also consulted during the creation of McDonald’s Corporation “English under The Arches” programme in Chicago. This model could be transferable across borders, cities and towns as McDonald’s global reach and employee profile make it a critical player in immigrant issues.

Retrieved from Case Study: Chicago, USA

Still in Chicago, another project aims at integrating students into the local neighbourhood. Although part of the cultural dimension, since it increases social cohesion, this practice also contains elements of a spatial character.

Good Practice 6. CPS internship programme – Chicago

BuildOn Chicago is a non-profit organization that works directly with and through the Chicago Public School system. BuildOn Chicago’s CPS internship programme (also known as Summer Corps) helps integrate students into their own neighbourhoods as well as throughout the city through service work and summer internships. For many of the immigrant and refugee students this provides the chance to practice their English skills and meet students from various parts of the city that they would otherwise never come into contact with.

Retrieved from Case Study: Chicago, USA

A similar practice was identified by the Cities for Migration Network in Boise (USA), where the Idaho Office for Refugees, together with other stakeholders, has designed a plan to keep refugee students actively engaged in learning and socializing over the summer. The International Summer Youth programme was built on the concept of peer monitoring and intercultural exchange. The goals of the programme were to introduce
refugee youth to the Boise community, promote cultural and academic literacy and develop greater appreciation of diverse cultures\(^{30}\).

In Dublin, the local library service (32 libraries), recognizing their role as a focal meeting point for migrant groups, facilitated access to library membership by no longer requiring proof of permanent address, set up a Conversation Exchange Programme and expanded its book collection to include a variety of foreign languages\(^{31}\).

In Lisbon, a neighbourhood revitalization project also became a way to bring foreigners and local communities closer together in order to address social conflicts such as racism, increase social cohesion within the community and its proximity to the city government.

**Good Practice 7. Casa Comunitária da Mouraria – Lisbon**

The “Casa Comunitária da Mouraria”\(^{32}\) is the result of an important urban revitalization Project – *Renovar a Mouraria* – aiming at the social inclusion of vulnerable populations, the improvement of social cohesion, the renovation of buildings and, among those, the integration of migrant and refugee populations. The Casa is directly supported by the Municipal Government and this innovative idea also envisages creating a greater proximity between the neighbourhood and the municipal public institution. With this, current Mayor Antonio Costa took the bold decision of moving the City Hall to the Largo do Intendente, a famous red-light district located in the neighbourhood of the Mouraria (Council of Europe, 2011). The Casa acts as a mediator between the community and the municipality. It also offers Portuguese language courses for foreigners and literacy courses for those who live in the neighbourhood. The work of bringing the foreign and local communities closer together is important due to the number of racist and xenophobic incidents.

Retrieved from Case Study: Lisbon, Portugal

As identified by the Cities of Migration Network, in Barcelona (Spain), another neighbourhood revitalization project became essential to undermine exclusion of the culturally diverse. In this project, an old psychiatric hospital was transformed into a civic centre and space was created for a park. These new areas of socialization increased interactions between residents\(^{33}\).

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\(^{32}\)Community House of the Mouraria

Other existing good practices for increasing the interaction between neighbours in an effort to reduce social tensions and increase acceptance of diversity include:

- The project known as “Next Door Family”, translated into “Familia ao Lado”, was first implemented in the Czech Republic by the NGO Slovo 21 and later recognized as a good practice in Europe, co-financed by the European Fund for Integration of third-country nationals (EIF). In 2012, more than eight European countries, including Portugal, implemented the programme, which consists of families hosting meals for other families from different cultural backgrounds. Families can sign up and are then grouped in pairs. A volunteer assistant serves as a bridge between the families, helping deal with cultural tensions and language barriers that might arise during the event. In 2012, Portugal held the greatest number of events, bringing together more than 135 families in this experience. The meetings constitute an extremely valuable experience for all of the participants and the project has no cost for implementation. Eleven countries participated in a lunch on 24 November 2013.

- The “Meet your Neighbours” project in Blackburn with Darwen (UK) aims at promoting interaction and understanding through interfaith dialogue by bringing together students from different schools in the area.

- In Barcelona (Spain), the “Karakia” television cookery show broadcasted by Televisió de Catalunya shows viewers the cooking habits of families from different countries residing in Catalonia. The award-winning programme became popular and contributed to the understanding of different cultures and habits.

- In Arnsberg (Germany), an international cooking night is organized five times per year by the NGO Internationales Arbeitskreis and financially supported by the city. The initiative aims to attract people from different backgrounds, creating a space for learning and sharing by giving different ethnic or social groups the opportunity to showcase their cultures.

Legal dimension

The legal dimension of integration is essential for guaranteeing the security of migrants and refugees. A first aspect of the legal dimension is to consider these groups in

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the legal and policy framework as existing vulnerable groups within the population. A second aspect refers to equal treatment, the protection of human rights and access to citizenship. Within this policy dimension, one good practice and one promising practice were identified following the criteria designed for evaluation (see Methodology).

One particular challenge for migrant populations in Lisbon was a mismatch between their skill levels and the jobs they were performing (OECD, 2008).

**Good Practice 8. Recognition of Qualification of Immigrant Doctors – Lisbon**

A project developed in the context of the municipality of Lisbon was the “Recognition of Qualification of Immigrant Doctors”, resulting from a partnership by the Jesuit Refugee Service-Portugal with funding from the Calouste Gulbenkian Foundation. The project’s goal was to “create necessary conditions to enable migrant doctors to work in their profession in Portugal, as well as address the shortage of qualified Portuguese professionals”. The project was implemented throughout the country and because medical schools capable of providing recognition are centred in just a few cities, some of the main activities were carried out in Lisbon, Coimbra and Oporto. The project was conducted with 120 migrant doctors originating from countries with no agreement on automatic recognition of equivalences, who were at the time working in Portugal in areas other than medicine.

This project was also identified as a good practice example by the Cities of Migration Network.

Retrieved from Case Study: Lisbon, Portugal

Similar to this initiative, in Zarautz and San Sebastián (Spain), the GET EQUAL project, funded by the Provincial Council of Gipuzkoa, aims to provide individualized counselling to migrant women from Southern countries on how to obtain recognition for qualifications gained abroad prior to migration. This aims at improving economic prospects for these women, who are often obliged to work in domestic service and the hospitality industry, despite having higher qualifications. The programme also offers discussions and informative workshops.

In Kuala Lumpur, both irregular migrants and refugees have extreme difficulties in enjoying equal access to rights. For this reason, addressing challenges under the legal dimension of integration is of extreme importance.

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Promising Practice 2. Pro Bono Legal Aid Clinic – Kuala Lumpur

Aside from the Legal Aid Clinic, private legal firms also provide pro bono services to refugees and migrant workers. One such practice is currently seeking funds to implement a pilot project for the provision of legal support to migrants and refugees. The company has recently recruited law students from refugee producing countries as volunteers. As well as being familiar with the law, these students also have cultural and linguistic abilities that assist in bridging the gap between migrants and legal professionals. While not yet implemented and therefore not eligible to be considered as a good practice, this example has the potential to be a practical, innovative, transferrable and strategically relevant intervention. The concern raised by the legal practice, however, was that funding for this type of work is often allocated to non-profit companies who do not necessarily have the legal expertise to deliver the required services and thus rely on contracted legal professionals. By developing a project housed in the pro bono section of the company, a sustainable programme could be developed.

Retrieved from Case Study: Kuala Lumpur, Malaysia

Furthermore, in Nairobi, one of the challenges identified under the legal dimension refers to abuses committed by the police against migrant communities. Under the legal dimension of integration, initiatives should guarantee not only equal treatment, but also protection of all residents. A few good ideas involving police corps were identified by the Cities of Migration Network throughout the world:

- In Amsterdam (The Netherlands), a senior police officer was sent to Toronto in order to acquire knowledge on police approaches to diversity and community outreach programmes that had been implemented and successful in that city. The resulting programme aimed for a more open attitude of police officers towards citizens and at improving diversity policies by means of community outreach and multicultural training for police officers.\(^{39}\)

- In Brooklyn Center (Minnesota, USA), a project was launched with the police force to build trust with communities of newly arrived immigrants and refugees who do not understand the role of the police in the city. Through a partnership with neighbouring police departments, a community assessment was conducted, including leaders of culturally diverse communities. Some of the resulting actions include appointing a community liaison officer to promote trust within immigrant communities and cultural and language training for police officers, among others.\(^{40}\)

- Similarly, in Cardiff (Wales), the lack of trust among asylum seeker communities was combated through offering ESOL services to improve knowledge and understanding


of the language. In this way, asylum seekers could be informed of their rights and responsibilities and build a trust relationship with the officers\textsuperscript{41}.

**Political Dimension**

The political dimension of integration was the least explored by stakeholders in all of the cities of study. Only one good practice was identified regarding this dimension.

As discussed, in Chicago, the Illinois Business Immigration Coalition is involved in advocating for more migrant political rights.

**Good Practice 9. Illinois Business Immigration Coalition (IBIC) - Chicago**

The Illinois Business Immigrant Coalition (IBIC) addresses the city and state’s need to help advance business as a pro-immigrant endeavour and brings together some of the city’s and state’s key corporations and stakeholders to address specifically immigration legislation. IBIC seeks to promote sensible immigration reform that supports the economic recovery of Illinois, provides Illinois companies with both the high skilled and low skilled talent they need, and allows the integration of immigrants into our economy as consumers, workers, entrepreneurs and citizens. We could therefore consider IBIC to be a good practice in the sense that it is practical, successful (in terms of bringing diverse corporations for dialogue on immigration), and transferrable. It is sustainable because of the fact that mutual interests are at stake which usually assures continued participation.

Retrieved from Case Study: Chicago, USA

Even when the decision over granting migrant political rights is tied to national legislation, local stakeholders can promote the inclusion of migrant groups at the local level through other strategies. For instance, in Dortmund (Germany), the City Council launched a programme called “Politik Mit-Wirkung”, aimed at increasing the political participation of ethnic communities by bringing them closer to the political process and initiating dialogue\textsuperscript{42}. In Breda (the Netherlands), a project proposal contest gives an incentive to all inhabitants, regardless of origin or background, to present a plan for the improvement of their neighbourhoods. The winning project is granted a maximum of 10,000 Euros. Among the initiatives that have been implemented are a Turkish Moroccan teahouse and the

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Språksam (Speak together) project which invites mothers to their children’s classroom with a double aim: to prevent isolation and increase engagement in their children’s education.\(^43\)

**Economic Dimension**

The economic dimension of integration had more good practices identified than any other dimension. This may be due to the fact that all of the cities studied present large numbers of economic migrants, whose main challenge is to integrate economically into a society. Moreover, economic integration is often a priority of governments, since migrants that have their own means are not dependent on government subsidies (where relevant / available).

The first four good practices out of a total of six presented under this dimension relate to the recruitment of migrant workers, as well as establishing the links between potential employers and employees. In Auckland, two good practices were identified for these purposes: the Ethnic People in Commerce and the New Kiwis Programme.

**Good Practice 10. Ethnic People in Commerce - Auckland**

This Auckland programme is funded by a private bank and consists of several different projects. Some of the programme’s work involves onshore and offshore preparation for new migrants, employer workshops and the project Connecting the Regions (in partnership with the NGO Economic Development Agencies of New Zealand) which assists ethnic businesses in investing in Auckland’s regions. The other major project under the Ethnic People in Commerce project is EPIC-NZ, an online platform for ethnic businesses to contact one another, collaborate and recruit personnel from non-mainstream ethnicities.

Retrieved from Case Study: Auckland, New Zealand

**Good Practice 11. New Kiwis – Auckland**

The Auckland Chamber of Commerce runs the recruitment website New Kiwis on which migrant jobseekers can register and businesses can browse and search for the skills they require and contact jobseekers who match their profile. The project is funded by Immigration New Zealand and has been a success in terms of the number of connections made between employers and jobseekers. The challenge for the Chamber is monitoring outcomes since the platform does not track the progress of members beyond the initial connection stage, so there is no data on how many successful job placements have resulted from the project.

The Chamber has also identified a need to assist the ‘backlog’ of migrants who have been established in New Zealand for some time but struggle to find employment or to raise their skill profile. The Chamber runs the New Kiwis Career Success course for these migrants and the funding is supplied by the Ministry of Social Development, which has an interest in migrants being helped into employment so that they do not become reliant on welfare benefits.

Retrieved from Case Study: Auckland, New Zealand

In São Paulo, two good practices were also identified for the recruitment of refugees and linking this target group with potential employers. First, the NGO ADUS, established in 2010 has been engaging in various partnerships with businesses with the objective of granting refugees access to the labour market. Furthermore, ADUS seeks to provide additional services to refugees that could enhance their probabilities of being employed, such as language courses and vocational training.

Good Practice 12. ADUS: partnerships with businesses for the employment of refugees – São Paulo

ADUS, an NGO for the integration of refugees in the city of São Paulo has adopted the partnership model to overcome lack of funding since its creation in 2010. By raising awareness among businesses, ADUS has been able to launch numerous partnerships with companies in São Paulo and its Metropolitan area, as well as raise interest among companies from other parts of Brazil. Some of the companies mentioned as having successfully incorporated refugees into their workforce are Primolar, Moniz and Golden Tulip Hotels. Despite not having been evaluated formally, this project was well received by both the refugee community and the business sector. In interview, Primolar, one of the partners, stated that they would continue to hire refugees as long as there were vacancies. From the business perspective, this project also addresses the lack of national labour interested in filling some of the vacancies offered. This project is highly transferrable not only to other cities of Brazil, as is happening, but also to other cities worldwide. So long as businesses are aware of the benefits integration of migrants communities can bring them and there is a partner to mediate, this model could be replicated anywhere. The relevance of this project is to offer refugees not only employment opportunities, but also “lifelong opportunities”.

Retrieved from Case Study: São Paulo, Brazil

Similarly, EMDOC in partnership with the UNHCR offers the Support Programme for Relocation of Refugees, founded in October 2011.

EMDOC is a specialized consultancy in the area of immigration to Brazil, transfers of Brazilians abroad and relocation. In 2011 EMDOC signed a partnership with UNHCR named PARR – Support Programme for the Relocation of Refugees. The programme is executed by its partners and includes a website where refugees can upload their résumés and express their desire to work. Their profiles are then visible to companies who are interested in hiring. Cáritas is responsible for evaluating the profile of the refugee and the vacancy, and verifying the possibility of filling the vacancy, together with the UNHCR. By the date of the interview, the programme had assisted 24 refugees and registered 217 résumés and 44 companies.

Through the programme, labour incorporation includes an “interculturalization” course and a language course. Furthermore, EMDOC provides a follow-up evaluation of the refugee 45 days into employment.

This programme falls under EMDOC’s Corporate Social Responsibility strategy.

Retrieved from Case Study: São Paulo, Brazil

The two initiatives in São Paulo are similar in nature and operation, thus potentially extremely transferrable. A similar scheme seems to be in place in Buenos Aires, coordinated between Manpower and the UNHCR. These types of initiatives also provide refugees and companies with a reliable system through which to be in contact, reducing the potential risks of asymmetrical information or lack of trust that could keep refugees from becoming active members of the labour market and companies from finding needed employees. An important difference observed between the two initiatives is the disparity of resources available. While EMDOC is a well-established company with its own means and the official support of the UNHCR, ADUS is a recently established NGO with no economic means of its own. This serves to prove, once more, that this project can be implemented in different contexts and regardless of the monetary resources available.

While the good practices mentioned above focus on the integration of migrants and refugees into the private sector, the Cities of Migration Network also identified a couple of good practices relating to the recruitment of migrants and refugees by local administrations:

- In Bremen (Germany), the “You are Key” programme aimed at increasing the cultural diversity within the city administration in order to better reflect diversity within the local community. The project consisted of a number of approaches to reach the targeted groups, including print media advertising campaigns, a career fair, a new website promoting career options, a series of short films and outreach to migrant organizations and social media.

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In Calgary (Canada), the city in cooperation with the Immigrant Sector Council of Calgary established the Immigrant Employment Partnership project, aimed at facilitating the employment of skilled immigrants in the city council.46

Another challenge relating to the economic dimension of integration is promoting migrant and refugee entrepreneurship. In Chicago, the Office of the New Americans addresses this issue.

**Good Practice 14. Office of the New Americans (ONA) - Chicago**

The Office of New Americans (ONA) created by Mayor Emanuel represents good practice in the sense that it is a flagship initiative that is practical, successful, transferrable and sustainable and fits strategically into the policy framework of the city by attempting to centralize and mainstream the city's integration initiatives and programmes. The ONA promotes innovation by facilitating immigrant entrepreneurship and supporting immigrant-owned businesses by partnering with firms such as Western Union to provide workshops in the relevant communities. Its transferability is a particularly strong point and similar offices are being opened up or discussed throughout the USA to fill the gap that the federal government has left when it comes to immigration and integration legislation.

Retrieved from Case Study: Chicago, USA

Furthermore, in Buenos Aires, the NGO MyRAr runs a microcredit programme for migrants and refugees aimed at increasing their entrepreneurial capacity.

**Good Practice 15. MyRAr: microcredit programme for migrants and refugees; vocational training and capacity building for migrant entrepreneurs – Buenos Aires**

MyRAr is an NGO founded in partnership with the National Government of Argentina and the UNHCR.47 This project provides urban microcredit for entrepreneurial refugees and migrants. It has been operational for 11 years and has increased the scope of its services to include vocational training and capacity building for migrant entrepreneurs in partnership with the company Manpower. It also engages with the business community to provide commercial opportunities for entrepreneurial migrants, as is the case with Galería Boeda and Mercado Progreso. In these commercial centres, migrants are able to establish sales outlets for their products. This opportunity keeps them from selling in the streets, which is illegal in Buenos Aires, and has resulted in some migrants later renting spaces to sell their products in the same centres. Another partnership was established with the Confederación Económica Metropolitana, which includes on the one hand, space for migrant entrepreneurs to sell and market their products. On the other hand, MyRAr offers awareness raising courses for members of the confederation, emphasizing the

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47 Currently, the UNHCR does not participate in the programme
benefits of offering migrant entrepreneurs more opportunities and the positive results of their social integration. This project is extremely innovative. According to MyRAr, this project “completes the cycle that initiates with legal integration” for migrants, therefore, giving them the opportunity to fulfil their potential and contribute to society. The transferability of this project depends on the capacity to establish partnerships and on the willingness of the public and business sectors.

Retrieved from Case Study: Buenos Aires, Argentina

Similarly, the Municipal Action for Immigrant Integration of the National League of Cities identified a Project Pro$per in Madeira (Florida, USA), as a good practice. This project provides small loans and financial education to migrants through a revolving loan system

Multidimensional

Due to their more generalized and comprehensive characters, some of the good practices identified could not be placed under a single integration dimension. Five good practices and one promising practice are therefore presented in this section.

In Kuala Lumpur, the Social Protection Fund (SPF) covers a number of projects, which are community developed and defined as having “quick impact”.

Good Practice 16. Social Protection Fund (SPF) – Kuala Lumpur

In 2009 the UNHCR developed the Social Protection Fund (SPF) programme to help refugee communities to help themselves. The SPF programme consists of grants to community-based refugee groups for community projects focusing on their own well-being; the programme works with existing skills and knowledge in the communities. A key point to note with regards to the SPF is that it allows the refugee community to identify their own needs and to develop projects accordingly. Training is targeted to refugee groups to assist in the preparation of grant requests. Examples of projects are skills training, income-generation, community service and development such as youth centres or day care, micro-business support and information sharing (UNHCR, 2013). The projects funded by the SPG are described as ‘quick impact’ projects and, although not a completely new concept in the field of migrant and refugee integration, are certainly making an impact. The programme is regularly evaluated and has evolved as a result of the findings of these evaluations. For example, one of the early evaluations in 2010 identified that the amount received by migrants was often overwhelming and thus they decided to pay out grants in installments. To date, 389 projects have been funded, 74 in 2013 alone and currently 91 are active. While the project originally started with an earmarked budget, it has now been mainstreamed into the core

budget and, as such, it is anticipated that it will remain a core part of UNHCR’s work in Malaysia.

One example of a project funded by the SPF was a community cleanup project launched in a neighbourhood where media attention had highlighted complaints from local Malays regarding the condition of a local play park in an area with a high presence of both refugees and migrant workers. Through the SPF, the refugee community initiated a project to tidy up and repair the play park. The local council got involved through the provision of tools and equipment and the work received media attention. Internally it has been considered as a good practice and has been replicated. This type of project meets the needs of a community and allows for different groups to interact in the pursuit of a common goal: a safe play park in which their children can play. Another example is an organic farm run by refugees. The produce is sold to a local refugee soup kitchen serving the most vulnerable members of the refugee community. The farm sold on excess produce which resulted in a self-sustaining project.

The SPF represents a good practice in the sense that it is practical, successful, transferrable, sustainable and fits strategically into the policy framework of the city by filling a gap in service provision. Quick impact projects are not new in the field of integration although one could argue that the SPF stimulates innovation by facilitating members of the refugee community to come up with innovative solutions to the challenges they face. Its transferability is a particularly strong point given that users generate the ideas and thus the project is not contextually bound.

Retrieved from Case Study: Kuala Lumpur, Malaysia

Still in Kuala Lumpur, the company CK-Ten provides support to applicants of the MM2H programme in all aspects of integration, according to the needs of each client.

**Good Practice 17. CK-Ten – Kuala Lumpur**

CK-TEN is a company certified by the Ministry of Tourism to provide support to applicants for the MM2H programme.

CK-Ten has assisted between 400 and 500 of the approximately 21,000 families that have come through the MM2H programme since 2001. The company provides services tailored to the needs of each client, ranging from opening a bank account; assistance with purchasing a home, often in prime ex-pat neighbourhoods; buying or importing a car; selecting of a school or healthcare provider; advice on leisure activities, relocation services, furniture supplies and more. The staff at CK-Ten offer support to new arrivals with the intention of embedding them into Malaysian society. This differs significantly from the types of services provided to other migrant groups in Malaysia.

CK-Ten and other agencies providing support services to applicants for the MM2H could be considered good practice in the sense that they facilitate the immigration experience. By supporting clients through the visa application, assisting them in settling into Kuala Lumpur and by providing intercultural communication training to staff that are relevant to them (such as estate agents, car salespersons or health/education professionals), the business model can provide new arrivals with the information and support that they require to settle into the city. We could therefore consider CK-Ten to be a good practice in the sense that it is practical, successful (from
In Lisbon, two initiatives working under the model of a “one-stop shop” are considered good practices. However, it would be promising to see both initiatives working in partnership.

On the one hand, the nationally established CNAI:

Good Practice 18. CNAI: National Support Centres for Immigrants - Lisbon

Created in 2004, the CNAIs operate as one-stop shops for immigrants in order to provide them with support during their integration process in Portugal. According to the Council of Europe (2011), the Lisbon office coordinates work among six government agencies from five ministries, in order to meet the practical needs presented by immigrants and refugees in their adaptation process. For instance, CNAI offers support regarding family reunification, legal advice and employment. More importantly, many of the services provided are also made available to irregular migrants (OECD, 2012). With the objective of articulating between the state and immigrants, CNAI works with socio-cultural mediators, who are often of immigrant origin themselves, which enables them to better establish links with the communities. As of 2011, the CNAI in Lisbon had 86 socio-cultural mediators (Council of Europe, 2011).

On the other hand, Solidariedade Imigrante provides migrants and refugees with similar services, also following a one-stop shop model. However, this project is innovative because those working to assist migrants are migrants themselves.

Good Practice 19. Solidariedade Imigrante: One-Stop-Shop - Lisbon

One of the largest organizations is Solidariedade Imigrante, which claims to assist between 25-30,000 individuals in all of Portugal. This organization runs in a similar model to that of the CLAIIIs and CNAI, except in this case migrants are the ones responsible for providing other migrants with the necessary assistance. The one-stop shop model offers services mostly related to documentation and employment.

Additionally, in Lisbon, the CLAIi Network enables the sharing of information and knowledge between different participating nodes; it is now designing an evaluation method to determine good practices.
Good Practice 20. CLAIIs Network - Lisbon

The Local Support Centres for the Integration of Immigrants (CLAIIs) were established in 2003 by ACIDI in partnership with local civil society organizations and municipalities in order to increase the scope of assistance and the integration and proximity with migrants and refugees. There are currently 87 CLAIIs in all of Portugal, 22 of which are located in the Metropolitan Area of Lisbon. More than providing migrants with direct assistance, the CLAIIs innovative focus is their work through networks, through which they are capable of “transferring specific and privileged information” regarding the integration of migrants and refugees. One of the results is that it enables CLAIIs all over the country to provide a faster and more effective insertion of migrants into society. In particular, the CLAIII Network is also designing criteria and requirements for the continuous evaluation and validation of good practices among CLAIIs. There is a common database with information on the number and nature of counselling provided by each unit. In 2011, the ACIDI published guidelines on how to develop intercultural projects and adopt the good practices identified. The transferability of this project depends on the capabilities of the actors involved and the structure available to establish the network, however, it is not impossible and may start piecemeal.

Retrieved from Case Study: Lisbon, Portugal

Finally, the establishment of the Coordination Office for Migrant Policies in São Paulo is presented as a promising practice. Despite having been established very recently, the coordination office has already engaged in filling gaps for migrant and refugee integration within the city.

Promising Practice 3. Coordination Office for Migrant Policies – São Paulo

In May of 2013, the Secretary for Human Rights and Citizenship of the city announced that the institution would now have a Municipal Coordinator for Migrant Policies. The coordination office aims at planning migrant policies through the establishment of guidelines and coordination between institutions, always in the context of promoting and defending human rights principles.

Since it is relatively new, the coordination office still has not put any new policies in place and seems unaware of some of the other existing initiatives in the city, often involving municipal agencies. However, several projects are under negotiation. One of the most relevant is the partnership with Caixa Econômica Federal, a public banking institution in order to facilitate the acquisition of bank accounts by immigrants who are in the process of regularization. The partnership aims at reviewing the documentation required by banks in order to open an account. Another initiative involves partnerships with consulates to disseminate information regarding the special Mercosul agreements on residency rights. Moreover, the coordination office works on the design of information brochures together with the Ministry of Justice aimed at public agents in the

49 The interviewee requested that the name of the bank not be mentioned. However, between the time of the interview and the release of the report, the partnership was made public and the name of the institution was made publicly available.
area of education, healthcare and social assistance. Finally, in the near future the coordination office plans to create permanent fora to help ensure the participation of migrant and refugee groups.

Retrieved from Case Study: São Paulo, Brazil

The good practices and promising practices identified in this study aim to contribute to a growing database of good ideas to address integration challenges of migrants and refugee groups. As the framework of this study suggests, local governments, businesses and other local stakeholders should engage in knowledge sharing not only at individual city level, but also between cities. Presenting similar experiences and accomplished solutions can help other cities tackle identified challenges in more effective ways.
Conclusions and Recommendations

There are many benefits to be gained from public-private partnerships. The cases analysed in this study uncover examples of where partnerships facilitate knowledge and resource exchange. For example, Adus is an NGO in São Paulo with no monetary resources, however, through partnerships it delivers a series of successful services for refugee integration by mobilizing the resources of others.

Sometimes these benefits are not fully achieved due to poor communication among various actors in the field. Often this may be grounded in a mistrust of the motivations of another: for example, cities may mistrust businesses because of an expectation that they are simply out to make a profit; businesses may mistrust city governments because they view them as bureaucratic and inefficient. In many ways these miscommunications come down to language use.

Communication, lack of knowledge and mistrust are all issues that can be tackled through the establishment of networks. If most respondents were unaware of initiatives existing within their city context, it is hard to expect them to be engaged in international knowledge sharing. The Lisbon experience shows how working in networks can be extremely beneficial. Apart from the national CLAII network, Lisbon is also a participant in the CLIP project and engages with the European Fund for Integration, from where ACIDI was able to learn about the “Next Door Family” project and replicate it within its territory. Chicago also reported extensive work in networks with other cities in North America, although it was noted that similar context and characteristics helps in the sharing of experiences. Kuala Lumpur is also engaged in knowledge exchange networks: nationally, the Migrants, Refugees & Immigration Affairs Committee of the Malaysian Bar Council; and regionally, the Asia Pacific Refugee Rights Network and Migrant Forum in Asia. The remaining cities were able to use existing structures to develop networks in their regions. For instance, Buenos Aires and São Paulo both benefitted from knowledge sharing given the similar contexts, taking advantage, for instance, of the networks offered within the Mercosul treaties. Additionally, Nairobi engaged in networks to share specific experiences relating to refugees. The engagement of international organizations in the city should help to sustain these networks. On the other hand, Auckland may benefit more from networking with cities such as Chicago and Rotterdam, which have more well-developed frameworks for migrant integration. Networks are essential for knowledge and experience transfers, as well as for developing and sharing good practices.

In light of all this, the authors would make the following recommendations:

1. **Establish networks** and fora to share experiences and identify potential partners both within and between cities.

2. **Learn each other’s language**: integration and migration are “loaded” terms which vary according to each city’s and stakeholder’s frame of reference. By broadening
our vocabulary we can better communicate with each other and identify new and improved ways of managing issues linked to urban development.

3. Learn from experience: rather than applying predefined notions of what a partnership looks like we should acknowledge that collaborations between different stakeholders often occur in an ad hoc and unofficial manner; ignoring them could undermine the potential identification of successful and transferable practices.

Further Research

The contribution of this report to the existing research on migrant and refugee integration at the local level should serve as a stepping stone for future evidence. The focus on cities provides an ample and varied research framework.

Ultimately, cities should constitute the unit of analysis in the field of migrant and refugee integration. It is in cities that migrants carry out their daily lives and have interactions that enable the creation of social connections with the community. Not only should more cities around the world be included in local level integration studies, but research should also be expanded for the cities in the present study. Recommendations for future research include:

- Evaluation of the true impact of the identified policies and services in place through gathering data directly from the groups targeted by those policies.
- Monitoring and evaluation of incipient practices identified in this study in order to determine whether they constitute good practices.

Further research on this topic is already taking into consideration the importance of city level initiatives for the well-being of all citizens, including migrants and refugees. Such is the case for the IOM's forthcoming 2015 World Migration Report and of the Joint Migration and Development Strategy (JMDI), which aims to strengthen the contribution of migration and development by reinforcing the local dimension. Ahead of the Post-2015 Development Agenda, it is important to ask how far cities can successfully engage in issues such as development and migration, which not only transcend local borders but also have extreme impacts on communities and individuals.
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Annexes

Annex 1. Interview guide policy makers

Introduction

- Please introduce yourself, what is your position in relation to migrant and refugee integration issues. Please introduce your organization.

- What are the migration trends that characterize your city (linked with integration needs)?

- With what grade of importance do you perceive the issue of migrant and refugee integration in your city?

Institutional

- Under which matters does the municipality have competency to enact public policies aiming at migrant integration (i.e. housing, healthcare, education, labour market, cultural, political participation)?

- What role does decentralization play in the municipality’s ability to provide services for immigrants?

- What are the institutional bodies responsible for addressing policies in the field of migrant and refugee integration/management of diversity? (Probe for city specific)

Policies and programmes

- What are the main integration policies and programmes for migrants and refugees currently in place in your city?

  - List policies
  - Explain origin and goal of policies
  - What groups are aimed by policies
  - Explain continuation of policies
  - Explain outcomes / evaluation of policies / Effectiveness

- What is the budget assigned to migrant integration policies/programmes? Has the budget increased/decreased in relation to other years? Percentage difference – when did changes occur (specific years)?

- Which of these policies have been initiated under the current mandate and which are continuations of the previous management?

- What is the visibility of the policies (with target groups and general population)?

- Does your organization engage in dialogue with migrant and refugee groups in order to identify the needs of these populations? Are the needs of different populations taken into consideration?
Partnerships
- Does the municipality/your organization work in partnerships in order to execute migrant integration/diversity management policies?
  - With who? NGOs, businesses, other?
  - What reasons led to the partnership? Was it a city initiative or the partners’ initiative?
  - What are the programmes?
  - How long have they been established?
  - What type of partnerships? Contracts, funding, work together?
  - How well do they work? Efficiency. Evaluation methods

Businesses
- Are you aware of initiatives from the businesses in your city dealing with migrant integration/management of diversity?
  - Is there overlap in the provision of services?
  - Does the municipality/your organization cooperate with these private initiatives?
  - Has the municipality/your organization envisioned partnership in these initiatives?
  - Does the municipality/your organization make use of these services / forward migrants to these services?

Future perspectives
- What issues should be addressed in your city regarding the integration of migrants and refugees / management of diversity in the near future? Do you see steps taken in that direction? Are there issues being ignored?
- How is your city different from others regarding migrant and refugee integration (needs and actions taken)? Do you perceive other cities as more or less advanced?
- Has your organization taken programmes/policies/services from other cities or organizations? Are you aware if other cities or organizations have taken any of your programmes/policies/services?

Closure
- Is there anything else you would like to add? Any final remarks?
- Would you recommend other people for us to contact regarding this issue?
Annex 2. Interview guide practitioners.

Introduction

- Please introduce yourself, what is your position in relation to migrant and refugee integration issues. Please introduce your organization.

- What are the migration trends that characterize your city (linked with integration needs)?

- With what grade of importance do you perceive the issue of migrant and refugee integration in your city?

Policy/Programme/Service

- Please explain the programme/policy/service
  - Explain the origin and goal of policy/programme/service
  - What groups are targeted by the policy/programme/service
  - How is the policy/programme/service being used by the target group?
  - Explain outcomes / evaluation of policies or programmes or services / Effectiveness

- What is the budget assigned to this policy/programme? Has the budget increased/decreased in relation to other years? Percentage difference – when did changes occur (specific years)?

- Was this policy/programme/service initiated under the current mandate or is it a continuation of the previous management (in case of municipal)?

- Does the programme directly engage in dialogue with migrant and refugee groups in order to identify the needs of these populations? Are the needs being faced by migrants and refugees being taken into account?

- Is there an efficient feedback mechanism? Between target group and programme? Between programme and responsible institution?

Partnerships

- Does this policy/programme work in partnership with other organizations?

- Are there private/public organizations providing the same services as this policy/programme?
  - Does the programme cooperate with these initiatives?
  - Has the programme envisioned partnership in these initiatives?
  - Does the programme make use of these services or forward migrants to these services?
  - Would a partnership improve the provision of this programme?
Are the services provided by this policy/programme used by businesses or by the municipality?

Future perspectives

- What issues should be addressed in your city regarding the integration of migrants and refugees / management of diversity in the near future? Do you see steps taken in that direction? Are there issues being ignored?

- How is your city different from others regarding migrant and refugee integration (needs and actions taken)? Do you perceive other cities as more or less advanced?

- Has your organization taken programmes/policies/services from other cities or organizations? Are you aware if other cities or organizations have taken any of your programmes/policies/services?

Closure

- Is there anything else you would like to add? Any final remarks?

- Would you recommend other people for us to contact regarding this issue?
Annex 3. Interview guide businesses.

**Introduction**

- Please introduce yourself, what is your position in relation to migrant and refugee integration issues. Please introduce your organization.

- What are the migration trends that characterize your city (linked with integration needs)?

- With what grade of importance do you perceive the issue of migrant and refugee integration in your city?

**Institutional** [skip if respondent is Relocation Company]

- What are the institutional departments responsible for addressing services in the field of migrant and refugee integration/management of diversity in your company?
  - Is Human Resources responsible for devising integration and relocation programmes?
  - Is it a matter of Corporate Social Responsibility?
  - Does the company simply hire migrants and/or refugees?

**Services**

- What are the main integration services for migrants and refugees that your company provides?
  - List services
  - Explain origin and goal of services – for how long has the service been offered?
  - Which are the target groups?
  - How are services being used? By whom? What is the demand for the services?
  - Explain outcomes / evaluation of services/ Effectiveness
  - Who are the clients? [in case of Relocation companies]

- What is the motivation behind these services? Why is the business doing this?

- Prices charged for services? [in case of companies offering services for other companies] Have prices increase/ decreased in relation to other years? Percentage difference – when did changes occur (specific years)?

- Does this business engage in dialogue with migrant and refugee groups in order to identify the needs of these populations? Are needs of different populations taken into consideration?

- What is the visibility of the services offered?

**Partnerships**

- Does this business work in partnerships in order to execute migrant integration/diversity management services/programmes or services?
- With who? NGOs, city government, other?
- What reasons led to the partnership? Was it the business’ initiative or the partners’?
- Which programmes/services?
- How long have programmes been established?
- What type of partnerships? Contracts, funding, work together?
- How well do they work? Evaluation and efficiency?

Cities
- Are you aware of initiatives from the government in your city dealing with migrant integration/management of diversity?
  - Is there overlap in the provision of services?
  - Does the municipality cooperate with your business initiatives?
  - Has your business envisioned partnership in these initiatives?
  - Does your business make use of these programmes / forward migrants to these services?

Future perspectives
- What issues should be addressed in your city regarding the integration of migrants and refugees / management of diversity in the near future? Do you see steps taken in that direction? Are there issues being ignored?
- How is your city different from others regarding migrant and refugee integration (needs and actions taken)? Do you perceive other cities as more or less advanced?
- Has your organization taken programmes/policies/services from other cities or organizations? Are you aware if other cities or organizations have taken any of your programmes/policies/services?

Closure
Do you have anything else to add? Any final remarks?
Would you recommend other people for us to contact regarding this issue?

Introduction

- Please introduce yourself, what is your position in relation to migrant and refugee integration issues. Please introduce your organization.

- What are the migration trends that characterize your city (linked with integration needs)?

- With what grade of importance do you perceive the issue of migrant and refugee integration in your city?

Policies and programmes

- What are the main integration policies and programmes for migrants and refugees currently in place in your city?
  - List policies
  - Explain origin and goal of policies
  - What groups are aimed by policies
  - Explain continuation of policies
  - Explain outcomes / evaluation of policies / Effectiveness

- What is the budget assigned to migrant integration policies/programmes? Has the budget increased/decreased in relation to other years? Percentage difference – when did changes occur (specific years)?

- Which of these policies have been initiated under the current mandate and which are continuations of the previous management?

- What is the visibility of the policies (with target groups and general population)?

- Does your organization engage in dialogue with migrant and refugee groups in order to identify the needs of these populations? Are the needs of different populations taken into consideration?

Partnerships

- Does the municipality/your organization work in partnerships in order to execute migrant integration/diversity management policies?
  - With who? NGOs, businesses, other?
  - What reasons led to the partnership? Was it a city initiative or the partners initiative?
  - What are the programmes?
  - How long have they been established?
  - What type of partnerships? Contracts, funding, work together?
  - How well do they work? Efficiency. Evaluation methods
Cities

- Are you aware of initiatives from the government in your city dealing with migrant integration/management of diversity?
  - Is there overlap in the provision of services?
  - Does the municipality cooperate with your business initiatives?
  - Has your business envisioned partnership in these initiatives?
  - Does your business make use of these programmes / forward migrants to these services?

Businesses

- Are you aware of initiatives from the businesses in your city dealing with migrant integration/management of diversity?
  - Is there overlap in the provision of services?
  - Does the municipality/your organization cooperate with these private initiatives?
  - Has the municipality/your organization envisioned partnership in these initiatives?
  - Does the municipality/your organization make use of these services / forward migrants to these services?

Future perspectives

- What issues should be addressed in your city regarding the integration of migrants and refugees / management of diversity in the near future? Do you see steps taken in that direction? Are there issues being ignored?

- How is your city different from others regarding migrant and refugee integration (needs and actions taken)? Do you perceive other cities as more or less advanced?

- Has your organization taken programmes/policies/services from other cities or organizations? Are you aware if other cities or organizations have taken any of your programmes/policies/services?

Closure

Do you have anything else to add? Any final remarks?

Would you recommend other people for us to contact regarding this issue?