

# Center for Mediterranean Integration Perspectives from the Mediterranean Host Municipalities Network

Janette Uhlmann, KNOMAD Forum, June 2, 2017



**CENTER** for **MEDITERRANEAN**  
**INTEGRATION** | **CENTRE** pour  
l'**INTÉGRATION** en **MÉDITERRANÉE**  
مركز التكامل المتوسطي

# CMI Refugees and Host communities program

The **regional** CMI program spans **mid-to the long-term** to share evidence-based knowledge, **best practices and innovative solutions** to the challenges of hosting refugees:

## Pillar 1: Welfare of Host communities

### Objectives

- Strengthen the Host community network with evidence-based knowledge to improve their response capacity in public service delivery for citizens and refugees
- Facilitate cross-regional peer-to-peer learning about experiences and innovative solutions for host municipalities and local stakeholders

Pillar 2: Refugee Inclusion for common welfare in host countries

Pillar 3: Syrian Diaspora mobilization

# Mediterranean Host Municipalities Learning Network

webinars



Amman/Jordan



Sanliurfa/Turkey

Bethlehem

## What do we offer?

- ❖ Regional peer-learning approach
- ❖ Knowledge-sharing and online discussion (private FB group)
- ❖ Thematic WS and technical field visits
- ❖ Annual Network meetings
- ❖ Collection of best practices
- ❖ Newsletter and database
- ❖ M&E Surveys and Benchmarking

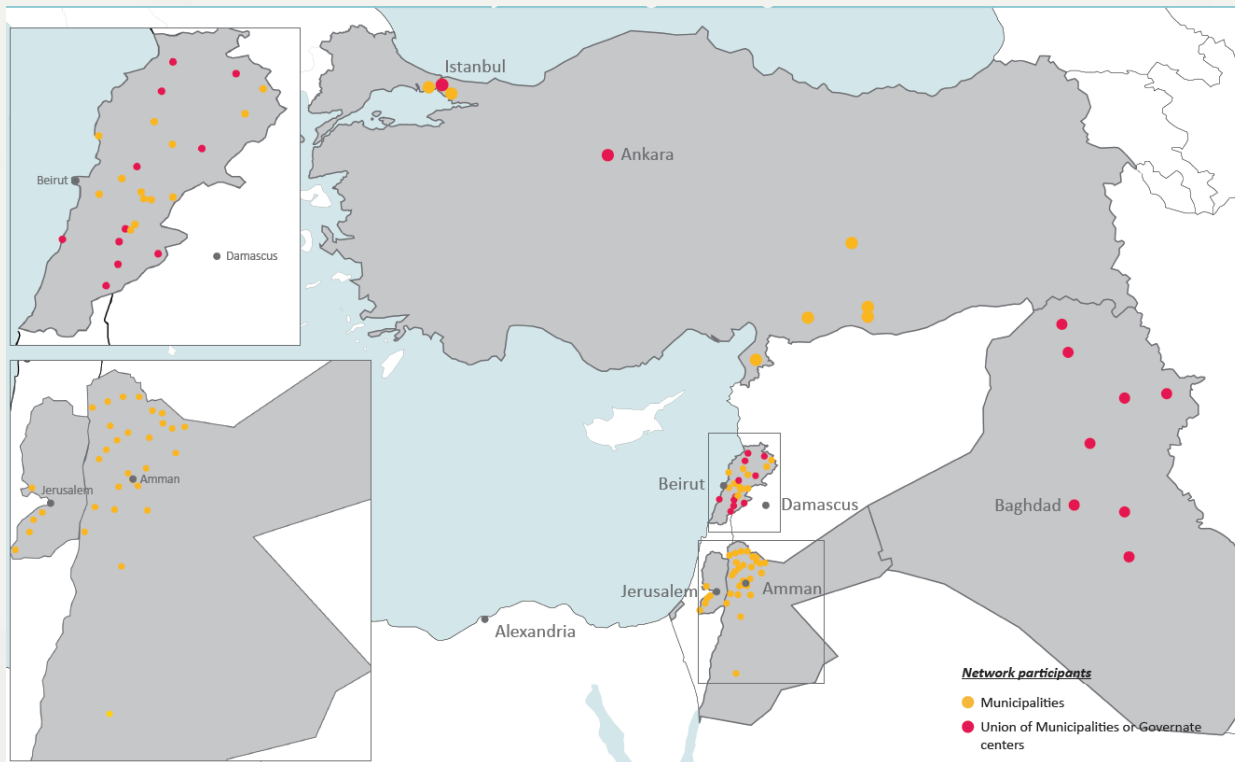
# The Mediterranean Host Municipalities Learning Network

5 countries

80+ municipalities

100+ members

50+ development partners and organizations



# Compendium of Best Practices for Municipalities Hosting Refugees



**Bi-lingual** collection of successful experiences and innovative projects

**20 best practices** from local governments, development organizations and NGOs in Jordan, Lebanon, Palestine and Turkey

Core themes: **governance, social cohesion, labor market integration, solid waste management, housing and urban planning**

Section 1. GOVERNANCE		
Gaziantep Municipality	Turkey	Gaziantep Municipal Services for Syrian Refugees
Zarqa Municipality	Jordan	Zarqa City Youth Council
Section 2. SOCIAL COHESION		
IMPR Humanitarian	Turkey	Strengthening Survival Skills of Displaced People in Şanlıurfa
Sarhan Municipality	Jordan	Strengthening Social Cohesion in Al Sarhan Municipality
Syrian Social Gathering (SSG)	Turkey	Syrian Social Gathering - Sosyal Suriye Gruplari Multiservice Centers
Sultanbeyli Municipality	Turkey	Strengthening Social Cohesion between two communities and Development of Institutional Capacity
Zaatari and Al Masheya Municipality	Jordan	Zaatari Community Course Center
AKDEM and Zeytinburnu Municipality	Turkey	Adaptation School Program
Danish Refugee Council	Jordan	The Community-Driven Sanad Community Centers
Section 3. LABOR MARKET INTEGRATION		
Government of Jordan / World Bank	Jordan	Economic Opportunities for Jordanians and Syrian Refugees
Al Qaraoun Municipality	Lebanon	Women Empowerment through Cooking and Sewing
International Labor Organization (ILO)	Jordan	Enhancing Employment Opportunities and Livelihoods
Balama Municipality	Jordan	Women Leaders Project
Al Qaraoun Municipality	Lebanon	Creation of a Tourist Area on the Eastern Shore of Lake Qaraoun
Section 4. SOLID WASTE MANAGEMENT		
Joint Service Council for Solid Waste Management - Hebron and Bethlehem Governorates	Palestine	Southern West Bank Solid Waste Management Project
Arcenciel NGO	Lebanon	Sorting and Recycling with Organizations and Municipalities
Greater Mafrqa Municipality	Jordan	Strengthening Social Cohesion through Waste Sorting and Collection
Section 5. HOUSING AND URBAN PLANNING		
Byblos Municipality	Lebanon	Byblos Resilience Strategy
UN Habitat	Lebanon	City Profiles
UN Habitat	Jordan	Jordan Affordable Housing Program

# Annual P2P learning WS:

“Improving local economic opportunities for host communities and refugees”  
HC Survey on Local Economic Development (May 2017)

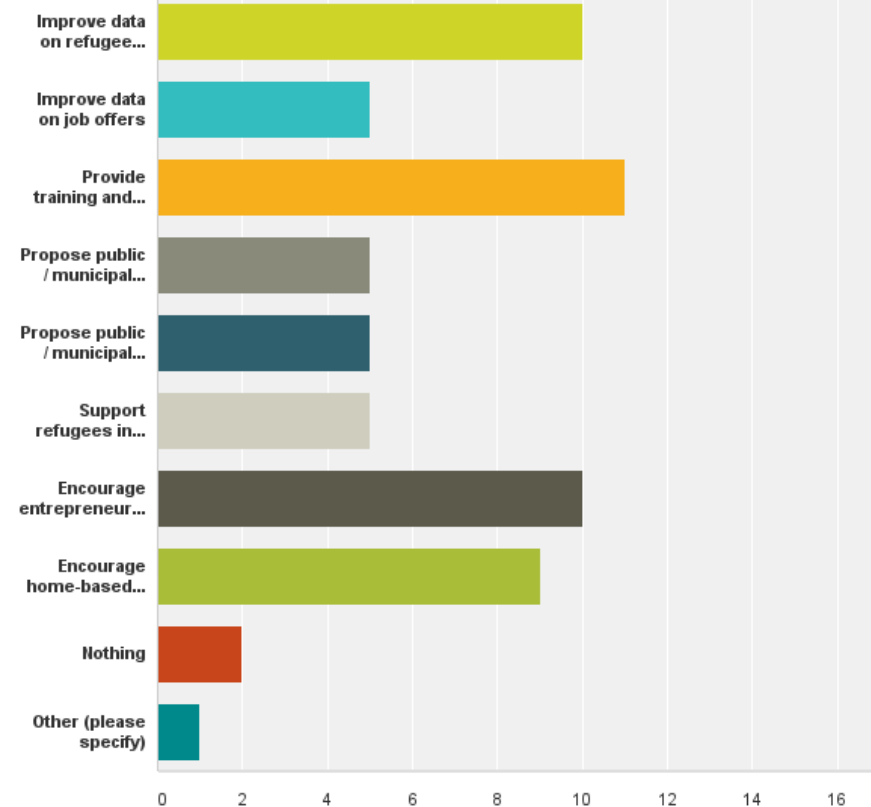
*What effect overall had the refugee crisis on the current economic performances in your town?*



# Host Community Survey on Local Economic Development May17

## Proposed solutions on creating job opportunities/shared growth

- **Main issues on job creation:**
- lack of job offers on the formal market,
- difficulties to obtain work permit,
- insufficient or inadequate skills of refugees,
- lack of information (from employers and job seekers),
- Work abuse.



## LED perspective: How to use potential benefits: Selected lessons and priorities identified by Network:

- **Strategic planning and policies for LED**
- **Private Sector Opportunities**
- **Skills and Capacity Development**
- **Regulations and policies**
- Follow-Up Network Action Planning



# Priority: Private Sector Opportunities for LED

## Good Practice Example:

The **Municipality of Sarhan, Jordan** reached out directly to about 50 private companies, and offered incentives for settlement in their city: 3 plants were created, providing 750 jobs for Jordanians and Syrians

## Priorities/Recommendations:

- ❖ **Attracting the private sector/Industry:** municipalities need to: i) develop capacities to approach investors, ii) need to know their comparative advantage and iii) offer incentives
- ❖ **Encourage Home-based Business & Entrepreneurship :** Simplify regulatory framework, provide new financial instruments with flexible and reduced interest rates and marketing / networking platform

# Sharing evidence-based knowledge on forced displacement

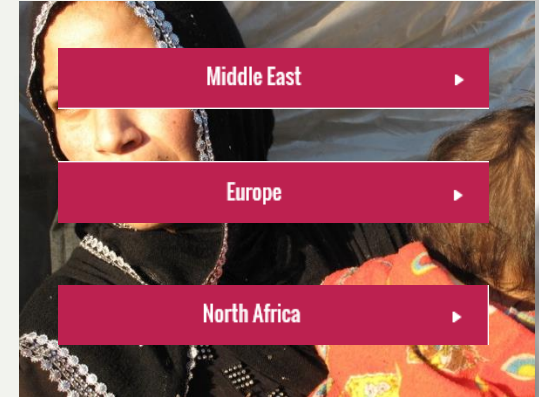
**Scaling-up regional knowledge and awareness:** offering up-to-date, evidence-based knowledge on development solutions to forced displacement for clients and partners in MENA and Europe.



Program webpage



Periodical newsletter (over 6,000 recipients)



Online knowledge base

## Media Partnerships:

- CMI/France Médias Monde group partnership
- CMI co-production of three one-hour TV debates on the issue of Mediterranean refugees and host communities (with France24)
- Partnership with the Syrian youth and grassroots Radio SouriaLi

# Thank you!



CENTER for MEDITERRANEAN  
INTEGRATION | CENTRE pour  
l'INTÉGRATION en MÉDITERRANÉE  
مركز التكامل المتوسطي

[www.cmimarseille.org](http://www.cmimarseille.org)



@cmimarseille



CMI Marseille

# LED perspective: How to use potential benefits: Lessons and priorities identified: Strategic Planning and policies for LED:

## Example of Achievements:

**Tripoli, Lebanon:** City Neighborhood Profiles and Strategies developed by **UN Habitat** and including local economic development data, to inform municipal planning.

## Recommendations (selection):

- ❖ Develop local economic development strategies (mid-long term) that prioritizes job creation and private investment
- ❖ Informed strategies: Conduct analysis & collect data at the municipal level to inform strategic planning; identify value/market offer
- ❖ Planning: Identify priority projects and align municipal strategies with regional and nat. strategies (investment maps)
- ❖ Train municipal staff to formulate strategic plans

# How to alleviate the negative impacts and use the potential benefits? Examples from Beirut

## Skills and Capacity Development

### Good Practice Example:

Data collection on refugee skills and profile (**Sultanbeyli Municipality**, Turkey)

### Recommendations:

- ❖ Matching training offer/demand (e.g. through creation of municipal databases on existing skills, adequate vocational training)
- ❖ Invest in Syrian Refugees capacities and conduct comparative advantages of each municipality to attract specific investments (vocational training centers) Opportunities of existing skills among Syrians (marketing argument, transfer of skills to locals).
- ❖ Creating job opportunities for Syrian that don't compete with local job opportunities.

# How to alleviate the negative impacts and use the potential benefits?

## Regulations and policies:

### Good practice example:

#### Hashemite Kingdom of Jordan

(supported by a WB Program for Results Loan): reforming Jordan's labor market regulations, improving Jordan's investment climate by implementing systematic and broad-based reforms, and creating an environment which actively promotes and facilitates programs that will attract and retain investments

### Recommendations:

- ❖ Municipal policies for affordable housing
- ❖ Invest in sustainable energy
- ❖ Simplify regulatory framework overall especially for homebased businesses including entry, inspections, predictability of business environment
- ❖ Provide new financial instruments with flexible and reduced interest rates especially for micro and home based businesses

# Pillar 1: P2P activities

- ❖ Peer-learning approach
- ❖ Network launch
- ❖ First survey

**1<sup>st</sup> annual P2P WS (Amman)**

May-June 2016

Sept 2016  
**Launch of online platform for the Host Municipalities Network**

**P2P Learning WS on Social Cohesion (Sanliurfa)**

Nov 2016

Oct 2016  
**P2P Learning WS on Solid Waste Management (Bethlehem)**

**WS on the Integration of Refugees into Host Community Health Systems (Marseille)**

March 2017

Jan 2017  
**Webinar on PPPs and new technologies in SWM**

**Webinar on Data Production for Strengthening Social Cohesion in Host Communities**

April 2017

Feb 2017  
**2<sup>nd</sup> annual P2P WS (Beirut)**

- ❖ Focus on LED and networking
- ❖ Updated survey
- ❖ M&E: benchmarking survey

**Development of the Compendium of Best Practices**

# Pillar 1: The Mediterranean Host Municipalities Learning network





## Pillar 2: Supporting refugee inclusion for common welfare in host countries

**February 2016, Paris:** launch of WB/UNHCR Report: “The Welfare of Syrian Refugees: Evidence from Jordan and Lebanon”



**March 2017, Marseille:** Strengthening Human Resources for Health: the Integration of Refugees into Community Health Systems

## Pillar 3: Supporting diaspora mobilization

### February 2017, Eschborn: Syrian Diaspora Business Forum

- ❖ Dialogue, networking and engagements with key stakeholders
- ❖ Knowledge sharing around sustainable opportunities for investments, new markets, skills transfer and philanthropy
- ❖ Realistic and joint action plan on the next steps: “**Syrian International Business Association**” (SIBA)

### July 2017, Marseille: **SIBA first General Assembly Meeting**

