

Background Paper¹

Roundtable 3: Migration and Development: Finding strategies beyond the State

Roundtable Session 3.2

Strengthening cooperation – Enabling Civil Society Contributions in Migrant Integration

0. Overview

Within the context of the 2030 Agenda for Sustainable Development and the Global Compact for Safe, Orderly and Regular Migration (GCM), this paper discusses the benefits of a “whole-of-society” approach to migrants’ integration, with a particular focus on the engagement of local actors and civil society organisations. The paper seeks to frame the potential contributions of the Global Forum on Migration and Development (GFMD) for the GCM by providing insight into key aspects of policy debates on integration, as well as related challenges, successful practices and opportunities for action.

I. Integration in the Context of the Global Forum on Migration and Development (GFMD), the Sustainable Development Goals (SDGs) and the Global Compact on Migration (GCM)

The integration of migrants² has been increasingly recognised as a crucial aspect to ensure that migration can foster social, economic and cultural human development in countries of origin, transit and destination. Over the years, in various Round Tables and Common Space sessions, the GFMD has contributed to this discourse by show-casing that successful integration not only contributes to the well-being of migrants, but also enhances their ability to contribute to development.³ As a “stepping stone to realise the development potential of migration”⁴, integration should be seen as a key factor for the successful implementation of the SDGs, as well as the GCM.

Together, the multi-faceted nature of migration and the SDG commitment to “leave no one behind” mean that integration is relevant across a wide range of SDGs, including goal 4 on education; goal 5 on gender equality; goal 8 on employment and decent work; and goal 10 on reducing inequality, with target 10.7 on facilitating safe, orderly, regular and responsible migration and mobility and indicator 10.c on remittances. The commitment that States made to elaborate a GCM picks up directly on SDG 10.7, and is immediately

¹ This paper has been prepared by the JMDI for the discussion of the RT 3.2 co-chaired by Canada and Mexico, and other RT 3.2 Government Team members, Greece and Germany, and non-state partners, including ILO, UNHCR, ICMC and IOM. The purpose of the paper is to inform and stimulate discussion during the GFMD Summit Roundtable 3.2 in June 2017. It is therefore not exhaustive in its treatment of the theme and does not necessarily reflect the views of the authors, the GFMD organizers or the governments or international organizations involved in the GFMD process.

² For the purpose of this paper, focus will be given to migrants and not refugees or displaced persons given that this paper will also contribute to the Global Compact on Migration and that there will be a separate Global Compact specifically dedicated to refugees. However, it should be noted that much of what is discussed in this paper may be applicable to integration efforts for refugees and displaced persons. An example of this can be seen in the following publication by MPI on refugee integration in Canada: Frattini, T. (2017), Integration of immigrants in host countries. Centro Studi Luca D’Agliano Development Studies Working Papers. 427.

³ For example, GFMD Turkey: Background paper Thematic Meeting 2: The role of communications in promoting widespread recognition of the benefits of migration, improving public perceptions of migrants, combating discrimination and promoting integration.

⁴JMDI (2016) *Migrants’ Integration as a Pre-requisite for Development: The Role of Cities*

pointing at policy approaches and barriers to integration. For example, among the six themes chosen for the GCM's global consultations this year, theme 1 focuses on ensuring the human rights of all migrants, social inclusion, cohesion and combating all forms of discrimination, including racism, xenophobia and intolerance; theme 5 on addressing trafficking in persons and theme 6 on promoting regular pathways. The evidence is clear and constant: migrants moving or arriving in an unsafe, disorderly and irregular fashion typically face serious barriers to integration.

Integration models have been highly debated among States and other actors, and have led to a variety of approaches and practices. What is clear across all integration efforts is that they impact and are impacted by all areas of day-to-day living and governance, from housing to health and from education and labour to development. Moreover, and in recent years, an increasing number of studies and programmes, especially those focused at community and sub-national levels, have called attention to the central role of migrants and diaspora⁵ in actively pursuing their own integration, or 'self-integration' – both individually and collectively in associations.⁶ It is also important to recognise widespread evidence that the role of family and family unity is paramount in efforts to ensure integration.⁷

Yet **“regardless of policy frameworks that are in place, our global living environments – our cities especially – are moving relentlessly towards greater, not lesser, diversity in the era of globalisation.”**⁸ Thus, integration efforts necessitate strengthened cooperation between State actors and a wide array of other stakeholders, particularly Civil Society Organisations⁹ (CSOs) — including migrants, diaspora and their associations — with years of experience and know-how in facilitating integration. Yet, the specifics on how to strengthen cooperation among States or other authorities, such as local and regional authorities and CSOs, has received little attention in the themes dealt with in the GFMD. This paper strives to bridge this gap and explore how a successful integration process is better facilitated when States support CSOs through legislative frameworks, policies and cooperation mechanisms, which empower CSOs to effectively enhance integration.

II. Definition and indicators of integration

The following broad definition can be utilised to encompass the diverse approaches and realities of integration efforts: *“While the term is used and understood differently in different countries and contexts, “integration” can be defined as the process by which migrants become accepted into society, both as individuals and as groups. It generally refers to a two-way process of adaptation by migrants and host societies, while the particular requirements for acceptance by a host society vary from country to country. Integration does not necessarily imply permanent settlement. It does, however, imply consideration of the rights and obligations of migrants and host societies, of access to different kinds of services and the labour market, and of identification and respect for a core set of values that bind migrants and host communities in a common purpose.”*¹⁰

While integration efforts will differ according to varied needs and contexts, indicators for successful integration can be extracted from experiences¹¹ at both the national and local levels, which include:

⁵ Although there is no universally accepted definition for “diaspora”, there is a growing understanding of the term as referring to migrants or refugees in countries other than where they were born, plus their children and grandchildren.

⁶ JMDI (2015), *My JMDI Toolbox*. Module 3 and 5, Bakewell, O., de Haas, H. and Kubal, A. (2011), *Migration systems: pioneers and the role of agency*. Discussion Paper No. 2011-23. Norface Migration, Grabowska, I., Garapich, M., Jazwinska, E., and Radziwinowiczówna, A. (2017), *Migrants as Agents of Change: Social Remittances in an Enlarged European Union*. Palgrave Macmillan UK, Gibson, K., Vasey, K., and Manderson, L. (2015), *Integration and Agency*. In *Transnational Agency and Migration: Actors, Movements, and Social Support*. Routledge Research in Transnationalism.

⁷ Jastram, K. (2013). *Family Unity: The New Geography of Family Life*. Migration Policy Institute

⁸ Report on 2016 GFMD Round Table 2.1 on Migration, Diversity and Harmonious Society

⁹ CSOs can be defined as “the multitude of associations around which society voluntarily organizes itself and which represent a wide range of interests and ties. These can include community-based organisations, indigenous peoples” and for the purpose of this paper includes migrants and diaspora organisations. (OECD Glossary <https://stats.oecd.org/glossary/detail.asp?ID=7231>)

¹⁰ IOM, *Glossary on Migration – 2nd Edition, International Migration Law No. 25*, Geneva, 2011

¹¹ The set of indicators, while not exhaustive, have been inspired by GFMD RT discussions, the Eurocities Charter on Integrating Cities and three Toolkits on Integration Cities and experience from the UN Joint Migration and Development Initiative and UNESCO's Cities Welcoming Refugees and Migrants recent publication.

- the extent to which migrants have **knowledge and understanding of the host country and territory**, in terms of culture, rights, responsibilities and available services;
- the **linguistic integration** and proficiency level of migrants in the language(s) of the host country;
- the **levels of equality and non-discrimination** across all sectors and legislation;
- their **integration within national education systems**;
- their access to **primary and emergency health care**, as well as the quality of care received;
- their ability to be or reunite with their **family unit**, and the successful level of integration of the family as a whole;
- the extent of **social integration and levels of interaction between nationals and migrants**;
- their **civic integration** (i.e. their membership in associations, unions and political parties; the existence and strength of migrants' associations; their participation in elections and political representation at the local, regional and national level);
- their **economic integration** (i.e. the participation of migrants in the labour market, their rate of employment or unemployment, their household income compared to the national average);
- their **residential integration**; and
- the **extent to which integration policies have been mainstreamed into development planning** for enhanced development impact.

III. Key aspects for policy debate on integration

Special role of CSOs: In many places, CSOs are given special trust and occupy a privileged position between migrants, their communities, and other residents as well as national authorities/municipalities. Thus, CSOs often act as mediators and facilitators, promoting an effective response to migrants' needs. To the same effect, they can also bring migrants and nationals together in activities to promote awareness, understanding and social cohesion. Many **CSOs have also acquired years of experience and know-how** – specifically in facilitating integration – which States and other authorities must be able to learn from and integrate into policy-making for increased effectiveness. To this end, CSOs participation in the implementation and monitoring of the SDGs and development of the Global Compact is crucial.

Migrants and the diaspora, as well as their associations (i.e. CSOs), also play a key role and are quite regularly the first actors in integration. In recent years, a significant rise of CSOs organised, and run by and for migrants and diaspora, has added a collective energy for integration in many places of the world. Indeed, the *raison d'être* for many of these associations (examples include [FORIM](#) migrants' association in France) is precisely to assist with the settlement and integration of migrants.

Interaction on employment and with the private sector: Another contributor to integration, which has been explored very little, is the **interaction among migrants' associations, other CSOs**, including trade unions (many of whose members and leaders are migrants or of the diaspora), **and the private sector** (among whom a growing number of businesses are started, owned or run by migrants or diaspora¹²). Indeed, the many businesses and jobs that migrants of all kinds create or manage provide some of the strongest foundations for integration.

The importance of migrants' access to work cannot be overemphasised. Indeed, the private sector is not just an actor for integration, but a *place* where it happens. In addition, more often than not, the workplace itself is a central “address” of integration, as the ability to provide for oneself and for one's family actually motivates integration — even for those in temporary or short-term employment.¹³ It also opens up other integration opportunities, such as being able to afford to send children to school, enjoy cultural and social opportunities and exercise other rights – all of which are important elements to actively participate in

¹² According to recent reports in the Financial Times and Wall Street Journal respectively, as many as 1 in 7 businesses in the United Kingdom and United States were built or are run by immigrants to those countries. Moules, J. (2014), *Migrants set up one in seven UK companies, study reveals*. Financial Times. <https://www.ft.com/content/dc7f9f0e-a3ae-11e3-88b0-00144feab7de>, Yoree, K. (2016), *Study: Immigrants Founded 51% of U.S. Billion-Dollar Startups*. The Wall Street Journal. <https://blogs.wsj.com/digits/2016/03/17/study-immigrants-founded-51-of-u-s-billion-dollar-startups/>

¹³ Hack-Polay, Dieu, 2016. *Reframing Migrant Integration*. Guild Publishing.

society.

Budgetary demands and stretched resources among both CSOs and city administrations mean that businesses can also provide both the necessary resources and technical services that can enhance actions to integrate migrants and displaced persons into the labour market or support the creation of their own cooperatives and businesses. Local authorities are best placed to bring these actors to the fore and promote their involvement, while CSO and diaspora organisations can provide technical expertise and direct services as well as monitor and ensure transparency and coherency with integration, discrimination and human rights aims.

Local and regional authorities: Migration and displacement is mainly an urban phenomenon whereby **cities are the destination of choice for both internal and international migrants** as well as displaced persons.¹⁴ As a result, Local and Regional Authorities (LRAs) are finding themselves increasingly at the forefront of reception and integration efforts.¹⁵ More and more have stepped up to this role by employing a wide array of innovative approaches to integration, many with a view to transforming their territories into prosperous, attractive and dynamic international hubs.¹⁶ **Multi-level coordination**, including with non-governmental stakeholders, has proven instrumental and will allow LRAs to feed their expertise and knowledge into national policy making for more responsive and pertinent national policies that can, in turn, be successfully implemented at the local level.

Media: In a period of increasing populist, anti-migration public and political discourse, the role of **media and social media** outlets is also crucial to for boosting integration, given their potential to frame migration, development and diversity more objectively in a period of increasing populist, anti-migration public and political discourse. Indeed they can play a crucial role in building a positive public image of migration. Through regular news stories, documentaries, features, interviews, they can draw attention to positive social and economic changes that migration brings to society, promote the humanisation of migration and influence employers, policy makers, politicians and the general public.

IV. Main challenges

Realising rights are essential for integration: The approaches to and implications of the integration of migrants vary greatly depending on the migratory, historical and political context of any State, and even of certain cities and other subdivisions within States. However, across the wide range of experiences and lessons learnt in integration efforts to date, the evidence shows that **the extent to which integration can be achieved is directly related to the extent to which migrants' human rights are upheld and protected.**¹⁷ Rights — in particular human and labour rights under widely ratified international treaties — provide migrants with the protection and access to opportunities and public services they need to integrate into any society. While States retain sovereignty over the control of their borders, they are also bound by their commitments under those international conventions, which protect human rights, regardless of migratory status or nationality. To uphold the human rights of all persons, including migrants, while also ensuring social cohesion and maintaining an effective migration governance system, can be problematic for many States. Civil society organisations can play a strategic role in supporting States to find ways to promote integration according to the political framework and national development priorities.

Politicisation of immigration: Immigration has become increasingly politicised within electoral campaigns, in which immigration policies have become linked mainly to security issues, border control and addressing the root causes of migration in order to reduce net migration. Such policies have generally not lived up to their promises and may even have contributed to fostering more negative public opinion, as revealed in a recent study by IOM¹⁸ that shows a correlation between anti-migrant policies and anti-migrant public sentiment. There is, therefore, also a spreading mistrust among societies in relation to their governments' ability to effectively address migration. This is confounded further when media and social

¹⁴ JMDI (2016) *Migrants' Integration as a Pre-requisite for Development: The Role of Cities*

¹⁵ Ibid

¹⁶ Ibid

¹⁷ UNDP (2016), *Human Development Report 2009*. Palgrave Macmillan

¹⁸ IOM, *How the World Views Migration*, Global Migration Data Analysis Center, Geneva, 2015

media are used to promote anti-migrant and populist sentiment with myths and false data. In turn, **increased xenophobia and racism** not only dramatically hinder migrants' general well-being, but also severely inhibit their ability to integrate into society. While CSOs can provide much support to monitor and report on discrimination and racism, as well as to raise awareness and foster social cohesion, CSOs affirm that **it is from within authorities that the true ability to combat xenophobia, violence and ensure social cohesion lies**. CSOs therefore urge local and national authorities to take on this responsibility and note that **not effectively doing so is a large obstacle to cooperation with CSO**.¹⁹

Limited capacities of local and regional authorities and CSOs: Given the mainly local dimension of migration, the role of LRAs in integration efforts and generally in linking up migration governance for development has been recognised in the New York Declaration for Refugees and Migrants, the New Urban Agenda and extensively in the 2016 GFMD. However, while many LRAs have successfully thrived in this role, others often lack the competencies, financial and technical support, know-how and political support at the national level to do so.

CSOs can face their own challenges due to a lack of capacity, resources or information, and also a need for support both technically and financially. Tensions and a lack of trust between some CSOs and local, regional and national authorities may also hinder the ability of CSOs to flourish in their role. Moreover, the level of engagement with CSOs can be limited when CSOs work in silos to fill governance gaps with no support or direct coordination with government. Yet, the most successful engagement with CSOs takes place when based on full partnership and consultation across the development, implementation, monitoring and evaluation of integration policies. **National and local authorities therefore have a clear responsibility to provide a nurturing environment for CSOs** – including associations of migrants or diaspora – to thrive in order to be able to tap into their potential.

Challenges for employment and the private sector: As aforementioned, integration into the *labour market* is a fundamental aspect for the successful integration of migrants into *society*, and the **private sector has a clear and strategic role** to play in efforts to achieve it. This is particularly poignant given that **there is a global mismatch between workers' skills with the needs of the labour market for both high-skilled and lower-skilled occupations**.²⁰ This is caused by demographic realities, inadequate alignment of educational programming and skills training with the needs of business, and the fact that most migration management systems were built for a now-obsolete economic model based on fixed work locations and contracts for structured employment.²¹ It is within this context that private sector actors are faced with many challenges, which include: difficulties in securing visas for new recruits; expensive recruitment processes that lead to unsurmountable quantities of debt; long and costly²² recruitment processes which slow down productivity; the inability to hire specific types or workers; or enforced government priorities to hire nationals.²³

Moreover, the economic integration of migrants and displaced persons is more nuanced than simply ensuring migrants enter the labour market or are able to start their own business. Rapid inclusion in the labour market may not always be the most beneficial in terms of the quality of the work. Indeed, early employment may come at the expense of longer-term career investments; newcomers who are anxious to make a living and support their families may forego time-consuming language and skills training, and credential recognition or recertification. At the same time, low-skilled work can act as a stepping stone by allowing migrants to acquire valuable host-country work experience that may allow them to “unlock” their skills and return to their previous occupations.²⁴

Multi-actor coordination: A final challenge is putting into place the most adequate coordination mechanisms to bring key actors together for enhanced effectiveness. Failure to do this can result in wasted

¹⁹ JMDI, Global Civil Society Consultation on Migration and Local Development: A synthesis report in the context of the 3rd Global Mayoral Forum on Human Mobility, Migration and Development, Brussels, 2016

²⁰ Desiderio, M. Hooper K. and Salant B, *Improving the Labour Market Integration of Migrants and Refugees: Empowering cities through better use of EU instruments*. Migration Policy Institute, 2017

²¹ The Global Agenda Council on Employment, 2014. *Matching Skills and Labour Market Needs: Building Social Partnerships for Better Skills and Better Jobs*. World Economic Forum.

²² GFMD, Background Paper on Reducing the Costs of Migration, 2016

²³ Ibidem

²⁴ MPI Labour Immigration and empowering cities

resources, duplication, as well as frustration due to general inefficacy as well as a lack of clarity in roles and competencies.

Challenges women face to integrate: Women are also particularly vulnerable to exploitation and human rights abuses when migrating and entering a new labour market. Before departure, gender discrimination, poverty and violence, can cause women to migrate or make them increasingly vulnerable to trafficking in the first place.²⁵ Women's primary, traditional responsibility for unpaid care work in the family life is an additional and considerable burden, and significantly increases the vulnerability of recent migrants who do not have the support of family and friends or access to national and municipal support services.²⁶

In relation to the labour market, women are more likely to suffer from de-skilling²⁷ in host countries or attain work in more informal sectors, such as domestic care. Even gaining access to the labour market can be difficult for women for various reasons, which include having had limited access to training and education; the inability to access critical language and other integration services due to their traditional role in looking after children; or having migrating under family reunification policies, they may be prohibited from accessing the labour market.²⁸ All of these factors undermine their ability to integrate as successfully as their male counterparts.

V. Opportunities for action

A multi-stakeholder, participatory and whole-of-society approach: Former United Nations Secretary General's Special Representative on Migration Peter Sutherland calls on all States to "seriously consider establishing some kind of **inter-ministerial working group on migration** where ministries and agencies can confer among themselves and with relevant stakeholders to ensure the alignment of policy goals and objectives as they relate, inter alia, to humanitarian, development, migration, interior and foreign affairs."²⁹ These should include representatives of local governments, the private sector, CSOs – including associations of migrants and diaspora – and other relevant actors and leaders of immigrant communities. These groups or committees can work to ensure that migration governance and integration efforts are mainstreamed across all necessary sectors, while maintaining a central reference point to promote coherence and coordination. Experience shows that this model is also highly effective when applied at the local level.³⁰ For example, the [Local Immigration Partnerships \(LIPs\)](#) in Canada foster the development of community-based, multi-stakeholder partnerships and planning around the needs of newcomers.

A multi-level governance approach to integration can enhance success: National authorities depend on their LRAs to implement national integration policies, and LRAs depend on national authorities to provide them with the competencies, resources and political guidance and support they need to ensure successful integration for the collective benefit of their territories. **Multi-level coordination is therefore essential** and will foster multi-level coherence. As such, local authorities will have the ability to feed their expertise and knowledge into national policy making for more responsive and pertinent national policies that can, in turn, be successfully implemented at the local level. A successful example of this can be found in the Philippines where [Committees on Migration and Development](#) have been established at local, regional and national levels. To achieve this multi-level governance, **States must recognise, involve and empower LRAs** who "are playing an ever-increasing role in welcoming migrants and are developing the functions and tools required to manage greater diversity. They should be given the power and resources to do this properly."³¹

²⁵ Jolly, S. and H. Reeve, *Gender and Migration: Overview Report*. Institute of Development Studies, Brighton, 2005

²⁶ IOM, *World Migration Report: Migrants and Cities: New Partnerships to Manage Mobility*, 2015

²⁷ IOM and OECD, *Harnessing Knowledge on the Migration of Highly Skilled Women*, 2014

²⁸ European Network of Migrant Women and European Women's Lobby, 2012. *Migrant Women's Integration in the Labour Market in Six European Countries: A Comparative Approach*.; UN Women, 2013. *Gender on the Move: Working on the Migration-Development Nexus from a Gender Perspective*.

²⁹ United Nations, General Assembly, Report of the Special Representative of the Secretary General on Migration, A/71/128, 2017

³⁰ Ibidem

³¹ United Nations, General Assembly, Report of the Special Representative of the Secretary General on Migration, A/71/128, 2017

Tapping into the expertise of and empowering civil society: Firstly, engaging CSOs in **planning, implementing, monitoring and evaluating** national and local policies or programmes on integration is essential. Their involvement in the aforementioned inter-ministerial working groups or Committees on Migration and Development, for example, would be paramount. The table below highlights the various degrees to which government can engage with CSOs,³² from left to right, with ‘inform’ being the least effective and ‘empower’ being the most:

Inform	Consult	Involve	Collaborate	Empower
Government entities provide information to CSO on their migration and development priorities	Government seeks advice and input from CSO and provides feedback on how this has influenced, or not, the decisions made	Government works directly with CSO throughout the process to ensure their concerns and aspirations are consistently understood and considered	Government partners with CSO and ensures their participation in all areas of planning, implementation, monitoring and evaluation of migration and development policies	Government partners with CSO and ensures their participation in all areas of planning, implementation, monitoring and evaluation of migration and development policies and empowers CSO by providing financial and technical support

Furthermore, specific coordination mechanisms should be set up with CSO and all other key stakeholders. To ensure the sustainability of joint programmes and actions, and given that administrations frequently change, there is a need to institutionalise agreements and cooperation dynamics through dedicated, permanent spaces or mechanisms like thematic tables or commissions. These structures should be allocated specific tasks and be sufficiently equipped with human and financial resources. A good example of this has been the institutionalisation of a [Human Mobility Unit](#) in the Province of Pichincha in Ecuador. The provision of physical spaces where CSOs could set up activities may be extremely cost effective. Furthermore, CSOs will need accessible information and capacity building measures to run well. Other kinds of agreements with authorities might include access to shelter and short term accommodation for particularly vulnerable categories.³³

As noted, CSOs have ample experience in service provision for migrants across a wide range of sectors. The successful integration of migrants is therefore very much linked to their rights and ability to access such services. Working together with CSOs, governments can identify where CSOs can support service provision – either by providing it directly or by supporting outreach and ensuring migrants have knowledge of and are able to access such services. In some cases, CSOs are best placed to provide such services, given their capacity to access even the most vulnerable migrants by working together with migrants’ associations. CSOs can also provide what migrants might perceive as a ‘safer’ space to access certain services and receive orientation and legal counselling, without running the risk of any negative consequences related to their migratory status.

Mapping the potential of CSOs: At the same time, it is important for governments to understand the different types and capacities of the various CSO actors that exist. Mapping will allow governments to understand when they can rely on and support CSOs, as well as when governments are themselves best placed to provide services, with or without the support of CSOs. For example, migrants, diaspora and their associations can bring a **clear added value as cultural mediators**. Moreover, established migrant communities can have an important role in preparing the community, and also in extending hospitality and

³² This is based on the International Association for Public Participation’s Public Participation Spectrum available here: http://c.y.mcdn.com/sites/www.iap2.org/resource/resmgr/foundations_course/IAP2_P2_Spectrum_FINAL.pdf

³³ JMDI, Global Civil Society Consultation on Migration and Local Development: A synthesis report in the context of the 3rd Global Mayoral Forum on Human Mobility, Migration and Development, Brussels, 2016

support to new arrivals for their integration. In addition, they may better understand their needs, and are in a more stable situation to respond to any challenges, given they are deeply embedded in the community.³⁴

Expanding CSO capacities and role: Smaller CSOs often need **support from larger CSO organisations and LRAs** to enhance their capacities or raise funds.³⁵ CSOs, together with national authorities and LRAs, can also support the migrants' and diaspora organisations themselves by working with them to enhance their capacities and ensure that their actions to support integration are in line with national and local development or diaspora engagement policies; thus ensuring effectiveness. When diaspora organisations do not yet exist, CSOs are best placed to empower and/or organise them, given their experience in this regard.³⁶

It is particularly important to link up diaspora initiatives in territories of origin with decentralised cooperation among the local authorities where the migratory channel exists. An example of this can be found in the [decentralised cooperation agreement](#) between the regions of Kasserine (Tunisia) and Tuscany (Italy). This allows for LRAs to facilitate integration throughout the entire migratory cycle and link these up to the similar initiatives of the diaspora for enhanced effectiveness.

Volunteerism can also be a **powerful means of promoting integration and social change**, which benefits society as a whole as well as individual migrants. By involving members of society directly in activities with newcomers, volunteer programmes expose and inform more people to the needs, realities and benefits of migration and development. An example is seen in the [Saphan Siang \(Bridge of Voices\) Campaign](#) in Thailand, led by youth volunteers. A priority for State-civil society cooperation should be expanding opportunities for citizens to connect with and support migrants, allowing them to take initiative and responsibility as a community, rather than seeing themselves as passive recipients of an influx of strangers.³⁷ However, this should not be to the detriment of governments taking ownership and responsibility of their duties. An example of this is the support provided to volunteers by the German Federal Office for Migration and Refugees through the [Houses of Resources](#), which provide funding for micro-projects, rooms or advice.

The **representation of migrants in community life** is also a key aspect to ensure that policies can respond to the real needs and concerns of migrants. This can be achieved by setting up official representation mechanisms, ensuring the ability to form associations, and for migrant populations to vote and stand for election where the national legislation allows. An example of this can be found in Ireland where the City of Dublin, together with representatives of migrant organisations, conducted a ['Migrant Voters' campaign](#) to facilitate the participation of migrants in the political life of the city.

The private sector contributing actively to integration: At the 2016 GFMD, the [GFMD Business Mechanism](#) called upon policymakers to **recognise labour market needs and modern business practices** in the revision and reorganisation of immigration systems.³⁸ This should include a full consideration of work-related integration risks and opportunities. To support migrants and displaced persons make the most appropriate decisions, job-matching must therefore be accompanied with a wide array of critical services, including skills assessments and orientation, mentoring and placement services, alternative pathways to employment (such as entrepreneurship), credential recognition, and vocational education and training. Notably, in France, the Employers' Groups for Labour Market Insertion and Qualification pools public and private resources to provide immigrants training, mentoring, and apprenticeships to small businesses.³⁹ In Sweden, the 100 Club initiative, led by the Employment Services, seeks to build the capacity of companies who are willing to hire a critical mass of newcomers, with the hope that they will permanently change their hiring practices and spur industry-wide changes.⁴⁰ *This topic will be further explored in Roundtable 3.1 on*

³⁴ JMDI, Global Civil Society Consultation on Migration and Local Development: A synthesis report in the context of the 3rd Global Mayoral Forum on Human Mobility, Migration and Development, Brussels, 2016

³⁵ Ibidem

³⁶ JMDI, Global Civil Society Consultation on Migration and Local Development: A synthesis report in the context of the 3rd Global Mayoral Forum on Human Mobility, Migration and Development, Brussels, 2016

³⁷ United Nations, General Assembly, Report of the Special Representative of the Secretary General on Migration, A/71/128, 2017

³⁸ GFMD Business Mechanism, The Business Case for Migration: Position Paper and Recommendations for Presentation at the Ninth GFMD Summit, 2016

³⁹ Benton, M. and Papademetriou, G, 2016. *Towards a Whole-of-Society Approach to Receiving and Settling Newcomers in Europe*. MPI

⁴⁰ Ibid.

CSOs can and do play a critical role in providing these mentioned services. This is bolstered further when linked up to other actors, such as national employment agencies, trade unions, credit unions and other finance mechanisms and institutions, which can support such complementary services. As an example, Migrant Resource Centres can play a key role in raising awareness and orienting migrants towards such services, according to their needs, as the experiences of the [Migrant Help Desks](#) in the regions of Sedhiou and Diourbel in Senegal reveal.

The private sector also has a responsibility to **ensure non-discrimination** in the hiring process and in the work place. Authorities can stimulate best practices in this direction through incentivising initiatives or social challenge prizes and working towards anti-discrimination standards, diversity goals or indicators. For example, by giving the best solutions/initiatives the ability to win public contracts to deliver services, this could facilitate the realisation of alternative models.⁴¹ In addition, CSOs can support the private sector with awareness raising and training on anti-discrimination, and support authorities to monitor progress. Examples of such mechanisms can be seen in the [Brussels Pact](#) which sets out regulations for businesses to adhere to diversity and non-discrimination, as well as Copenhagen's '[Diversity Charter](#)'.

As mentioned earlier, **diaspora and migrants play a significant role in job creation, entrepreneurship and investment**. Most of this economic contribution sits within the Small and Medium Enterprises (SME) sector.⁴² Since the SME sector is often supported at the local level by municipalities, CSOs and LRAs, the aforementioned financial, trade and employment actors can support them to develop local development plans that stimulate the sector locally. It is important that this planning also involves and supports diaspora and migrant-led entrepreneurs and investors to add value to the sector by creating jobs and ensuring decent work.⁴³ Indeed, to enhance this, CSOs can also work with local and regional authorities to strengthen diaspora and migrants access to public contract and public procurement in countries of origin.⁴⁴ An example of this is the CSO Regional Development Agencies of Morazán and La Unión in El Salvador, which worked with some municipalities and diaspora in the US to support youth in starting up their own [businesses and cooperatives](#), which included access to social finance.

Ensuring a gender-based approach to integration: To work towards gender equality in relation to migrant women's integration, there is a clear need to both mainstream gender across all integration efforts as well as complement this with specific services and efforts to support migrant women and protect their rights. In order to understand what these needs are and how to best respond, it is important to collect migration in a disaggregated and gender-based manner, as has been carried out in [Canada](#). While provision of tailored services for migrant women's integration is of course crucial, this must be coupled with efforts to break down the barriers that impede women from accessing these services. An example can be to provide childcare to those women who fill the traditional caretaking role, so that they may engage in language courses, skills trainings, and work to further their integration into their host society. Women's networks or shelters can also be encouraged to provide a space for migrant women to meet, receive advice and counsel and to understand their rights and the services accessible to them. An example of this can be seen with the [House of Women's Rights](#) in Upala, Costa Rica. While recognising their needs and providing such services, it is also important to not see women as passive victims, but rather as agents who fill a vital, diverse role in society⁴⁵. The [training manual](#) developed by UN Women on how to best approach migration related topics from a gendered perspective provides useful guidance on this.

Combating rising xenophobia and racism for enhanced social inclusion: There is a need for **strong national and local political leadership which promotes** positive and truthful discourse on migration with a view to easing fear and promoting social cohesion. Such discourse must seek to inform residents about plans and activities to receive migrants and both the benefits and costs of this and the responsibilities of all

⁴¹ Ibid.

⁴² OECD, 2010. *Entrepreneurship and Migrants*. OECD Working Part on SMEs and Entrepreneurship.

⁴³ JMDI, 2016. *Global Civil Society Consultation on Migration and Local Development: A synthesis report in the context of the 3rd Global Mayoral Forum on Human Mobility, Migration and Development*. Brussels.

⁴⁴ Ibid.

⁴⁵ UN Women, 2013. *Gender on the Move: Working on the Migration-Development Nexus from a Gender Perspective*.

involved. This is critical given that and as stated by the former UNSG Special Representative on Migration Peter Sutherland, “at no time in recent history have the bonds of trust been so frayed, particularly on issues surrounding migration, about which the general public is fearful and badly informed”.⁴⁶ States and LRAs can further facilitate integration by ensuring diversity in public administration. Good practices at the national and local level include **assigning a dedicated body or cross-departmental coordination structure** to be responsible for the development, implementation and monitoring of a diversity strategy. This should include publicly recognising and acknowledging migrant and diaspora contributions to economic and social development. An example of this is the [Anti-Rumour campaign](#) in Barcelona.

The use of media, including websites, apps and social media, can provide information on the benefits and realities of migration, as well as be used to provide crucial information to migrants in order to better facilitate their integration.⁴⁷ Yet it can also be utilised to promote anti-migrant and populist sentiment with distorted truths and data. As such, authorities, CSOs and the private sector are encouraged to **work with the media** to enhance their awareness and understanding of the issue, and encourage fair and responsible reporting on migrants and the diaspora. Enhancing or developing legislation that persecutes hate speech and inflammatory reporting should be a priority for authorities. Guidelines (like ILO’s [guidelines](#) for journalists on how to report fairly on labour migration), an ethical code, or monitoring procedures can be put into place. Such monitoring procedures could be based on established standards which media and social media outlets can be measured against and publicly appointed levels of compliance. This would serve to incentivise media and social media outlets and could be enhanced further with annual competitions or prizes to be appointed for the most successful.

VI. Guiding questions for debate:

- What roles and responsibilities do migrants themselves have in the integration process? How can authorities, civil society and employers further contribute to this?
- What further good practices exist of successful and strategic partnerships for integration and how do we know when integration efforts have been successful?
- What framework conditions need to be provided by the state that cannot otherwise be provided by the private sector, civil society or local authorities?

⁴⁶ United Nations, General Assembly, Report of the Special Representative of the Secretary General on Migration, A/71/128, 2017

⁴⁷ See Benton, M., 2014. *Smart Inclusive Cities: How New Apps, Big Data, and Collaborative Technologies are Transforming Immigration Integration*. MPI.