

Spanish Immigration and Salaam

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Table of Contents

Executive Summary

Part 1: Immigration

A. Theories on Immigration

B. Immigration and Spain

- **Background Information on Spain**
- **Immigration Policies**
- **The Pro-Immigration Argument**
- **The Anti-Immigration Argument**

C. The Muslim Experience in Spain

- **Background Information**
- **Challenges and Vulnerabilities**
- **Controversial Issues**
- **Integration from Both Sides**

D. Final Thoughts

Part 2: Salaam Annual Report

- **President's Letter**
- **Achievement Highlights**
- **Beneficiaries**
- **Mission**
- **Vision**
- **Objectives**
- **Strategic Analysis**
- **Program Descriptions**
- **Operational Framework & Budget**
- **Partnerships & Communication**
- **Results & Indicators**
- **Goals & Future Plans**

Annex

Bibliography

Executive Summary

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Opening Statements

Immigration is one of the most important issues in Spain today. Though it started in heavy numbers in the mid 1980s, it was not until 2000 that Spain implemented specific integration policies. In the beginning, policy leaders believed it was a temporary phenomenon, however today it is clear that with 10% of the total population being foreign born, immigration has become the most significant socio-economic change in Spain. According to the *Observatorio Permanente de la Inmigración Del Ministerio de Trabajo e Inmigración*, there were 3,536,347 inmigrantes with residence permits in June 2007. More than 800,000 of these are from Muslim countries.

This was one of the reasons behind the creation of Salaam, an NGO that would specifically target Muslim immigrants of high school age and help them through the development of their integration experience. We deliberately chose to work with teenagers because we believe that the long term sustainable solution to integration and immigration resides with them. Our NGO aims to help young immigrants integrate and to feel at home in Spain. We believe that the integration of the second and third generation of immigrants is crucial to achieve social cohesion and to avoid riots and protests like the ones seen in the U.K. and France from second and third generation immigrants who never felt completely integrated with the society of their host country.

Spain is at a point in its immigration history in which it needs to play a strategic role in the integration of its immigrant community, especially if it wishes to avoid the problems of its European counterparts and build a multicultural society that can live and work in harmony. From the 1980s, Spain became an attractive destination for immigrants looking for employment opportunities. The three largest immigrant populations come from Ecuador, Romania, and Morocco. We felt Muslim immigrants of high school age were most challenged by the process of integration due to cultural and language barriers. Fortunately, Romanians with their EU citizenship and close geographic proximity and Ecuadorians with their mutual Spanish language have an advantage when trying to integrate.

Though immigration has been a phenomenal occurrence for the Spanish economy filling necessary positions that Spanish citizens no longer desire and keeping afloat a social security system that was in serious danger of going bankrupt due to the low Spanish birth rate, it has been an overwhelming problem for the education system that is often ill equipped to teach students who can not speak Spanish or who have never had a formal education. In these classrooms, many Muslim immigrants of high school age end up waiting for their time to be up or end up dropping out. According to the Migration Policy Institute (Fix, 2008) over 90% of the world's PhD-holding scientists and engineers will live in Asia by the year 2010. Spain needs to invest in the development and education of its future workforce, which includes immigrants who can possibly upgrade from doing low skill labor to professional positions. Positions that will be in dire need of quality employees if Spain wishes to stay competitive in the global market. For this reason we decided to create an NGO that specifically rolled out programs for Muslim immigrants of high school age to engage in. Our programs not only develop their Spanish language skills but maximize opportunities for multicultural interactions between Muslim immigrant students and Spanish nationals, thus creating a harmonized future for Spanish communities. In this report the reader can expect to find historical and contextual background information regarding the complex issue of immigration and a detailed annual report of our NGO, Salaam.

Beneficiaries

Our target beneficiary group consists of young Muslim immigrants of high school age. Based on statistics $\frac{3}{4}$ of the Muslim immigrant community entering Spain is from Morocco but our program also consists of high school students from other predominately Muslim countries such as Sudan, Egypt, and Nigeria. Though the three largest immigrant populations come from Ecuador, Romania, and Morocco we decided to focus on the Muslim community because their integration process is the most difficult considering the great differences they have in language and culture with Spanish citizens.

We chose immigrants of high school age because we felt younger children have an easier time learning the language and adapting to a new culture and adults generally adapt quickly due to necessity, employment, or an already existing network. These

students often come from working class backgrounds with little or no formal education. The challenge for teachers in Spain is not only helping them to adapt to the Spanish classroom and education system, but also in helping them learn the Spanish language and catching them up to the academic level of the other students. Salaam helps to achieve these objectives by providing fun after school activities which maximize their opportunities to practice their language skills with Spanish students, and most importantly break cultural barriers through new found friendships. This integration process is fundamentally important for the development of Spain and its future security.

These immigrant students not only make up the future workforce of Spain but must also help in the process of creating a peaceful multicultural society that all cultures must adapt to. Though Muslim immigrants are the primary beneficiary group our programs also involve students from a variety of other cultures to facilitate the multicultural component of our programs and provide immigrants with peers they can practice their Spanish with. Our NGO is currently located in six main neighborhoods: La Latina, Fuencarral – El Prado, Moncloa – Aravaca, Hortaleza, Puente Vallecas and Carabanchel only serving beneficiaries living in these locations.

Mission

Mission: *To integrate Muslim immigrants of high school age through after school activities such as sports, language courses, and cultural activities; thus facilitating interactions between Spanish citizens and immigrants and maximizing usage and learning of the Spanish language in a comfortable setting.*

Integration: *We define integration under the same context as Michael Fix, author of Securing the Future: U.S. Immigrant Integration Policy, and expert for the Migration Policy Institute. “We define integration as the process by which immigrant newcomers achieve economic mobility and social inclusion in the larger society. This definition implies a two-way process that involves changes on the part of not just immigrants but also of members of the receiving community.”*

The mission of our organization is to help Muslim immigrants of high school age integrate into Spanish society while still maintaining their cultural identity. We achieve this by using language as a fundamental tool and building their communication

capacity. Our three programs of Sports, Language Courses, and Cultural Event Planning give our beneficiaries the opportunity to practice their Spanish in a fun relaxed atmosphere while also maximizing their multicultural interactions and breaking down cultural barriers with other students. These programs also help to retain high school kids in school and provide them with role models who can aid in their personal development and planning for the future. This mission is monumentally important for the future of immigration in Spain to insure a peaceful society that can both live and work together for generations to come.

Vision

The vision of our organization is to sustainably grow while maintaining the quality of our programs. Within the next ten years we would like to be in every Madrid neighborhood and within the next 15 years begin operations in Barcelona, due to its large Muslim population. We aim to be the premier immigrant organization in Spain focused on the integration of Muslim high school students and serve as a successful example for future NGOs that aim to serve similar purposes. Our vision is that Muslim immigrants not only adapt to Spanish culture but become successful members of society, breaking free of poverty, and taking full advantage of all the benefits and opportunities Spain has to offer, especially in education and employment.

Objectives

Ultimately the main objective of our NGO is the successful integration of our beneficiaries into Spanish society. Because we recognize the complexity of integration our NGO believes in starting with the fundamental need of communication. For this reason our primary objective is the learning of the Spanish language. We want our beneficiaries to not only be successful and dedicated in our programs but in school as well, leading to higher levels of education and employment in the future. In terms of integration our objective is to help the kids in maintaining their cultural identity while at the same time reaching a level of comfort that allows them to adopt the Spanish culture as part of their identity as well. On the other side we also wish to impart on our non-

Muslim members the appreciation of living and working in a multicultural community giving everyone the opportunity to make friends in a safe comfortable environment.

From an organizational perspective our objective is to meet the agreements set forth with our partners and increase in scope in the future to allow for more programs and the servicing of more neighborhoods and beneficiaries. Ideally the success of our program will serve as an example for future integration policies and programs throughout the world recognizing integration as a two sided imperative and respecting the rights of immigrants to not only adopt the culture of their host country but to maintain their cultural identity as well. In the future we hope Spain recognizes with pride, its growing diversity as part of its culture.

Program Descriptions

Our three programs consist of sports, language courses, and cultural event planning that all take place using only Spanish. Not only will they improve their Spanish but they will also make friends with people of different cultures leading to mutual respect. Our programs will first be advertised to Muslim participants to make sure that at least half of the kids compose our target beneficiaries and then the other half will be composed of kids from Spanish background or from other immigrant populations.

Sports

We organize the boys into six teams of soccer with 20 players each for a total of 120 in our soccer program and the girls are organized into six dance teams for a total of 83 in our dance program. These girls engage in a variety of dance forms including traditional dances from Morocco and Spain. The number of beneficiaries in each team depends on the demand in that particular neighbourhood. In order to instil in the kids a sense of responsibility and commitment they are required to attend all after school functions only missing 5 days per season. These sports participants also take part in Salaam's Cultural Event once a semester, organizing sports activities throughout the day for children of all ages and performing cultural dances for the general public. These activities foster a strong relationship between the kids and their communities. Thanks to the "Comunidad de Madrid", our kids have access to public parks and infrastructures

three times a week, where the practices and soccer games occur. The girls meet three times a week at individual dance studios located in each of the six neighbourhoods.

Language Courses

We provide Spanish language classes for our Muslim beneficiaries. Each of the six schools have their own after school language course and meet three times a week for two hours each class. These kids must also participate in one of the other social programs, but have the same access to multicultural settings through the Spanish student volunteers that go to the class and help them with their conversation skills. The majority of the teachers are former Muslim immigrants with an academic background in teaching that can in part on them the added value of mentorship and serve as successful role models. Though this program is designed to be fun and engaging, it is an intensive course to help the student learn the language as soon as possible.

Cultural Event Planning Program

The kids are in charge of planning two community wide events per year. There is one group in each neighbourhood and they meet a minimum of three times a week at the respective partner school. The contents of the activities are up to the kids and Salaam provides three staff members to coordinate the six different teams and aid them with logistics and budgets. The teams also meet with one another once a month to coordinate consistency and rotate locations. This program aims to instil in them a sense of responsibility and management, empowering the kids to feel ownership and pride in their neighbourhoods. Half of the teams will come from our target beneficiary group and the other half will come from diverse cultural backgrounds. This program has been particularly successful because it forces the kids to work in multicultural teams and resolve cultural barriers immediately. Their success is completely dependent on their team work.

Strategic Analysis

After thoroughly researching the issue of immigration in Spain and recognizing the gap that existed in integrating Muslim immigrants of high school age, Salaam set out to create a program that would help immigrant children in developing their Spanish

language skills, give them an opportunity to interact in a safe, pressure-free multicultural setting, and ultimately help them in integrating into Spanish society while still maintaining their cultural identity. Our first step this year was to contact the “*Ministerio de Trabajo e Inmigración*” for funds from their 2007-2010 immigrant integration program and we were granted a subsidy of 1 million Euros. Our six neighborhoods were chosen because of their high Muslim immigrant density. We acknowledged the need for our programs to be entertaining in order for our beneficiaries to feel engaged and committed. Therefore we initiated three specific programs in our first year: sports (soccer and dancing), Spanish Language Courses (administered by Muslim immigrants who had integrated years before and gave the added value of mentorship), and Cultural Event Planning. Next year our strategy is to add two more neighborhoods in an effort to continue growing sustainably and to maintain the quality of our programs. This year we are also proud to include the addition of company sponsorships to our organizational strategy. *Telefónica* as a sponsor not only donates resources in the form of uniforms and events but also gives credibility and reputation to our organization. We will continue to seek out company sponsorships as we grow to augment the number of programs and beneficiaries we have. We will also contact the embassy of Morocco in Madrid to set up a partnership that allows us to initiate relationships with future immigrant students before they arrive.

Though we have not filled the number of open spaces in every neighborhood for every program we have seen a progressive improvement from year to year. Currently our staff is working on the marketing scheme for next year’s enrollment and will use this semester’s Cultural Event as a platform for engaging more community participation. Our target beneficiaries make us a unique organization in the NGO sector giving us an upper hand in accessing our target group. We are the only NGO in Madrid dedicated to the integration of Muslim high school students by incorporating 50% of the members from diverse cultures to produce multicultural settings in all of our programs. In other words, though our main target group is Muslim immigrants we also serve the wider community by engaging students of all cultures to participate. By implementing this strategy we both provide our beneficiaries with an opportunity to practice their Spanish with their peers and give their peers the opportunity to make connections with people of different cultures, ultimately generating cultural understanding for many generations.

Finally our main strategy for integrating Muslim immigrant high school students is through the added value of hiring Muslim teachers in the Spanish Language Courses. Through testimonials and surveys from previous years we have discovered that these teachers not only provide language development but hope for the future. Their mentorship inspires students to finish school and even attend vocational institutions or university.

Operational Framework & Budget

Salaam is composed of a total of 13 employees that run and manage the NGO. The Executive team is composed of the President, CFO, Communications Director, and Program Director. The Program Director then manages 9 program coordinators (the Sports Program has 4, the Language Courses has 2, and the Cultural Event Planning Program has 3.) Because the Salaam staff is only composed of 13 people the program coordinators are also in charge of organizing their respective volunteers and all staff members must participate in strategy meetings. In addition Salaam outsources the following positions to independent contractors: Coaches and referees for soccer, dance teachers, and the Spanish teachers for a total of 20 outsourced contracts. The soccer coaches, referees, and dance teachers are provided by the “Comunidad de Madrid” though we are in charge of interviewing and hiring. The 13 staff members are responsible for the management, finances, coordination, communications, and enrollment of the NGO programs while the independent contractors just perform specific functions for each program. We are a non-profit organization so all the money obtained through donations or sponsorships if not spent in the fiscal year will roll over to the following. All programs are free of charge for the beneficiaries though in some circumstances they may be required to cover their own costs of transportation, etc. Our Board of Directors is composed of our founders, a representative of the “Comunidad de Madrid, a representative from ATEM, and one representative on behalf of all the local schools that gets rotated each year.

<i>Expenses</i>	<i>Amount Spent per Year</i>	<i>Source of Budget</i>
<i>Staff Salaries</i>	<i>€ 439,000</i>	<i>Salaam</i>
<i>Outsourced Contracts</i>	<i>(€ 452,000)</i> <i>(€28,000)</i>	<i>Comunidad de Madrid</i> <i>Salaam</i>
<i>Office Rent and Utility Bills</i>	<i>€ 36,000</i>	<i>Salaam</i>
<i>Resources and Materials</i>	<i>€ 18,000</i>	<i>Salaam</i>
<i>Sports Program</i>	<i>€ 6,000</i>	<i>Telefónica</i>
<i>Language Course Program</i>	<i>€ 12,000</i>	<i>Salaam</i>
<i>Cultural Event Planning Program</i>	<i>€ 50,000</i>	<i>Telefónica</i>
<i>Communications</i>	<i>€ 40,000</i>	<i>Salaam</i>
<i>General Expenses</i>	<i>€ 3,000</i>	<i>Salaam</i>
<i>Total:</i>	<i>€ 1,087,000</i>	<i>Salaam received €1,000,000 from the Ministerio de Trabajo e Inmigración in 2007</i>

Partnerships & Communication

Our partnerships are the most valuable asset in our communication strategy. Due to their dedication we are able to reach our targets and goals. After conducting a detailed stakeholder’s analysis we have partnered with different organizations based on their location to our beneficiaries and relation to our programs. We strategically partner with our stakeholders to insure a sustainable growth for our future. Through these partnerships we aim to include more beneficiaries, locations, and programs as well as grow the scope of our current activities.

Our main partners are the “Comunidad de Madrid”, the local schools in our six locations (La Latina: Eijo Garay, Fuencarral-El Prado: Cardenal Herrera Oria, Moncloa-Aravaca: Ortega y Gasset, Hortaleza: Conde de Orgaz, Puente de Vallecas: Palomeras-Vallecas, and Carabanchel: Antonio Machado), the NGO ATEM (Asociación de Trabajadores e Inmigrantes Marroquies en España), the “Ministerio de Trabajo e Inmigración”, and Telefónica. The “Comunidad de Madrid” helps us by: informing recent immigrant arrivals from predominately Muslim countries of our services,

providing us with contact lists, allowing us to use public infrastructure through their “Red de Parques y Clusters de la Comunidad de Madrid” program, and allocating us public funds. Our partner schools help us by informing their students of our programs and by providing teachers, classrooms, and materials for our activities. The NGO ATEM is a bilateral partnership in which we both provide access to each other’s membership list and advertise each other’s activities. ATEM is a national association for Muslim immigrants that participate in a diverse set of functions from advising immigrants on recent arrival needs to organizing public dialogues on a wide range of issues. Telefónica sponsors our soccer uniforms, dance outfits, and cultural events and finally the “Ministerio de Trabajo e Inmigración” provides us with public funds from their “Plan Estratégico de Ciudadanía e Integración 2007-2010.

Results & Indicators

Throughout this year we have learned a lot thanks to the development of our programs, partnerships, and of course the participation of our beneficiaries. We have improved and grown in all of our programs and partnerships from previous years and have managed to do so sustainably without compromising the quality of our programs. In addition over the last three years our drop out rate has decreased significantly and the number of beneficiaries we are able to serve has increased with the addition of our two new neighbourhoods. In general terms, we serviced a total of 236 high school students within our programs, of which 50.84% are of Muslim background. All of our programs are multicultural in setting but the Spanish courses are the only program with beneficiaries of only Muslim background. The Language Courses program managed to include 120 high school students throughout our 6 partner schools, who also participate in one of the other two programs. The soccer team signed up a total of 120 students, the dance team 83 girls, and the Cultural Event Planning Program had a total of 54 students, 21 of which were also involved in one of the other programs.

Neighborhood	Soccer (multicultural)	Dance (multicultural)	Spanish (Muslim)	Cultural Event Planning (multicultural)	
	Soccer (multicultural)	Dance (multicultural)	Language Courses*	Total participants in this activity.	Total participants that only pertain to this activity
La Latina	20	16	22	11	9
Fuencarral-El Prado.	20	17	24	8	4
Moncloa-Aravaca	20	13	19	10	7
Hortaleza	20	14	19	9	4
Puente de Vallecas	20	14	21	8	4
Carabanchel	20	9	15	8	5
TOTAL	120	83	120	54	33
Total Participants Enrolled	236 *(All Muslim participants are also involved in one of the other programs)				

Goals & Future Plans

We started this organization because we saw a need within the communities of Madrid to integrate Muslim immigrants. We were uncomfortable with the geographic and economical segregation we started to see between Spanish nationals and immigrant populations and frustrated by the lack of resources and funds given to public schools to integrate their immigrant students. After speaking with several school directors in a variety of neighborhoods we realized there was an urgent need to engage Muslim high school students before they dropped out of school or were marginalized by an overwhelmed and ill equipped educational system. Since the initiation of our programs in the six different neighborhoods we have seen a significant change not only in the students but in the way communities engage them. After seeing the work they put in to planning the Cultural Events every semester a new found respect was given to Muslim

immigrants and the efforts they were making to integrate and learn the Spanish language. Our goals for the future are to not only grow sustainably and maintain the quality of our programs but to re-engage past students as staff members or volunteers. We would like to see a long-term commitment to integration from our students not only in the present but for future generations as well.

In addition we would like to see offices open in all major immigrant locations in Spain, starting with Barcelona in the short term. Currently our Madrid office is located in one of our neighbourhood locations: La Latina. Our Communications Director is finalizing the creation of a website and all major immigrant newspapers have been approached to write articles about the accomplishments achieved by our beneficiaries. We have deliberately chosen to grow slowly in order to provide each program with the staff and resources it needs to meet its objectives effectively. In the future, once programs have reached a certain level of experience we hope to reduce staff costs by assigning more neighbourhoods to each program coordinator. Our partners have expressed a great deal of satisfaction with our programs and all have committed to renewing their contributions for the next three years. Our goal is to attract more corporate sponsorships and to augment the number of professional mentors that can encourage our beneficiaries to continue bettering their Spanish, stay in school and seek higher levels of education, and ultimately empower the Muslim community in Spain. Though great uncertainty towards immigration exists today our hope is that in the future it will be a source of pride and accomplishment for the country and that integration will truly be seen as a two-way process. Only then will Spain fully take advantage of what *all* its people have to offer.

Report

Part 1: Immigration

A. Theories on Immigration

Recently immigration has become one of the most important issues in Spanish politics and economics. Over the last 20 years the country has witnessed the arrival of millions of migrants mainly from North Africa and Latin America. Currently immigrants compose about 10 per cent of the total Spanish population and that number is expected to grow over the next five years. What do these changes mean for Spanish society and how will the government manage the challenge of integration when faced with so many different languages and cultures? In order to understand this complex issue this report will identify theories, policies, and current realities of immigration in Spain and provide a practical solution to the challenge of integration for the younger generation of immigrants. Communication is the fundamental tool of integration and if the Spanish government wishes to avoid the problems and protests of second and third generation immigrants seen in France or the UK it will have to play a proactive role in the integration of its current and future immigrants. This report mainly focuses on the integration of the Muslim community in Spain. Over half of the Muslims that enter Spain are from Morocco and though they share a close proximity in borders their country realities are completely different. This report will describe the challenges Muslims face in adapting to Spanish culture and list some of the solutions for integration that both sides can participate in to ensure a secure and fruitful future.

The term immigration refers to the arrival or act of entering a new country to settle temporarily or long term. There are many theories such as the Traditional Theory, Neoclassical Economic Theory, Segmented Labor Market Theory, and World System Theory that help to give a basic understanding of migration movements.

Ravenstein, the father of the Traditional Theory, used census data from England and Wales to develop his book "Laws of Migration" which was one of the first formal theories on immigration (Ravenstein, 1889)¹. The Traditional Theory talks about push and pull factors. The push factors are related to the motives that push people to

¹ RAVENSTEIN, E. G. "THE LAWS OF MIGRATION", in London: Journal of the Royal Statistical Society - vol. 52, n°. (June, 1889).

emigrate from the country of origin. Some examples include the lack of jobs and opportunities, poverty, political fear, natural disasters, poor housing, lack of medical care, lack of liberty to practice religion, and general “primitive” conditions. There are also some non economic push factors such as persecution, genocide, political conditions of the country and security factors. Pull factors are more focused on the job opportunities, better living conditions, increased access to education, better medical care and freedom to practice cultural beliefs that the new country can offer. These reasons are personal to each immigrant on an individual level. Immigrants have to leave behind their countries, families, culture, and other issues of identity, to start over in a new place that, gives no guarantees.

On the other hand the *neoclassical economic theory* (Sjaastad, 1962; Todaro, 1969)² suggests that international migration is related to the global supply and demand for labour. Nations with scarce labour supply and high demand will have high wages that pull immigrants in from nations with a surplus of labour. The *segmented labour-market theory* (Piore, 1979)³ argues that the structures of the First World economies are made to require some level of immigration. The theory argues that developed economies are dualistic because they have a primary market of well-remunerated work and a secondary market of low-wage work. Immigrants then are needed to fill the jobs necessary for the economy to work and avoided by the national population because of the poor working conditions associated with the secondary labour market. Finally, the *world-systems theory* (Sassen, 1988)⁴ claims that international migration is a by-product of global capitalism. Contemporary patterns of migration go from the peripheral nations (poor or developing nations) to the core ones (rich or developed nations) because industrial development in the First World generates economic opportunity that is

2 SJAASTAD, L. “The Costs and Returns of Human Migration”, *Journal of Political Economy* , 70 (5, Part 2: Investment in Human Beings), pp. 80-93. (1962).

TODARO, M.P. “A Model of Migration and Urban Unemployment in Less-Developed Countries” *The American Economic Review* 59:13 8-48. (1969)

3 PIORE, M. J. *Birds of Passage: Migrant Labor and Industrial Societies*. Cambridge: Cambridge University Press. (1979).

4 SASSEN, S., *The Mobility of Labor and Capital: A Study in International Investment and Labor Flow*, Nueva York, Cambridge University Press, (1988).

attractive to immigrants. This inequality between peripheral and core nations can cause structural economic problems in the Third World.

These theories help to explain the causes of immigration which are often times misunderstood by the general public and lead to controversial issues. While some sectors of society approve of immigration others are adamantly against it. Those that support immigration claim that it is not only a civil right and equal opportunity that all people should have, but they also see benefits for the host country in their economy and demographic diversity. In some cases immigration can even help the countries of origin, as remittances sent home highly contribute to government budgets, thus creating general global prosperity. People who oppose immigration claim that the cost in providing education, health, employment, security, and other social services to immigrants is too high. In addition they also claim immigrants can bring new diseases, crime, changes to the national culture and environmental degradation due to the increase in population.

Currently 10 per cent of Spain's total population is comprised of immigrants (Arango J., 2005)⁵. In order to better control the inflow of immigrants a sound understanding of why they leave their home countries in the first place is necessary. Spain's three largest immigrant groups currently come from Morocco, Ecuador, and Romania. While these three countries have very different realities they share a similar economic struggle. Morocco for example is composed of over 34 million people with an unemployment and poverty rate of over 15%. (CIA Factbook, 2008)⁶ For many who are not fortunate enough to be of the upper classes immigration is their only option to break free of the poverty trap. 35% of Moroccans who immigrate to Spain end up joining the agriculture sector (Ortega Pérez, 2003)⁷.

Once a country of emigration, Spain has developed into one of the fastest growing economies in Europe. This coupled with its wide oceanic border facilitates the passing of illegal immigration. Initially, Spain was just a gateway country for

5 ARANGO JOAQUÍN AND JACHIMOWICZ MAIA. Regularizing Immigrants in Spain: A New Approach. Complutense University of Madrid. (September 2005) Migration Information Source. <http://www.migrationinformation.org/Feature/display.cfm?ID=331>

6 CIA Factbook. <https://www.cia.gov/library/publications/the-worldfactbook/geos/mo.html>

7 ORTEGA PÉREZ NIEVES. Spain: Forging an Immigration Policy. Universidad de Granada. Migration Information Source. (February 2003).

immigrants looking to settle in other parts of Europe. However, with the latest boom in their economy more and more immigrants are choosing Spain as a final destination. In the mid twentieth century immigrants came to Europe in search of temporary labour jobs, leaving their families behind (Arango J, 2005). Today most immigrants come with their families with little expectation of returning home in the near future.

Once a relatively homogenous culture where one could rarely find a foreign born immigrant, Spain and especially major cities like Madrid and Barcelona now have the makings of any multi-cultural, international city. Ecuadorian restaurants can be found along side tapas bars and a one euro “Chinos” store is now seen on every street corner demonstrating that if immigrants are given the opportunity they can not only work in low skill-set positions but start their own businesses as well, eventually leading to the employment of more Spanish nationals and an increase in the funds contributed to national agencies in the form of taxes (Matlack 2007).

B. Immigration and Spain

- Background Information on Spain

Spain is a unique country of immigration because just 30 years ago, it used to be a country of emigration. After the 80’s the immigration process started and it was characterized by young men, with a relative level of education that were above all motivated by the possibility of improving their economic situation. When they first arrived to Spain there was a high demand in the agriculture sector and the level of acceptance by Spanish people was high due to their labor need. This is the most important socio-economic change in recent times. This change is quite visible in the main Spanish cities. In Madrid around 14 per cent of the population is composed of immigrants. (INE January 1, 2007)⁸

⁸ INE. <http://www.ine.es/jaxi/menu.do?type=pcaxis&path=%2Ft20%2Fp319&file=inebase&L=0>

	Number	% of Population in Madrid	Men	Woman
Immigrants	854,232	14.09%	50.25%	49.75%
Total Population Of Comunidad de Madrid	6,061,680	100%		

The majority of immigrants are coming from Romania, followed by Ecuador and Morocco. The high percentage of Moroccan immigrants is of special interest to the Community of Madrid because it is one of the highest immigrant population and one of the most different to that of the Spanish culture, for example, in the area of religion.

Country of Origen	%
Romania	17.36%
Ecuador	15.99%
Morocco	7.91%
Colombia	7.19%
Bolivia	5.50%
Peru	5.34%
China	3.11%
Bulgaria	3.07%
Dominic Republic	2.96%
Poland	2.76%

The "Municipios de la Comunidad de Madrid" or districts where most registered immigrants can be found are Madrid, Alcalá de Henares, Fuenlabrada, Móstoles and Getafe. Fewer can be found in Velilla de San Antonio, Brunete, Paracuellos del Jarama, Villaviciosa de Odón and Villanueva de Pardillo. It is necessary to highlight that over 14% of the immigrant population today is younger than 16.

Age	%
Younger than 16	14.15%
Between 16 and 64	82.30%

- Immigration Policies

Though the Spanish had started emigrating in the 1850s, the government did not start to think about migration policies until the 1980s. From the 1850s to 1950s Spain sent over 3.5 million temporary workers to the Americas. (Ortega Pérez, 2003.) This

pattern shifted to Morocco from 1916 to 1919 during the establishment of the Spanish protectorate, during which time over 85,000 Spaniards immigrated to Morocco (250,000 if you count Cueta, Maliilla, and Tangers; currently disputed areas between Morocco and Spain.) After this point, between 1950 and 1975, 74% of Spaniards immigrated to northern European states demonstrating Spain's long and extensive history of emigration. Now Spain is on the other end as a gateway country for immigrants looking to travel to Northern European countries and a receiving country for those that wish to stay in Spain.

Why did Spain suddenly become an attractive location for immigrants? In the 1980s with the global economic crisis many developing countries experienced above average unemployment rates and traditional receiving countries such as Germany, France, and Switzerland ended their guest worker programs. Spain, Portugal, and Greece however, joined the EU and received large sums of financial aid increasing their need for low skill labour. With the close proximity to the Maghreb region Spain became a natural choice for those willing to cross the Mediterranean. In addition, between the authoritarian regimes in developing countries that were becoming more powerful and the extensive underground economy and laissez-faire policies that Spain had towards immigration it was relatively easy for immigrants to leave their home country and adapt to Spanish society.

From 1985 to 1991 however, Spanish leaders began to take note of the large increases in immigrants, especially when the foreign population growth rate increased from 2.2% to 7% annually and the pre-requisites for EU membership required strong immigration policies that limited and controlled immigrant in-flows. The government passed the "Ley de Extranjería" or the Law on the Rights and Freedoms of Foreigners in Spain, and their first extraordinary regularization process, also known to many as amnesty programs that aim to legalize large amounts of foreign immigrants already living in the country. After 1991, the growth rate climbed to 10% annually. Initially in the mid 1990s, half of the foreigners came from other EU countries, specifically the U.K., Germany, and Portugal (only 4% from Romania). In just ten years this demographic changed with the majority of immigrants coming from Ecuador, Morocco, and Romania. In 2001, just 2.5% of the Spanish population was foreign, but in 2008 that number jumped to 10 per cent. These changes in growth rate and the demographic change led government leaders to pay more attention to immigration over the coming

years, especially before their entrance to the EU. In 1986 with the socialist party in power the Spanish government implemented the "Ley de Extranjería" which looked at immigration as a temporary phenomenon, and paid more attention to immigrants already in Spain than those entering. These policies were managed by the Ministry of Labour who was more interested in regulating than integrating immigrants. This policy made family re-unification nearly impossible, prevented stable residency, and made it difficult to renew permits. As a result many immigrants ended up falling out of legal status once they were in it. This first attempt to manage the complex issue of immigration was too restrictive, weakly enforced, and did not include human rights of immigrants.

In 1996, the law was amended to allow for some of the human rights that the original law lacked like education, equality, legal counsel and interpreters when dealing with authorities. This amendment also strengthened the power of regional governments to protect rights and established the first formal quota system for temporary workers. It also included the first permanent resident category which allowed for family reunification. Though this amendment was praised in high regard it was not until 1998 that an initiative grew to approach integration as the premier issue for immigration. In 2000 a new law was passed to focus on integration and make the official recognition that immigrants were no longer settling temporarily. This new law led to more bilateral agreements with sending countries and changed the focus to controlling the number of immigrants entering as opposed to only regulating those that were already in Spain. In an attempt to reduce immigration numbers to a manageable amount Spain spent millions of Euros developing the economies of sending countries, training their border patrol, formally announcing employment opportunities to start the legalization process before entering Spain, and of course negotiating human rights on both sides to prevent larger numbers of asylum seekers. This law implemented the Greco Plan (Global Program to Regulate and Coordinate Foreign Resident Affairs and Immigration in Spain) which did four main things: approached immigration as a desirable phenomenon, focused on integration of foreign residents and family reunification, regulated admission to ensure peaceful coexistence with Spanish society, and managed shelter projects for refugees and displaced persons. In 2000, immigration policies started to see regional governments as key actors in integrating immigrants and formally

changed immigration from being the sole responsibility of the Ministry of Labour to falling under the leadership of the Ministry of the Interior. (Ortega Pérez, 2003)

In conjunction with these policy changes, Spain went through 15 extraordinary regularization processes, the first being a monumental failure that left most immigrants to fall out of legal status. Though these regularization schemes do not always eliminate illegal immigrant statuses, they do serve as very useful censuses for counting the number of immigrants located in Spain, both legal and illegal. The last regularization program occurred in 2005 and its primary objective was to reduce illegal employment by regularizing foreign workers. Regularization procedures have been the primary avenue for legalizing immigrants. Over 690,000 applications were received in a three month period in 2005. The goal was to reduce the underground economy as much as possible by incorporating it into the formal sector, ensuring equal competition, increasing tax funds from employers, and abolishing worker exploitation and abuse. Unlike in past regularization programs, this one obligated employers to apply on behalf of their immigrant employees. Approximately 800,000 of the 1.2 million illegal immigrants were expected to be eligible. The rest were mainly composed of spouses and children who could later be legalized through family re-unification programs. (Arango J., 2005)

The program granted one year renewable work and residency permits and created a "difficult-to-cover" job list that native citizens did not want and immigrants could apply for (such as: domestic workers, cooks, truck drivers, waiters, etc.) This list gave employers permission to hire foreign labour while avoiding a long and bureaucratic process. With this program came over 500,000 planned inspections and a fine of €60,000 to those employers that did not register their foreign employees and pay social security taxes. One of the great successes of this program is that it required employers, unions, immigrant associations, and the government to work together. It received high resistance from the "Partido Popular" and other EU member states, but received great reviews locally and even empowered immigrants to report employers that did not apply on their behalf, or did so under the condition that the employee be paid less or cover their own social security tax. Regularization programs are not perfect and it is still difficult to obtain many of the required background checks and proof of residency that is required, but many are optimistic about the process and its role in

future legalization schemes. It also provides immigrants with incentives to stay legal by offering family reunification benefits.

- The Pro-Immigration Argument

Migration has existed since the beginning of time. People organized in search of a better life, whether it was for food, security, or curiosity. The English immigrated to North America, the Spanish to South America, and several other countries have had a history of colonization and exploration. Today the same practices are occurring but in the opposite direction. Thousands of immigrants from around the world now look to Spain for opportunity; and like the native populations of North and South America, Spaniards are worried about what changes will come with these new people. Will they be peaceful and adapt to their way of life or will they cause trouble and be a burden? Immigration is not something to be looked at as good or bad. It simply is a reality that needs to be managed in the most efficient and ethical way possible; especially the process of integration. In fact, immigrants' tax and social security contributions exceed by more than twenty percent the cost of the public services they use (Matlack, 2007)⁹. Many times legal and illegal immigration are spoken about as one and the same. The reality is that countries with a low natural birth rate like Spain need immigrants to keep their economy afloat. The problems with immigration occur when they are mismanaged, unethical, or ignored.

Generalizing legal and illegal immigration as one and the same is a dangerous mistake because legal immigrants financially contribute to the economic growth of a country. They pay taxes, fill an employment need, and help to maintain the retired generation. In fact according to Marta Martin, an employer for the Madrid – based hotel chain NH Hotels, she's had to hire immigrants to work in the restaurants and hotels because Spanish citizens just don't want those jobs anymore (Matlack, 2007.) They also fill positions in the labor intensive agriculture sector, construction sector, and make it possible for Spanish women to join the work force by caring for children and the elderly. Illegal immigrants also fill an employment gap but do not contribute to the national budget. This form of black market employment is both dangerous for immigrants and citizens alike because it leads to further illegal activity, possible abuse

9 MATLACK CAROL. How Spain Thrives on Immigration. BusinessWeek. (May 10, 2007). http://www.businessweek.com/globalbiz/content/may2007/gb20070509_505675.htm

of the undocumented worker, and a culture of corruption. However, in a country like Spain where the national birth rate is currently 1.3 children per woman (CIA Factbook 2008)¹⁰ there is a high risk of market collapse due to the number of professional roles that will be unfulfilled due to a lack of future supply in human capital, this is why it is not only important to manage the arrival of immigrants to full-fill low-skill labor positions but it is equally important to manage the integration and education of immigrants who can fill higher skill-set positions in the future thus boosting Spain's economy. As more women join the workforce and gain greater independence less are willing to sacrifice their personal desires to balance family life and careers. This progressive movement while doubling the Spanish workforce to include women has also created an enormous employment gap for the future. The generation currently working and maintaining those retired will have no one to maintain them in thirty years. This is one of the main pro-immigration arguments in Spain. It is no longer a question of whether or not Spain wants immigrants but the reality is Spain needs immigrants. Women joining the workforce however, is not the only reason the national birth rate has decreased. Due to the increase in cost of living, many young professionals can no longer afford to leave their homes and start their own families thus delaying the act of having children. By the time they have saved enough money, many people choose to have only one child or none at all. Some have even waited so long they can no longer have children and look to foreign countries to adopt. Spain currently has the highest foreign adoption ratio in the world beating out the U.S., France, and Germany (Australian InterCountry Adoption Network)¹¹ Immigrants are a practical solution to a decreasing population growth rate if effectively integrated into mainstream society, that through their adoption practices has demonstrated a high level of cultural acceptance to diversity.

That said, if the economy slows and there is less of a labor need, Spain still has an ethical responsibility to integrate those immigrants that were beneficial in a time of need. Spain's soaring economy has begun to slow in the past year with the booming construction industry coming to a halt (Matlack, 2007.) Many worry that the social effects of immigration have gone relatively unnoticed due to the strong economy and fact that a large majority come from Spanish speaking countries in South America.

¹⁰ CIA Factbook. <https://www.cia.gov/library/publications/the-worldfactbook/geos/mo.html>

¹¹ AUSTRALIAN INTERCOUNTRY ADOPTION NETWORK www.aican.org/

However, control of the borders and effective regulations that are actually put in to practice are necessary to maintain a responsible inflow of immigrants. In other words, immigration in and of itself does not have negative consequences on society but it is the consequences of allowing a large number of people to be marginalized that can lead to human rights demonstrations and clashes between foreign and local cultures. Spain has the added benefit of being a relatively young country to the modern day challenges of immigration. It has the opportunity to look to countries like the U.K., France, and Germany who have already faced the challenges of immigration and multiple generations. Spain can avoid the mistakes and protests seen in other countries if it takes a proactive role in integrating immigrants as they come in.

Statistics and testimonials demonstrate that immigrants are actually quite happy and well networked in Spain but feel a certain hesitation from the national population (EUMC, 2006)¹². There is always a general fear of the unknown in mass populations but the Spanish government can help to minimize acts of discrimination and xenophobia by properly communicating to the general public the facts of immigration both beneficial and cost wise. A recent poll by Harris Interactive shows that only 19 % of British and French think immigration is helping their countries, vs. 42 % of Spaniards (Matlack, 2007)¹³. Spain's relatively flexible immigration regulations, their high foreign adoption ratios, and eager to integrate immigrants indicate that Spain is one of the most successful platforms for high inflows of migration. In addition, Spain has had one of the most rapidly changing cultures in Europe over the last twenty years ever since the end of the Franco dictatorship. Spain went from being a country of emigration itself with a relatively poor economy to legally accepting gay marriages and having 10% of its population be foreign born. These rapid changes have created a culture of adaptability in Spain, especially with young professionals and the younger generation in general. While globalization may have its negative effects in certain issues it certainly paved the way for Spain's economy to grow and accept such a large number of immigrants.

12 EUMC. Perceptions of Discrimination and Islamophobia. Voices from Members of Muslim Communities in the European Union. (2006)

13 MATLACK CAROL. How Spain Thrives on Immigration. BusinessWeek. (May 10, 2007). http://www.businessweek.com/globalbiz/content/may2007/gb20070509_505675.htm

First generation immigrants are often times a cost on the national public, especially in the area of education, but over time as immigrants are able to integrate, gain better employment, education, etc. they become an equal asset to national citizens. An interesting and radical article by Michael Mandel in Businessweek (Mandel, 2006)¹⁴ even went as far as to claim “that an open immigration policy produces massive gains to trade, as people move to countries that can make the best use of their skills and pay them accordingly.” In essence this economist makes the argument that like goods and services that are now easily crossed over borders, global markets can actually benefit from policies that make it easy for people to cross as well. Of course this controversial view point raises the issue of depleting developing countries of their national talent but it in essence makes clear the added value of immigrants that can encourage competition and productivity in a host country. He compares the inflow of immigration with the act of national citizens moving from one city to another or the next generation of young professionals joining the work force. According to his statistics, immigrants do not drive down wages and are a clear solution to filling labor needs and getting the best talent through competition.

Another article in Businessweek by Carol Matlack makes the argument that Spain has one of the best immigration strategies in the world because not only have they incorporated over three million immigrants in the last decade but they have done so without huge strains on their social services, soaring unemployment, or massive riots in the streets. According to Matlack, Spain’s average growth rate over the last five years has stayed consistent at about 3 % and since 2002 Spain has created about half of the new jobs in Europe. Unemployment has gone from 20 % in the early 1990s to less than 8% since 2005. “The government attributes more than half this stellar performance to immigration, "We are very thankful for all these people who have come here to work with us," says Javier Vallés, economic policy chief for Prime Minister José Luis Zapatero.” Since 2000, Spain has been generous in granting amnesty to over one million immigrants who could prove they were employed. On average, studies estimate that between 25% to 35% of Spain’s immigrant population is illegal which has led to minor anti-immigration movements as Spanish citizens watch more and more

14 MANDEL MICHAEL. Bordering on Absurdity. BusinessWeek. (May 26, 2006).

http://www.businessweek.com/investor/content/may2006/pi20060526_553811.htm

boats full of African immigrants floating to the Canary Islands. The 2004 Madrid terrorist attack also led to some anxiety towards immigrants, specifically those coming from Morocco, but in general Spain has not seen the anti-immigration outcries that even once pro-immigrant states like Norway and Denmark have been facing. Compared to France's Prime Minister Nicolas Sarkozy, and former leaders of the PP party (Partido Popular), Spain's current socialist party has implemented rather flexible policies towards immigration which at times can conflict with general EU policies that try to protect other Member States from unwanted spill over effects of high levels of immigration.

Immigration not only encourages a healthy level of competition for national citizens but it also improves diversity in corporate and governmental organizations. Even in biology the more diverse an organism is the more likely it is to survive. Societies need diversity to make them competitive and productive. Diversity brings in different schools of thought, perspectives, innovation, and co-assimilation of ideas. Improvements in commercial products are often seen when diverse sets of society take on the challenge of marketing a similar product with different attributes thus leaving the consumer with a better good. This example is also true for society. Countries with high levels of diversity are often times better equipped to employ sound foreign policies, especially if multilateral agreements are needed to control the flow of immigration in and out.

Though it is true at first that immigrants impose more of a cost on society than a benefit compared to their future generations, new arrivals can stimulate the economy by opening up new markets for trans-cultural communication, tourism, housing, and a variety of consumer needs. Immigrants do not just help the economy by filling an employment need or paying taxes but they also become loyal consumers to Spanish products.

- The Anti-Immigration Argument

Though immigration does have its benefits for a host country the truth is it also has its costs. It takes a conscious effort to make immigration work and when illegal immigration gets out of control it can have negative consequences on those immigrants who were legitimately given the right to enter. Immigrants who enter illegally either by rafts from Morocco or claiming to be tourists from Ecuador are at risk of slipping through the government system and ending up as marginalized sectors of society. They

don't have the same social rights to unemployment, justice, and other social services because they are unregistered. Or sometimes because they are undocumented they fear deportation if they claim any of the above services. Employers, especially those in the agriculture or less ethical industry sector, can take advantage of their illegal status and withhold wages, force illegal labor practices on them, or in extreme cases even cause bodily harm. There is an entire sub-issue in immigration with illegal human trafficking, prostitution, and illegal sweat shops. Those immigrants are often times the most vulnerable people in society and can even include children.

On the issue of immigration the general population tends to be moderate or leaning towards anti-immigration practices. This is due in part to poor government communication, media mis-representation, and a general lack of information. Spanish citizens, though true or not, fear job security, a strain on social services, organized crime or violence, and sometimes even wrongly associate immigrants with terrorism. Immigration is one of the most important national issue for Spanish citizens after terrorism (Ortega Pérez, 2003)¹⁵ People sympathize with those immigrants who come looking to better the lives of their families through the opportunities Spain can offer them and some even admit the need for immigrants and the key role they play in their economy, but in general people do not have a basic understanding of the complicated issue of immigration and can see immigrants as more of a burden than a benefit, especially if the government does not have a sound integration policy or communicates with the general population on a consistent basis of its actions and future plans. Ironically, even second or third generation immigrants can be anti-immigration or express xenophobia against the current wave of immigrants entering the country. Integration is not only the process of including individual cultures in to mainstream society but creating one general population or melting pot of immigrants that also accept each other.

There is another argument against immigration that has more to do with the protection of Spanish culture and citizens. Ever since the terrorist attacks in New York and Madrid, Europe who once prided themselves on their open mindedness and social values now find themselves adopting many of the same practices they once criticized the U.S. for. There is currently a stronger push from government officials in the E.U. to impose stricter immigration regulations and dramatically improve border control.

¹⁵ ORTEGA PÉREZ NIEVES. Spain: Forging an Immigration Policy. Universidad de Granada. Migration Information Source. (February 2003).

Though Spain is quite generous in granting amnesty compared to other countries of immigration the Spanish employment law that requires employers to first hire nationally before considering a foreign born resident serves as an example of internal government policies that make it difficult for immigrants to fully integrate into society. The hope is that these policies will discourage immigrants from coming but the reality is that most of the immigrants who leave their homes and extended family behind do so in lack of other options. For many, leaving home is a sacrifice they take on to help their families by sending money. Therefore, in essence, by making it more difficult for immigrants to find legal work the government is encouraging black market participation and illegal positions that do not pay taxes or contribute to the funding of social services. Economists argue that protecting Spanish citizens or making it easier for them to compete for jobs against immigrants actually creates a culture of inferiority because they do not have to produce a better product or be a better employee. If competition is taken out of the process then Spanish employers are in fact just left with a lower quality in human capital supply and cannot fully take advantage of the skill sets or qualities someone else in the country may be able to offer (Mandel, 2006.)¹⁶ However, job security is not the only reason Spain and other European countries are developing a resistance to immigration. Many European countries, especially to the North pride themselves on the liberal development of their society and laws. Large populations of conservative immigrants can impose a tense relationship between them and more liberal European born citizens. This can lead to physical segregations in society with the European born living on one side and the foreign born on another or accusations of unwillingness to integrate, learn the language, or accept local traditions and customs. This huge immigration mistake was seen in France when large populations of Muslim immigrants started to form their own neighborhoods and first European born generations associated to protest against French law (EUMC, 2006)¹⁷. Sound immigration policies attempt to be as invisible as possible focusing on the similarities between immigrants and local citizens to integrate new arrivals as quickly as possible.

16 MANDEL MICHAEL. *Bordering on Absurdity*. BusinessWeek. (May 26, 2006).

http://www.businessweek.com/investor/content/may2006/pi20060526_553811.htm

17 EUMC. *Perceptions of Discrimination and Islamophobia. Voices from Members of Muslim Communities in the European Union.* , (2006)

Finally, some of the most justifiable reasons for slowing immigration is the current lack of capacity in government agencies, regulations that are often times unenforced, schools are overwhelmed and don't know how to integrate students that can't speak Spanish, and deportation centers are often times overcrowded neglecting basic human rights (Human Rights Watch. HRW, May 7, 2002)¹⁸

C. The Muslim Experience in Spain

- Background Information

In the past there was a space separation not only between countries, but also between cultures and religions. These days, the old dichotomy of Islam and the West no longer exists. The presence of Muslims in the West has profound significance for both civilizations involved, Western and Islamic. The politics of immigration have become increasingly associated with others issues, such as national security, terrorism, and in Western Europe especially, with the presence of Islam as a new major religion. Because of all the associations that Western people have with extreme Islamic actions, immigration has become an emotional political issue in many European nations.

To understand the situation of Muslim immigrants in Spain, we are going to take the information from "Musulmanes en España" (2007)¹⁹. In this study, they show different aspects of the Muslim population living in Spain. As a disclaimer it is important to note that many immigrants interviewed can give a false positive account of their experience in an effort to be agreeable. This is a common occurrence in many research studies.

The first important statistic to note is that Moroccans represent 57% of the total Muslim population of immigrants, followed by Senegal and Pakistan. 75% of the population interviewed, have never lived outside of Spain or their country of birth.

¹⁸ Human Rights Watch HRW .Spain and Morocco Abuse Child Migrants Beatings, Summary Expulsions of Unaccompanied Children Commonplace. (May 7, 2002) Madrid. <http://hrw.org/english/docs/2002/05/07/spain4087.htm>

¹⁹ Musulmanes de España. Segunda Oleada del Estudio de Opinión a Población Musulmana de Origen Inmigrante para Ministerio del Interior, Ministerio de Trabajo y Asuntos Sociales and Ministerio de Justicia. Madrid, September of 2007

Country of Origen	%
MOROCCO	57
SENEGAL	12
PAKISTAN	11
ALGERIA	5
GAMBIA	3
MALI	3
BANGLADESH	2
MAURITANIA	1
NIGERIA	1
Other countries	5

Social integration by immigrants depends on the amount of time spent in Spain. In general, immigrants that have been in Spain longer have a more positive view on their experience, Spanish society, job opportunities, and the achievements they have been able to accomplish since their arrival. For them, many of their expectations and goals have been satisfied. 74% of Muslim immigrants interviewed agreed that they felt comfortable and happy living in Spain and just 6% felt otherwise. Statistics demonstrate that their degree of happiness is associated with the amount of time spent in Spain. In general the longer they stay the happier they get.

The main reasons unsatisfied immigrants are unhappy is as follows: 46% believe there are a lack of job opportunities, 29% miss family and friends, 25% find the legal process difficult, 21% miss their country of origin, and 15% feel discrimination, racism, and a general attitude of hostility from Spanish people. Interestingly enough, this same study was conducted in 2006 and immigrants listed discrimination as the primary reason for being unhappy in Spain. This drop in the perception of discrimination serves as a positive indicator in the integration process of immigrants. In 2007, only 1% of immigrants were unhappy due to language barriers.

How happy do you feel in Spain?						
According to the time they have been living in the country						
	TOTAL	Time living in Spain				
		Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Between 5 and 10 years	More than 10 years
Really Happy	74%	56%	64%	76%	78%	83%
Semi Happy –	20%	27%	26%	20%	18%	12%
Little or not at all	6%	15%	10%	4%	4%	4%
Total # of People Interviewed	2000	168	310	612	561	341
TOTAL	100%	8%	16%	31%	28%	17%

Muslim Immigrants that come to Spain, generally have a relative (48%) or friend (21%) already living in the country. Just 31% of the people interviewed came to Spain without knowing anyone. According to the article, 75% have not brought any relatives to Spain since their arrival. However, this statistic demonstrates that 30% have which is a cause in the increase of Muslim immigrants over the last ten years.

Who have you brought to Spain?	%
Husband / Wife	52
Children	32
Brothers and Sisters	27
Others	16
Do not answer	4

(The question has multiple answers, and that's why the sum is more than 100)

In terms of belonging to any association, the proportion of affiliated immigrants is only 9%. This is attributed to the general ease of integration into society and the trust immigrants have in public institutions. The article argues that if immigrants feel protected by the state, they are less likely to join Muslim organizations. 83% of the people interviewed claimed they felt relatively adapted in to Spanish culture and way of life. 25% felt completely adapted and 58% felt very adapted. These figures confirm a relationship between the level of integration an immigrant feels and the amount of time they have spent in Spain. Though immigrants may feel adapted to Spanish culture, 8.6 out of 10 still have high feelings of identification with their country of origin. In any case, this study demonstrates that the longer an immigrant lives in Spain the more adapted and integrated they feel.

Immigrant affiliation with associations	%
Associations or organizations	6
Religious Associations or organizations	1
Human Rights Organizations (national and international)	2
Do not belong to any	80
No answer	11

Another important factor is communication. Almost half of the people interviewed claim to speak and read Spanish while the other half has difficulties or cannot speak Spanish at all.

Level of Spanish	
First language	1%
Understand, speak and read without difficulties	48%
Understand, speak and read with difficulties	49%
Do not speak at all	2%

Learning the Spanish language was a big obstacle for 80% of the people when entering Spain. This issue however, gets resolved as immigrants spend more time in Spain. 75% learn it through use in daily life, 15% study it formally, and only 8% learned the language before their arrival. In order to understand Muslim culture it is important to identify their cultural priorities and fundamental principles. Family and work are viewed as most important, followed by religion and friends. Those that identify themselves as very religious, female, or with a low level of education tend to produce different results. For these people religion takes second place in importance with family continuing to be the number one priority.

Importance in your life on a scale of 0 to 10:	
Family	9.2
Work	8.7
Religion	8.1
Friends	7.6
Free time	7.1
Associations, clubs and other activities	4.7
Politics	3.9

The following data gives insight on the image Muslim immigrants have on Spain and its people: 88% feel a high degree of freedom, 85% feel they have access to hospitals and health services, 83% feel they have a high quality of life, 78% feel there is respect for different religions, 75% feel Spanish people are honest and respectful, 72% feel there is equality between men and women and 68% feel immigrants are well received by Spanish citizens. (Note: this number increases to 76% for those immigrants who have lived in Spain over ten years.)

Opinions on Spain's democratic system scored 7 out of 10, indicating a high level of satisfaction. 82% are satisfied with the public health care system, 75% with gender equality, 66% with constitutional respect for freedom and equality and 54% with the idea of Parliament as the representative body of popular opinion. According to the study immigrants place a high degree of trust in NGOs, the King of Spain and

monarchy, and Parliament. Curiously, Arabic world leaders only scored 5.2 out of 10 on the question of trust.

How much do you trust in these institutions:	
NGO's	7.0
King and Monarchy	6.9
Parliament	6.3
Judicial System	6.2
Police	6.0
European Union	6.0
Arab Liege	5.4
United Nations	5.2
Arabic World leaders	5.2
Catholic Church	4.4
Unite States	2.9

In terms of religion, interestingly enough, only 41% of the Muslim immigrants interviewed considered themselves "very religious." This also serves as another indicator on why Muslim immigrants seem to integrate in Spain so well compared to France or the U.K., where demonstrations on behalf of religion are comparatively much higher. When discussing integration it is important to do a thorough stakeholder analysis that specifically identifies the profile of the different immigrant populations. While it may be helpful for Spain to learn from Germany's experience and mistakes, Muslims from Turkey are not identical to Muslims from Morocco and this very important distinction must always be taken into account. In addition integration policies must not only target the largest immigrant populations but others that may grow in the future as well. Integration is about creating one holistic society that can function interdependently. In other words, immigrants not only have to integrate and adapt to Spanish culture but to each other as well, as big cities tend to have large clusters of mixed immigrants.

Personal Religious Description	
Very Religious	49%
Semi Religious	34%
Non-practicing	16%
Do not answer	1%

Unlike in the other scenarios, where immigrants tended to have a more positive view on issues the longer they lived in Spain, in the case of openness to practice Islam the longer immigrants lived in Spain the less they felt it was a country of religious acceptance. That said however, 84% of the people interviewed still felt free to practice Islam, with only 13% claiming to find obstacles.

- Challenges and Vulnerabilities

Immigrants can face great dangers when moving to a new country. The benefits are usually worth the sacrifice when they are able to see the rewards of their labor or send home money but for many immigrants coming from Morocco their only source of transportation is a make-shift boat poorly designed to cross the rough waters of the Gibraltar Strait or the Mediterranean Sea. Even if they are lucky enough to touch land, many get caught by border patrol and are sent back or are left to fend for themselves with no money and poor language skills. This is currently one of the main issues facing the Canary Islands, a vacation hot spot for many Europeans, that faces overcrowded deportation centers and a lack of funds to properly manage the inflow of illegal immigrants. According to the Human Rights Watch in 2002 Moroccan migrant children in Spain were often beaten by police and abused by staff and other children in overcrowded and unsanitary residential centers. Though the law requires that the state care for underage children and insure there is a home they can be sent to before deportation, this often gets overlooked and the children are deported with no final destination only to be abused again by the local police when they arrive. For many children and adults this is a cycle that is repeated over and over again until they can illegally enter the underground economy in Spain and find a job.

Even if Muslim immigrants enter legally and are granted work and resident permits finding a place to live or a neighborhood with a mosque can be difficult. On the

one hand compared to other EU states, Spain is considerably lenient in their immigration laws and allow many opportunities for family reunification. However, on the other hand, it is very difficult for immigrants to adapt quickly if they do not already have a friend or family member in the country. Language barriers, cultural difference, and poverty can often force immigrant families in to dangerous neighborhoods or poor conditions. Though the law officially protects immigrant rights many are not aware of them or know how to demand them, especially if they do not join some form of immigrant association upon their arrival. By not knowing their rights and due to fear of their illegal status, immigrants can some times be taken advantage of or abused by employers. Optimistically however, as legislation improves over the years and NGOs become larger in scope fewer immigrants are being taken advantage of and more are becoming aware of the legalization processes that occur quite frequently.

Children are an entire sub-issue for families when they arrive to Spain. Apart from worrying about employment, housing, economics, and settling in they also have to worry about the new culture they are raising their kids in. Many of the parents come from humble backgrounds themselves with little or no education and unknowingly continue the poverty trap for their children by not taking an active role in their education. It is easy for immigrants with lower expectations than the native population to assume things will happen naturally for their children or even worse be apathetic about the possibilities for their children's future. For many fulfilling the basic needs of life is much more than they received in their home country and they are satisfied if their children can reach that level of stability in their own lives one day. This inaction is not only a problem for the underage generation but for the state as well that depends on immigrants to fill labor needs, many of which will require high skill levels in the future. It is in Spain's best interest to take integration seriously and encourage immigrant parents to play an active role in their kid's education. In addition, more money needs to be allocated to the education system to cover the cost of extra language courses and after school activities that help the children to integrate as quickly as possible and prevent them from dropping out of school.

However, education isn't the only obstacle parents must face. They also face a generational gap that leaves many children who arrive or those that are the first to be born in Spain, confused about their cultural heritage. Public schools lack the resources to integrate kids and provide them with the extra classes they need to learn the language and academically catch up to the other children to let alone educate their students on

where they come from or give them a sense of their cultural identity. Many times these activities are left to NGOs who can provide Arabic classes on the weekend or Mosques who unite a community on the common ground of religion. (Miller 2001)²⁰ In order to better integrate into society and adopt an additional identity, children need to have a clear understanding of where they came from and what this relocation means for them and their future. Spain, though only miles away from Morocco, can feel like a different world. The culture is liberal, fast, and promiscuous and if families are accustomed to small town life in Morocco where everyone in the village shared the same values it may be difficult for parents to protect their children from the new challenges that come with living in a very large urban city. Drugs, premature sex, violence, or just getting in to trouble can be new challenges for a family that mainly just had to worry about the basic necessities before.

In Spain, it has not been as much of a problem as it has been in other European countries but children of Muslim descent have been known to be recruited for small extremist sects that aim to copy the work of bigger international terrorist networks. This is by far the exception to the norm and one of the great challenges in integrating Muslim immigrants into European society. Though families may be peaceful and just wish to coexist with their other cultural counterparts, the perception for a lot of Europeans is that if Muslim immigrants are not directly involved in terrorist work they are sympathetic to it. (EUMC 2006) For these reasons and those mentioned before it is extremely important for the government to prioritize integration and dedicate the required amount of funds that will guarantee the future of their workforce. In Europe there is still the perception that states are doing immigrants a favor by allowing them to enter their countries but the fact is that once inside it is in every individual country's best interest to develop these younger generations as much as possible. By doing so they can avoid marginalization of immigrant groups, riots and protests for unfair treatment, formation of extremist associations, and most importantly develop a strong work force for the future that is qualified to do higher skill jobs.

20 MILLER, SARA. Spain Scrambles to Give Immigrants Better Schooling. Special to The Christian Science Monitor. Madrid (December 11, 2001).

- Controversial Issues

We've already seen some of the general arguments against immigration but when it comes to Muslim immigrants there are more specific issues that at times can be controversial. A study was conducted by the European Monitoring Centre on Racism and Xenophobia to discover how Muslim immigrants in Europe (including Spain) felt in terms of their perception of racism in society. The study is called Perceptions of Discrimination and Islamophobia (EUMC, 2006)²¹ and brings to light many of the silent underlying issues that keep immigrants from fully integrating into European society. We will use this study to describe some of the main controversial issues Muslim immigrants face today.

As mentioned before one of the big criticisms against immigrants is that they do not want to adapt to European values and way of life. They come with conservative traditional values and give a higher importance to religion than most secular governments and national born Europeans are comfortable with. This perception is perceived as false by immigrants who feel they can both maintain their traditions and cultural values while still valuing many of the same principles Europe was founded on. Women in particular are a media target when discussing Muslim immigrants. Often times they are portrayed in the media as being suppressed and treated as inferior members of the family, forced in to arranged marriages or wearing the head scarf, or in extreme cases as the victims of honor killings. While these accusations may be true in a small number of cases the large majority of Muslim women do not feel as repressed as the media presents them to be. In fact in France when the ban on religious articles in public institutions was passed many Muslim women took to the streets to protest their right to wear the head scarf. They felt the law was a direct attack on their religion and traditions. Spain has taken on the same approach as the U.K. and the U.S. allowing Muslim women to wear the head scarf at school and in official government identification cards as long as the face is recognizable. Based on several interviews with Muslim women across Europe many feel more discrimination and repression from general populations of society that give awkward stares in public or in some cases even discriminate in employment than they do in their private family lives. Interviewees

21 EUMC, Perceptions of Discrimination and Islamophobia. Voices from Members of Muslim Communities in the European Union. (2006)

agree that many mosques still need to evolve to include women equally in their prayer services but that the Koran explicitly demands fair treatment of women.

Another issue related to Muslim immigrants is the association to Islamic terrorists. Especially after the Madrid bombings, it was discovered that the majority of the terrorists came from Morocco and claimed to be an inspired organization of Al Qaeda. Most Muslim immigrants that come from Morocco to Spain come in search of economic opportunity not political revenge yet when random acts of terrorism occur by a group of extremist the whole Muslim community feels the consequences of their actions. Many interviewees from the study felt a distinct change in the way society treated them after the terrorist attacks in New York and Madrid. Before these events they actually felt integrated and in sync with society.

Most of the people interviewed felt that the media was a key actor in representing Muslims in a negative light. Instead of printing the full picture they only focused on a small sector of society that went against European values. Terrorism and extreme acts in the name of religion sell more stories and give a false communication to the general public about the Islamic culture. Often times controversial issues are due to a lack of information or an over flow of false information. This is one of the main reasons why immigrant integration into main stream society is so important. A lack of government leadership in this endeavor can lead to further segregation between local society and immigrants that can then spiral into future avoidable disasters. Immigrants that take on the risk and danger of moving to a new country in search of opportunity and a better way of life are often times very loyal and appreciative of their host country. They provided what their home countries could not and many times even broke the cycle of poverty their families were tied to. Their European born children however face a completely different reality. These kids are often times forced to choose between their European culture and traditional identity. They do not fully feel European and recognize the way society treats them differently but at the same time they do not completely feel a loyalty to their parent's home country or even speak their language fluently. Statistics show however, when forced to choose, unlike their parents, first born generations will show more loyalty to their family home than the country they were born in. While these feelings can be completely healthy in an integrated immigrant family they can be very dangerous in a marginalized and resentful one that feels society was more interested in taking advantage than accepting new members in to their society.

- Integration from Both Sides

As we have seen immigration both has its benefits and costs. However, government and society together can help to facilitate integration of immigrants by being open to cultural acceptance and diversity. In the interview Muslim immigrants stated that access to citizenship was the first and most important step to integration; not that integration cannot be achieved by undocumented immigrants, but having a form of legal status highly facilitates the process of integration. Immigrants feel secure enough to associate in to groups or protest injustices. Employers are unable to take advantage and immigrants can report people who break the law or express forms of discrimination against them whether it is when looking for housing, employment, or even discrimination by the police. In addition, the main incentives to receive legal status and keep it are the possibilities of family reunification in the future.

Living in harmony is not an impossible feat for Spanish natives and newly arrived immigrants. In fact, though Spain has only been managing their policies of immigration for a little over 20 years they are one of the most integrated societies in all of Europe. Perhaps it is because of their history with Arab culture, their current relationship with Morocco, or because many of the immigrants that come from South America speak the same language. But in general Spain is one of the easiest countries in Europe for immigrants to adapt in. That said, only the test of time will demonstrate if this reality can continue to occur. In France, it was second and third generations of immigrants (born in France themselves) that protested legislation and felt marginalized by society. Will these same events occur in Spain? In Spain so far segregation between immigrants and Spanish natives has not occurred due to a planned design. Their lack of interaction is mainly due to economic differences, not cultural or religious. Though Spain has traditionally been a very closed and homogenous society the younger generation has been raised with immigrants and is less closed off to the idea of integration. Older generations still struggle with change but in essence immigrants have managed to settle quite successfully in Madrid and other parts of Spain.

That said there are things that can be done on both sides to facilitate integration and guarantee a peaceful coexistence and future. For example, local government can facilitate the process for mosques to be built and require public schools to carry culturally sensitive meals for students who cannot eat pork or need things to be prepared in specific ways. On the other end, Muslim immigrants can play an active role in the

community to encourage cultural understanding. They can invite the general community to their events, mosques, gatherings, etc. to talk through some of the fear and insecurities that people on either side might be feeling. Communication is the main tool for integration and both Spanish natives and Muslim immigrants need to play a proactive role in facilitating this process whether it be through open dialogue sessions or offering Spanish language classes. Finally, Muslim mosques are many times the center piece of the Muslim community. Based on the study done by the European Union (EUMC 2006) the main complaint from young European born generations of Muslims throughout Europe is that mosques are antiquated, closed off, and disconnected from reality. The prayer services are often done in Arabic and not the language of the receiving country, the mosques lack communication between one another, and women are often repressed from playing a bigger role. Mosques in Europe are currently undergoing organization changes and have realized that if they plan to continue to play a center role in the Muslim community they must modernize to fulfill the needs of future generations.

D. Final Thoughts

Throughout this report we have seen the theories, policies, and realities of immigration in Spain. Immigrants mainly come to Spain in search of economic opportunity and a chance to give their children a better future and help their families back home by sending money. Very rarely do immigrants come with the intention of displacing the home population or violently protesting against them. Both Spanish society and immigrants can play a role in creating a peaceful and holistic community based on their mutual need for one another. The Spanish government needs to continue its work in integration and encompassing as much of the underground economy as possible. Responsible flows of immigration need to be controlled through strong border patrol and enforcement of current regulations, but at the same time it needs to be fair in who they open their borders to and continue to develop the economies of sending countries.

Immigrants play a vital role in the economy of Spain and in the future will play an even more important role. Integration is easy now when employment is bountiful and regulations loose but in the future when there is less of a need for low skill labor and Spain closes its doors, like so many other EU states are trying to do at the moment, they will truly be tested in their integration policies. It is important for them to get an

early start now while the economy is still strong and spirits are positive. One of the main ways to insure that integration will stay consistent over the trials in the future is to invest largely in the education and academic formation of all children in Spain, including immigrants. Educated immigrants are highly welcomed and an invaluable asset to a host country. And in order for schools and teachers to provide a quality education they need the help of local government and NGOs in helping immigrant children to learn the language as fast as possible and aid them in their cultural transition. Salaam is one of these NGOs, located in the heart of Madrid and dedicated to providing Muslim immigrants of high school age with entertaining after school activities that both facilitate the learning of the Spanish language in a relaxed environment and maximize opportunities for Spanish natives and immigrants to interact in a social setting. Through these NGOs and initiatives the Spanish government can play a proactive role in guaranteeing a safe and successful future for its country.

Salaam Annual Report

Part 2: Salaam Annual Report

President's Letter

Dear Friends,

It is with great pleasure that I write to you today about our extraordinary organization, Salaam. Three years ago we discovered a need within our community to integrate our young Muslim immigrants. These children have infinite untapped potential and not only are they not accessing it, the state is wasting a wonderful opportunity to develop quality professionals for their future global markets. Diversity is an incredible gift for any culture that should be welcomed and celebrated. For this reason Salaam dedicates all of its efforts to creating one harmonized society. A multicultural society that not only lives and works in peace but inspires one another to be better Spanish citizens.

The children we have the great fortune of working with are eager and full of curiosity. They want to master the Spanish language and integrate in the society they now call home. The testimonials and achievements you will read in this report are all the evidence you need to realize that investing in Salaam is investing in the future of Spain. I welcome you to get involved in this wonderful movement and be a positive force for immigration and the two-way process of integration. Life is always changing and we must be grateful that this is a positive change, a change that brings prosperity and development to our country.

Salaam (Peace)

Achievement Highlights

- ❖ ***Record Breaking Registration in 2007: 236 beneficiaries!***
- ❖ ***Expansion of two new neighborhoods to our Salaam Family***
- ❖ ***Salaam Increases interaction between local schools in each neighborhood and their community***
- ❖ ***Ministerio de Trabajo e Inmigración grants Salaam:***

ONE MILLION EUROS!

- ❖ ***First Corporate Sponsor, Telefónica, generously covers soccer uniforms, dance outfits, and Cultural Day spending over €56,000 and has committed to continue funding for the next three years!***
- ❖ ***Approximately 92.5% program completion rate compared to last year's 89.5% completion rate.***
- ❖ ***Salaam Regarded as most promising Immigrant NGO for 2007 by Madrid newspaper, "Si Se Puede!"***

Beneficiaries

Given the record breaking increase in immigrant numbers over the last 8 years, it is not surprising that the education system in Madrid has felt overwhelmed in integrating the children of foreign born residents. Not only are these kids diverse in culture and language, but they also come with different levels of academic formation. Just the act of placing a child in the correct class can be a challenge given their age and academic preparedness. The Emilia Pardo Bazan elementary school located in the Lavapiés neighbourhood of Madrid receives about one immigrant child per week. (Miller, 2001) Latin American children have a slightly easier time adapting to the language but kids who speak Arabic or Chinese can often times feel marginalized or lost. Even Spanish speaking students have difficulty adapting to the new schooling

system given the majority of Latin American immigrant children that come from South America either received no education or a very minimal one. Some were even raised speaking a native language at home and cannot formally write in Spanish well. This working class neighbourhood, increasingly composed of immigrants, is one of the many melting pots growing in Madrid.

Like in the U.S., the debate about bilingual education is becoming a more contested topic in Spain. On the one hand some teachers feel that children need to be integrated immediately regardless of their language and academic struggles and given the opportunity to catch up on their own or with extra after school tutoring sessions. Others disagree and feel that the majority of students end up dropping out of school if they feel disconnected and marginalized. According to them, these students need a transition period that not only improves their Spanish language skills but catches them up to meet the standards of their age and class level. All agree that getting the kids to learn Spanish as quickly as possible is the first step to integrating them in school and society. However, because Spain has traditionally had a very lightly regulated immigration policy often allowing employers and immigrants themselves to determine their level of integration, public schools are grossly underfunded to provide these extra language classes. Only now is Spain beginning to focus on integration as high priority in the issue of immigration (Miller, 2001).

According to the education department in Madrid, in 2001 the population of immigrants in the educational system numbered between 25,000 and 35,000 students. Elementary and high schools in Madrid enrol between 170 and 200 immigrant children each week, and this number is expected to increase.

Why is this such an important issue for the Comunidad de Madrid and the state of Spain as a whole? To begin with, all students currently enrolled in school (nationals and immigrants alike) are expected to join the workforce in the next 10 to 15 years. The level of education they receive now will play a major role in the positions they will be able to take in the future. According to a study done by the Migration Policy Institute on the integration of immigrants in the city of Los Angeles, statistics stipulate that by 2010, 90% of the world's PhD-holding scientists and engineers will live in Asia. Madrid's economy has consistently been growing over the last 10 years due to their strong construction sector. However, figures indicate that this sector cannot sustainably

and infinitely maintain Spain's economy, and that the country will in fact need to improve in other areas of economic development to maintain their current level of GDP.

For these reasons and the fact that immigration appears to be an even bigger issue in the future it is important for Spain and Madrid to take a proactive approach in integrating immigrant children. Our NGO aims to help in this endeavour by providing the much needed after school language courses and engaging students in activities that they find both enjoyable and maximize their interactions with national born citizens. According to the same study conducted by the Migration Policy Institute, children of mixed-status families or illegal parents are less likely to stay in school, perform well, or attend higher levels of education after high school. This statistic is even more pertinent to students who have parents that work in temporary labor positions or who come from low levels of academic formation themselves.

Integrating children of high school age is a priority that must be approached through partnerships between the state, local government, the community, parents, NGOs, and the students themselves. Without a conscious effort on behalf of all these stakeholders Spain will find an even greater challenge in integrating second generation immigrant as is now seen in Los Angeles. Emilia Pardo Bazon is a common example of public schools in Madrid and plans to combat the challenges of integration through more support classes, training teachers to work with Spanish as a second language, and creating new programs to promote cultural diversity.

Salaam will serve as a cultural NGO that facilitates interactions between immigrants and Spanish students that maximize opportunities for Spanish to be spoken and cultural integration to be achieved. We believe that through soccer, dancing, and event planning students of high school age will be given the opportunity to socialize with peers of other cultures in an entertaining atmosphere outside of school. Salaam does not aim to replace the programs promoted by the school but to be a partner in their mission to achieve integration. Salaam is an organization directly aimed at integrating Muslim immigrants of high school age but this does not exclude students of other cultures to participate in our activities. On the contrary, our goal is to create a safe and inclusive atmosphere that allows children of all cultures to practice their Spanish and interact.

In addition our NGO hopes that through integrating immigrant students of Muslim heritage, Spanish institutions will also dedicate the necessary resources to language classes, teacher training, teacher-parent relationships, and cultural needs of the students. Immigration is a controversial topic in any receiving country and integration from both sides will take time. Not all teachers are comfortable working with immigrant students and some do not see the value in respecting cultural traditions (like offering alternative meals to pork for Muslim and Jewish students or encouraging Muslim girls to look like everyone else by not wearing the headscarf.) Training teachers to understand that integration and assimilation are not the same thing will be an important step to improving the education system for immigrant students.

The Antonio Moreno Rosales school in Lavapies has already tried integrating some of these ideas by celebrating a range of cultural holidays and working with NGOs that facilitate cultural awareness programs. Classrooms are decorated with pictures and writings that represent a wide host of cultures to make the student body feel more comfortable. This form of cultural access for students is both beneficial for immigrant students and Spanish students alike.

In California's Fresno Unified School District they realized they not only had a problem with integration but with students losing their cultural identity. This disconnection with their heritage led to behavioural problems and weak personal ownership in the integration process. They realized that the kids were not going to integrate just because the school board forced them to learn the language and attend after school tutoring sessions. Instead, these students needed to have a clear understanding of where they came from to adapt and accept the culture they were now living in. Like Madrid, local districts are often times underfunded by the national budget, so parents, NGOs, religious organizations, and teachers took the initiative and created their own afterschool activities whether it was Arabic classes for children of mixed marriages or cultural immersion programs.

Our NGO takes on a grass-roots approach to the challenge of integration one neighbourhood at a time. While our purpose is aimed at integrating Muslim students of high school age our plan is to do so through community partnerships. Salaam works with one high school per neighbourhood to attract kids that are interested in soccer, dancing, or event planning, and coordinates the resources they need to fulfil their

individual activities. Salaam works with students who have made a commitment and are interested in building a better future for themselves and future generations. With the help of teachers, parents, and other committed individuals Salaam provides Muslim immigrants of high school age with the opportunity to better their Spanish, interact in society with Spanish peers, and improve their personal development.

Mission

Mission: *To integrate Muslim immigrants of high school age through after school activities such as sports, language courses, and cultural activities; thus facilitating interactions between Spanish citizens and immigrants and maximizing usage and learning of the Spanish language in a comfortable setting.*

Integration: *We define integration under the same context as Michael Fix, author of *Securing the Future: U.S. Immigrant Integration Policy*, and expert for the Migration Policy Institute. “We define integration as the process by which immigrant newcomers achieve economic mobility and social inclusion in the larger society. This definition implies a two-way process that involves changes on the part of not just immigrants but also of members of the receiving community.”*

We define ourselves as an NGO based on extracurricular activities who dedicate their work to the process of integrating Muslim immigrants of high school age. We do this work through three main programs: sports, language courses, and cultural event planning. Our NGO, Salaam, was founded after the creators discovered a large integration gap for children of Muslim descent, especially of Moroccan background. Through our after school activities Salaam aims to create a safe space where kids of Muslim heritage can maximize opportunities to interact with kids of other cultures, thus sharing each other’s cultural values and giving the immigrant children an opportunity to practice their Spanish in a fun environment. We believe that through these interactions kids will grow a mutual respect for each others customs and traditions.

We chose to focus our efforts on Muslim high school kids for several reasons. First they are one of the top three largest immigrant populations in Spain and one of the most underrepresented in NGOs and community associations. Second, we felt South Americans (also one of the top three largest immigrant populations) were highly

represented in community associations and were at a better advantage to integrate due to speaking the same language as Spanish natives. Finally, Romanians are the last of the three largest populations and being of Eastern European origin we felt their integration was also easier than that of the Muslim community given their European similarity and close proximity to language and culture. Based on this information we concluded the most urgent need for integration programs rested with the youth of the Muslim community.

During our research we discovered that language and certain cultural customs were the largest barriers to integration for our beneficiaries. We asked ourselves, what we could do to have the greatest impact on their integration experience and how we could satisfy some of their more basic recent arrival needs, while at the same time protecting and maintaining their cultural identity. After learning from other NGOs of their success with sports programs we realized after school activities were the best way to engage the kids, help them feel comfortable, build their self-esteem, and ultimately help them in adapting to a new culture. We use language as the main tool for our integration programs because we fundamentally believe communication is the first step to feeling integrated.

We chose immigrants of high school age because we believe it is the most critical and vulnerable age group of the Muslim immigrant population. Younger children traditionally adapt more quickly, learning the language at a faster rate, and ultimately feeling stronger ties to the receiving country than their home country. Adults quickly adapt through work or the network of family and friends that already exist in Spain. Yet immigrants of high school age are the kids most at risk of dropping out of school or closing themselves off from interacting with people of other cultures, preferring to stay in their comfort zone and only socialize with those of the same background and language.

Our ultimate objective is to create a holistic community in which Muslim immigrants, immigrants of other cultures, and Spanish natives can see each other as one society without recognizing each others differences as a natural first instinct. We hope over the years we can create a strong Muslim community that can empower future generations to integrate fully while maintaining the beauty of their cultural identity; and at the same time we hope Spanish citizens will appreciate and find pride in the

multicultural cities and neighbourhoods that are formed over the coming years. Through our work we aim to avoid the segregation of cultures through economic and geographic barriers, giving immigrant children the same opportunity as their Spanish peers to attend university, better their stance in life, and fully enjoy the rights and benefits that come with living in Spain.

Vision

The vision of our organization is to sustainably grow while maintaining the quality of our programs. Within the next ten years we would like to be in every Madrid neighborhood and within the next 15 years begin operations in Barcelona, due to its large Muslim population. We aim to be the premier immigrant organization in Spain focused on the integration of Muslim high school students and serve as a successful example for future NGOs that aim to serve similar purposes. Our vision is that Muslim immigrants not only adapt to Spanish culture but become successful members of society, breaking free of poverty, and taking full advantage of all the benefits and opportunities Spain has to offer, especially in education and employment.

Ideally, in the next ten years every Muslim immigrant of high school age in Madrid will be a beneficiary of our NGO. To accomplish this great challenge we will continue to partner with corporate sponsors, other Muslim affiliated NGOs, and national/local government. In addition, our new goal is to access beneficiaries even before they arrive by establishing direct relationships with embassies here in Madrid of predominately Muslim countries. Our hope is that whenever a high school student is granted a visa or placed in a detention center the embassy will contact us to measure their options. If possible we will send them Spanish language learning materials before their arrival so communication throughout the integration process is less of a challenge and if they are placed in detention centers and have no families to return to aid them through the asylum process and get them started on learning the language. We also hope to one day inaugurate a youth group center where kids can directly go to hang out in a safe fun place and practice their spanish, stay in touch with their roots, and welcome their new found friends of multicultural backgrounds. We plan to continue and better the existing programs of Salaam, but in addition we envision more diverse programs encompassing a wide range of interests especially art, writing, music, and

theater for the near future. Our personal vision is that our beneficiaries regard us not as another institution but as part of their family and community. We see mothers, fathers, children, and graduated adults continuing the cycle of inclusion and integration over many generations.

Objectives

Ultimately the main objective of our NGO is the successful integration of our beneficiaries into Spanish society. Because we recognize the complexity of integration our NGO believes in starting with the fundamental need of communication. For this reason our primary objective is the learning of the Spanish language. We want our beneficiaries to not only be successful and dedicated in our programs but in school as well, leading to higher levels of education and employment in the future. In terms of integration our objective is to help the kids in maintaining their cultural identity while at the same time reaching a level of comfort that allows them to adopt the Spanish culture as part of their identity as well. On the other side we also wish to impart on our non-Muslim members the appreciation of living and working in a multicultural community giving everyone the opportunity to make friends in a safe comfortable environment.

From an organizational perspective our objective is to meet the agreements set forth with our partners and increase in scope in the future to allow for more programs and the servicing of more neighborhoods and beneficiaries. Ideally the success of our program will serve as an example for future integration policies and programs throughout the world recognizing integration as a two sided imperative and respecting the rights of immigrants to not only adopt the culture of their host country but to maintain their cultural identity as well. In the future we hope Spain recognizes with pride, its growing diversity as part of its culture.

General Objectives:

- ❖ Integration: To integrate young Muslim immigrants into Spanish culture (specifically Madrid) while at the same time maintaining their personal identity.
 - Provide students with the tools they need to achieve their own personal level of integration.

- Create a social conscious of the need for a two-way integration process and foster an acceptance for the notion of identity.
 - To aid our beneficiaries in the understanding of Spanish culture and their own.
 - Create a model of integration for high school students that can be reproduced.
- ❖ Spanish Language: To improve Spanish Language skills in our beneficiaries.
 - Through our Spanish Language Courses increase the level and capacity of Spanish in our beneficiaries.
 - Strongly encourage 100% use of Spanish language during program activities.
 - Better the academic formation of our beneficiaries through the mastery of the Spanish language.
 - Through the learning of Spanish help the children see the possibilities for their future and improve their socio-economic reality.
- ❖ Relationships: To generate opportunities for multicultural relationships to be formed between Muslim immigrants and Spanish nationals.
 - Foster safe and healthy zones for our beneficiaries to interact in and grow a mutual respect.
 - Create ever lasting friendships between program members.
 - Create a community of solidarity around the common goal of integration and peace.

Strategic Analysis

After thoroughly researching the issue of immigration in Spain and recognizing the gap that existed in integrating Muslim immigrants of high school age, Salaam set out to create a program that would help immigrant children in developing their Spanish language skills, give them an opportunity to interact in a safe, pressure-free multicultural setting, and ultimately help them in integrating into Spanish society while still maintaining their cultural identity. Our first step this year was to contact the “*Ministerio de Trabajo e Inmigración*” for funds from their 2007-2010 immigrant

integration program and we were granted a subsidy of 1 million Euros. Our six neighborhoods were chosen because of their high Muslim immigrant density. We acknowledged the need for our programs to be entertaining in order for our beneficiaries to feel engaged and committed. Therefore we initiated three specific programs in our first year: sports (soccer and dancing), Spanish Language Courses (administered by Muslim immigrants who had integrated years before and gave the added value of mentorship), and Cultural Event Planning. Next year our strategy is to add two more neighborhoods in an effort to continue growing sustainably and to maintain the quality of our programs. This year we are also proud to include the addition of company sponsorships to our organizational strategy. *Telefónica* as a sponsor not only donates resources in the form of uniforms and events but also gives credibility and reputation to our organization. We will continue to seek out company sponsorships as we grow to augment the number of programs and beneficiaries we have. We will also contact the embassy of Morocco in Madrid to set up a partnership that allows us to initiate relationships with future immigrant students before they arrive.

Though we have not filled the number of open spaces in every neighborhood for every program we have seen a progressive improvement from year to year. Currently our staff is working on the marketing scheme for next year's enrollment and will use this semester's Cultural Event as a platform for engaging more community participation. Our target beneficiaries make us a unique organization in the NGO sector giving us an upper hand in accessing our target group. We are the only NGO in Madrid dedicated to the integration of Muslim high school students by incorporating 50% of the members from diverse cultures to produce multicultural settings in all of our programs. In other words, though our main target group is Muslim immigrants we also serve the wider community by engaging students of all cultures to participate. By implementing this strategy we both provide our beneficiaries with an opportunity to practice their Spanish with their peers and give their peers the opportunity to make connections with people of different cultures, ultimately generating cultural understanding for many generations.

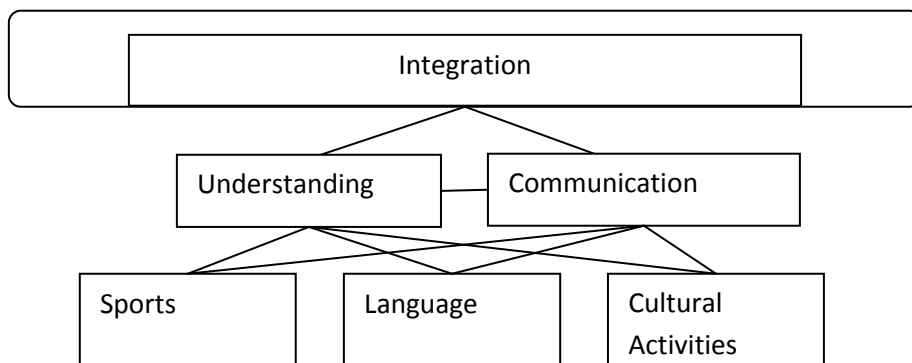
Finally our main strategy for integrating Muslim immigrant high school students is through the added value of hiring Muslim teachers in the Spanish Language Courses. Through testimonials and surveys from previous years we have discovered that these teachers not only provide language development but hope for the future. Their

mentorship inspires students to finish school and even attend vocational institutions or university.

Program Descriptions

As we've mentioned throughout this report we have focused our process of integration through a cultural and Spanish societal context. Our aim is to help Muslim immigrants of high school age to integrate through communication using the Spanish language as a tool. Our activities aim to distract kids from the frustrations of learning a new language and give them the opportunity to do so in a social and fun context. Not only will they better their Spanish but they'll make friends with people of different cultures leading to mutual respect. They will gain soft skills, self-esteem, learn to work in teams, and most importantly learn to communicate in a multicultural setting; an invaluable skill in the twenty-first century and ever-globalizing world. Through these programs we hope to avoid the cultural clashes seen in other European countries and create an even stronger more diverse Spanish society.

Our three programs consist of sports, language courses, and cultural event planning that all take place using only Spanish. Through our diagram below you can see a clear correlation between understanding and communication and integration; which is ultimately achieved through our three programs. Our three programs take place in six neighbourhoods: La Latina, Fuencarral – El Prado, Moncloa – Aravaca, Hortaleza, Puente de Vallecas and Carabanchel.



Sports

Physical activity is not only a healthy exercise for kids to take part in but it builds healthy habits for the future, an opportunity to participate in social settings, capacity for fundamental human development within the kids like how to work in teams and communicate in multicultural settings, and most importantly a fun relaxed setting to practice Spanish. Based on previous years and questionnaires we discovered that the two most enjoyable activities for young teenagers are soccer and dancing. We decided to organize the boys into six teams of soccer with 20 players each for a total of 120 boys in our soccer program. The girls are organized into six dance teams for a total of 83 girls in our dance program. Each team depends on the demand in that neighbourhood. In the future we'd like to expand the number of kids we can allocate to our programs and we'd also like to add a variety of more sports activities.

Soccer: The six soccer teams are organized by neighbourhood and have weekly practices and games against each other. In the future once the soccer program is fully established we will integrate it into an already existing soccer club so the kids will have an opportunity to compete with more teams and play outside of the six neighbourhoods. In order to instil in the kids a sense of responsibility and commitment they are required to attend all after school functions only missing 5 days per season. If they miss more, without a justifiable excuse, they are asked to leave the program. Because the programs are free for our beneficiaries and we only have a limited amount of openings we require full commitment from each participant. The aim of the program is to give Muslim immigrants an opportunity to practice their Spanish and interact with their Spanish peers in a friendly atmosphere. For this reason our programs are first advertised to Muslim participants to make sure that at least half of the kids compose our target beneficiaries and then the other half is composed of kids from Spanish background or from other immigrant populations. Through our partnerships with the local neighbourhood schools we use teachers from their physical education courses to serve as coaches and referees. In total the soccer program has six coaches and 2 referees that are sponsored by the Comunidad de Madrid. Every week the different teams meet at least three times after school for practice or games. Salaam commits two full time staff member to coordinate the soccer teams as well as program volunteers. Salaam encourages maximum participation from the parents to build a strong support network and to help us in encouraging the kids to commit to the program. Twice a year the

Cultural Event Planning Program will organize a cultural day for the whole community in which the soccer teams will help to organize a variety of sports activities for kids of all ages and the community as a whole. This will require a minimum amount of participation from the kids in the soccer teams in the Cultural Event Planning Program.

Dance: Like the soccer program the dance program is composed of six teams, one for each of the six neighbourhoods we work with. They meet three times a week and ultimately perform twice a year at the cultural day planned by the Cultural Event Planning Program. These girls are engaged in a variety of dance forms including traditional dances from Morocco and Spain. By getting the dancers to participate in a variety of dance styles we hope to instil in them a cultural appreciation for other traditions and customs. Again, like the soccer team, our primary beneficiary target is high school Muslim girls that have an interest in dance. We advertise to the Muslim community in the different neighbourhoods and then recruit kids from different backgrounds to ultimately compose a multicultural group setting. The teachers are hired by Salaam but sponsored by the Comunidad de Madrid. In total 6 dance teachers will be needed. Salaam commits two full time staff member to coordinate the dancing teams as well as program volunteers.

Participation and commitment are fundamental values in the NGO and dancers are required to participate in all practices and events. They may only miss five sessions for justifiable reasons, otherwise are asked to leave to allow an opportunity for someone else that is eager to make the commitment. In the future we'd also like to expand the number of neighbourhoods and dancers we can bring in to our program.

Language Courses

In addition to our Sports Program and Cultural Event Planning Program we also work with our partner schools in the local neighbourhoods to provide three Spanish language classes of two hours each, each week to our beneficiaries. Each of the six schools have their own after school language course for a total of 18 Spanish language classes a week. These kids also participate in one of the other social programs and it is only open to kids of Muslim background to help them perfect their Spanish. Through these after school tutoring sessions they interact with Spanish student volunteers that will help them with their study of the Spanish language. Through our partnerships with the local schools we dedicate two staff employees to organize the six different language

programs and hire 6 private teachers, and the schools provides the student volunteers and necessary meeting spaces. The six teachers are former Muslim immigrants with an academic background in teaching that can in part on them the added value of mentorship and serve as successful role models. Again all of our programs are free for our beneficiaries.

Cultural Event Planning Program

We recognize the fact that not all high school students are interested in sports. Therefore, we came up with an alternative activity that accomplishes the same fundamental goals. The kids are charged with planning two community wide events per year. Each neighbourhood have a team that organize their part of the event whether it be coordinating the dancers, sports activities, theatrics, food, etc. The contents of the fair is entirely up to them and Salaam is just providing three staff members to coordinate the six different teams and aid them with logistics and budgets. Ultimately however the success or failure of the event rest in their hands. This programs aims to instil in them a sense of responsibility and management, empowering the kids to feel a sense of ownership and pride in their neighbourhoods. Again half of the teams come from our target beneficiary group and the other half come from diverse cultural backgrounds to give the kids an opportunity to practice their Spanish and interact in multicultural settings. The themes of the events is completely up to the kids and Salaam serve only as a support network. They meet a minimum of three times a week to plan the event and our six partner schools provide them with the after school space they need. Within their different teams they have to organize themselves into sub comities, leaders, and delegate responsibilities as they see fit.

Operational Framework & Budget

Salaam is composed of a total of 13 employees that run and manage the NGO. The Executive team is composed of the President, CFO, Communications Director, and Program Director. The Program Director then manages 9 program coordinators (the Sports Program has 4, the Language Courses has 2, and the Cultural Event Planning Program has 3.) Because the Salaam staff is only composed of 13 people the program coordinators are also in charge of organizing their respective volunteers and all staff

members must participate in strategy meetings. In addition Salaam outsources the following positions to independent contractors: Coaches and referees for soccer, dance teachers, and the Spanish teachers for a total of 20 outsourced contracts. The soccer coaches, referees, and dance teachers are provided by the “Comunidad de Madrid” though we are in charge of interviewing and hiring. The 13 staff members are responsible for the management, finances, coordination, communications, and enrollment of the NGO programs while the independent contractors just perform specific functions for each program. We are a non-profit organization so all the money obtained through donations or sponsorships if not spent in the fiscal year will roll over to the following. All programs are free of charge for the beneficiaries though in some circumstances they may be required to cover their own costs of transportation, etc. Our Board of Directors is composed of our founders, a representative of the “Comunidad de Madrid, a representative from ATEM, and one representative on behalf of all the local schools that gets rotated each year.

<i>Expenses</i>	<i>Amount Spent per Year</i>	<i>Source of Budget</i>
<i>Staff Salaries</i>	<i>€ 439,000</i>	<i>Salaam</i>
<i>Outsourced Contracts</i>	<i>(€ 452,000)</i> <i>(€28,000)</i>	<i>Comunidad de Madrid</i> <i>Salaam</i>
<i>Office Rent and Utility Bills</i>	<i>€ 36,000</i>	<i>Salaam</i>
<i>Resources and Materials</i>	<i>€ 18,000</i>	<i>Salaam</i>
<i>Sports Program</i>	<i>€ 6,000</i>	<i>Telefónica</i>
<i>Language Course Program</i>	<i>€ 12,000</i>	<i>Salaam</i>
<i>Cultural Event Planning Program</i>	<i>€ 50,000</i>	<i>Telefónica</i>
<i>Communications</i>	<i>€ 40,000</i>	<i>Salaam</i>
<i>General Expenses</i>	<i>€ 3,000</i>	<i>Salaam</i>
<i>Total:</i>	<i>€ 1,087,000</i>	<i>Salaam received €1,000,000 from the Ministerio de Trabajo e Inmigración in 2007</i>

Staff Members and Outside Contracts	Paid by Salaam	Paid by Comunidad de Madrid
Coaches for Soccer		6
Referees for Soccer		2
Cordination Staff For Soccer	2	
Dancing Teachers		6
Coordination Staff for Dancing	2	
Spanish Teachers	6	
Coordination Staff for Languages	2	
Cordination Staff for Events Planing	3	
Manager of NGO	1	
Programs Director	1	
Financial director	1	
Communications Director	1	

Partnerships & Communication

Partnerships are one of our most important priorities because it is through them that we achieve the majority of our funding and marketing. Through them we are able to sustain our programs, maximize efficiency, and reach our target beneficiaries. From our inception we have developed different strategic partners based on our stakeholders analysis. These partners not only donate money but are directly involved with the programs themselves, providing access to varias networks, know how and mentorship. Without their participation Salaam could not reach the scope it has achieved so far and aims for in the future. In addition our partners also have a stake in the success of our programs, especially our local school in each of the six neighborhoods. Our programs help their students to effectively learn the Spanish language as soon as possible and breaks down cultural barriers that exist in their classrooms. We faciliate a need that their teachers are unable to achieve in the short term due to lack of know how and

resources. For this reason both local and national government have approached us an investment for their communities and the services we can provide.

Who do we work with?

Our stakeholders directly have an impact on specific programs, neighborhoods, and events. Our main partners include: the “Comunidad de Madrid”, our six partner schools in each neighborhood, the NGO ATEM (Asociación de Trabajadores e Inmigrantes Marroquies en España), Telefónica, and the Ministry of the Interior. We also partner with various organizations, NGOs, immigrant groups, and individuals on an informal level.

“Comunidad de Madrid”: As one of our main partners the “Comunidad de Madrid” helps us in three main ways. First they advertise our programs to Muslim immigrants when they register for the community. Second, they grant us access to public infrastructure for our soccer games and practices and finally they sponsor the teachers, coaches and referees in our Sports Program. By aiding in our communication strategy they maximize the number of immigrants and beneficiaries that are informed of our services. In addition they also provide us with a contact list that allows us to make direct contact with newly arrived immigrants. We believe that the sooner immigrant students enroll in our programs the less at risk they are of having a difficult time integrating in school. While we do not pressure immigrant families we do provide them with an afterschool option for their children. Our aim is not to tell parents how to help their children in integrating into their new society but to provide an alternative solution and community they can lean on for help.

Through their “Red de Parques y Clusters de la Comunidad de Madrid” we have direct and priority access to public infrastructure meaning we have first choice in where we go and on what days we want. These public partnerships are not only beneficial to us but inspire confidence within the Muslim community towards public institutions, a reality that is very helpful to the “Comunidad de Madrid” (CM) when it comes time to activate regularization programs. Finally by sponsoring our coaches, referees, and teachers in the Sports Program they play a direct role in financing beneficiary activities as opposed to business operations. Though we maintain the right to interview and hire these outside contracts the “CM” is able to pay those professionals that already work for the school board through their original contracts saving on costs and administration

fees. The CM ultimately saves on costs through our programs by avoiding the bureaucracy it would take to roll out extra language classes and getting funding for every school in Madrid, making this a mutually beneficial partnership. Because we operate in the most densely populated immigrant communities we achieve their integration needs and objectives without them having to make drastic changes and additions in every school.

Individual Schools in Each Neighborhood: Though our partnerships with these schools works on an individual level there is an open dialogue between all of us. In addition one school sends a representative to our Board of Directors each year. We rotate the different neighborhoods to give each a chance in voicing their needs and opinions (though this representative is charged with speaking for all the schools as a whole.) This partnership obviously grants us with a direct connection to our target beneficiaries. Because schools have recently been so overwhelmed with the high enrollment of immigrant students one of their first acts when enrolling the student is contacting us. Schools and teacher do not yet have the training, capacity, or resources to carry out regular scholastic functions and integrate these children through extra tutoring sessions and language courses so they depend on us to fill these needs for them. In order to help us carry out our much needed programs they provide us with access to teachers, coaches, volunteers, resources, classrooms, and a variety of other necessities. Teachers have given us positive feedback in regards to students who have learned the Spanish language relatively quickly, the decrease seen in bad behavior from previously disengaged kids, and the speed at which students with no former education are catching up to Spanish peers. They've noticed a positive change in their immigrant students who now seem happier, more attentive, and eager for the future. Most importantly these institutions serve as a support network and recommendation when it comes time to apply for government funds. Through their testimonials, officials are able to see the cost effective added value we provide to their school board and the great pressure we take off their schools and teachers. Thanks to our programs vandalism, drug use, and violence are at record lows in the six neighborhoods we operate in.

NGO ATEM (Asociación de Trabajadores e Inmigrantes Marroquies en España): Our greatest source of communication for those immigrants already residing in Madrid is ATEM. Our bilateral relationship gives us access to their extensive national network and website. They provide us with invaluable know how and experience and are even giving us technical support as we create our own website. In return we communicate to

our beneficiaries the services ATEM can provide them and the objectives they aim to achieve, such as voicing the concerns of the Muslim Community to the Comunidad de Madrid. Because of our strong relationship with local government and the six neighborhoods we operate in ATEM's membership has increased by 10% since their commencement with us. In turn we must acknowledge that as ATEM empowers the Muslim community in Madrid more and more parents are eager to enroll their children in our programs. Through our bilateral partnership we are able to communicate to the Muslim Community logical ways of integrating in society and breaking free from economic hardship. Our programs are attractive to those Muslim immigrants who have successfully integrated in Spanish society and are professionally getting ahead. It provides them with a simple pressure free avenue to re-engage with their community and inspire future generations to succeed as they have, bringing a great deal of reward to their lives. Because of their support we've been able to sustainably grow and increase our perception of value in the community by word of mouth. Beneficiaries and parents are directly recommending us to their friends and family members whether they've been in Madrid for years or have recently arrived. We engage in biweekly strategy meetings with ATEM to consistently discuss and implement new ideas; which in turn has provided both of us with a very strong and healthy relationship.

Telefónica: Corporate sponsors are a new form of partnership this year. In fact it was through one of our contacts in ATEM that we were able to convince Telefónica to invest in our programs. Like many corporate institutions, Telefónica has a vested interest in doing what it can to insure a higher skilled workforce for the future. Not only do they see investing in current high school students as a strategy for their future sustainability but through their sponsorship they have direct access to our members and beneficiaries, a target customer niche they have recently been trying to attract. Telefónica also has plans to expand to Northern Africa in the next five years and has set establishing a relationship with the Muslim community in Madrid as one of their strategic objectives. They directly sponsor the soccer uniforms, dance outfits and Cultural Day receiving the right to promote their logos at all our functions and on the soccer uniforms. Like the "Comunidad de Madrid" they directly finance the activities of our programs and not our business operations. In addition they provide our Board of Directors with fiscal and operational advice and in the future may even participate as a member.

“Ministerio de Trabajo e Inmigración”: Without comparison this is our most financially important partner. Through their “Plan Estratégico de Ciudadanía e Integración 2007-2010” they have granted us with a subsidy of one million Euros. This is where our main operational budget is financed from. With their cooperation we are able to invest in quality staff members and outsourced contracts. We recognize that a large portion of our budget is invested in salaries but we believe these start-up costs are necessary to insure a quality sustainable program. All of our beneficiaries are currently granted one on one attention with their program coordinators and we would like to continue this level of relationship in the future. That said, as we expand our operations to more neighborhoods we do plan to make the expenses in salaries more cost effective by assigning more neighborhoods to each coordinator. Right now the NGO is still in a vulnerable start up phase and we do not want to risk failure by overextending our staff. Once we gain more experience and the programs are perfected we can afford to reduce costs or invest more of this subsidy to direct program activities.

Results & Indicators

Throughout this year we have learned a lot thanks to the development of our programs, partnerships, and of course the participation of our beneficiaries. We have improved and grown in all of our programs and partnerships from previous years and have managed to do so sustainably without compromising the quality of our programs. Every program has achieved our goals and objectives and brings us a great sense of reward and pride. We would like to now show you the results of our efforts for the 2006-2007 school year, but not only through numbers but testimonials from our beneficiaries as well.

The three programs were realized in the following six neighbourhoods: La Latina, Fuencarral –El Prado, Moncloa-Aravaca, Hortaleza, Puente de Vallecas and Carabanchel. The last two were added this year and we are very proud to say that thanks to them we have expanded our scope tremendously and created more opportunities to integrate young Muslim high school students in Spanish society through our programs. We hope in the coming years to be able to continue growing in the number of neighbourhoods that participate and partner in our programs. The three programs we roll out each year vary in development and experience, and for this reason we will explain the results of each individually. In general terms, we serviced 236 high school students within our programs, of which 50.84% are of Muslim background. All

of our programs are multicultural in setting but the Spanish Courses are the only program with beneficiaries of only Muslim background. The Language Courses program managed to include 120 high school students throughout our 6 partner schools, who also participate in one of the other two programs. The soccer team signed up a total of 120 students, the dance team had a total of 83 girls, and the Cultural Event Planning Program had a total of 54 students, 21 of which were also involved in one of the other programs.

Neighborhood	Soccer (multicultural)	Dance (multicultural)	Spanish (Muslim)	Cultural Event Planning (multicultural)	
	Soccer (multicultural)	Dance (multicultural)	Language Courses*	Total participants in this activity.	Total participants that only pertain to this activity
La Latina	20	16	22	11	9
Fuencarral-El Prado.	20	17	24	8	4
Moncloa-Aravaca	20	13	19	10	7
Hortaleza	20	14	19	9	4
Puente de Vallecas	20	14	21	8	4
Carabanchel	20	9	15	8	5
TOTAL	120	83	120	54	33
Total Participants Enrolled	236 *(All Muslim participants are also involved in one of the other programs)				

Sports

Soccer: Our current soccer program consists of six teams in six different neighbourhoods of Madrid in which we are working in. Each team consists of 20 players, composing a total of 120 participants in the program. An important achievement in this program is that this year with the addition of our two new neighbourhoods we have grown the soccer program by 40 more kids. Our partnerships have gotten even stronger, now that we've had a few years to work together and discuss our different needs and objectives. Through our detailed stakeholder analysis we were able to accurately map the objectives of each partner and successfully incorporate them in to our programs. For example in each neighbourhood we work with one school to help us coordinate meeting spaces and students for the different programs. The schools wanted to partner with an NGO that would help their immigrant students dominate the Spanish language as soon as possible and at the same time break down the cultural barriers they were seeing in their schools. Due to the number of immigrant kids schools have received over the last five years they have not been able to catch up and provide them with the resources and infrastructure they need to learn the language appropriately, catch up academically to their counterparts, and integrate culturally in Spanish society. They highly appreciate the work Salaam does in aiding their students to learn the language faster and providing them with quality after school activities that break down cultural segregation in the classroom.

In every neighbourhood we count with one local school to help us with the resource gathering and coordination of the different programs. In this particular program Telefónica has generously agreed to sponsor our soccer program providing equipment, uniforms, funds for transportation, and a variety of other needs. We count with six teachers from the different schools to serve as coaches, ten volunteers that rotate throughout the different teams, and six staff members in charge of each team, reaching out to sponsors, and working with the Comunidad de Madrid to obtain public locations for soccer games.

This year we only had a drop out rate of 14%, which is a true accomplishment from last year's 18%. This improvement is due to the lessons learned from previous years, which led us to implement control mechanisms that accurately monitor and report attendance leading to a greater commitment from the kids. In the future we plan to

expand the soccer program in each neighbourhood given the rise in demand and our vision to meet the needs of all Muslim immigrants of high school age in the greater Madrid region.

Excerpt from Testimonial: *"I am from Morocco. I arrived in Spain 9 months ago and I started playing in Salaam's soccer program 4 months ago. I've made a lot of friends in my neighbourhood and now I go out with them outside of the program too.....My best friend is Spanish and his name is Juan. I met him in our first soccer practice and we go to the same school. I had never talked to him in school because my Spanish wasn't very good and I didn't have many friends but now I do."*

Ali Salem, 14 years old. La Latina

Dance: Our dance program is composed of 6 groups distributed throughout our six partner neighbourhoods. In each group there are two main forms of dance: Flamenco and Arab dances. The number of girls enrolled in this program varies based on neighbourhood. In La Latina we have 16 girls registered, in Fuencarral-El Prado there are 8 girls (4 participate in one of the other two programs as well), in Moncloa-Aravaca there are 10 girls (3 participate in additional programs), in Hortaleza there are 9 girls (5 participate in other programs), in Puente de Vallecas there are 8 girls (4 in other programs as well), in Carabanchel there are 8 and four participate in other programs also. In total there are 54 girls in the dance program, of which only 33 participate exclusively in. Thanks to the addition of the two new neighbourhoods, 36 more girls joined the program this year. In each neighbourhood we partner with at least one educational centre, and like the soccer team Telefónica also sponsors a portion of the program costs, for example the dance outfits of the girls. In the future we hope to get more sponsors to cover the full cost of the program.

In total there are six teachers, six volunteers, and three staff members that coordinate the sponsors, volunteers, location sites, and necessary resources to manage the program. This year there was only a 9% drop out rate compared to last years 13%. This is again, thanks to the lessons learned of past experiences. Like the soccer program we have integrated a control mechanism to monitor and report attendance leading to greater commitment from the participants. In the future we'd like to include more forms of dance and include more participants in the different groups. We noticed that due to demand it has less interest than the soccer program but nonetheless

throughout the year we've seen new faces promoting the program to other kids. We expect next year's numbers to grow significantly in part due to this word of mouth and in part due to the marketing work done by the staff.

Excerpt from Testimonial: *"I am from Sudan, and I arrived in Spain four months ago. I have been with Salaam for a month and a half and I have never danced with a team before, but now I learn different dances and I'm not embarrassed. The girls in the team are really nice and unlike before now I feel confident enough to talk to them. I love the classes and I want to keep coming back."*

Abdel Majib, 15 years old. Hortaleza

Language Courses

Our current Language Courses program consists of six groups that vary depending on the neighbourhood. In La Latina we have 22 participants, in Fuencarral – El Prado we have 24, in Moncloa – Aravaca there are 19, in Hortaleza there are 19, in Puente de Vallecas there are 21, and in Carabanchel there are 15 for a total of 120 participants. Thanks to the addition of the two new neighbourhoods, 36 more students have joined the Language Courses program. That is 120 students that can both better their Spanish in a formal setting and through the other activities in a relaxed fun atmosphere as well, a great accomplishment for us given our limited number of years in the field. In every neighbourhood there is at least one educational center that provides three teachers to facilitate the classes three times a week for two hours. We also have 12 volunteers of mixed background. Some are student volunteers of Spanish background and others are Muslim immigrants who have already integrated and speak the language perfectly that want to help the students get past their frustrations in learning the language. We also have three full time staff members, also of Muslim heritage, that organize the classes, and coordinate the locations.

Of all the programs this has the lowest drop out rate, indicating a high level of satisfaction in the program. Last year the drop out rate was 4% and this year it has gone down to 2%. Based on feedback from the students we have learned that improving their Spanish is a high priority for their integration and general happiness. Not being able to communicate with their peers is one of the most frustrating barriers they have had to live with and thanks to this program they've seen rapid improvement in their learning skills. Though this class is a formal language class the teachers have designed it to be

as interactive as possible, working on pronunciation, conversation, and using methods such as games and competition to inspire a sense of enjoyment in learning. We have also noticed a general increase in academic performance.

We believe the classes should be no larger than 25 students each so the growth in this program will go parallel with the growth of the other programs, given students in the other programs are required to join this class.

Excerpt from Testimonial: *"I am from Morocco and I arrived in Spain five months ago. I have been with Salaam for four and a half months. I heard about it from a friend that joined last year. I am in the soccer program and the Language Course program. The Spanish classes have really helped me to be more open and talk with people in class and even strangers in the neighbourhood. I am really starting to feel at home in Spain."*

Sha'ban M. 16 years old. Carabanchel

Cultural Event Planning Program

Our Cultural Event Planning Program is currently distributed over the six neighbourhoods with one group in each location. Though each group meets more frequently with its team members all six groups meet at least once a month to make sure everything is on schedule and coordinate the different sectors of the event. The number of participants in each group varies by neighbourhood but in total there are 54 participants in the program. La Latina has 11, Fuencarral – El Prado has 8, Moncloa – Aravaca has 10, Hortaleza has 9, Puente de Vallecas has 8 and Carabanchel has 8. With the addition of the two new neighbourhoods the program has increased with 16 new participants this year. Each group meets at one of the local partnering schools, three times a week to plan an event each semester. This year they have chosen the theme "We are the World" a multicultural block party with food, theatrics, games, and dance performances from the dance program. The soccer program has organized fun sporting games for children of all ages and the Cultural Event Planning groups coordinated and designed the entire festival. This program has given many of the kids a sense of leadership and responsibility. It empowers them to play an active role in their communities and unites all cultures under a common thread of understanding. These events have been extremely successful over the past several years with the community really appreciating the work of the kids. Not only have the groups learned to work in teams, delegate work, and practice their Spanish, but they have made great friends

erasing any cultural barriers that may have once existed between them. Some of the students from previous years have even signed on as volunteers after graduating high school to help the kids and serve them as role models.

There are three teachers that help the kids throughout their meetings in each neighbourhood, a total of 10 volunteers that rotate around the different group and help keep them on track, and three staff members that fundraise, coordinate sponsors, and aid the groups in their various logistical and resource needs. Only 5% of the kids did not complete the program compared with last years 8% demonstrating a strong interest in the program and level of enjoyment. In the future these groups would like to expand the scope of their events to include the entire city of Madrid adding expositions of art, music, and other cultural activities that could serve to break down the cultural stereotypes between the different ethnicities currently living in Madrid. This program is not only invaluable due to its high level of multicultural interaction or because it gives Muslim immigrants an opportunity to practice their Spanish but it also gives kids a sense of responsibility that develops their academic formation, leading many to continue their education after high school.

Excerpt from Testimonial: *"I am from Egypt, and I arrived in Spain one year ago. I have been part of Salaam's programs for over nine months now and I'm very happy to have met so many wonderful people and I never realized how much fun planning an event with other students could be. I'm really having a great time and look forward to next year."*

Manar Maged, 16 years old. Moncloa-Aravaca

Goals & Future Plans

We started this organization because we saw a need within the communities of Madrid to integrate Muslim immigrants. We were uncomfortable with the geographic and economical segregation we started to see between Spanish nationals and immigrant populations and frustrated by the lack of resources and funds given to public schools to integrate their immigrant students. After speaking with several school directors in a variety of neighborhoods we realized there was an urgent need to engage Muslim high school students before they dropped out of school or were marginalized by an

overwhelmed and ill equipped educational system. Since the initiation of our programs in the six different neighborhoods we have seen a significant change not only in the students but in the way communities engage them. After seeing the work they put in to planning the Cultural Events every semester a new found respect was given to Muslim immigrants and the efforts they were making to integrate and learn the Spanish language. Our goals for the future are to not only grow sustainably and maintain the quality of our programs but to re-engage past students as staff members or volunteers. We would like to see a long-term commitment to integration from our students not only in the present but for future generations as well.

In addition we would like to see offices open in all major immigrant locations in Spain, starting with Barcelona in the short term. Currently our Madrid office is located in one of our neighbourhood locations: La Latina. Our Communications Director is finalizing the creation of a website and all major immigrant newspapers have been approached to write articles about the accomplishments achieved by our beneficiaries. We have deliberately chosen to grow slowly in order to provide each program with the staff and resources it needs to meet its objectives effectively. In the future, once programs have reached a certain level of experience we hope to reduce staff costs by assigning more neighbourhoods to each program coordinator. Our partners have expressed a great deal of satisfaction with our programs and all have committed to renewing their contributions for the next three years. Our goal is to attract more corporate sponsorships and to augment the number of professional mentors that can encourage our beneficiaries to continue bettering their Spanish, stay in school and seek higher levels of education, and ultimately empower the Muslim community in Spain. Though great uncertainty towards immigration exists today our hope is that in the future it will be a source of pride and accomplishment for the country and that integration will truly be seen as a two-way process. Only then will Spain fully take advantage of what *all* its people have to offer.

Annex

Here is the list of schools that we have partnerships with:

La Latina: "EIJO GARAY" ,

<http://www.educa.madrid.org/ies.ejogaray.madrid>. CALLE DE SEVERINO AZNAR EMBID,6.

Fuencarral-El Prado: "CARDENAL HERRERA

ORIA".<http://www.educa.madrid.org/ies.cardenalherrera.madrid>. CALLE DE FERMÍN CABALLERO,68

Moncloa-Aravaca: "ORTEGA Y GASSET".

<http://www.educa.madrid.org/ies.ortegaygasset.madrid>. CALLE DE SANTAFÉ,4

Hortaleza: "CONDE DE ORGAZ".

<http://www.educa.madrid.org/ies.condedeorgaz.madrid>. CALLE DE NÁPOLES,56

Puente de Vallecas: "PALOMERAS-VALLECAS".

<http://www.educa.madrid.org/ies.palomeravallecas.madrid>. CALLE DE LA ARBOLEDA,S/N

Carabanchel: ANTONIO MACHADO".

<http://www.educa.madrid.org/ies.machado.madrid>. CALLE DE ALFONSO FERNÁNDEZ, 25

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