

Urban Refuge

How Cities Are Building
Inclusive Communities

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EXECUTIVE SUMMARY

This report serves as a call to action for private sector and international humanitarian actors to build on the initiative that city governments are showing in building inclusive communities for displaced populations.

City governments are at the forefront of addressing the unprecedented levels of displacement in the 21st century. When someone is forced from their home, more often than not they move to cities in search of both safety and opportunity. However, the displacement challenge is primarily considered an issue of national policy; cities are not recognized as partners for urban response in global frameworks or by key stakeholders including the private sector and the humanitarian community. With more national governments, such as the U.S., Italy, and Lebanon, tending towards restrictive refugee policies, cities such as Chicago, Milan, and Bourj Hammoud are stepping up to provide solutions in the face of polarized politics.

Even with limited resources and minimal recognition, city governments are increasingly effective at responding to and advocating for the needs of their displaced residents. Effective cities ensure that plans, policies, and programs explicitly include the needs and perspectives of displaced and marginalized residents: what the IRC terms **inclusive city planning**. While recognition of successful city efforts has focused on European cities during the recent wave of refugees and asylum seekers over the past four years, cities around the world are demonstrating this leadership, some for decades.

But cities cannot build inclusive communities alone. Humanitarian and private sector actors must build upon the leadership of city governments to enact collaborative, sustainable, and holistic approaches to urban displacement that not only address the needs and preferences of the urban displaced, but also strengthen local governments' resources and capacity to build inclusive communities for all urban residents. The private sector and humanitarian community can use their relative strengths to address the unique needs of displaced populations, facilitate self-reliance, and contribute to inclusive city planning.

The acknowledgement of urban displacement and the role of cities as key partners must translate into policies and programs that seek to address it. The reality of displacement in the 21st century and its growing confluence

Findings

- 1 Cities are **expanding their existing services** to include displaced residents, especially social services such as primary education and healthcare.
- 2 Acknowledging the unique experiences of displaced residents, cities are **creating new policies and programs** targeting not only their needs but also those of all residents in need.
- 3 Regardless of crisis, **cities have goals and strategic plans** that can serve as roadmaps for the achievement of both humanitarian and development outcomes in the long term.
- 4 **Collaboration** between cities, the private sector and humanitarian organizations increase programs' reach and efficacy, and maximizes limited resources
- 5 Cities are exchanging lessons across diverse contexts and **showing solidarity** in taking a stand on behalf of their displaced populations.

with other challenges demands collaborative action. The United Nations Sustainable Development Goal (SDG) 11 calls to “make cities inclusive, safe, resilient, and sustainable,” and to “substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion” by 2030.¹ Given the tremendous challenges we face in urbanization and urban displacement, we cannot claim that a city is sustainable if it cannot prepare for, withstand, and recover from displacement crises and rapid growth.

This report highlights the efforts of 23 city governments worldwide that are supporting displaced populations. It serves as a call to action for private sector and international humanitarian actors to build on these efforts as urban displacement increases. It includes case studies from cities at the forefront of displacement stemming from the largest current crises, including Syria, northeast Nigeria, and equatorial Africa; cities at the forefront of resettlement and integration, such as within the U.S, Europe, and South America; and cities recovering from recent conflict, such as in Iraq and Afghanistan. It provides recommendations for greater collaboration between city governments, the private sector, and the international humanitarian community in order to provide safe, sustainable, and inclusive communities of urban refuge.

What Needs to Change








The cities hosting the most refugees and IDPs are doing so with the fewest resources. While their capacity depends on their level of development, their willingness to better serve their displaced residents does not differ from their wealthier counterparts. To best support cities in creating inclusive communities for urban displaced, the international community – including humanitarian and development actors, multinational corporations, and UN agencies – must approach the “Mogadishus” of the world the same way we approach the “Montréal’s”: as partners whose voices matter and whose efforts we should strengthen through investment, technical support, and collaboration. Doing so will not only address the scale and urgency of urban displacement, but will create a global parity where not only marginalized populations, but marginalized cities, are included in our pursuit of sustainable and equitable development in an urban world.

To plan inclusive cities on a global scale, the international community needs to provide host cities with meaningful partnerships aimed at achieving the following outcomes:

- 1 Targeted investment to scale and improve existing services for displaced and marginalized residents, and establish new services as needed;
- 2 A shift from policy discussion to action and implementation, especially in cities currently underserved by financial and technical support;
- 3 An improved capacity to promote economic development and empower displaced and marginalized residents to achieve self-reliance; and
- 4 A recognition and sharing of best practice across cities, companies, and international humanitarian actors that creates an equal playing field for all host cities.

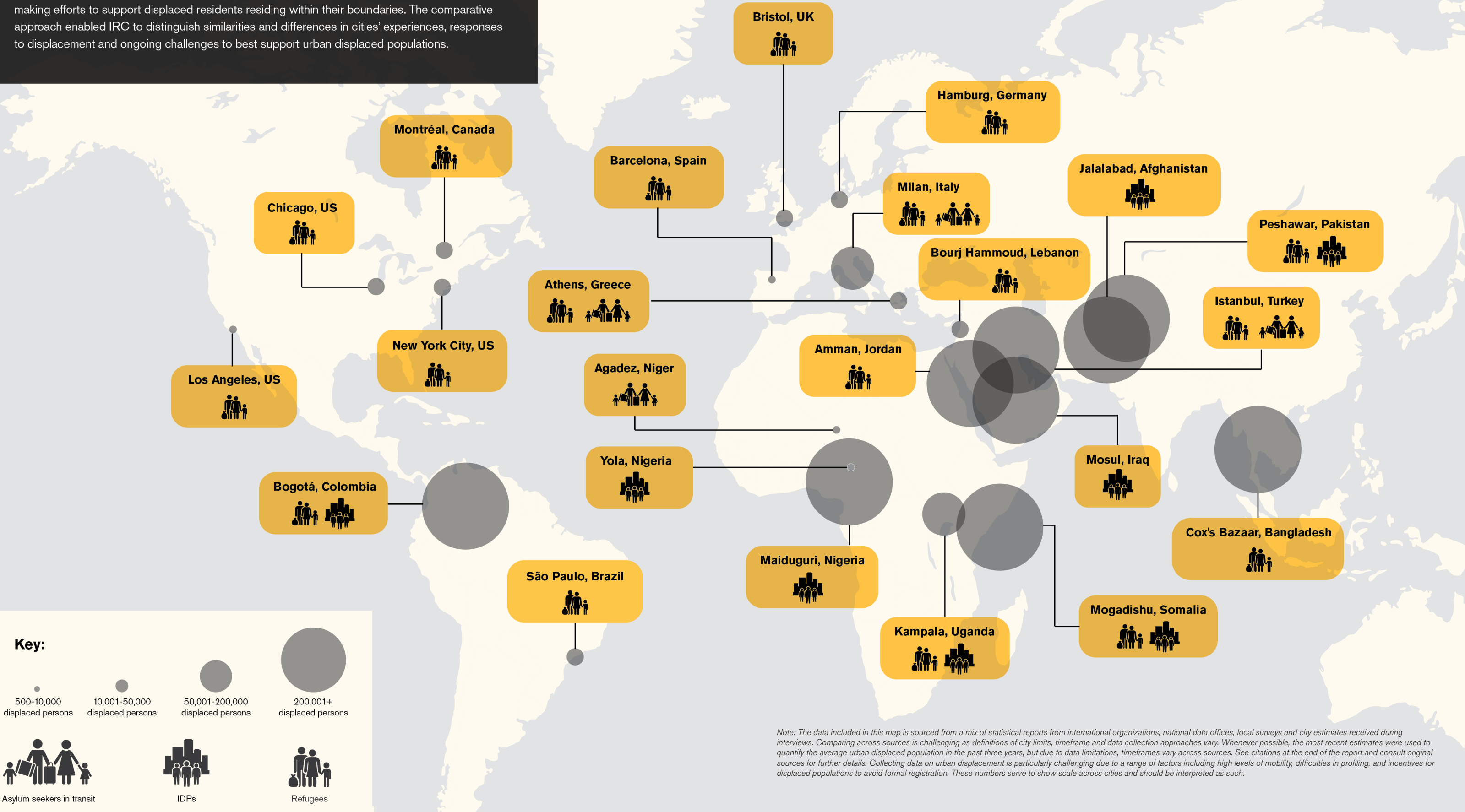
Top Requests from Cities

Cities face innumerable challenges when trying to plan for and to build inclusive communities, among them: limited financial and technical resources, challenging local and national political contexts, lack of mandate, disregard from humanitarian organizations and unwilling or uninterested governmental and institutional partners. Recognizing these difficulties, the IRC asked city representatives what would be the most valuable inputs to improve cities' ability to support displaced populations. The answers included:

|  Access to financial resources |  Greater representation at national and international levels |  Technical resources & capacity building |  Employment programs |  Housing or land tenure programs |  Better data, evidence, and coordination |  Reduction of city-level institutional barriers |
|---|---|---|---|---|---|--|
| Agadez Athens Amman Barcelona Bogotá Bourj Hammoud Cox's Bazaar Chicago Kampala Mosul São Paulo Yola | Athens Barcelona Bristol Chicago Istanbul Kampala São Paulo | Amman Bristol Hamburg Istanbul Maiduguri Peshawar Yola | Bogotá Bristol Jalalabad Milan Maiduguri Mogadishu | Bristol Chicago Milan Mogadishu Montréal Mosul | Amman Hamburg Los Angeles | Athens Bogotá |

Urban Refuge Around the World

The cities included in this report were selected to reflect diversity of the scale and type of displacement they experience, as well as their geography. It includes cities at the forefront of displacement stemming from the largest current crises, cities at the forefront of resettlement and integration, and cities recovering from recent conflict. While both the size of their displaced populations and their access to resources and institutional capacity varies, each city government is making efforts to support displaced residents residing within their boundaries. The comparative approach enabled IRC to distinguish similarities and differences in cities' experiences, responses to displacement and ongoing challenges to best support urban displaced populations.



Note: The data included in this map is sourced from a mix of statistical reports from international organizations, national data offices, local surveys and city estimates received during interviews. Comparing across sources is challenging as definitions of city limits, timeframe and data collection approaches vary. Whenever possible, the most recent estimates were used to quantify the average urban displaced population in the past three years, but due to data limitations, timeframes vary across sources. See citations at the end of the report and consult original sources for further details. Collecting data on urban displacement is particularly challenging due to a range of factors including high levels of mobility, difficulties in profiling, and incentives for displaced populations to avoid formal registration. These numbers serve to show scale across cities and should be interpreted as such.

The Numbers

Of the 23 cities interviewed for this report:

5,000,000+

Number of displaced residents hosted. An average of 218,000 per city and over seven percent of the world's total displaced population.

11

are in countries with projected urban population growth rates of 2 percent or higher over the next ten years²; these cities host an average of 404,800 displaced persons.

6

are projected to be mega-cities (population of more than 10 million) by 2050.³

13

have a dedicated budget, office, or long term plan to support displaced populations.

19

have prioritized partnerships with the international community while 17 are working with the private sector. All want more collaboration with both.

4

have established displacement coordination forums within their city.

11

are currently involved in international dialogue. All want to engage in international dialogue.



WHY CITIES? WHY NOW?

Today, the unprecedented rate of global urbanization is heightening the role of cities as safe havens for the world's marginalized. This is particularly true for displaced populations, who today number more than 68 million, the majority of whom are making their way to cities.⁴ Once they arrive, they tend to live on the fringes of urban society, marginalized in a way that only exacerbates their vulnerabilities and increases their risks of exploitation or violence. As a result, the host community and city government are first responders and a key support network for displaced persons within cities; however, they are not viewed as equal partners in urban response in policies nor in practice.⁵

Within the past decade, the increasingly urban and protracted nature of displacement has been well recognized.⁶ According to the United Nations High Commissioner for Refugees (UNHCR), as of 2017, 58 percent of refugees live in urban areas while over 60 percent of refugees are in a protracted situation.⁷ At least 80 percent of internally displaced persons (IDPs) live in urban areas.⁸ Displaced populations are moving to cities not only for safety, but also for economic opportunity, the promise of self-reliance and the ability to exercise choice in where and how to live.

In recent years, a range of international frameworks, policies and coalitions have been developed to recognize that cities are places of inclusivity, that urban displaced populations have unique needs, and that city governments must be seen as partners to manage the impact

DISPLACEMENT MEANS:

- Refugee:** a person who has received legal permission to permanently live in another country due to threat of persecution in their country of origin.
- Asylum seeker:** a person who seeks refuge in a different country to their country of origin, but has not received legal status.
- Internally displaced person (IDP):** a person who has been forcibly displaced from their home, but seeks refuge elsewhere within the same country.

METHODOLOGY

- To learn more about the role of cities in supporting displaced populations, and how the humanitarian community and private sector can engage in this work, the IRC:
- Completed a desk review of prominent research and examples of urban humanitarian response
 - Interviewed local government representatives from 23 cities around the world
 - Interviewed correspondents for *Refugees in Towns* project at Tufts' University's Feinstein International Center
 - Interviewed key informants, including humanitarian practitioners and researchers

of displacement. The 2030 Agenda for Sustainable Development recognizes the central role of cities with a dedicated goal in the United Nations Sustainable Development Goal (SDG) 11.⁹ At the same time, all of the SDGs are relevant to displaced populations and they will not be met without meeting the needs of displaced persons, especially those living in fragile states.¹⁰

The New Urban Agenda and the Global Compacts for Refugees and Migrants acknowledge the centrality of cities and local authorities in meeting the needs of displaced populations. Important city coalitions have also emerged in recent years including Solidarity Cities, C40, 100 Resilient Cities - Pioneered by The Rockefeller Foundation, the Global Parliament of Mayors, and the Global Alliance for Urban Crises. Discussions around area-based approaches, collaborating with local government and working within existing city plans abound, but few humanitarian organizations or donors have committed the necessary time and resources to pursue deep engagement with cities.¹¹

Despite this increasing recognition that cities are at the forefront of receiving displaced populations in international rhetoric, more needs to be done within these cities themselves to ensure that city governments are at the center of displacement efforts, supported by partnerships and resources from the private sector and humanitarian community. International discussion should not center on how to include cities in the implementation of the Global Compacts and SDGs, but rather how these policies can strengthen the solutions cities are already implementing. Practically speaking, this means moving beyond simply offering cities a seat at the table in policy discussions to investing in cities as equal partners in current responses to displacement and empowering them to plan for future displacement and growth through inclusive city planning. The opportunities are clear: what is needed now is the willingness of private sector and humanitarian stakeholders to act on them.

OUR OPPORTUNITY

“The role of the city is very clear. It cannot be ignored anymore.”

Nisreen AlAraj, Mayor's Advisor and Chief Resilience Officer, Amman

The arrival of displaced populations in cities demands more of existing city services and economies, and can worsen existing strains on these systems. City governments interviewed for this report remarked that displacement strains affordable housing markets, overcrowds education systems, limits employment opportunities and overburdens healthcare systems. Some of these challenges are the direct result of a population increase. Others are typical city challenges that are exacerbated by new arrivals.¹²

Despite this, cities around the world are showing initiative even with limited capacity, and amidst challenging political contexts. While nearly every city government the IRC spoke with had at least one plan, policy, or program specific to displaced residents, only 5 of 23 cities had a dedicated budget for those efforts.

The reality of urban displacement requires a different approach to urban humanitarian response – one that puts cities at the center based not on their capacity, but on their willingness to host displaced residents and their legitimacy to oversee the delivery of services within their jurisdiction. The argument that cities with limited budgets and/or political authority, such as Agadez, Kampala, Maiduguri, Mogadishu, and Yola, are not well placed to protect and care for their displaced residents is a self-fulfilling prophecy that risks relegating those cities to a perpetual state of underdevelopment. What's more, those five cities all have annual growth rates over four percent, double the global average. With more refugees, IDPs, and vulnerable migrants arriving to these cities in search of safety and economic opportunity in the years to come, the reality of our urban future demands greater collaboration between city governments, the private sector, and humanitarian organizations in order to leverage the comparative strengths of each constituency.

When asked about positive impacts that displaced populations bring to a city:

48% of cities cited an expansion of the local economy

43% of cities cited increased cultural diversity

40% of cities cited an increased workforce

> Opportunity for Cities

All of the cities interviewed for this report cited positive benefits of hosting displaced residents, be it the improvement of their city's culture or the introduction of new skills to the labor market. However, many city governments, particularly those hosting the most displaced residents, lack direct access to technical and financial resources. City governments have the opportunity to leverage private and humanitarian funding and technical expertise to contribute towards long-term city development goals for all residents while ensuring that the most marginalized are equally considered in these efforts.¹³ Doing so will unlock the positive benefits that new arrivals bring as contributors to the city. For example, according to a city representative, New York City's immigrant population is 38 percent of the overall population, but constitutes 45 percent of its workforce. While the New York City administration invests tens of millions of U.S dollars in immigration legal services each year, immigrants contributed \$195 billion USD to the city's gross domestic product in 2017. This opportunity exists for all host cities, but they need the resources to realize it.

> Opportunity for the Private Sector

Displaced persons are moving to cities, in part, due to job opportunities. Cities hosting displaced populations overlap with robust economic centers for both local economies and multinational corporations.¹⁴ On one hand, urban displacement presents greater opportunities for the private sector to directly and indirectly support displaced populations. On the other, economically viable refugees and IDPs represent both a greater consumer and workforce base that may support sustainable economies in growing cities if given the

chance.¹⁵ Aside from these economic benefits, investing in cities is an opportunity for the private sector to contribute to the global displacement crisis beyond simply providing funding, and it has been called to do so by government leaders and consumers alike.¹⁶ The private sector has the opportunity to engage on multiple fronts to support displaced populations. Firstly, through their core business activities they can expand hiring, develop products and services for vulnerable populations and provide technical assistance to cities focused on key areas of need. Secondly, they can advocate for improved policies that support inclusion of displaced populations and city development. Thirdly, the private sector can provide targeted funding and capital for programs that are inclusive of urban displaced residents, such as new infrastructure or social services.

> Opportunity for the Humanitarian Community

Humanitarian actors seldom view city governments – particularly those in the developed world – as viable partners. This results in parallel service delivery systems, temporary fixes that rely on short-term donor funding cycles, and a missed opportunity to build long-term and sustainable resources among local actors. Partnership, collaboration, and trust-building with city governments is important in delivering effective programming and supporting the self-reliance of the displaced in cities. Where appropriate, working with

“People from villages and surrounding provinces are fleeing ISIS and Taliban and coming to Jalalabad, which puts additional stress on our city in terms of infrastructure and employment. we don't have a specific budget for our displaced residents, though we are trying our level best to provide them services and jobs.”

Mayor Riaz Darmal, Jalalabad

city governments results in programs that are more feasible, relevant to, and sustainable in the urban context. Successful collaboration will lead to more sustainable outcomes, not only for the people directly benefitting from programs, but also for the broader population of the city. The primary reason for this is that while national governments must grapple with the legal and political differences between migration statuses such as citizen, asylum seeker or refugee, city governments are primarily concerned with the label of resident; that is, whether or not the person resides within the city's municipal boundary. As such, city governments have proven to be willing partners looking for expertise or support to manage an arrival of new city residents while maintaining – or even strengthening – continuity and reach of public service delivery channels.

Downtown Amman. Photo: Samer Saliba, IRC



*Informal urban refuge in Lebanon.
Photo: Jacob Russell, IRC.*



Greater Beirut, Lebanon.
Photo: Jacob Russell, IRC

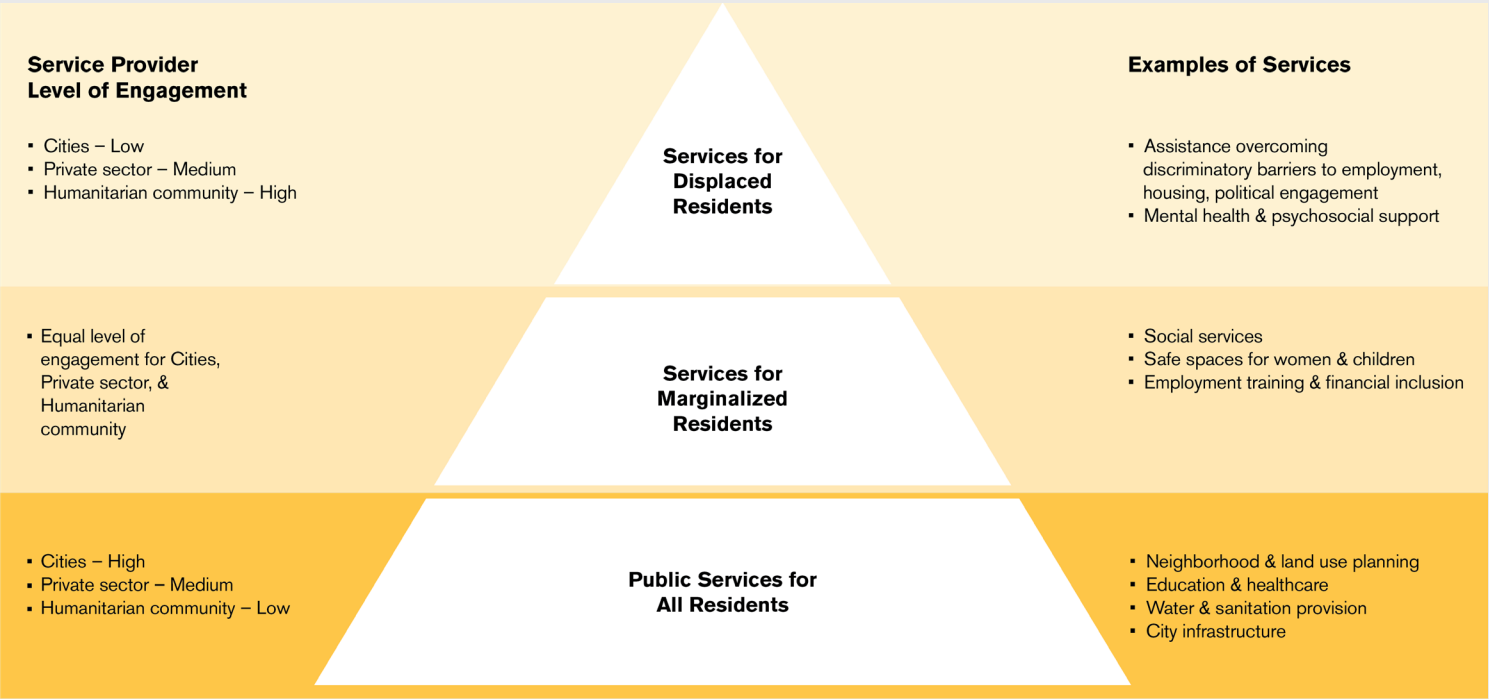
WHAT MAKES A CITY INCLUSIVE?

Building inclusive communities for refugees and IDPs requires inclusive city planning which is the assurance that city governments’ plans, policies, and programs explicitly include the needs and perspectives of displaced and marginalized residents. Inclusive city planning requires **A)** strategic city planning for inclusive public service delivery, developing local capacity to institutionalize response efforts with a long-term perspective, **B)** extending services to displaced and marginalized residents, and **C)** meeting the unique needs of displaced residents with humanitarian support, acknowledging the diversity of experiences for displaced residents living within the same city.

An inclusive city:

- Listens to displaced and marginalized residents, learns about their needs and preferences, extends existing services and creates new services as needed.
- Includes displaced and marginalized populations in long-term city plans and policies.
- Values equity as much as it does economic growth and efficient city management.
- Removes barriers that keep displaced and marginalized populations from achieving their full potential.
- Improves service access for displaced and marginalized populations.
- Combats geographic marginality by ensuring impoverished neighborhoods are well-served.
- Partners with businesses, civil society organizations, and international humanitarian organizations.
- Takes a stand for its displaced and marginalized residents by advocating for them at city, national and international levels.
- Sources from a diverse range of funding opportunities to improve city-wide services and pursues long-term development goals.

Cities are primarily responsible for providing public services for all urban residents and should be providing specific services for marginalized residents; however, they often do not have the experience or capacity to provide these specialized services for displaced populations. The humanitarian community has a comparative expertise in supporting displaced populations and is moving away from the model of direct service provision. Depending on the capacity or resources of cities, the humanitarian community may need to support service provision for marginalized populations or public service delivery. The private sector can provide direct support through business activities and indirect support by investing in cities and supporting humanitarian actors. Through collaboration, each actor can employ their relative strength towards the goal of inclusive city planning.



Note: All actors should be engaged in building inclusive communities at all levels and for all city residents. This diagram simply serves to highlight where each constituency's relative strengths are best placed and for whom.

A TALE OF TWO CITIES

Throughout the course of our 23 interviews with city governments, the IRC learned far more about cities' efforts, leadership, and challenges than could be included in this report. These two examples, as well as those included in the following section, demonstrate that while most cities are willing to build communities inclusive of displaced populations, access to resources and national and international policy affects their ability to do so. It might be surprising to some that Los Angeles and Kampala share similarities; both are projected to be a megacity with a population of more than 10 million people by 2040; both city governments have spoken strongly in support of their displaced populations; and both cities are deeply engaged in international dialogue surrounding urban refugee policies, such as supporting the Engaging City Leaders in the Global Compact Process: Recommendations for Action. However, as the following case studies show, the cities vary in scale of displacement, availability and access to resources, and ability to implement inclusive city plans, projects, and policies.



LOS ANGELES

Photo: Shutterstock



KAMPALA

> Los Angeles, United States



While the City of Los Angeles hosts a relatively small number of refugees in comparison to other cities included in this report, the Los Angeles metropolitan area is known as a historic haven for resettled refugees. Prior to the current U.S administration, approximately 2,500 refugees were resettled in greater Los Angeles every year. The IRC's office in Los Angeles has been supporting these refugees since 1975. While the current number fluctuates, the U.S Administration's recent cap on the number of refugees to be resettled within the U.S in 2019, set at 30,000 and the lowest since 1980,¹⁷ is expected to lower the number of resettlement cases in the area. Still, the U.S Office of Refugee Resettlement expects that half of all families separated by the U.S administration's "zero tolerance" immigration policy will be detained in greater Los Angeles.

Given these factors, the safety and wellbeing of newcomers is a top priority for Mayor Eric Garcetti's administration. The city prioritizes inclusive programs for all immigrants, including refugees. Approximately 40 percent of Los Angeles' population was born outside of the U.S., and the city recognizes the value that immigrants add to its culture, society, and economy. As Dr. Linda Lopez, Director of the Los Angeles Mayor's Office of Immigrant Affairs (MOIA) told the IRC, "Los Angeles is a vibrant place because of the traditions and the culture that immigrants bring. We openly acknowledge their contributions." This acknowledgement is evidenced by MOIA's many initiatives for migrants and refugees, which include:

- The L.A. Justice Fund, which provides legal assistance to immigrants. The fund is a \$10 million USD public-private partnership to assist immigrants who are facing deportation proceedings without legal counsel.
- Over 45 "Know Your Rights" workshops which inform immigrant communities about their constitutional rights and how to invoke those rights. The content of the workshop is available online as a resource guide in four different languages.
- "New Americans Centers" in six public libraries located where immigrants can access free information from MOIA-trained librarians on immigrant rights and citizenship eligibility. MOIA purposefully established these centers in libraries as they are community spaces open to all city residents. To date, the centers have had almost 100,000 visitors and MOIA expanded the program in 2018.

* The logos under city names identify the organizations working there who collaborated on this report.

MOIA has implemented these initiatives by relying on the strong capacity of the City of Los Angeles, leveraging existing resources, and by building trust with local partners, particularly civil society partners. However, unpredictable immigration policy at the national level means that MOIA is forced to be more reactionary than proactive. As Dr. Lopez states, "resource allocation has become an issue with so many populations in need, be it Deferred Action for Childhood Arrivals (DACA) youth, undocumented families that have been placed in detention, and the recent arrivals of refugee populations. We try to find a balance in how we can leverage our resources." During the 2018 U.S. family separation crisis, Los Angeles City and County worked together to coordinate response efforts, expand legal services coverage to separated families, reunify families, and enroll children in school as soon as possible after their release from federal custody.¹⁸

Los Angeles is also the site of humanitarian-private sector-city government collaboration. Since 2014, the City of Los Angeles and Citi Community Development have partnered on Cities for Citizenship (C4C), a national initiative co-chaired by Los Angeles Mayor Garcetti and for which Citi is the Founding Corporate Partner. Starting with just three cities (Los Angeles, New York and Chicago), C4C has grown to 69 members. Through the C4C collaboration in Los Angeles, the Mayor's Office, Citi and the IRC have partnered to expand access to quality immigration services for citizenship and financial education and coaching in public libraries across the city. Citi's partnership provided funding to complement the IRC's technical assistance and enabled the IRC to expand its work across Los Angeles and other cities within the larger network.



Keep families together, LA Mayor's Office of Immigrant Affairs



Photo: Samer Saliba, IRC

> Kampala, Uganda



According to the Uganda Office of the Prime Minister, as of September 2017 Kampala hosted 98,300 refugees from 25 countries,¹⁹ which is nearly double the 2012 estimated number of 50,646.²⁰ At the same time, Uganda is rapidly urbanizing. Kampala's population is currently 1.75 million and the city is growing annually by nearly four percent. This growth occurs predominantly within Kampala's low income and/or informal areas, where approximately 32 percent of Kampala's residents live.²¹ A recent report from IMPACT Initiatives estimates that of those residents, an average of 6 percent are refugees, which is higher than the city-wide average. All residents of these areas experience insecurity, lack of economic opportunities, and poor sanitation.

Humanitarian actors have only just begun to view Kampala's governing body, the Kampala Capital City Authority (KCCA, founded in 2011) as a viable partner. As recently as 2016, one study concluded that while "the Local Government Act (2003) and the KCCA Act (2010) accord Kampala considerable responsibility for the delivery of services to the population within its jurisdiction [including] refugees and internally displaced people...KCCA is unlikely to provide positive benefits for persons of concern."²²

Testing this conclusion, the IRC approached KCCA as a potential partner in 2017 as part of the IRC's urban context analysis. The IRC found KCCA an engaged and effective partner, though limited in capacity and resources. Following the provision of technical support from the IRC, KCCA released its first ever *Strategic Response to Displacement*,

Migration and Resettlement in April 2018. The strategy acknowledges that while refugees do have unique needs that require support from city government, many of the needs of refugees (namely affordable housing, improved sanitation and better neighborhood planning) are the same as the rest of its city's population.

Perhaps Kampala's most critical challenge is that both its refugee and overall population are set to increase, likely exhausting KCCA's already limited resources. Since its initial engagement with the IRC in the summer of 2017, KCCA has shown willingness to coordinate with humanitarian and private sector partners to support the city's marginalized and displaced residents. The city has termed itself a "Kampala for All," most notably through the creation of the Kampala Coordination Forum For Displacement, Migration and Urban Refugees, which is modeled after a similar forum created by the Municipality of Athens. In a survey of citizens' perceptions of refugees completed in 2018 by the IRC, 72 percent of Ugandans believe that refugees should be allowed to work in the country.²³ That said, this willingness alone will not address Kampala's challenges around service delivery, planning for growth, and lifting displaced and marginalized residents out of poverty. As Innocent Silver, the Project Manager of KCCA, told the IRC, "there is clarity on what needs to be done, but until those plans are funded they don't mean much. The current attraction, rightly so, is to where the needs are immediate. But the long-term needs are serious and you cannot run on emergency response mode for decades. Urban response calls for a more protracted development approach – one that considers more permanent fixes."

URBAN REFUGE: FINDINGS FROM AROUND THE WORLD

Even in cities with varied local contexts and types of displacement, there are commonalities to inclusive city planning to support refugees and IDPs. The following key findings highlight examples from each city interviewed.

1. Cities are expanding their existing services to include displaced residents, especially social services such as education and healthcare.

“

We think that rather than separating displaced people from local people, serving all people together, Turks and migrants under one roof, is significant for social cohesion. If we live together in life, we have to take the same services in the same center.

— *Bihter Dazkir, AKDEM Center Coordinator, Zeytinburnu Municipality, Istanbul*

> Cox’s Bazaar, Bangladesh



Over 727,000 Rohingya refugees have fled to refugee camps and host communities in the district of Cox’s Bazaar since August 2017.²⁴ The Kutupalong Camp, located in the sub-district of Ukhia just 30 kilometers outside of the city center, is now the world’s largest refugee camp, hosting over 630,000 refugees as of September 2018.²⁵ While there are few new refugees living in the city itself, its markets and urban amenities support nearby refugee populations that travel in

search of economic opportunity and social connections. The increasing numbers of refugees accessing urban amenities in neighboring areas is increasing competition for essential commodities, affecting the local host community. As the camp continues to grow and a political solution to the Rohingya crisis remains unidentified, there is a risk that the situation will become unsustainable and refugees will necessarily seek accommodation in the nearby city. However, the municipal government of Cox’s Bazaar does not have capacity or budget to expand services for refugees at present.

> Jalalabad, Afghanistan



Jalalabad has approximately 500,000 IDPs and returnees according to the city’s estimate, a number that will likely increase. Under the Citizen Charter National Program, the municipality has allocated 110 Community Development Councils (CDCs) to

districts with large numbers of IDPs and returnees. Each CDC receives \$110,000 USD and autonomy to allocate those funds towards community projects, such as upgrades to roads, electricity or environmental projects. The municipality is currently soliciting funding to support 350 more CDCs in the remaining neighborhoods with high populations of IDPs and returnees.

> Istanbul, Turkey



In light of rising migration into Istanbul starting in 2009, municipal governments are increasing community center programs to reach diverse populations. The Municipal Family, Women, and Disabled Person Support Center (AKDEM) in Zeytinburnu, a municipality of Istanbul hosting over 50,000 displaced persons,²⁶ expanded its existing support services to include Turkish courses for adults and children, adapted education courses, employment training programs and societal solidarity projects. AKDEM serves

all women and men, without discrimination, enabling residents and refugees to receive services together in the same space. Sultanbeyli, another municipality within the city that hosts 23,000 Syrian refugees,²⁷ also has a community center that provides holistic services for refugees including education, protection, vocational training and psychosocial support. The center is geographically and socially embedded in the city, staffed by refugees and local residents alike, and viewed as a highly valuable resource by all residents.

> Hamburg, Germany



Since a national policy opened Germany’s borders to Syrian asylum seekers in 2015, Hamburg has received more than 55,000 asylum seekers from all over the world.²⁸ In order to accommodate the majority of asylum seekers who required housing, the municipal government expanded its social housing program by more than 17,000 beds to approximately 30,000 beds total in just two and a half years. The city’s ability to rely on existing institutional capacity and expertise eased the transition to a larger program. Housing construction was enabled by a combination of strong political leadership, targeted construction tax breaks and new land use policies.



New refugee housing in Hamburg. Photo: Jessica Wolff

> Barcelona, Spain



Within the first nine months of 2018, the number of people applying for asylum in Barcelona already exceeded the 4,800 total applications in 2017, according to the city. Those individuals who were granted asylum have equal rights as city residents, including the right to work, and they have access to all city services. While displaced persons living in Barcelona are primarily served by existing programs, the city also established a municipal office to deliver supplementary programs for specific vulnerable groups, such as displaced families with children or victims of human trafficking, in addition to legal support services and language classes and psychological treatment if needed. The high rate of unacceptance of refugee or international protection status (two thirds of requests) is leaving a high number of people in an irregular legal status. For those, the city is also giving them the right to register as citizens and give them right to public health, education and access to culture, sports, job skills training, language courses and other municipal services.



City of Barcelona. Photo: A Juntament

> New York City, United States



New York City is home to 3.1 million immigrants, which represents 38 percent of the population.²⁹ While the city welcomed 343 resettled refugees in 2016, that number dropped to 180 in 2017, given a reduction in the federal cap.³⁰ The New York City Mayor’s Office of Immigrant Affairs (MOIA) has been proactive about ensuring that immigrants regardless of legal status are able to access the City’s services and adapting programs based on feedback from immigrant communities.

For example, MOIA organized town halls for specific immigrant populations, such as a Himalayan Town Hall and an Afghan Town Hall, meant to both provide information and collect feedback. MOIA then uses this feedback to improve existing services, such as IDNYC, which provides over 1.2 million New York City residents with an identification card, granting them access to various city services and is recognized by city law enforcement. Evincing the effect the card has on immigrant populations, 77 percent of immigrant participants in a survey of IDNYC card holders say that their card contributes to their sense of belonging in the city.³¹

URBAN REFUGE: FINDINGS FROM AROUND THE WORLD

2. Acknowledging the unique experiences of displaced residents, cities are creating new policies and programs targeting not only their needs but also those of all residents in need.



Once you create something within the existing city infrastructure it becomes hard to take it away.

— Dr. Linda Lopez, Director, Mayor’s Office of Immigrant Affairs, Los Angeles

> Amman, Jordan



Amman has an estimated population of approximately 4 million people, including more than 435,000 Syrian refugees.³² In 2017, the municipality completed an urban profile of displaced populations to assess their needs and the amenities where they were living. The results informed the city’s decision to design new urban programs inclusive of refugees’ needs, rather than creating programs for refugees and Jordanian residents separately. One such project is a new community center that the city opened in 2018 in collaboration with the IRC, in a neighborhood with refugees and Jordanian residents, that offers services to both groups. As the IRC could forgo the cost of renting additional space, this partnership allowed the IRC to focus on the delivery of services. More importantly, refugees and local residents are now able to receive support from both the city and the IRC together in one location.



Photo: Samer Saliba, IRC

> Bogotá, Colombia



In 2010, the High Council for Victims was established to support the integration of IDPs arriving in Bogotá through four main areas: humanitarian aid; collective reparation; participation in public policy; and memory, reconciliation and peace programs. As of October 2018, Bogotá hosted 348,781 IDPs.³³ This year, as Venezuelan refugees began arriving in Colombia, the High Council was asked to provide

technical support to the Secretary of Social Development, which is the government entity responsible for refugee programming. The city will now have a coordinated response for both IDPs and refugees, based on the High Council’s experience with IDP integration programming. The High Council will help establish an emergency unit in Bogotá tasked with providing services to both refugees and IDPs arriving at the city’s main bus station.

> São Paulo, Brazil



In 2016, the Municipal Assembly of São Paulo passed the Municipal Policy for Immigrant Population, establishing equal rights and opportunities for immigrants living in the city as well as guidelines for mainstreaming migration in all public policies. The law is grounded on respect for immigrants’ human rights, regardless of migratory or legal status. Under this law, immigrants – a term which is broadly defined to include labor

migrants, refugees, asylum seekers and stateless persons – are guaranteed access to social rights, public services and local political participation. The municipality also prioritizes engagement with its immigrants (estimated at over 500,000 people) and refugee populations (which numbered 2,670 at the end of 2017³⁴) through the Municipal Council for Immigrants and direct outreach in order to create policies that promote a greater and more effective impact in immigrants’ local integration, especially through increased access to city services.

> Chicago, United States



Chicago hosts the most refugees of any city in Illinois, with refugees accounting for 4.5 percent of its population, according to city representatives. While numbers are decreasing under the current U.S. administration, Chicago’s Office of New Americans is looking to build on the success of its Legal Protection Fund. With \$1.3 million USD from the city’s budget, the fund allows every refugee and migrant residing within Chicago to undergo a legal screening from an immigration attorney. In 2017, the fund allowed for 1,000 legal screenings and 700 “Know Your Rights” workshops, ultimately benefitting over 25,000 immigrants and refugees. The continuation of this service is crucial given the fluctuations of U.S immigration policies and their impact on the legal rights of migrants and refugees.



Launch event for One Chicago. Photo: Brooke Collins, City of Chicago

> Montréal, Canada



In 2017, the number of asylum seekers arriving in Québec increased more than five times over the previous two years – more than 24,000 asylum seekers arrived in the region, with a majority of them staying in Montréal, according to city representatives. These arrivals stressed the capacity of existing city services and community-based organizations. Recognizing a need in the city in 2016, ahead of the surge

in applications, the city government established the Bureau d’intégration des nouveaux arrivants à Montréal (BINAM) to provide support services for refugees and undocumented immigrants. BINAM’s responsibilities include the creation and implementation of an action plan for inclusionary city planning and services, as well as coordination of 300+ refugee support organizations – all towards the goal of accelerating the process of integration for new arrivals to Montréal.

URBAN REFUGE: FINDINGS FROM AROUND THE WORLD

3. Regardless of crisis, cities have goals and strategic plans that can serve as roadmaps for the achievement of both humanitarian and development outcomes in the long term.



As our city stabilizes, we have developed long-term plans around education, health, and social services for all residents of Mosul. We hope the international community will stand by us as we bring our city back to life.

— Mayor Zuhair Muhssein al-Araji, Mosul

> Bourj Hammoud, Lebanon



Bourj Hammoud, which borders Beirut, is one of the most diverse cities in Lebanon. Since the Syrian conflict, the city has been a significant host of refugees, with over 30,000 refugees residing within the city; impoverished neighborhoods such as Nabaa are estimated to have 60 percent refugee residents.³⁵ Though the city government offers public services to all residents, restrictive national policies largely restrain its ability to extend social services to its refugee population. Nonetheless, Bourj Hammoud works closely with its NGO community, often referring cases to well established local NGOs, and has plans for future programs meant to prevent abuse against displaced residents, pending the availability of funds.



Photo: Samer Saliba, IRC

> Milan, Italy



Milan has hosted approximately 129,500 migrants from over a dozen countries between October 2013 and April 2018.³⁶ The majority of these migrants were male between 18 and 34 years old, and over 20 percent of them are children. Developing the city's Resilience Strategy as part of its membership with 100 Resilient Cities - Pioneered by The Rockefeller Foundation, the Municipality of Milan has prioritized economic inclusion of young vulnerable residents, particularly migrants and asylum seekers. While Milan effectively managed an emergency response which hosted thousands of asylum seekers in formal, centralized centers, the municipality solicited the expertise of IRC for technical support on how to better integrate refugees who receive legal status and hope to permanently build a life within the city. Through the Strategy, the city is transitioning to longer term integration policies, specifically by focusing on programs that jointly address housing tenure and gainful, sustainable employment.



Photo: Samer Saliba, IRC

> Agadez, Niger



In recent years, Agadez has become a crossroads for refugees and migrants alike from much of west and sub-Saharan Africa whose intended destinations are in Europe. A city representative estimated that an average of 10,000 asylum seekers and migrants used the city as transit hub in the summer months of 2018. With such a variable and transitory population group requiring different levels of support, the city carried out a plan-

ning process to address the specific needs of refugees and migrants arriving in the city, while strengthening the agricultural and artisanal markets that characterize Agadez's economy. This process informed and refined the goals of future collaborations with the national government and humanitarian partners, although the city still requires additional financial and technical resources to be better equipped to fulfill these plans, especially in regards to the city's sanitation systems.

> Athens, Greece



In 2017, the Municipality of Athens, with support from the IRC, created both a *Strategic Action Plan for Refugee and Migrant Integration* and an emergency preparedness plan for future arrivals. By the city's own estimation, there are 15,000 refugees currently living in Athens. The plans outline how the city will support current and future displaced residents. The integration plan, for example, identifies specific gaps in the city's policies, lists actions at the municipal level to support integration, and defines a strategy for holistic service delivery to all city residents. Its detailed work schedule creates a well-defined path to achieve integration. Working towards these goals, the city manages a Coordination Center of over 90 NGOs to organize refugee programming within the city and is working with UNHCR to provide 3,000 refugees accommodation in city apartments.



Photo: Samer Saliba, IRC

URBAN REFUGE: FINDINGS FROM AROUND THE WORLD

4. Collaboration between cities, the private sector and humanitarian organizations increase programs' reach, efficacy, and maximize limited resources



There's a huge desire for collaboration in Bristol. We don't just want to do things to or for people, we want to do things with people.

— David Barclay, Advisor to the Mayor, Bristol, UK

> Mogadishu, Somalia



The Benadir Regional Authority (BRA), which governs Mogadishu, is prioritizing partnerships in order to serve the city's estimated 486,000 IDPs, the majority of whom have been present within the city since 2011, according to city representatives. Collaboration between city government, humanitarian organizations and the private sector is necessary to support this large displaced population in Mogadishu and cooperation occurs in several ways. Most notable is the recent creation of the BRA's Durable Solutions Unit, which is supported by UN agencies and whose mandate is to integrate IDPs into the city's economy and society through employment and entrepreneurship programs. The unit includes IDPs among its staff and provides fellowships to IDPs allowing them to participate in city government.



Photo: Said Fadhye

> Bristol, UK



Bristol currently hosts an estimated 11,000 individuals with a refugee background, according to a city representative. Each year, the city welcomes approximately 200 new asylum seekers. The Bristol Refugee Forum, which is comprised of 15 public, private and civil society institutions including the city government, works to create comprehensive plans and policies for refugees in the city. The Forum is both a platform to discuss urban refugee policies and a taskforce to implement Bristol's City of Sanctuary Strategy. It exemplifies

a collaborative approach, as the city government is not the permanent lead organization, but the central leadership role rotates among all of the member institutions to ensure equal guidance and ownership. Bristol has also been a pioneer city in the Inclusive Cities program run by Oxford University. The program brings together different stakeholders to make improvements in the city's inclusion of newcomers, with early outcomes including new resources for foster hosts supporting unaccompanied asylum-seeking children and additional support for refugees to learn English and gain employment.

> Mosul, Iraq



Conflict in Iraq caused internal displacement, both between and within cities. At the height of the conflict, 1,084,134 people left Mosul; as of October 2018, 939,036 people have returned to the city, though not necessarily the same individuals who fled.³⁷ After widespread physical destruction and population fluctu-

ation, the municipal government has collaborated with private companies to build new housing for both IDPs and permanent residents. The city has also worked with international organizations, such as UN Habitat and GIZ, to restore critical urban infrastructure which enabled a fast response, particularly in reestablishing water and electrical systems for damaged areas of the city.

> Peshawar, Pakistan



Peshawar is the capital city of Pakistan's Khyber Pakhtunkhwa (KP) province and has a long history of hosting IDPs and refugees, as evidenced by over 30 years of operation of the Commissionerate of Afghan Refugees in KP. As of October 2018, the city hosted an estimated 303,100 refugees and 18,666 IDPs. The Commissionerate most recently played a role in providing humanitarian assistance and relief to the heightened arrival of Afghan refugees and IDPs in Pakistan due to an

earthquake, conflict and floods. Given its long history as a host city, Peshawar's government collaborates closely with international humanitarian organizations such as UNICEF to respond to the needs of displaced populations both within nearby camps and living within the city. While the city government provides governmental clearance, data, and coordination mechanisms, they in turn receive technical assistance, financial resources to support the extension of services, and other resources from humanitarian organizations.

> Maiduguri & Yola, Nigeria



Increased Boko Haram activity has caused an increase of IDPs arriving in cities across northeast Nigeria, demanding greater coordination among all actors providing humanitarian assistance in urban areas. In January 2018, Maiduguri was hosting 265,782 IDPs.³⁸ The regional government of Borno State opened the Comprehensive Entrepreneurship Development Center (CED) in Maiduguri in collaboration with the Central Bank of Nigeria, to support youth, including IDPs, in overcoming barriers to income generation. CED works closely with the Metropolitan Council to design courses and programs for students in Maiduguri; however, a lack of funding has prevented broad implementation of these programs. For response efforts in Yola, which hosted 27,987 IDPs in January 2017,³⁹ the regional government of Adamawa State now calls quarterly coordination meetings to "create a synergy" among the city government and humanitarian organizations to provide support to IDPs. Just as INGOs gain invaluable details on the local context from the city, local private sector organizations and government institutions are learning about project design, implementation and policy standards from donor organizations.



Photo: Kawu Ibrahim, Comprehensive Entrepreneurship Development Center, Maiduguri

KEY FINDING 4 CONTINUED

> Rescuing Futures

A partnership between the IRC and Citi Foundation, Rescuing Futures is an employment training program for refugees, displaced persons and vulnerable local youth in Athens, Greece; Amman, Jordan; and Yola, Nigeria. The program intentionally provides services to refugee and local residents alike, including entrepreneurship training, mentorship and seed grants to aspiring business owners seeking to enter the local economy and build economic resilience. The program is training a total of 990 individuals and provide seed funding to 161 businesses across the three cities. In Amman, the program is run through a community center jointly managed by the IRC and the Greater Amman Municipality. Through engagement with both city governments and local communities, the IRC is measuring how these new businesses can support community cohesion as well as the self-reliance of the clients themselves. Through this collaboration among city governments, humanitarian actors, and the private sector, Rescuing Futures leverages each institutions' strengths to implement a stronger, more effective program overall.

> Care.com

Of the over 1 million asylum seekers who arrived in German towns and cities from 2015 to 2017 looking for employment, more than 500,000 are still looking for jobs and the majority among them are women.⁴⁰ At the same time, Germany faces an acute shortage of workers in the care sector. The country's current shortage of over 125,000 childcare providers is projected to reach 500,000 by 2030.⁴¹ Recognizing this opportunity, the IRC and Care.com, the world's largest online destination for finding and managing family care, teamed up to create the STAIRS project (Support, Training & Assistance for Integration and Refugee Self-Sufficiency). The project prepares refugees and asylum seekers in Germany, with a special focus on women, with the vocational training required to enter the labor market. The core of the project is the CareForward Orientation Course for refugee women with an interest in childcare or nursing. After completing training, the women are linked with internships or job placement opportunities and one-on-one mentoring.

A business owner supported by the Rescuing Futures program. Photo: Elena Heatherwick, IRC



URBAN REFUGE: FINDINGS FROM AROUND THE WORLD

5. Cities are exchanging lessons across diverse contexts and showing solidarity by taking a stand on behalf of their displaced populations.

> City to city learning

Many of the cities interviewed participate in formal and informal inter-city exchanges – to share lessons learned and to brainstorm over ways to overcome stressors from increased displacement through inclusive city planning. These exchanges happen at national and international levels and demonstrate that, even though local context varies, cities are seeking out opportunities to identify similarities across different contexts to inform local approaches to inclusive city planning. Nearly every city interviewed expressed interest in participating in learning exchanges because most cities do not have an expertise in inclusionary planning for displaced populations and they are seeking advice from other cities with similar experiences. This presents a great opportunity for the humanitarian community and private sector to facilitate these conversations and supplement experiential advice with technical assistance regarding the unique needs and barriers of displaced populations.

> Inter-city exchanges: Athens, Greece and Kampala, Uganda

City representatives are even taking personal initiatives to share relevant details with other cities. Athens' Deputy Mayor for Migrants, Refugees and Municipal Decentralization met the Kampala Capital City Authority's Projects Coordinator at an international event and offered to share recommendations and relevant documents to form a city-wide coordination forum to manage collaboration between the city, NGOs and private sector organizations. This information proved invaluable as Kampala proposed its own forum, refined to respond to the local context and working environment.

I think Kampala is the same example as Athens. Though we are on different continents, we face the same issues in our cities.

— Hon. Lefteris Papagiannakis, Deputy Mayor, Athens

> International inter-city exchanges and networks

Los Angeles, U.S. and Hamburg, Germany are both involved in the Welcoming Cities Transatlantic Exchange, an annual exchange program between several American and German cities designed for city employees to get a comparative view of refugee integration and apply best practices to their own community. Other formalized networks also mobilize city leadership to share lessons on how to support displaced populations. The Athens Network Exchange, supported by 100 Resilient Cities – Pioneered by the Rockefeller Foundation, brought together local actors from 7 cities from around the world, as well as partner organizations, to exchange experiences and spur innovative policies to address increasing rates of migration.⁴² Informal coalitions, under the leadership of cities such as New York City and São Paulo, have mobilized city governments to advise on international urban response policy, such as the development of the GCR.⁴³ However, most existing networks focus on promoting exchanges between cities in the developed world. Few cities with a high humanitarian presence interviewed for this report have participated in inter-city exchanges.

> National inter-city exchange: Greece

In Greece, Athens leads a national network of 10 cities facing similar urban challenges as a result of increased immigration of displaced populations. This provides an opportunity to share policies and approaches for municipal responses within a consistent national migration framework.

RECOMMENDATIONS FOR COLLECTIVE ACTION

While cities are taking the lead on building communities inclusive of displaced residents, it is contingent upon the collaboration of city governments, humanitarian actors, and private sector stakeholders to address the scale and urgency of urban displacement now and in the future. The recommendations provided describe necessary collective actions with specific recommendations for cities, the private sector and the humanitarian community to achieve these goals.

FOR CITY GOVERNMENTS

1. Practice inclusive city planning.

Wherever possible, city governments should conduct an analysis to understand and subsequently remove barriers to self-reliance for displaced residents by allowing those residents to safely access city services while encouraging their right and ability to work. The ultimate goal of these efforts should be to secure not only the self-reliance of displaced and marginalized residents, but also their contribution to the growth of their cities as active members of local politics, economies, and society. Specific actions include:

- Remove barriers to self-reliance by conducting an evaluation of existing city services and ensure that those services are non-discriminatory of displaced residents by taking into account their specific social and legal needs, such as language, trauma-informed care, family reunification or legal documentation.
- Support and promote access to employment opportunities and entrepreneurship through trainings, links to local private sector and capital while advocating for and supporting the reduction of barriers around safe and legal work, such as business registration and work permit access. Include the perspectives of displaced and marginalized residents in city and community-level decision making through targeting engagement and ensure these perspectives are included in policies, plans, and programs.



Kampala is ready and prepared to give refugees an opportunity to thrive as they would at home. We are committed to ensuring they are safe while they are here; that they are not discriminated against; that they have an opportunity to access all services available to Ugandans. We are ready and prepared to work with all actors so we can have a more coherent and coordinated response.

— *Innocent Silver, Project Coordinator, Kampala Capital City Authority*

- Create welcoming institutions within city government by providing clear messaging about programs and services available to displaced populations, expanding existing services and creating new programs based on existing need. Further guidance is provided on page 13.

2. Seek diverse financing for and invest in an inclusive city.

In order to fund welcoming institutions, city governments should seek to diversify their financial resources by intentionally pursuing funding opportunities from development banks, traditional and nontraditional humanitarian donors, and national funding sources. City governments should simultaneously dedicate portions of their own budgets to expand services to displaced residents, especially in regard to housing, education, health, and social services. Investing in an inclusive city will promote sustainability in the long-term by deterring geographically marginalized informal and unplanned urban growth, limiting exploitative and informal economies, and allowing displaced residents and their future generations' upward mobility within the cities' economic class. Specific actions include:

- Initiate collaborations with humanitarian organizations and donors to seek funding for programs that align with strategic city goals.
- Establish a permanent institutional mechanism focused on urban displacement - be it an annual budget line, municipal department, and/or dedicated staff – to address current displacement and plan for future arrivals.

FOR PRIVATE SECTOR STAKEHOLDERS

1. Invest in cities and displaced populations to achieve mutually beneficial outcomes.

The private sector is uniquely positioned to bring its skills, tools and resources to support cities in addressing the displacement challenges that face them. The private sector will also benefit from strong, engaged and inclusive cities that support displaced populations as it presents new opportunities for workforce development and new consumers. The private sector can develop these mutually beneficial relationships through the following:

- Expand hiring to be more inclusive of vulnerable populations.
- Design and develop business products and services targeted at displaced populations and support effective programs to scale.
- Provide technical support and training to city officials and displaced residents.
- Bring resources and funding directly to city projects that support displaced and marginalized populations and work towards city development goals..

2. Take risks and speak out in support of displaced populations where appropriate.

The changing nature of urban displacement requires more thoughtful and scalable approaches to supporting displaced populations. Private sector organizations have an opportunity to leverage their innovative and competitive nature to explore and create new avenues of engagement and identify different ways of working. Moreover, the private sector can use their voice to advocate for building inclusive communities. Specific actions include:

- Where appropriate and feasible, use business platforms to advocate for greater political support of displaced populations.

FOR INTERNATIONAL HUMANITARIAN ACTORS

1. Partner with city governments in policy and in practice.

The humanitarian community has long acknowledged that engaging with city government is paramount for an effective response. Humanitarian practitioners should act on these intentions by evaluating and developing relationships with city governments as a foundational component of humanitarian program portfolios in urban areas. Specific actions for humanitarian practitioners and donors include:

- Require field staff to engage in dialogue with local municipal authority or authorities, where appropriate, to determine if there are any opportunities for meaningful collaboration around shared outcome areas.
- Earmark 25 percent of grant funding related to urban displacement for city government collaboration and/or local capacity strengthening, in compliance with the commitments of *The Grand Bargain*.⁴⁴
- Include city governments as core constituents in the implementation of international agreements such as the SDGs and the Global Compact for Refugees and its associated Comprehensive Refugee Response Framework.

2. Use humanitarian interventions to support urban development outcomes.

Rather than deliver programs in sector-specific silos, the humanitarian community must reconsider humanitarian intervention as not simply emergency response, but also as a resource to solve urban challenges exacerbated by displacement. This means taking a community- or area-based and multi-sectoral approach to programming, while also engaging in meaningful partnerships with other organizations, including non-traditional humanitarian partners and the private sector, to safeguard the specific rights of refugees and IDPs. Specific actions for the humanitarian community, including practitioners and donors, include:

- Determine whether the city or town in which they work has a pre-existing master plan or documented development goals, and work to align programmatic outcomes with these goals.
- Use technical expertise to help city governments improve their understanding of the needs and preferences of displaced residents in relation to the overall population, specifically through urban context analysis, technical assistance and data sharing, and use this understanding to ensure the inclusion of displaced and marginalized residents in municipal services.
- Fund area-based approaches focused on addressing the overlaps between urban displacement, geographic marginality, and urbanization.

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New York

122 East 42nd Street
New York, NY 10168-1289
USA

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