MEDITERRANEAN HOST MUNICIPALITIES NETWORK

BEST PRACTICES IN HOSTING REFUGEES
With the Syrian conflict entering its sixth year, disastrous humanitarian, social, and economic consequences are visible in Syria, neighboring countries, and the entire Mediterranean region. This unprecedented and protracted refugee crisis is placing an extraordinary burden on host countries and communities. Currently, the majority of refugees from Syria are being hosted in three neighboring countries (Jordan, Lebanon, and Turkey). In the MENA region and Turkey overall, 90% of the refugees are hosted outside of camps, in both urban and rural local communities. As the refugee influx results in sharp and sudden increases in population, local governments face a number of challenges, including in their service delivery capacity, as well as in maintaining social cohesion, and supporting local economic development and job opportunities for both locals and refugees.

Turkish Union of Municipalities and Iraqi governorates participating in the Host Municipalities Learning Network.

Source: UNHCR 2017

- Turkish Union of Municipalities and Iraqi governorates participating in the Host Municipalities Learning Network.
- Turkish Municipalities participating in the Host Municipalities Learning Network.

Asylum applications in Europe: 884,000

- Lebanon: 1 million
- Jordan: 655,500
- Iraq: 230,800
- Egypt: 16,000

Best Practices in Hosting Refugees
This compendium collects best practices and successful experiences from participants in the Host Municipalities Network who are hosting a high number of refugees. The experiences described in this compendium demonstrate the strong efforts of host municipalities and local stakeholders in responding to the refugee crisis. Focused on priority sectors, these reports show local experiences in how to enhance good governance, strengthen social cohesion, improve labor market integration of both refugees and their hosts, and find solutions for the strained sectors of waste management and housing. While acknowledging that every host community faces problems and challenges that are unique to its particular context, the Network is offering to share their knowledge and successful experiences regarding how they have responded to common challenges in an effort to help alleviate the burden of each community finding new innovative solutions.

Since mid-2016, the Mediterranean Host Municipalities Learning Network has been bringing together about 100 staff and elected representatives from local governments that are hosting refugees in the Middle East, Turkey, North Africa, and Europe, as well as development practitioners and relevant partners, to learn from one another’s experiences in ensuring the common welfare of host communities and refugees from a local government perspective.

Facilitated by the Center for Mediterranean Integration (CMI) as part of its Mediterranean Refugees and Host Communities Program, the Network provides a platform for peer-to-peer learning and knowledge and expertise sharing. An online platform allows for exchanges on a continuous basis, while regular face-to-face and online workshops offer targeted learning and discussions on themes that are identified as priority sectors by the municipalities, such as solid waste management, social cohesion, and health in contexts characterized by a high influx of refugees.

For more information on the CMI Mediterranean Refugees and Host Communities Program and the Host Municipalities Network – virtual platform, contact refugees@cmimarseille.org or visit the program webpage: www.cmimarseille.org/programs/regional-knowledge-action-program-refugees-and-host-communities.

MEDITERRANEAN HOST MUNICIPALITIES LEARNING NETWORK

As of the publication of this compendium, local governments participating in the Network are indicated as follows in the maps: yellow dots for municipalities, red dots for union of municipalities and governorates.
Lebanon: 1 million

Jordan: 655,500

Best Practices in Hosting Refugees
The Network also benefited from the participation and support of numerous governmental and non-governmental organizations, including the German Technical Cooperation (GIZ), UN-HABITAT, United Cities and Local Governments Middle East and West Asia (UCLG-MEWA) and the World Bank, as well as others:

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MAIN CHALLENGES FACED BY LOCAL GOVERNMENTS HOSTING REFUGEES

CMI conducted a survey among the participants of the first Peer-to-Peer Workshop for Municipalities Hosting Refugees which took place in Amman, 31 May–1 June 2016 to discuss the main challenges communities are facing following the refugee influx.

38 respondents, 83% response rate

Local governments from Iraq, Jordan, Lebanon, Turkey, and Croatia.

Overall, the survey demonstrated how the refugee crisis has strained the services delivery capacity of municipalities, which have suffered from lack of financial and technical resources, lack of coordination with NGOs and humanitarian actors, and increased social tension and accountability issues towards their local community.

Over 60% of respondents estimated a high impact on specific service sectors, namely waste management, housing, services to refugees, health services, and water management.
Local governments were not well prepared to respond to the crisis. Main constraints have been lack of human resources, lack of financial means and lack of technical skills in water, waste management, health, financial management, and education.

Labor market integration of refugees and maintenance of social cohesion are key for responding to the crisis.

**WERE YOU PREPARED TO HOST REFUGEES OVER THE MID-TERM?**

- Not prepared at all: 42%
- Not prepared enough: 37%
- Relatively well prepared: 16%
- Very well prepared: 0%

**IS THE LOCAL COMMUNITY ACCEPTING REFUGEE INTEGRATION IN THE LABOR MARKET?**

- Very much: 13%
- Slightly: 50%
- Not at all: 3%
- Yes: 24%
- No: 10%
Respondents confirmed the need for technical training and capacity building regarding the delivery of priority services, crisis management, cooperating with the private sector, securing alternative sources of funding, and inclusion of refugees.

Network participants also mentioned a number of solutions developed and implemented at the local level. The solutions contributed to mitigating the crisis, building a more resilient city environment, and better addressing the needs of host communities and refugees. Many of these solutions have been shared and collected over the past year among the Mediterranean Host Municipalities Learning Network. This publication presents a selection of the most remarkable and promising initiatives.

WE WISH YOU AN ENJOYABLE AND INSPIRING LECTURE!

WHAT ARE YOU MOST INTERESTED IN?

- How to involve communities in refugee/migration policies and services: 26%
- How to develop preventive solutions and build migration city policies: 16%
- How to boost local economic markets for the creation of jobs and economic opportunities for citizens and refugees: 45%
- How to increase refugee and migrant inclusion at the city level: 47%
- How to find alternative sources of financing: 61%
- How to ensure timely fiscal transfers from national to local levels: 16%
- How to better work with the private sector and NGOs, and other non-governmental actors (CBOs, CSOs, and academics): 61%
- How to better deliver priority services in the context of the refugee influx: 68%

HAS THE REFUGEE INFUX INCREASED SOCIAL TENSIONS?

- Yes: 24%
- Very much: 37%
- Slightly: 18%
- No: 16%
- Not at all: 5%
## GOOD PRACTICES AND SUCCESSFUL EXPERIENCES - CONTENTS

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Section 1

Governance
Gaziantep Metropolitan Municipality Migration Policy has a humanitarian approach based on social justice and human rights. With this conflict-sensitive approach, this policy aims at mitigating tensions and ensuring the common welfare of refugees and host communities.

Gaziantep Metropolitan Municipality Migration Policy

GOVERNANCE

Gaziantep Municipal Services for Syrian Refugees

LEAD AUTHORITY OR ORGANIZATION
Gaziantep Metropolitan Municipality – Directorate of Migration Office

TARGET AREA
Gaziantep, Turkey

BENEFICIARIES
Syrian refugees living in Gaziantep

START DATE – END DATE
January 2016 – ongoing

KEYWORDS
Social Cohesion, Refugees, Turkey

CONTACT
Önder Yalçın, Head of Migration Office
onderyalin@gmail.com
Context and Challenges

Gaziantep is one of the Turkish cities most affected by the migratory influx deriving from the Syrian crisis, hosting about 350,000 people, of which approximately 300,000 Syrians are located in the city center. In addition, these numbers might be higher due to unregistered Syrian guests. This high influx also has effects on population growth. According to the Turkish Statistical Institute, Gaziantep population was expected to increase from 1,799,558 in 2012 to 2,257,278 by 2023. However, at end of 2015, the population was already more than 2,300,000 and this figure is likely to increase. Today, 17.25% of the population in Gaziantep are Syrian refugees.

The massive influx of refugees without sufficient preparedness has an impact on the quality of life in the city, and dealing with refugees in Gaziantep is going beyond the emergency response as new dimensions of support are needed, such as capacity-building and development policies. A main challenge is considering community issues that go beyond providing social services, such as water, sewage, sanitation, infrastructure, waste management, environmental health, parks and green space, transportation, education, health services, and pollution. Gaziantep Metropolitan Municipality plans for the short-term and long-term, trying to eliminate the socio-economic effects of this global crisis. By responding quickly, supporting refugees’ adaptation to the new environment, and putting infrastructure in place to serve the needs of the large number of new residents, Gaziantep fosters sustainable benefits that continue to unfold. A proactive and responsive approach in addressing the challenges has helped preserve social cohesion in the early stages. Integration and social inclusion of Syrians has helped maintain a sense of social harmony for the longer-term.

Actions and Outcomes

The Gaziantep Metropolitan Municipality response to the Syrian crisis is characterized by attention to the needs of all residents, finding creative solutions that maximize integration, and shifting priorities as circumstances change. The local government thus expanded its traditional responsibilities for providing education, employment, health services, social services, and humanitarian aid.

- Directorate of Migration provides effective and appropriate social services based on human rights and social justice, ensuring coordination among other municipal units. It collaborates with national and international organizations, universities, and NGOs, producing and carrying out needs-oriented projects, organizing monthly meetings with Syrian, Turkish, and International NGOs to reduce the risks of social conflict.

- Syrian Information and Education Centers are two centers intended as schools for Syrian pupils. Established in 2012, their aim is to prevent a lost generation of Syrian children.

- ENSAR Community Center offers guidance and counseling services for Syrian refugees about their rights and social resources in the fields of law, health, employment, education, social services, sports, and culture for both Syrian refugees and the host community. It also offers English, Arabic, and Turkish language classes for both refugees and the host community, which leads to mutual interaction and promoting social cohesion, as well as a children’s club for younger kids to interact while their parent attend education classes.
Lessons Learned and Follow-up

Challenges and Risks
The influx of refugees has placed huge demands on municipal services, human resources, and budget, which, combined with the language barrier, are the main challenges. Moreover, the lack of collaborative work of other municipal units, public institutions, NGOs, and international NGOs resulted in service gaps, as the capacity of institutions was not satisfactory.

Key Ingredients of Success
This approach diverges from those of other host countries, as it is not limited to directing refugees into camps and supporting them with humanitarian aid. The key ingredient to success for this project is believing that improving the welfare of the disadvantaged will improve the welfare of the whole society, and that supporting refugees to become socially and economically self-reliant while giving them freedom of movement and protection will make them more likely to contribute economically to the host country.

Innovative Aspects
Gaziantep Metropolitan Municipality found a way to respond to the changing needs of refugees and adapt creatively to conditions and limited resources as the needs changed of those who are most vulnerable. Actions in support of social cohesion became a higher priority as the vulnerability of the city population increased. In order to create additional resources and innovate the process of service delivery, the Municipality began working with international organizations and agencies, adopted an evidence-based planning and intervention mechanism through the Social Research Center, and created a social risk
map of the city from a district-based survey of all households (conducted in Arabic and Turkish), whose database can be accessed online and used to intervene with specific services in case of emergency. Additionally, the Directorate of Migration Office was established in order to coordinate with international NGOs and disseminate information on refugee rights.

Recommendations for Scaling-up or Replication

The replication of this project would benefit other municipalities, as they play an important role in the forefront of the refugee crisis. For possible replication, needs analysis is important so as to have innovative and needs-oriented response programs.

It is high time for us to understand that migration is not a problem to be solved but a reality to be managed.

Technical Arrangements

Collaborations:

A special administrative unit established within the Municipality, the Migrants’ Affairs Division, coordinating tasks among other public institutions of the city as well as other partner INGOs, local Turkish/Syrian NGOs and international agencies.

In order to create additional resources and innovate the process of service delivery, Gaziantep Metropolitan Municipality works with international organizations and agencies such as UNICEF (for the “Prevention of Child Marriage and Child Abuse Project”); UNDP (for projects on vocational training, language classes, and the “Mitigating the impact of Syrian Crisis on Southeast Anatolia Region” project); and the German Technical Cooperation Agency (GIZ) for the employment of Syrian refugees project.
GOVERNANCE
Zarqa Youth City Council

The Youth City Council will run in parallel to the local Municipal Council to reinforce its accountability while engaging Jordanian and refugee youth living in Zarqa. The Youth Council will serve as a model for a national campaign in favor of youth participation in the political process, and advocacy for local leadership, democratic principles and practices, and good governance to enhance development.

LEAD AUTHORITY OR ORGANIZATION
Local Development Unit (LDU), Zarqa Municipality

TARGET AREA
Zarqa City, Jordan

BENEFICIARIES
Youth (Jordanians and refugees) ages 18-30 in Zarqa City

START DATE – END DATE
March 2016 – ongoing

KEYWORDS
Governance, Refugees, Youth

CONTACT
Eng. Mohammad Zawahreh, Head of Local Development Unit, zawahreh_m@yahoo.com
Facebook page: www.facebook.com/zarqa.yc
Context and Challenges

According to the 2015 population census, 72% of Jordanians are below the age of 30. The total population of Zarqa Municipality makes up 14.32% of Jordan’s population. The municipality also hosts 47,773 Syrian refugees registered with UNHCR. The number of actual refugees in the municipality, however, is likely to be higher, as many refugees—including Palestinians, Iraqis, and Afghans—are not registered. In the context of the refugee influx, the Zarqa Municipality was already facing many social and economic challenges such as weak service delivery, public transport, water and education services, high unemployment, and the threat represented by some youth joining violent extremism.

In this framework, the creation of a Youth City Council allowed Jordanian and refugee youth to learn about human rights and good governance, which require the need for fair laws, participation, and inclusion of everyone in planning for equal opportunities and better services that cater for everyone.

Actions and Outcomes

- Establishing the Youth City Council, parallel to the Zarqa Municipal Council;
- Capacity building and training of the Youth City Council on a variety of issues regarding human rights and good governance;
- Facilitating the youth representatives to follow the Municipal Council;
- Meetings with citizens with the attendance of the mayor and members of the Municipal Council for listening to the citizens’ needs;
- The Youth City Council carried out a needs assessment in the city for enhancing citizen participation, and conveyed the outcomes of this process to the Municipal Council;
- Using social media for collecting citizens’ comments regarding the quality of municipal services and for making citizens’ voices be heard by the Municipal Council in order to respond to citizens’ needs;
- Involving refugees in the Youth City Council for both advocacy and needs assessment.

Outcomes

- **Improved governance.** Dialogue meetings between the youth, civil society, and municipal leaders on the integration of the two councils and participatory planning;
- **Increased social cohesion between host and refugee populations.** Inclusion of refugees in the Youth City Council so as to identify everyone’s needs and to advocate for everyone while learning from each other.
Lessons Learned and Follow-up

Challenges and Risks
- Difficulty in the formal registration process of the Youth City Council.
- Constraints or attempts of dominance over the Youth City Council from different institutions.
- Lack of funds and financial support.

Key Ingredients of Success
- Zarqa Municipality’s Local Development Unit gives the Youth City Council unlimited support.
- The big vision, inspiration, character, and desire of the youths regarding this project.
- Success of the field visits and community engagement carried out by the youths.

Innovative Aspects
During the capacity building, the Youth City Council focused on simulation training, where actual community cases and issues were adopted and an advocacy campaign was conducted, resulting in an actual positive change.

Recommendations for Scaling-up or Replication
The project will expand according to the municipalities law, which allows for one council per district. A local council will be created in each district of Zarqa Municipality, whose representatives will be chosen based on electoral votes. The Municipality has currently received funding from the United Nations Development Program (UNDP) to establish a local Youth City Council in District 4 (one of the six Zarqa Municipality’s districts) consisting of 60 members.

In order to replicate the project in other municipalities, main recommendations would be to increase transparency, equity, gender balance, and accountability. Finally, the Youth City Council should be completely independent of any kind of political dominance and should be officially registered so as to guarantee legal and fair funding.

Technical Arrangements

Collaborations:
- Zarqa Municipality;
- Civil society organizations;
- Youth groups;
- Syrian youth community;
- Community leaders;
- Donors.

Resources:
- Funding amount: US$20,000
- Human resources: project facilitator, trainers, project coordinator
- Sources of funding: ActionAid / Denmark, UNDP
Section 2
Social Cohesion
Social Cohesion
Strengthening Survival Skills of Displaced People in Şanlıurfa

The main objective of the Urfa Community Center is to promote survival skills of the war-affected community through improving their livelihood, social integration, reducing the effects of the crisis, ensuring full access to basic rights, and raising awareness among both displaced and host communities.

LEAD AUTHORITY OR ORGANIZATION
IMPR Humanitarian

TARGET AREA
Urfa province and districts, Turkey

BENEFICIARIES
Urfa province host communities and refugees

START DATE – END DATE
September 2015 – September 2017

KEYWORDS
Social Cohesion, Refugees, Syria, Turkey, Şanlıurfa, community center

CONTACT
Umit Algan, Turkey Head of Program – IMPR Humanitarian
Context and Challenges

The Urfa district is experiencing a high influx of Syrian refugees, with an increasing need for social cohesion between the refugees and their host communities. Therefore, the International Middle East Peace Research Center (IMPR) has established a community center to provide services and improve social cohesion. This multi-sectoral project focuses on health, education, hygiene, nutrition, and protection.

Protection is mainstreamed in all activities of the project to address the needs of the targeted group with dignity, and provide a sense of normalcy essential for long-term integration in the host community. Personal well-being is the first step to integration in the host community, followed by education and employment.

The project reached 47,108 individuals (as of October 2016): 24,721 males, 22,387 females, including 22,052 children under the age of 18. A feasibility study revealed that the community center has a pivotal role in providing services to non-camp refugees and the hosting community through livelihood, education, psychosocial support, cultural activities, and outreach.

Actions and Outcomes

The Urfa Community Center’s activities include case management, strong referral mechanisms, and awareness raising about vital topics such as reproductive health, child labor, basic rights, computing, interview techniques, communication skills, and creating CVs. Other services include: information counseling, mobile information protection points, educational registration, document translation, and outreach activities. Main actions involved during the project are:

- Activities organized at community centers: Turkish and Arabic language courses for both Syrian refugees and Turkish employees, recreational activities, and technical courses;
- Seminars organized with local host communities and universities to raise awareness about the Syrian situation;
- Setting up primary health services;
- Providing relevant educational, legal, and other counseling to refugees in Urfa to access their rights and services in Turkey by using the local human rights instruments;
- Identification of victims of torture and facilitating their access to counseling and other relevant treatment provided by government agencies and Turkish NGOs;
- Conducting income-generating activities to support refugees’ self-sufficiency;
- Facilitating Syrian children’s access to informal education services as well as creating a friendly atmosphere, which can ease refugee children’s integration into Turkish communities.
- Creating a “Special Needs Fund” for meeting the critical needs of highly vulnerable Syrians and host community members through in-kind assistance;
- Conducting “Community Initiative Projects” that create social value and leave a lasting impact.
Outcomes

- **Increased social cohesion between host and refugees’ populations.** Through activities serving both the host and refugee populations aimed at meeting the needs of refugees, the project increases the host community’s awareness of the Syrian situation, and creates a friendly social environment through the establishment of community centers.

- **Increased refugee socio-economic inclusion.** Refugees gain specific skills, such as crafts techniques to make and sell products in the Turkish market as a means to integrate into the host economy and society.

- **Better delivery of services.** Arabic language courses for employees working with Syrian refugees enabled them to better communicate with the refugee population, thus leading to a better delivery of services.

Lessons Learned and Follow-up

**Challenges and Risks**

- Ensuring access to the center’s services for all vulnerable people is a challenge due to various barriers, such as lack of transportation or difficult health conditions.

- Insufficient capacity to serve the high number of beneficiaries who need support and access to services.

- The demand for services and activities is outpacing capacity as waiting lists continue to grow.

**Key Ingredients of Success**

- Correct analyses of refugees’ needs and timely implementation by collaborating and coordinating with other service providers can be ensured by a well-established referral mechanism and case management services of community centers with follow-up procedures.

- Increasing social cohesion through activities for both the host and refugee populations, including women, children, and men.

- Arabic language courses for employees working with Syrian refugees facilitate communication and improve service delivery.

**Innovative Aspects**

- Outreach activities include those beneficiaries who would not otherwise have the possibility to benefit from the community center and its activities. Upon completion of the courses, participants receive certificates.

- Special emphasis is given to the needs of children with post-traumatic stress disorder (PTSD) and similar conditions by providing child-friendly spaces and psycho-social support.
Recommendations for Scaling-up or Replication

One of the major components of this project is building the capacity of IMPR’s staff in several fields, such as project proposal writing, project cycle management, finance management, and security. Capacity building helps to ensure a financially sustainable project and increase chances of securing future funding. This project also relies heavily on advocacy, both at the local level in Urfa and at the regional level in Ankara to encourage governmental and local authorities to take over the funding for the community center. A strong collaboration with the municipality is advisable for any replication of a project of this kind.

Technical Arrangements

Collaborations:
The project was funded by the European Civil Protection and Humanitarian Aid Operations (ECHO) through the Danish Refugee Council. The Urfa Community Center is implemented by IMPR Humanitarian. The U.S. Bureau of Population, Refugees, and Migration (BPRM) of the U.S. Department of State was the major donor through September 2015. Since then, the project has been funded by the German Ministry for Economic Cooperation and Development (BMZ) via the German Technical Cooperation Agency (GIZ) and World Vision (WV).

Resources:

- Funding amount: US$2,513,000 for 2 years (BMZ through WV), €948,540 for 2 years (GIZ) and contributions from IMPR Headquarters depending on needs.
- Human resources: Staff is made up of 48 people, including project manager, project officer, M&E officer, finances and logistics, IT/database, translator, social worker, outreach officer and assistant, PSS officer and assistant, case manager and assistants, protection officer and assistants, psychologists, gynecologist, dermatologist, psychotherapist, drivers, cleaners, receptionist, communication officer, trainer, and volunteers.
Social Cohesion
Strengthening Social Cohesion in Al Sarhan Municipality

Due to the arrival of a large number of Syrian refugees, the Al Sarhan Municipality, located in the Mafraq Governorate on the border to Syria, has introduced various activities and projects in accordance with the objective of strengthening social cohesion and peaceful co-existence between the host population and refugees. By cooperating with the private sector and donor organizations, social awareness and understanding between both groups is being enhanced.

LEAD AUTHORITY OR ORGANIZATION
Social and Local Development Unit, Al Sarhan Municipality

TARGET AREA
Municipality of Al Sarhan, Jordan

BENEFICIARIES
Syrian refugees and Jordanian citizens living in Al Sarhan

START DATE – END DATE
2012 – ongoing

KEYWORDS
Social cohesion, refugees, social tensions, challenges, risks, Al Sarhan, Jordan

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Context and Challenges

Since the start of the conflict, the municipality of Al Sarhan has hosted 16,000 Syrian refugees, which make up about 50% of its total population (31,000). These demographic changes resulted in an increased pressure on the service sector, including education, health facilities, and infrastructure, while also challenging the economic sector in which competition over jobs led to a growing unemployment rate (about 30%), lower income levels, and a higher poverty rate (about 20%). This also had a negative influence on the security and social sectors, as cultural differences have led to social tensions, resentment, and even harassment and violence towards refugees, especially women.

The step-by-step approach of Al Sarhan municipality aims to find and implement durable solutions to various problems by increasing the level of collaboration between the host population and Syrian refugees. By sharing responsibilities and establishing personal relationships, social cohesion and peaceful co-existence are fostered. The project also aims at improving urban services, such as groups that consist of locals and Syrian refugees to work together helped in garbage clean-up, protecting the environment, and strengthening social cohesion simultaneously.

Actions and Outcomes

- Organization of meetings with all concerned stakeholders, allowing them to express their grievances and to better understand each other’s problems, fears, and perceptions.
- Conducting an overall situation analysis, whose outcome has been shared with Jordanian ministries and government.
- Establishment of working groups with responsible representatives from the local authorities.
- Setting up a local working group to primarily research the issue of social cohesion and social inclusion.
- Development of an activity plan by committees consisting of Syrian refugees and Jordanian representatives from various groups—especially the private sector—and monitoring its implementation.
- Cooperation with donors to fund small projects which benefit 100 young men and women (such as jointly planned activities like garbage collection, street cleaning, production of mixed pickles, construction of a hall for producing quality clothing).
- Cooperation with the private sector to provide 300 jobs.
- Launching initiatives that raise awareness on social problems (such as activities to foster political networks between the host community and refugees through participatory meetings and workshops on local political issues).

Outcomes

- Improved urban services. Creation of groups of local people and Syrians responding to the challenge of waste disposal, helping create jobs for both groups, cleaning streets, and diminishing the problem of waste disposal.
Improved governance. Collaboration, networking, and sharing responsibilities within the community, ministries and other governmental entities improved the coordinated management of projects and the delivery of services, benefitting both the refugees and host population.

Increased social cohesion between host and refugees’ populations. Monthly social gatherings between Jordanians and Syrians facilitate integration, social cohesion, and inclusion. Also, a football field has been constructed for the Jordanian and Syrian youth, strengthening social cohesion and inclusion among the younger generations.

Increased refugee socio-economic inclusion and/or sustained livelihood. Job creation and economic development at a factory producing mixed pickles where twenty Jordanians and nine Syrian refugees work. The employer buys from local farmers producing organic vegetables and fruits, and sells the pickled products in Jordan and abroad. Jobs for both groups were created, food production has been enhanced, and local economic development has been strengthened. Moreover, a hall is being constructed to host 100 Jordanians and 100 Syrian refugees to produce quality clothing. In addition to creating 200 jobs, working conditions are being improved and socio-economic inclusion is being strengthened.

Lessons Learned and Follow-up

Challenges and Risks

- Lack of resources. The population increase drove the municipality into debt, as 65% of the municipalities’ total budget is spent on salaries for administration officials. Consequently, too little remains for the provision of services and social assistance. Furthermore, both donor organizations and the Jordanian central government do not adequately support the municipality with human and financial resources, putting activities and projects at risk of failing and less likely to achieve the expected results.

- Access to the labor market for refugees in Jordan. Many Syrian families have exhausted their savings and are now in desperate need of generating income to support themselves. Since April 2016, the Jordanian government has opened the labor market to Syrians, but as employers are in charge of obtaining work permits for their employees, Syrians’ employment opportunities depend on employers’ willingness and engagement. In some cases, businesses illegally exploit Syrian labor, which further reduces opportunities for Jordanians.

Key Ingredients of Success

- Creation of jobs as well as awareness-raising on social issues for both Syrian refugees and their hosts through cooperation with the private sector and donor organizations.

- Successful collaboration, networking and sharing responsibilities within the community as well as with ministries and other government entities.

- Establishing personal relationships at the local level is crucial for understanding the needs of various groups, ensuring meaningful participation and allowing for efficient coordination of service providers and organizations.

- Leisure time activities foster social cohesion and fun, especially for youth and women, who often lack public spaces to participate in social life.
• A clear distribution of roles and responsibilities ensures continuous collaboration and reduces conflicts.
• Follow-up visits by local authorities ensure sustainability.
• The success of the project relies on several stakeholders including: the local community (both locals and refugees), the municipality, local organizations, and international organizations.

Innovative Aspects
• Swift creation of job opportunities, and cooperation for encouraging trained people to use their skills within the municipality.
• Involving both refugees and their hosts in all activities and projects, such as participatory meetings and workshops on political municipal issues.
• Always taking into account that strengthening social cohesion and social inclusion between Syrian refugees and their hosts is the basis for peaceful co-existence between them.

Recommendations for Scaling-up or Replication

Replication of this project and its activities depends highly on the provision of adequate resources and support from both central government and donor organizations. Other recommendations for replication would be:

• Define the strategy and timing for its implementation, as well as the necessary logistics and supplies for the success of the project.
• Develop human resources and train municipal staff to achieve the program objectives in a satisfactory way.
• Create more green and social spaces, promoting targeted measures to prevent child marriages, and creating more jobs for both groups.
• Meet with international corporations (private sector) willing to fund projects on social cohesion, coming up with creative initiatives to make the private sector interested in such projects.
• Create additional partnerships with the private sector, including multi-national companies (e.g., through CSR activities).
• When networks and partnerships have been developed, partners should jointly assess the context, identify needs and solutions, and plan possible approaches to ensure agency of all partners.

Technical Arrangements

Collaborations:
Al Sarhan Municipality collaborated with various actors and stakeholders, including ministries, donor originations, international organizations, and the private sector. The involvement of governmental structures in coordination meetings is crucial for a successful implementation of planned projects and activities. Refugee and host community representatives have been involved in the processes for identifying needs and gaps and thereafter in the planning process (participatory approach).
This project aims at enhancing refugees’ access to services, facilitating their integration, strengthening resilience of host communities, and facilitating social cohesion. For this purpose, Syrian Social Gathering – Sosyal Suriye Gruplari offers refugees formal and informal education, vocational training and job opportunities, health, mental health and psychosocial support, legal assistance and referrals to the Turkish public services system.

LEAD AUTHORITY OR ORGANIZATION
Syrian Social Gathering – Sosyal Suriye Gruplari (SSG) Organization

TARGET AREA
Antakya, Turkey

BENEFICIARIES
Syrian, Iraqi, and Palestinian refugees within Turkish host community

START DATE – END DATE
December 2015 – ongoing

KEYWORDS
Social cohesion, Turkey, Syria, refugees, NGO, social tensions

CONTACT
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Context and Challenges

As the number of Syrian refugees in Turkey grows, the Turkish public services system is under increasing pressure, causing long waiting periods, discouraging people from using it and raising anger among Turkish citizens. Additionally, due to language barriers and lack of knowledge about administrative and bureaucratic procedures, most Syrians are reluctant to use the Turkish public services system. Syrian Social Gathering – Sosyal Suriye Grupları (SSG) Multiservice Center provides those services for all refugees free of charge, lowering the resentment and tension between refugee and host communities and improving the quality of services.

Provisions for free services and joint activities—in addition to guidance on job seeking—is important for the most vulnerable refugees for their integration with the host community because many of them are unregistered and therefore cannot receive services such as health care and education through Turkish facilities. SSG works jointly with Turkish authorities to provide essential services, including but not limited to: primary health care services, registration services, legal assistance, education, vocational skills and training courses, and relief aid.

Actions and Outcomes

- Joint activities: Turkish and Arabic language courses for Turks and Syrians; musical activities and film screenings, magic shows, cooking festivals, joint trips to museums, visits to elderly and orphan refugees; sport activities for refugees and Turks to improve social interaction between them.
- Joint livelihood activities: vocational training, cash-for-work training, legal consultation and guidance for finding job opportunities for refugees.

Outcomes

- Improved governance. Joint activities ease the burden on the Turkish public services system and improves coordination with the Turkish governmental systems in service delivery.
- Increased social cohesion between host and refugee communities. SSG activities increase social cohesion by introducing Arabic culture to Turks and Turkish culture to Arab refugees through organized joint activities.
- Increased refugee socio-economic inclusion and/or sustained livelihood. SSG activities lead to an increased access to information and services for refugees, which leads to finding employment. They have increased access to skills and vocational training according to market demand, as well as individual interest and capacity, and increased access to microenterprise development opportunities and support. These services enable refugees to reduce their vulnerability and long-term dependence on humanitarian or external assistance.
Lessons Learned and Follow-up

Challenges and Risks
The language barrier is the main constraint for refugee integration in Turkey.

Key Ingredients of Success
Providing support and funding to humanitarian projects.

Innovative Aspects
- Including both refugees and their hosts in the project management and decision-making.
- Coordinating closely with Turkish municipalities, departments, and ministries.
- Providing a range of integrated services in one project.

Recommendations for Scaling-up or Replication
SSG activities are now implemented in three Turkish cities: Mersin, Adana, and Antakya. A new center is planned for Istanbul in 2018. SSG is also planning to expand its activities to Lebanon, Germany, and Canada. To replicate this project, all kinds of support would be required from all stakeholders. All parties should work together and coordinate to scale up those kinds of programs.

Technical Arrangements
Collaborations:
All SSG projects and activities are organized in collaboration with local authorities, and are authorized by Turkish authorities at the central level. SSG also refers to public systems and other humanitarian organizations working in Turkey.

Resources:
- Funding amount: €850,000 for social cohesion activities for one year.
- Human resources: 300 qualified staff working in the field.
- Sources of funding: European Union, UN Group, and other international organizations.
Social Cohesion

Strengthening Social Cohesion between two communities and Development of Institutional Capacity

This project aims to support Syrian refugees with health, education, housing, employment, and humanitarian, psycho-social, and legal counseling. It supports refugees’ social inclusion in the Turkish society by establishing an institutional structure and by determining effective strategies. The project has been carried out through the establishment of a coordination and community center in Sultanbeyli, Istanbul, and a field assessment which enabled collection of all necessary information, including demographic information about the refugee families in the region, kept in an online database. A community center has been established inside the coordination center where refugees can apply to various thematic tables from education to legal advisory. A detailed questionnaire measuring the perspective of Turkish society towards Syrian refugees helped create a program of activities to strengthen the social cohesion between the two communities.

LEAD AUTHORITY OR ORGANIZATION
Sultanbeyli Municipality and the Association of Relief and Solidarity for Refugees and Asylum Seekers (Mülteciler ve Sığınmacılar Yardırma ve Dayanışma Derneği)

TARGET AREA
Sultanbeyli and Anatolian side of Istanbul, Turkey

BENEFICIARIES
Refugees residing in Sultanbeyli and Anatolian side of Istanbul, Turkey

START DATE – END DATE
December 2014 – ongoing

KEYWORDS
Syria, refugees, social cohesion, coordination center, Turkey, Sultanbeyli

CONTACT
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Context and Challenges

Turkey has faced problems on different levels with the Syrian refugee influx. In many cities, NGOs and institutions have started to voluntarily provide help to refugees. However, due to the lack of both coordination and vital information regarding the status of refugees’ families, there has been a delay in establishing sustainable and qualitative help that is effective in the field. In this context, all actors in the region are working together in coordination with the aim of supporting refugees by establishing a community center and thematic advisory tables.

Actions and Outcomes

- Four workshops with local NGOs, universities, public institutions, and volunteers in the region of Sultanbeyli to determine strategies on how to coordinate effectively;
- Establishment of a coordination center;
- An extensive social determination survey of refugee families; demographic data of 2,023 families (10,800 individuals) were collected through a face-to-face field assessment;
- All data collected are saved online through SUKOM, a software created for the purpose of collecting and updating information;
- Establishment of the Multifunctional Community Center.

Outcomes

- **Improved coordination** by enhancing cooperation between the related actors, carrying on coordinated work, and activating an association for refugees.
- **Improved qualitative database** by the creation of a qualitative database and monitoring the socio-economic structure of refugees with their personal and family information and needs. One of the main outcomes of data collection has been recognizing how refugees are benefiting from the offered services and how ongoing support is needed.
- **Integration of services implemented in the Community Center for refugees’ health, education, social services, humanitarian aid, shelter, employment, and legal and psychosocial counseling.** This service also provides the central government with all identity information.

Lessons Learned and Follow-up

Challenges and Risks

- Not every institution is willing to coordinate.
- Financial issues and budget constraints.
- Studying and analyzing the needs of refugees using only local capacities is challenging.

Key Ingredients of Success

- Determination
- Sufficient Funding
- Field Knowledge
Innovative Aspects

The work of Sultanbeyli Municipality is characterized by an integrative approach providing services for refugees. Instead of temporary solutions, a permanent and sustainable perspective is revealed. Effective coordination brings together the activities of all refugees living in the district and follows their socio-economic outcomes.

Recommendations for Scaling-up or Replication

- The online database eases follow-up measures of every service delivered to each beneficiary, as well as coordination among coordinating parties. This software can be developed and extended in Istanbul and on a larger scale.
- Sultanbeyli Community Center can be used as a model of an integrated approach for working with refugees and can be expanded.

Technical Arrangements

Collaborations:

- Association of Relief and Solidarity for Refugees and Asylum Seekers (Mülteciler ve Şişmanlıklar Yardımlaşma ve Dayanışma Derneği): for solving municipality’s financial problems, related actors support the association.
- The association improved its institutional capacity and a number of personnel serve refugees with the support of the German Technical Cooperation Agency (GIZ) and Welthungerhilfe Foundation.
- Aziz Mahmud Hudayi Foundation supports the financing of Syrian doctors’ work at the Sultanbeyli Community Center as well as humanitarian aid work.
- Handicap International supports services to disabled refugees.

Resources:

- Funding amount: €1.5 million.
- Human resources: municipal personnel, personnel of the Association of Relief and Solidarity for Refugees and Asylum Seekers (Mülteciler ve Şişmanlıklar Yardımlaşma ve Dayanışma Derneği), Welthungerhilfe Foundation, private donors and support.
- Sources of funding: Sultanbeyli Municipality, Welthungerhilfe Foundation.
The project aims at securing a center to teach sewing, computer skills, and cosmetology by holding a variety of courses for Syrian and Jordanian women and men of various ages.

**LEAD AUTHORITY OR ORGANIZATION**
Municipality of Zaatari and Al Mansheya

**TARGET AREA**
City of Zaatari and Al Mansheya, Jordan

**BENEFICIARIES**
Jordanian and Syrian inhabitants of the area

**START DATE – END DATE**
Ongoing

**KEYWORDS**
Jordan, refugees, community center

**CONTACT**
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Context and Challenges

Following the outbreak of the Syrian crisis in 2011, the flow of refugees to the Zaatari camp began. However, many refugee families have left the camp, opting to live in the village of Zaatari because of kinship relations with villagers on a preliminary basis. Some villagers also offered land for refugees to build tents and caravans, which have since developed into houses. The number of Syrians has increased to the point of being equal to the number of Jordanians in Zaatari, which has caused tremendous pressure on the municipality at the level of health and education services as well as infrastructure. Furthermore, the municipality suffers from a lack of rooted conviction about its social role, which is often seen as merely a servicing role only. Another challenge is the lack of effective integration of Jordanian and Syrian communities due to cultural differences.

Actions and Outcomes

- Equipment of an 800 m² building belonging to the municipality as a center which includes: (1) beauty salon (2) sewing center (3) computer center (4) cultural center to teach reading, writing, and Quran studies.
- Organization of activities and educational and training courses in each section of the center, including both Jordanian and refugee women and men, rehabilitating and training more than two hundred women for sewing, makeup, literacy, and computer skills;
- Insurance of salaries for Syrian female instructors;
- Communication with partners (for example, Columbia University, the French association Dar Al-Yasmin, and local associations) to provide equipment for the center such as machines and computers, as well as management and continuation of activities;
- Cooperation of the municipality in providing the building as well as electricity, water, and general administration for the activities of the center.

Outcomes

- Enhanced social cohesion between refugees and host community. Improved convergence and understanding between the local community and refugees.
- Increased integration of refugees, socially and economically and/or sustainable livelihood. Improved local community and refugee women’s skills through capacity building and training courses, and securing opportunities to sell their handicrafts. Improved living conditions for some Syrian female instructors by providing them with monthly salaries.
Lessons Learned and Follow-up

Challenges and Risks
- The most significant challenge is the fear of work interruption due to weak financial resources.
- Difficulty in marketing products.
- Lack of job stability among female workers.

Key Ingredients of Success
- Presence of several civil society associations that work together in the building provided by the municipality.
- Incubator for a core of community communication between the town’s Syrian and Jordanian women.

Innovative Aspects
- Provision of machinery, computers, and a beauty salon.
- Recruiting and hiring Syrian female instructors.
- Partnership between associations to manage activities.

Recommendations for Scaling-up or Replication
Continue to work and search for sources of funding. The municipality has expanded the sewing project, building a new workshop with a capacity for twenty sewing machines.

Technical Arrangements

Collaborations:
- Local associations
- Foreign associations
- Universities
- Municipality

Resources:
- Funding amount: Building costs (100,000 JOD) and operating costs (500 JOD per month).
- Human resources: Volunteers, non-governmental associations, Municipality of Zaatari.
- Sources of funding: Municipality budget, World Bank (Emergency Services and Social Resilience Program), and NGOs.
AKDEM’s Adaptation School Program targets immigrant children ages 6-14 who cannot attend school because of their immigration, citizenship, and residency status, as well as language barriers. Children are taught Turkish school curriculum, the Turkish language, culture and other basic information on life in Turkey, such as health, environment, transportation, children’s rights, and privacy. The program follows the Turkish public primary school curriculum to increase the chance of pupils to continue their education as soon as it is possible to enroll in the appropriate grade.

START DATE – END DATE
2009 – ongoing

KEYWORDS
Social Cohesion, Refugees, Integration, Local Government

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Context and Challenges

The Family, Women Support and Disabled People Centre (AKDEM) conducts various adaptation programs for immigrants in the Municipality of Zeytinburnu. The AKDEM Integration Department was established in 2009 for assisting the needs of migrants, foreseeing the potential problems that refugees, asylum seekers, and stateless people may encounter, and conducting applied integration programs which lead to a better social cohesion between migrants and locals.

AKDEM’s Adaptation School Program aims to improve integration of children with immigrant backgrounds. The program offers them Turkish language and culture courses, so as to facilitate and speed up their integration process in Turkish schools once they receive a residency permit or refugee status. The Adaptation School Program thus covers the Turkish education system, curricula, traditions and culture, societal dynamics, the health care system, environment, transportation, and children rights. The Turkish language courses follow a curriculum parallel to that of public schools, so as to make it easier for children to adapt to public Turkish education and to enroll in the appropriate school grade. AKDEM also organizes cultural field trips for children in order to familiarize them with the city and Turkish history.

AKDEM observed that children with an immigration background tend to integrate less easily and effectively in schools, mainly due to language barriers. Furthermore, a low level of integration in school also represents a psycho-social problem that can influence juvenile delinquency. AKDEM’s Adaptation School aims at decreasing juvenile delinquency among children with an immigrant background through their education and better integration in school.

Actions and Outcomes

Even though not all courses reflect the Turkish national education curriculum, they serve the program’s overall outcome, as some of the activities have a positive effect on children’s development and integration.

- Children (6-14 years old) are offered 6 hours of education courses per day in classes of about 20 pupils, for a total of 120 hours.

- The activities and courses aim at teaching the essential rules of living together, Turkish language and culture, basic aspects of living and communicating (such as greeting, cleaning rules, traffic rules, geography, currency), creating trust in local government, organizations and the environment, increasing social cohesion in the community, increasing self-esteem and socialization.

- Music has no language. This activity targeted a group of children from different ethnicities, aiming at increasing their self-esteem, and helping them engage more actively in Turkish society while having fun with music.

- Archery course. This course aims at accelerating children’s adaptation process. The course is for Turkish and non-Turkish children and includes ice-breaking activities, group games, and some events for letting them get to know and understand each other. Tournaments are held on the last day of the course, and some gifts are given to all.
Privacy Education. This course started in 2015 in the public schools of Zeytinburnu, then it was also covered by AKDEM’s Adaptation School Program. It is taught by expert psychologists in the issues of privacy and respect of others, and includes innovative learning methods with art and drama for children. The aim of the course is to teach children the meaning of their own and other people’s privacy—as well as its limits, the idea of physical privacy and how to protect their private parts, sex as a private concept, and how to define boundaries in social settings. At the same time, pupils’ parents attend a seminar on the concept of privacy, covering how to teach privacy and how to apply it in the family environment, how to identify different type of abuses, how to recognize abuse, and how to protect children from it.

Outcomes

- **Improved governance.** The program leads to better delivery of services with respect to the educational needs of refugee children, while also serving the Turkish public school system in Zeytinburnu. The program also increased refugees’ trust in AKDEM as well as in other governmental and non-governmental organizations in the borough.

- **Increased social cohesion between host and refugee populations.** AKDEM’s Adaptation School Program brings together Turkish and non-Turkish children (mainly Syrians, Afghans, Uzbeks, and Turkmens), including children who are refugees and asylum-seekers, who attend courses together, thus helping to strengthen the social cohesion between diverse communities. Accordingly, refugee children showed a significant increase of self-esteem, knowledge of Turkish language, and integration in public schools.

- **Increased refugee socio-economic inclusion and/or sustained livelihood.** The Adaptation School Program also contributed to learning about and understanding the needs of refugees in more detail, so as to start new projects for increasing their livelihoods. Before this program, refugees were feeling insecure, for instance, in applying for public services. Now many feel more comfortable with respect to their neighborhood and livelihoods. AKDEM is also managing other projects specifically targeting refugees’ socio-economic inclusion and sustainable livelihoods. For example, the Immigrant Women’s Club includes the “Kar Serçesi (Snow Finch)” project, focusing on local economic development by creating income opportunities for immigrant women who are attending arts and crafts courses to learn new skills, and producing their own products to sell at the local market.

Lessons Learned and Follow-up

**Challenges and Risks**

Although the outcomes of this program are positive, the main challenge in its implementation was finding the proper textbooks for children. Problems linked to the different cultures and backgrounds of pupils, such as language barriers, also represent significant challenges for the implementation of the Adaptation School Program.
Key Ingredients of Success

- Continuity. The Adaptation School Program is a long-term program with ongoing courses, and its availability for children is one ingredient for its success.

- Charity. All of the work and the projects deal with an increasing understanding of mercy and charity from staff members, who are sincerely willing to help. Furthermore, the Integration Department also includes staff members who are immigrants themselves, which increases AKDEM’s empathy and understanding of the issues and feelings linked to migration.

Innovative Aspects

The Adaption School Program and the Integration Department are strong examples of ongoing, multi-year activities that aim to increase social cohesion with a continuative and long-term approach. Moreover, this innovative program has been conducted in Zeytinburnu for the first time, demonstrating its uniqueness in forming classes with refugee pupils from Syria, Afghanistan, Uzbekistan, Turkmenistan, and other countries.

Recommendations for Scaling-up or Replication

- Be sure to provide the suitable curriculum, textbooks, and teaching materials to pupils.

- Participation in the program should not be limited to refugees from Syria, and should involve other nationalities as well.

Technical Arrangements

Collaborations:

AKDEM’s Adaptation School Program was funded by the Municipality of Zeytinburnu. As one of the stakeholders of the program, the Public Education Centre supported it by providing education to the refugee children.

Resources:

- Funding amount: Based on AKDEM’s needs.

- Human resources: The Integration Department’s staff is composed of three people: the department supervisor (sociologist and social worker), one social worker, and one translator. Additional support is provided by two Turkish language teachers. Additionally, AKDEM’s multidisciplinary structure enables every department to play a role in projects run by other departments. In total, AKDEM has five departments and 56 staff members, with constant opportunities for collaboration.

- Sources of funding: Zeytinburnu Municipality
The Sanad community center approach is a unique entry point for serving communities most affected by the Syrian refugee crisis— bringing refugees, host community members, and local governments together in a safe, supportive, and mutually beneficial environment. By supporting civil society organizations as independent and active agents of change, DRC aims for them to continue implementing effective livelihood responses in their communities.
Context and Challenges

As the Syrian crisis enters its sixth year, Syrian refugees living in Jordan are facing considerable hardships. Out of the 655,399 UNHCR-registered Syrian refugees, 85% of them currently live in host communities and are experiencing increased social tensions due to competition over scarce resources, services, and local labor markets, as well as tightened control over their freedom of movement. Limited formal livelihood opportunities, increasing cuts in international assistance, and limited access to services are major challenges in the context of forced displacement.

Each community faces its unique set of challenges, vulnerabilities, and opportunities for empowerment. For addressing the needs of its target areas, the Danish Refugee Council (DRC) community center approach is both a unique entry point to reach key demographics within communities, and a platform for tailored service delivery to refugee and host populations. The model provides programmatic flexibility as well as safe space for refugees and their hosts to come together as a group participating in activities that support social cohesion, self-reliance, and community empowerment. Due to the diversity of its activities and initiatives, the center attracts a wide range of households and individuals, each of whom have unique needs. Finally, in order to ensure the center’s long-term sustainability, DRC operates in partnership with local civil society organizations (CSOs) to promote ownership of the project by communities and local partners which will enable the continuation of project activities after external funding has ceased.

Actions and Outcomes

- Identification of local partners to co-manage and implement the center. This step is a critical component to ensure the long-term sustainability of the center and its core set of activities.
- Identification of community center location. The center should be located in a central urban area that is well served by public transit networks in order to reach critical populations.
- Outreach and community mapping to develop relationships with community leaders and influential actors, and to gain familiarity with community power dynamics, needs, assets, and priorities. This process involves meeting with leaders, holding a general community town hall meeting to formally present the program and its purpose and assemble any feedback and enlist support for the project, and identify challenges, needs, and assets.
- Community Center committee, composed of regular and engaged center users who are consulted on services provided and improvements needed. These members are also asked to directly implement services based on their skills and experience, and act as key ambassadors of the center and its services to local communities.
- Committees manage each community center to: i) ensure that activities reflect the interests of the community; ii) promote the inclusion and cooperation within their community iii) develop budgets, plan activities, and monitor their implementation; and iv) ensure the continuity of the center beyond the project. The committee’s
responsibilities are within four key areas: community event planning, self-generated funding activities, tutoring and training, and referrals and counseling.

- Activity planning is participatory within community centers and is done through committee-led focus-group discussions and information collection. The committee also carries out a needs and assets analysis, resulting in a draft plan and budget for approval via a town hall meeting.

- Plan implementation and monitoring includes event and activity organization, sourcing service providers/trainers, event review and feedback activities, regular justification meetings, and re-planning activities.

- Before entering a new location, community consultations are conducted to ensure the setup corresponds to the needs of future users.

- The community center committees encourage activities that are led jointly—made up of refugees and host community members—as well as organize specific trainings around conflict management between communities.

Outcomes

- **Improved governance.** Through coordination structures at the field level, DRC facilitates a network of service providers (local governments or INGOs) in various thematic areas such as health, education, and protection.

- **Increased social cohesion between host and refugee populations.** Community centers serve refugees and host communities equally.

- **Increased refugee socio-economic inclusion and/or sustained livelihood.** Through activities such as micro-grant distribution programs, independent work spaces for carpentry, or household maintenance activities, community centers provide an optimal space for the facilitation of a variety of activities and trainings that can be tailored to meet the needs of not just the refugee households, but also local markets and labor demands. Trainings are informed by consultations with local businesses, and typically combine soft skills with technical skills.

Lessons Learned and Follow-up

### Challenges and Risks

DRC’s Sanad community center approach is designed to serve all community members, irrespective of their origin or social background. It is essential to regularly monitor center users and ensure that unpopular services or activities are redesigned when necessary to become more appealing, as well as to ensure a balanced community mix and exchange for enhancing social cohesion. A main challenge of this method of program delivery is the long-term sustainability of the centers themselves.

### Key Ingredients of Success

The success of DRC’s Sanad community center approach is mainly due to community involvement. Such involvement is key to ensure that services are regularly evaluated and updated to respond to rapidly changing contexts and needs. Moreover, sustainability is embedded in the approach with the involvement of ministries and strong local partners, and with income generated by some of the
activities that goes back into running the center. Finally, the model can only work thanks to the flexibility of a center’s team and its donors, who understand the needs and allow rapid activity change to ensure the center is maintained as a relevant community cornerstone.

Innovative Aspects

- The role played by the community center committees.
- The will to set up a center that is a service hub, inviting all other relevant actors to conduct activities on DRC premises.

Recommendations for Scaling-up or Replication

A comprehensive needs assessment is necessary in order to identify key areas for programming in a new location and to identify service gaps that can be supplemented by in-center assistance. This assessment should also be complemented by a market study, particularly if livelihood activities are going to take place at the center. Secondly, local governments and community stakeholders have to be consulted from the very beginning to cultivate local ownership of program activities and to provide legitimacy that will enable more vulnerable groups to participate. Partners should be evaluated for organizational capacity prior to formal agreements in order to ensure they have the institutional framework and willingness to carry out programming after DRC has transitioned out of the context.

Technical Arrangements

Collaborations:

Partnership with the Jordanian Ministry of Social Development and with local partners to set up its activities in existing social structures and buildings. The private sector donates time, skills, and often material (furniture and equipment), and was engaged early in the project to ensure the efficiency of the livelihood activities implemented in the center.

Resources:

- Funding amount: Average yearly running cost of €400,000
- Human resources: Staff of 20, and an additional 10 volunteers (both Syrian and Jordanian)
- Sources of funding: DRC’s community centers have been and are funded by international donors and foundations, including US Bureau of Population, Refugees, and Migration (BPRM); UK Department for International Development (DFID); Danish International Development Agency (DANIDA), Ole Kirk’s Foundation, King Frederick VII Foundation, and others.
Section 3

Labor Market Integration
Labor Market Integration
Economic Opportunities for Jordanians and Syrian Refugees

This program aims at improving Jordan’s competitiveness and attractiveness to investments to foster job creation for Jordanians and Syrian refugees living in Jordan. It seeks to improve the investment climate in Jordan, as well as the country’s investment promotion capacities while increasing access for Syrian refugees to the labor market.

LEAD AUTHORITY OR ORGANIZATION
Hashemite Kingdom of Jordan, supported by a World Bank Program for Results Loan

TARGET AREA
Jordan

BENEFICIARIES
Jordanians and Syrian refugees living in Jordan

START DATE – END DATE
September 2016 – January 2021

KEYWORDS
Local Economic Development, Labor Market Integration, Refugees

CONTACT
Ministry of Planning and International Cooperation, Jordan
John Speakman and Meriem Ait Ali Slimane, World Bank
Context and Challenges

Jordan is a small, middle-income country facing several challenges. It suffers from a high unemployment rate of over 15%, and GDP growth is insufficient to provide enough jobs. The massive influx of Syrian refugees over the past five years has put an extra strain on the economy. Among the work permits obtained by foreigners in 2015, only 2% were obtained by Syrian refugees. Most Syrians in Jordan are among the most vulnerable; about 80% of them fall below the national poverty line.

This program is part of a holistic approach to the Syrian refugee influx, targeting both the Jordanian host communities and the refugees in Jordan, with support from the international community. The program’s development objective is to improve economic opportunities for Jordanians and Syrian refugees in Jordan. The program addresses three themes:

1. Reforming Jordan’s labor market regulations to allow more active (formal and legal) participation of the Syrian refugees in the labor force and allowing them to contribute to Jordan’s economy.
2. Improving Jordan’s investment climate by implementing systematic and broad-based reforms, including in areas such as regulatory reform, and trade and investment facilitation.
3. Creating an environment which actively promotes and facilities programs that will attract and retain investments.

These measures, combined with the efforts of the international community to help Jordan expand its markets—notably through EU market access—and interventions by donors in cash-for-work programs, vocational training, small and medium enterprise (SME) incubation, and financing are expected to make a significant impact on job creation and on developing economic opportunities for both Jordanians and Syrian refugees.

Actions and Outcomes

New opportunities for Syrians to work legally will be created through the legalization of Syrian refugees currently working illegally and by employing Syrian refugees in jobs that would have otherwise been filled by economic migrants from other countries.

- By the end of the program, 130,000 work permits will be issued to Syrian refugees.
- Annual public disclosure by “Better Work Jordan” (a report on factory-level compliance with a list of at least 29 social and environmental items), in order to improve working conditions and increase compliance with international labor protection standards.
- Facilitation of work for Syrians living in refugee camps.

Improving predictability of regulations and reducing red tape, supporting small businesses and trade facilitation.

- Establishment and implementation of selected simplified and predictable regulations for the private sector, including household businesses.
- Increasing the number of home-based businesses by streamlining regulations.
- Increase in number of enterprises on the Customs Golden List (a list of companies that receive fast-track customs clearance), in order to increase the number of importers and exporters benefiting from reduced physical inspections and increased customs clearance privileges. The program aims at having 150 additional enterprises on the list by 2020.

Attracting and retaining investments—both domestic and foreign—especially in manufacturing, in Jordanian Special Economic Zones (SEZs) which will benefit from preferential access to the European Union.

- The foreign investments will most likely come from the Syrian business diaspora, regional investors, and investors targeting the EU market.
- The Jordan Investment Commission (JIC) has the objective of reducing requirements for foreign investments, and facilitating investments through: responding to investor inquiries and general communication; facilitating site visits; securing investor commitment; and managing aftercare services. The program aims for at least 530 investments benefitting from investment facilitation by the JIC by 2020.

In parallel with this program, the development of SEZs for the benefit of Jordanians and Syrian refugees will be supported, as well as development-oriented public/private partnerships and specific investment promotion efforts.

**Outcomes**

- **Increased refugee socio-economic inclusion and/or sustained livelihood.**
  Through the participation of Syrian refugees in the labor force and in Jordan’s economy, an improved business environment will lead to job creation and increased investments, leading to even more job creation.

**Lessons Learned and Follow-up**

**Challenges and Risks**

- Social risks are expected in the perception held by host communities and other migrant communities that Syrian refugees may be disproportionately benefiting from job opportunities and donor resources.
- Legacy issues associated with low compliance of labor conditions, as well as lack of compliance with environmental standards are also a risk.
- Increasing women’s employment for both Jordanians and Syrian refugees requires viable solutions to enable women to work—namely transportation and childcare—which are critical for providing safe and culturally sensitive employment options. This is even more important for women seeking employment outside refugee camps.
- Child labor is also a concern, particularly as early signs of vulnerability and maladaptive coping strategies (mobility, debt, asset selling, early marriage, begging) are prevalent among the Syrian refugee population.
Key Ingredients of Success

- International momentum, especially getting the program included in the “Regional Refugee and Resilience Plan” agreed during the “Supporting Syria 2016” conference in London (February 2016). Generating momentum to address the regulatory areas that are impediments to business growth, and ensuring organic development of business environment improvement are key ingredients.

- This program aims to institutionalize a systematic “home-grown” process that will improve the business climate, which includes: (i) establishment of a deliberative and consultative process that provides a menu of reforms; (ii) predictability measures to ensure any new reforms are subject to a public notice and consultation process; (iii) development of a measurement system to assess implementation progress; and (iv) articulation of clear targets.

Innovative Aspects

This is a project for both refugees and host communities. It covers several themes, including labor market reform and investment climate reform. It is a results-based financing project, accompanied by strong technical assistance, which maximizes the probability of achieving the project’s goals.

Recommendations for Scaling-up or Replication

This program, or some parts of it, could be replicated in other countries in the Middle East and Africa that are facing similar refugee issues.

Technical Arrangements

Collaborations:

While the Ministry of Planning and International Cooperation (MOPIC) is coordinating the program, the implementing ministries and agencies within the government are: Ministry of Labor, Office of the Prime Minister, Jordan Customs, Jordan Investment Commission, Ministry of Trade Industry and Supply, and Ministry of Interior. The ILO and the IFC are implementing partners through their “Better Work Jordan” program. Municipalities will be involved in the facilitation of entrepreneurship and home-based businesses, which will include Syrian refugees.

Resources:

- Funding amount: US$386 million
- Human resources: A Program Management Unit was created within the MOPIC, in charge of technical coordination of the program.
- Sources of funding: International Bank for Reconstruction and Development (IBRD); International Development Association (IDA); Concessional Financing Facility (CFF); and the Government of Jordan.
“Women in the Workforce” is a project for the economic empowerment of women by providing sewing classes and cooking facilities to low-income Lebanese and refugee women. This small domestic project aims at securing sufficient financial return for the needs of participating families and enables women to start a small domestic enterprise to support their families financially.
Context and Challenges

Many Syrian refugees work in agriculture and construction as daily workers or free agents (electrical technicians, plumbers, tile craftsmen, etc.), and work is usually found during the summer. Meanwhile, in the winter many refugees rely on charity, given that many of them are not registered on United Nations lists and are thus not benefiting from financial assistance. In this context, the project was designed to secure income for these families, as well as for low-income Lebanese families in the municipality.

Actions and Outcomes

- Selection of Syrian families who were living in houses under construction and paying a monthly rent of US$150-200, which is a financial burden for refugees.
- For the cooking project, a compound near the city in which 20 refugee families live was selected as the center, and 10 Lebanese families were selected to work together with the refugee families. The needs of participating families were met with supplies for one year provided by INTERSOS. Part of the production was distributed to local poor families and displaced people under supervision of the municipality.
- For the sewing project, 5 Syrian families and 10 Lebanese families were selected. Upon completion of the sewing course, sewing machines were distributed to the participants who can now all start a sewing business and serve 915 displaced Syrian families in the area.

Outcomes

- Enhanced social cohesion between host and refugees’ populations. Building communication between Lebanese and Syrian families.
- Increased refugee socio-economic inclusion and/or sustained livelihood. Providing local food supplies, and securing decent livelihoods to low-income Syrian and Lebanese families by allowing them to start a sewing business upon completion of the sewing course. Securing additional income for participating families, and facilitating the process of socio-economic integration of refugees securing sustainable livelihoods.

Lessons Learned and Follow-up

Challenges and Risks

The biggest challenge was choosing the low-income Lebanese families participating in the project.

Key Ingredients of Success

- Cooperation between Lebanese families and Syrian families with the municipality.
- Mutual respect and effective cooperation from Lebanese families and refugee families.
- Identifying women who are prepared to manage and invest in small income-generating projects needed by Syrian refugee families.

Innovative Aspects

Involving Syrian women in the labor market and securing income for their families.
Recommendations for Scaling-up or Replication

This project can be replicated to empower needy families to become self-sufficient (not relying on donations) and secure a decent life by:

- Converting the women from the consumer category to the producer category.
- Encouraging local farmers to provide participants with the needed food supply, as local food industry initially relies on local agricultural resources.
- Including all aspects of the domestic food industry such as pickling, drying, jams, and others.
- Teaching the largest possible number of displaced Syrian women and providing job opportunities for skillful trainees.
- Creating a weekly market for the sale of food and sewing products, and marketing and promoting these products in shops.
- Introducing a charity market to provide clothing for those in need among Syrian refugee families and families with limited income.

Technical Arrangements

Collaborations:

- INTERSOS funds the largest portion of the project.
- Al Qaraoun Municipality secures the location, supervises the project, and selects local and refugee families.

Resources:

- Funding amount: US$10,000 for the cooking project, US$5,000 for the sewing project
- Human resources: 20 Syrian and 10 Lebanese women for the cooking project; a local trainer, 10 Lebanese women, and 5 Syrian women for the sewing project.
- Sources of funding: INTERSOS and the Municipality of Al Qaraoun.
Labor Market Integration
Enhancing Employment Opportunities and Livelihoods

The program aims at enhancing employment opportunities and livelihoods in underprivileged host communities in Jordan by working on four pillars: equality and inclusion, resilience, labor standards and rights, and social dialogue and protection.

LEAD AUTHORITY OR ORGANIZATION
International Labour Organization (ILO)

TARGET AREA
Irbid and Mafraq, Jordan

BENEFICIARIES
Syrian refugees in Jordan and Jordanians

START DATE – END DATE
January 2014 – December 2016

KEYWORDS
Employment, community development, entrepreneurship, refugees, Syria, Jordan

CONTACT
Maha Kataa, ILO Crisis Response Coordinator, kattaa@ilo.org
Context and Challenges

Since the start of the Syrian conflict, Jordan has witnessed a significant influx of refugees, which by January 2016 represented approximately 10% of Jordan’s population. While 20% of the Syrian refugees in Jordan live in designated camps, the rest have sought shelter in cities and rural areas across the country. The capital Amman and the northern governorates of Irbid and Mafraq host over three-quarters of the Syrian refugee population in Jordan.

The refugee influx has also placed growing pressure on Jordan’s infrastructure and resources, including the country’s already fragile economy and social fabric. The impact of the Syrian refugee crisis on the labor market in Jordan includes a fall in average wage levels, lower employment opportunities, harsh working conditions, an increase in child labor, and an expansion of the informal labor market.

This program aims to lower the conflicts in labor markets by enhancing access to employment opportunities and livelihoods in host communities, and designing and implementing four intervention areas:
- Value chain development in selected sectors in Irbid and Mafraq;
- Enabling environment improvements, including addressing labor market challenges;
- Organizational capacity building for employment services;
- Local capacity building to support business start-ups and expansion.

To achieve those objectives, the program makes use of policy advocacy, the Local Economic Development (LED) approach, employment services, participatory value chain, immediate job creation while providing productive assets for economic growth and livelihoods (EIIP), and community self-empowerment through cooperatives.

Actions and Outcomes

- Develop value chains in the tomato and olive sectors in Mafraq and Irbid host communities through value chain analysis, awareness raising, market studies and the organization of events to promote local products;
- Facilitate public/private dialogue to foster an enabling business environment in the Mafraq and Irbid host communities through identification of business development bottlenecks that limit the business growth and job creation potential in local enterprises;
- Build organizational capacity for employment services through the establishment of Local Employment Committees to share information about employment opportunities, identify the training needs of job seekers and employment creation strategies, and develop local socio-economic development plans about employment and decent work.
- Build local capacity to support business start-ups and expansion through the training of facilitators on the ILO’s “GET Ahead for Women in Enterprise” training package and a basic business training program tailored for women in the Zaatari Refugee Camp.
- Initiatives boosting the skills and accreditation of Syrian construction workers, in order to help them obtain work permits. A skills training program for Syrian refugees and
Jordanians working in the construction sector awarded to workers who completed the training with a certificate accredited by the Jordan Centre for Accreditation and Quality Assurance (CAQA).

To complement this program, ILO’s other activities in Jordan include: chairing the livelihood/employment task team as part of the Jordan Response Platform for the Syria Crisis; conducting a study on the implications of the Syrian refugees on the Jordanian labor market and two assessments on child labor in the agriculture and urban informal sectors; and providing technical support to the Labor Inspectorate at the Ministry of Labor on its inspection strategy and referral processes related to working Syrian children as well as informal labor.

Outcomes

- **Improved governance**: Public and private sector stakeholders have agreed on an action plan to foster an enabling business environment at the local level through conducting surveys and organizing public/private dialogue forums for stakeholders to remedy the problems.

- **Sensitization and awareness-raising**: Sensitizing relevant stakeholders about participatory value chain development for decent work. Though participatory value chain development, the tomatoes and olive sector of the Mafraq and Irbid host communities have increased production.

**Lessons Learned and Follow-up**

### Challenges and Risks

Insufficient levels of resources and knowledge concerning job creation at the local level are major challenges to providing effective employment and business development services necessary to create an enabled business environment. Another challenge is managing to strengthen capacity at the local level, as it is a central part of the program.

### Key Ingredients of Success

- Building trust at the local level through participation of local populations and responding to their needs in a realistic and timely manner. This participatory process allows local stakeholders to identify and share key challenges to developing enterprise in target sectors.

- Promoting key messages through advocacy and awareness-raising campaigns that are backed with empirical evidence.

### Innovative Aspects

- Intensive evidence-based advocacy regarding refugees’ right to work.

- Local economic development plans developed by Local Economic Development Committees with ILO technical support, providing a framework for interventions.

- Piloted demonstration projects, such as gender-sensitive participatory value chain reports in agribusiness (tomatoes and olives), and demonstration projects for labor intensive programs, such as maintenance and rehabilitation of roads, and improvement of farmers’ lands. Such pilot programs allowed ILO to try specific approaches that work in the specific context of this crisis.
Recommendations for Scaling-up or Replication

- Policy advocacy. Finding opportunities to share evidence with policy makers that support policy change.
- LED approach. Work with and through local stakeholders to empower and better equip them to respond—particularly when a crisis becomes protracted.
- Employment services. Draw on and learn from proven best practices and successful experiences on the ground.
- Participatory value chain. Make it as participatory as possible, but rely on key stakeholders.
- EIIP. Maintain efficient monitoring systems before, during, and after the infrastructure’s construction.
- Community self-empowerment through cooperatives. Providing quick dividends, actions, and concrete results in terms of jobs and training for the crisis-affected communities.

Technical Arrangements

Collaborations:
- Local Development Committees, including relevant governorate level ministries, employers’ and workers’ representatives and academics;
- Vocational Training Corporation and their local divisions;
- National company for training and employment;
- Career counseling service providers and institutions, private employment agencies, microfinance institutions and select business skills training organizations;
- General Federation of Jordan Trade Unions (as a member of the program’s steering committee);
- UN Women, UN High Commissioner for Refugees (UNHCR), UN International Children’s Emergency Fund (UNICEF);
- 21 cooperatives in Irbid and Mafraq;
- Zaatari Refugee Camp.

Resources:
- Funding amount: US$1.8 million for three years.
- Human resources: One program manager/chief technical advisor responsible for the overall management of the program, coordination, outreach and stakeholder engagement; one national professional staff for the duration of the program; several international and national experts for specific inputs; and two administrative and support staff.
- Sources of funding: RBSA Fund (group of donors)
The Women Leaders Project aims to create a sewing factory for women to manufacture school uniforms. The project provides more than 120 job opportunities for women within the Municipality of New Balama, contributes to providing income for 120 families, and reduces the level of unemployment among women, which totals more than 45% within the municipality. In addition to reducing poverty through direct job opportunities, the project also provides indirect job opportunities.

**LEAD AUTHORITY OR ORGANIZATION**
Municipality of New Balama

**TARGET AREA**
City of New Balama, Jordan

**BENEFICIARIES**
All inhabitants living in the target area (Jordanians and refugees).

**START DATE – END DATE**
2017 – ongoing

**KEYWORDS**
Social tensions, refugees, women empowerment, gender, employment, Jordan

**CONTACT**
Mohanad Khawaldeh
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Context and Challenges

Jordan is currently hosting 638,633 registered Syrian refugees, 80% of whom live within host communities. This number represents around 10% of Jordan’s total population. The latest population census showed that the number of Syrians present in Jordan has reached 1.3 million. The pressure caused by the huge population growth and the increasing costs necessary to meet the growing demand for infrastructure and public services has greatly exhausted the systems and infrastructure in the country—especially at the levels of water and sewage, electricity, solid waste management, health, and education. During the first two years of the crisis, the international community focused almost exclusively on providing humanitarian assistance to refugees, while during the past two years, attention has been drawn toward building capacity in host countries in order to reduce negative impact of the refugee crisis on inhabitants, infrastructure, and economy.

These significant changes in population have had repercussions on poverty, unemployment, and social cohesion. Therefore, the Municipality of New Balama has focused on social cohesion and held several meetings with various local community stakeholders to discuss participatory solutions and transition its focus from a servicing role to a developmental role.

Before designing the project, a study was carried out on the social and economic realities of the Municipality of New Balama. Several consultative sessions and meetings were then held to determine development projects before the local community voted on which issues should be prioritized.

Based on this participatory process, the Women Leaders Project was launched. It is an operational development project in partnership with the Municipality of New Balama, ACTED, the private sector, and the Jordanian Ministry of Labor.

Actions and Outcomes

- Creation of a team in each municipality to manage the Women Leaders Project.
- Team training and technical assistance for the planning, implementation, and management of activities according to the ACTED funding.

Outcomes

- **Improved governance.** Partnership with central government represented by the Ministry of Labor; participation of Syrian refugees in meetings and defining and voting on projects.
- **Increased refugee socio-economic inclusion and/or sustained livelihood.** Reduction of poverty and unemployment, especially among women, thus generating additional income for families. Partnership with the private sector through an investor who runs the project to ensure sustainability.
Lessons Learned and Follow-up

Challenges and Risks
- The most significant challenge is the participation of both host and refugee communities in the project and in the decision-making.
- Providing qualified staff to work on such projects.

Key Ingredients of Success
- Joint cooperation between central government (Ministry of Labor; Cities and Villages Development Bank) and municipalities.
- Creation of a project management team within the municipality.
- Creation of a technical team made up of people from the local community, Syrian refugees, and the municipality to manage and later implement project proposals.

Innovative Aspects
- Involving the local community and refugees in determining production projects, voting on them, carrying out technical study, and determining their possible implementation.
- Moving the municipality role from a typical servicing role to a developmental role.

Recommendations for Scaling-up or Replication

This is a pilot project which could be implemented in different municipalities if appropriate conditions are met.

Technical Arrangements

Collaborations:
- Central government, Municipality of New Balama, ACTED and investors from the private sector.
- The municipality has involved all stakeholders from the community in defining local needs by holding several talk sessions and workshops that included governmental organizations, local community members, refugees, and NGOs.

Resources:
- Funding amount: The Municipality of New Balama is providing a 600 m² hall and 11 stores at no cost for five years (a value of approximately 500,000 JOD). ACTED has provided 100,000 JOD to equip the factory. The private sector (investors) provides 120 job opportunities to the local community and other factory equipment. The central government (Ministry of Labor) provides financial support and social security to new staff. The World Bank and donor countries provide funding for some additional factory equipment.
- Human resources: technical committee composed of the municipality, the local community and Syrian refugees, the ministry of Labor, ACTED, and a private investor.
- Sources of funding: Municipality of New Balama, ACTED, private sector, Ministry of Labor, other donors.
5

Labor Market Integration

Creation of a tourist area on the eastern shore of Lake Qaraoun

The importance of this project is to develop a tourism and leisure destination to serve citizens and enhance their rest and entertainment, as well as opening parks and playgrounds for children. This project also bears significant economic importance, given that investment opportunities will be provided for youth, as well as many job opportunities to employ local youth and Syrian refugees.

LEAD AUTHORITY OR ORGANIZATION
Al Buhaira Union of Municipalities and Municipality of Al Qaraoun

TARGET AREA
City of Al Qaraoun and neighboring villages, Lebanon

BENEFICIARIES
Inhabitants of Al Qaraoun municipality and neighboring villages, including Syrian refugees

START DATE – END DATE

KEYWORDS
Lebanon, refugees, tourism, employment

CONTACT
Eng. Yehia Dhaher, Head of Al Qaraoun Municipality
Context and Challenges

The Al Qaraoun area is significantly affected by the influx of refugees experienced by Lebanon. Lake Qaraoun is the only outlet for tourism in the Bekaa Valley, a wonderful landscape in which the picturesque nature mingles with the blue water and the whiteness of Mount Hermon, making it one of the most beautiful places in the world. However, tourism numbers have been declining since 1997, when the eastern side of the lake stopped receiving any support from the state. Today, the lake can serve as a leisure destination for both local communities and Syrian refugees living in nearby areas.

The Municipality of Al Qaraoun took part in the Lake Qaraoun Shores Tourism Development Program to complete this vital project. The project also aimed to create a tourism area of excellence to serve the Bekaa Valley in particular, and be an outlet for displaced Syrians, whose numbers are around 5,200 in the Municipality of Al Qaraoun alone. The Qaraoun dam area seems to also be slated to become a developed tourism center in the Bekaa Valley in the future.

Actions and Outcomes

- Construction of retaining walls on the main road which goes from the Qaraoun dam and heads north towards the town;
- Paving main sidewalks leading to the lake on the side of the road approximately 1,000 meters long, and planting the other side with ornamental trees and flowers;
- Construction of tourism kiosks and cafes along the sidewalk and in the vicinity of the dam, and lighting the sidewalk with solar powered lights.
- Cleaning up the pine forests that protect tourists and visitors and mitigate the climate and help resist climatic and environmental conditions.
- Establishment of a follow-up and supervision committee, including representatives from partners, the Municipality of Al Qaraoun and the Lebanese Scout Association, which represented the local community in this project.
- Daily project progress reports from the project manager and confirmation of completion within budget for each phase.
- Monthly meetings of the committee to discuss progress and set priorities.

Outcomes

- **Improved governance.** The project, managed efficiently by the municipality, has obtained donations and other development projects.
- **Increased social cohesion between host and refugee populations.** The tourism project leads to the creation of an environment of social cohesion. Direct contact between the local population and Syrian refugees in cafes and parks has led to an increased mutual understanding and thus increased social cohesion between refugee and host communities.
- **Increased refugee socio-economic inclusion and/or sustained livelihood.** Securing income for Syrian refugee families through completing this project.
over a period of two years via cash-for-work programs sponsored by the Italian Development Cooperation. Employing young Syrian refugees in cafés increased their socioeconomic integration in the local community and boosted their income. The project also secured sustainable livelihoods for local youth (from 8 families) by helping them build financial security at local cafes rather than leaving in search of financial opportunities in other areas. The municipality set up the cafés at its own expense, making this investment easier for local families. As a result of the project, emigration from the area has decreased.

- Increased environmental sustainability through the responsible clean-up and rehabilitation of the pine tree forest area.

Lessons Learned and Follow-up

Challenges and Risks

- Securing the necessary funding to complete the initial project stages in the hope that requested financial support from donors would be secured to complete the project.
- Securing the necessary approvals and permits from competent government agencies.

Key Ingredients of Success

- The partnership between the Al Buhaira Union of Municipalities and the Italian Development Cooperation.
- Participation of civil society through the Scouts and sports clubs.
- Ongoing support from the Al Qaraoun municipality, which performed all necessary maintenance and clean-up operations, and facilitated accessibility and comfort for tourists.

Innovative Aspects

Finding a natural outlet where people of the region are used to traveling long distances for recreation, and transforming this area into a natural park.

Recommendations for Scaling-up or Replication

For scaling-up the project, the following would need to be implemented:

- Free parks for picnics equipped with chairs and tables, running water, stoves, and playground facilities such as swings.
- Camping areas for tents or trailers, equipped with running water, dining tables, a stove for each tent with power supply, odor control systems, public toilets, and a parking area for cars.
- Building of a paved ramp which slopes into the lake, to allow the launching and beaching of boats without causing damage.
- Creation of an artificial pond and provision of small boats for children.
- Increase of the number of cafés.
Technical Arrangements

Collaborations:
- Al Buhaira Union of Municipalities
- Municipality of Al Qaraoun
- Italian Development Cooperation
- United Nations Development Program (UNDP)
- Civil society and the Lebanese Scout Association

Resources:
- Funding amount: US$213,000
- Human resources: Daily workers, both refugees and locals. The Municipality of Al Qaraoun provided all equipment and machinery.
- Sources of funding: Al Buhaira Union of Municipalities, Municipality of Al Qaraoun, Italian Development Cooperation, United Nations Development Program (UNDP).
Section 4
Solid Waste Management
Solid Waste Management
Southern West Bank Solid Waste Management Project

The project aimed at improving environmental quality and minimizing the health, social, and economic risks caused by pollution in the context of the political uncertainty of the Palestinian Territories. The project improved solid waste management in the southern West Bank by properly closing the Yatta dumping site and 18 others, constructing a new sanitary landfill at Al-Minya, and improving working conditions for waste pickers. Moreover, former waste pickers at Yatta were compensated with small enterprises for alternative income. Finally, the project established communication mechanisms for citizens’ engagement with the service providers using ICT and social media.

LEAD AUTHORITY OR ORGANIZATION
Joint Service Council for Solid Waste Management—Hebron and Bethlehem Governorates (JSC-H&B)

TARGET AREA
Yatta and Al-Minya, Hebron and Bethlehem Governorates, Palestinian Territories

BENEFICIARIES
800,000 Palestinians living in over 50 municipalities in Hebron and Bethlehem Governorates; waste pickers and herders in the Yatta dumpsite

START DATE – END DATE
November 2009 – June 2016

KEYWORDS
Solid Waste Management, Refugees, Palestinian Territories, Environment

CONTACT
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Yasser Dweik, Executive Director, JSC-H&B
www.hjsc-swrm.com
Context and Challenges

The deterioration of environmental quality in the southern West Bank is alarming, partly due to pollution caused by random dumpsites. Such uncontrolled, unmonitored landfills create a serious public health and environmental hazard. In particular, the Yatta dumpsite was used for more than 20 years, presenting an array of environmental, social, and medical problems, namely: the dumpsite was not contained, and therefore accessed by a large number of waste pickers, including children and students. Furthermore, it lacked any means of protection for the waste pickers, who were unaware of the health risks.

The key objectives of the project were to:
- Improve solid waste management in the Hebron and Bethlehem governorates;
- Reduce the risks of environmental pollution, especially the contamination of water resources;
- Achieve the envisaged social benefits and public health improvements;
- Improve air quality by minimizing the emissions from the random dumpsites and landfills (notably from burning waste).

Actions and Outcomes

- Before the start of the project, an Environmental and Social Impact Assessment (ESIA) was carried out by a joint venture between local and international reputable consultants. The ESIA assessed the involvement of waste pickers in the dismantling of the Yatta dumping site and established adequate compensation for them, while redirecting them toward alternative work opportunities.
- Establishment of a new waste sorting and recycling center and organization of a waste sorting encouragement initiative, including a waste recycling exhibition;
- Alternative work opportunities were identified for former waste pickers and Yatta’s herders after the dismantling of the Yatta dumpsite (such as small enterprises and projects for farmers);
- Working conditions have been improved through suitable workwear and safety equipment, physical check-ups and vaccinations.

Outcomes

- **Improved governance.** Public health measures have been improved through the establishment of health education days, physical check-ups, vaccinations, and the provision of first aid facilities.
- **Sustained local livelihoods.** The project has helped former waste pickers from the Yatta dumpsite find alternative work, allowing them to continue supporting their families.
- **Improved environmental responsibility.** Project activities sensitized target populations about environmental issues, such as recycling and health measures for waste pickers. It has also reduced the risks of environmental pollution.
Lessons Learned and Follow-up

Challenges and Risks
The political uncertainty in the Palestinian Territories always poses high risks for sustainability. The dependency on donor funding, which is gradually decreasing, and the limited private sector growth create high risks for unemployment and poverty. As a result, the ability of people to pay for services is unstable, and so it the ability of municipalities to maintain infrastructure. The delivery of acceptable solid waste collection and disposal services are also at risk.

Key Ingredients of Success

- Strong leadership and close and effective support from the World Bank and the donor community in a “fragile state”;
- Converting social and environmental safeguard requirements from binding constraints to a positive opportunity for social inclusion and economic development;
- Promoting more efficient use of the new sanitary landfill through recycling, composting, and leveraging economic/commercial opportunities through effective use of pilots;
- Building and maintaining an effective and highly supportive donor coalition, that can help ensure sustainability;
- Building and strengthening local institutions that will help ensure the sustainability of the project;
- Attracting the international private sector to participate in the management of the new waste management infrastructure and assets;
- Promoting public awareness through programs of information, participation, and complaints redress using popular information technology and social media such as Facebook, as well as visits to schools, and local workshops and seminars;
- Attracting qualified young graduates, including young women, to join in the development and management of the solid waste management sector.

Innovative Aspects
This project featured many innovations that were led by the JSC-H&B. This includes the best practice of handling the aspects related to vulnerable people’s livelihoods, the engagement with the private sector under such challenging environment, investing in waste recovery in terms of waste separation, composting and recycling of plastic and paper and cardboard, etc. Lessons from this project have already been incorporated in the design of the World Bank’s financed Gaza Solid Waste Management Project, which is currently under implementation. Lessons are also being shared globally with other World Bank teams working on solid waste management.
Recommendations for Scaling-up or Replication

In order to scale-up the program, it would be possible to venture into a new level of involvement that would include benefiting from the landfill gas to generate electricity. We could also benefit from the largest landfill site that was rehabilitated and closed by installing solar panels that could generate electricity to local communities, as well as the possibility of supplying a small-scale industrial estate that could generate much-needed jobs to the poorest communities in the southern West Bank.

Technical Arrangements

Collaborations:
- Landowners of the landfill site, the lands in proximity, and the random dumpsites in Bethlehem and Hebron;
- The Dutch company DHV Consultants BV, and Palestinian Hydrology Group (for the Design and ESIA);
- The World Bank;
- Involvement of waste pickers working at the Yatta dumpsite who comprised a local committee.

Resources:
- Funding amount: US$37.5 million
- Human resources: World Bank and donor staff, JSC-H&B staff, municipal staff, consultants, contractors, private sector operator, and NGO staff.
- Sources of funding: The World Bank, Bank administered Global Partnership on Output-Based Aide (GPOBA), IFC, European Union, USAID, Italy, IDB, UNDP, and other international funders.
Solid Waste Management

Sorting and Recycling with Organizations and Municipalities

The project in Lebanon aims to support 12 municipalities in their recycling efforts, putting in place efficient and sustainable waste management systems. It thereby aims to answer the key concern expressed by both host and refugee communities in Lebanon. Moreover, the project reduced poverty through the creation of employment opportunities for Syrian refugees and Lebanese communities in the field of waste management and recycling, while mitigating the waste crisis in Lebanon, which constitutes an environmental and public health hazard.

LEAD AUTHORITY OR ORGANIZATION
Arcenciel (NGO)

TARGET AREA
12 municipalities in Lebanon

BENEFICIARIES
Host and refugee populations of the municipalities involved. 450,000 Lebanese, Syrian, and other residents (as of October 2016).

START DATE – END DATE
July 2014 – December 2017

KEYWORDS
Solid Waste Management, Recycling, Refugee, Lebanon, Environment, Health

CONTACT
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arcenciel.org/projects/sorting-and-recycling-in-municipalities
Context and Challenges

The massive flow of Syrian refugees into Lebanon has challenged host municipalities and populations, overwhelming local public services and exacerbating social tensions by reinforcing a common perception that international aid is solely destined to refugees. In this context, this project aims to improve the living conditions of both refugees and host community members by enhancing solid waste management and recycling in several Lebanese municipalities.

The project has two goals:
1. Enhancing waste management capacity and local resilience through the establishment of recycling collection spots, the acquisition of waste collection means, the equipment of waste recycling centers, the collection of recyclable waste (paper, cardboard, plastic, and metal) destined to be sold to recycling centers.
2. Implementing activities for sensitizing, consulting, and training private and public actors, as well as local populations.

Actions and Outcomes

- Awareness-raising campaigns to reduce waste and encourage sorting into different categories: plastic, metal, paper/cardboard, organic waste, and others.
- Sorting bins were installed and collection points established in target locations within each municipality, organization, and refugee camp. Waste is collected and sent to one of Arcenciel’s secondary sorting centers, where it is sorted again and compacted. Paper, metal, and plastic waste is sent to recycling plants, while organic waste is transformed into compost.
- “Municipal Waste Management Guide” was published to raise awareness about sorting and recycling household waste in municipalities.

Outcomes

- **Improved urban services.** The improvement of recycling services led to a reduction in waste volume and a more efficient and sustainable waste disposal system, as well as a better perception of municipal services among the population.
- **Improved public health.** The project is reducing health risks among host and refugee populations that result from excessive exposure to hazardous waste.
- **Improved environmental sustainability.** Enhanced recycling waste management and reducing soil, air, and water pollution.
Lessons Learned and Follow-up

Challenges and Risks
The Lebanese waste crisis represents a sensitive issue, especially in light of the influx of Syrian refugees which has led to a rise in population and waste production. A major risk was marginalizing either the refugees or the people from the host communities, but this was mitigated by actively including both in this project. In this sense, collaborating more with the local institutions could give citizens a stronger sense of project ownership.

Key Ingredients of Success
Reinforcing the capacity of the local NGOs through the training of trainers (TOTs) allowed the NGOs to transmit their know-how to local communities and refugees. Furthermore, stressing the fact that Syrian refugees are actively participating in the reduction of municipal waste volumes has helped NGOs to reduce tensions in these communities. The project also highlights the necessity and importance of waste management decentralization, the restructuring of municipalities’ waste systems, and the free choice of municipalities in deciding on the services they provide (such as awareness, waste collection, and treatment).

Innovative Aspects
- Collaborating with civil society in the framework of training and awareness-raising sessions.
- Integrating external actors in the project, namely through:
  - Awareness sessions and field visits to Arcenciel’s Waste Management Centers
  - The involvement of the private sector in the sorting-at-source phase and in keeping track of collected waste quantities.

Recommendations for Scaling-up or Replication
For constructing and establishing secondary sorting centers in different regions across Lebanon, pilot actions could be reproduced throughout the different municipalities. Public awareness-raising activities are important for scaling-up waste management projects.

Technical Arrangements
Collaborations:
Agence Française de Développement (AFD)

Resources:
- Funding amount: €999,912
- Sources of funding: subsidies from AFD (Agence Française de Développement)
Solid Waste Management

Strengthening social cohesion through waste sorting and collection

The project targeted many areas and neighborhoods of the municipality for raising awareness among the local community and Syrian refugees (including a high number of youth) about how to sort solid waste. The project also involved some work in waste collection and set up activities for enhancing social cohesion between the two populations. The project targeted 50% of the city inhabitants, in cooperation with the Municipality of Mafraq and local associations, and with support from GIZ.

LEAD AUTHORITY OR ORGANIZATION
Municipality of Greater Mafraq

TARGET AREA
Mafraq District, Jordan

BENEFICIARIES
Local community and refugees

START DATE – END DATE
2014 – 2016

KEYWORDS
Waste recycling, waste sorting, refugees, Jordan

CONTACT
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Context and Challenges

Since the beginning of the Syrian crisis and the influx of refugees into the area, municipalities are facing a number of challenges, including the pressure on their infrastructure in all sectors. International organizations initiated financial support for host municipalities to respond to the emergency issue of refugees, and to help municipalities in providing services to people. Working with international organizations led to capacity building and development of municipalities, gaining significant experience in dealing with the refugee crisis to work autonomously and adapt to such emergency crises.

Actions and Outcomes

- Engagement of both refugee and Jordanian youth in waste collection and sorting.
- Engagement of Syrian and Jordanian female and male professionals and craftspeople in mutual experience exchanges in cooperation with civil society organizations and international organizations.
- Cultural and sport activities for locals and refugees in the municipality.
- The municipality and civil society organizations supported practical workshops to raise awareness on the importance of health and education for Syrians and Jordanians, and to strengthen social cohesion.
- Throughout this project, refugees were included in the decision-making processes.

Outcomes

- **Improved governance.** Participation of refugees and citizens in the meetings during which municipality projects are picked.
- **Increased social cohesion between host and refugee populations.** Thanks largely to the integration of Syrian youth in the waste collection project within the municipality.
- **Increased refugee socio-economic inclusion and/or sustained livelihood.** Reducing unemployment and poverty among both refugees and Jordanian citizens.

Lessons Learned and Follow-up

Challenges and Risks

- Occurrence of tensions between citizens and refugees concerning job opportunities.
- Increasing numbers of refugees anticipated in the future.

Key Ingredients of Success

- Welcome refugees and integrate them within the host community and foster social cohesion.
- Encourage refugees to participate in municipality projects in which their opinions will be taken into account.
- Invite refugees and citizens to periodic meetings in the municipality.
Innovative Aspects
Raising awareness and educating to foster integration within the local community.

Recommendations for Scaling-up or Replication

- Capacity building of municipality staff would make the social cohesion process easier, especially in the area of communication between Syrian refugees and the local community.
- Identifying and sharing common experiences in developing countries will enhance staff training in host municipalities. It is an opportunity to learn from the experiences of other countries with implementation in their municipalities in which host communities and refugees participate together in the decision-making process.
- Enhance job opportunities for refugees and host communities through the increase of education levels along with job creation.
- Strengthen integration of refugees within host communities, and improve social cohesion. Facilitate Syrian refugees’ participation in projects aimed at easing conflicts between the two communities. Mutual integration can also be supported through the creation of wedding halls, which represent an opportunity for Syrians to celebrate and share their celebrations with the host community.
- Work on the integration of youth in projects implemented by the municipality, such as waste sorting or social projects.
- Include student refugees who are not attending school courses in the psychological support centers until they are able to resume their formal education.

Technical Arrangements

Collaborations:
- Municipality of Greater Mafraq
- German Technical Cooperation Agency (GIZ)
- Civil society organizations and associations that raise awareness and educate on waste collection and sorting.

Resources:
- Funding amount: 80,000 JOD in 2016
- Human resources: 160 staff hired among Syrians and Jordanians. Refugees were included, as several were hired and given municipal salaries paid with the grant provided by GIZ.
- Sources of funding: German Technical Cooperation Agency (GIZ)
Housing and Urban Planning

Byblos Resilience Strategy: connecting with our past, creating our future

In the context of a growing population and influx of refugees, the Byblos Resilience Strategy is based on five strategic pillars aimed at creating a connected, resource-efficient, peaceful, cultural, and thriving city through its participation in the 100 Resilient Cities program and the appointment of a resilience officer.

LEAD AUTHORITY OR ORGANIZATION
Byblos Resilience Office

TARGET AREA
Byblos, Lebanon

BENEFICIARIES
Population of Byblos (27,250), of which 1,660 are registered refugees (as of April 2015)

START DATE – END DATE
December 2013 – ongoing

KEYWORDS
Urban Planning, Refugees, Lebanon, Environment

CONTACT
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www.100resilientcities.org/cities/entry/byblos-resilience-challenge
Context and Challenges

The strategy is built on five pillars:
- A connected city that pioneers innovative and inclusive urban solutions.
- A resource-efficient city that lives within environmental limits.
- A peaceful city that embraces and promotes social cohesion and cultural diversity.
- A cultural city that protects and honors cultural assets, traditions, and local identity.
- A thriving city that diversifies and flourishes from our valued cultural and human resources.

The city of Byblos is experiencing rapid population growth, internal migration, and an influx of refugees from Syria. In this context, the maintenance of social cohesion is a growing challenge. Through the fulfillment of the five pillars, the strategy aims at:
- demonstrating environmental responsibility, including food waste reduction in favor of NGOs that care for refugees and other vulnerable groups;
- encouraging civic engagement and participation in decision-making through the creation of neighborhood committees, a youth task force, and participatory budget planning;
- managing safety risk, threats, and civil unrest;
- establishing a community center to serve the interests of the most vulnerable groups, including refugees;
- promoting conflict-resolution workshops and programs.

The overall aim is to build on social networks, strengthen them, and expand them to include all the communities living in every district. Establishing these social networks will become the catalyst for economic, cultural, and political collaboration. Additional aims of the strategy include protecting the city's historic and coastal heritage, and protecting local identity and traditional businesses by empowering local communities to revive traditional crafts and develop markets for artisanal products.

Actions and Outcomes

- Participation in the UNISDR “Making Cities Resilient” campaign, along with four other Lebanese cities, focused on preparing for and responding to emergencies.
- Participation in the MED-3R solid waste management project to identify suitable urban waste strategies.
- Creation of a multifunctional public park for the dual benefits of recreation and environmental management. This project won a prize in Barcelona for its landscape design.
- Development of a cultural center for Byblos in cooperating with the Ministry of Culture.
Challenges and Risks
Environmental threats, high influx of refugees, youth brain-drain, high unemployment and population growth, fragmented urbanization, loss of cultural traditions.

Key Ingredients of Success
- Listen to the citizens and understand their needs.
- Have a global vision.
- Develop partnerships between the public and private sectors.

Innovative Aspects
- Byblos hosts the first Resilience Office in the Middle East.
- Creation of conflict resolution courses and seminars.
  - Improved environmental responsibility. Establishing sustainable waste management practices and collection schemes while fostering environmental awareness and civic responsibility.
Recommendations for Scaling-up or Replication

Other cities in Lebanon are following Byblos’ example, such as Beirut, Jounieh, and Dbayeh. For the replication of this project, sustainability is an important aspect. Especially in light of environmental outcomes, the creation or improvement of public parks represents sustainable short-term projects for coastal cities in Lebanon, where land is scarce and construction is booming without a good master plan that would consider environmental impact. In the long-term, there could be a revision of the master plan on land use so as to leave more space for trees and include pedestrian areas. A smart city is a walkable green city.

Technical Arrangements

Collaborations:
The allocation of both economic and human resources was made in conjunction with the 100 Resilient Cities Program (pioneered by the Rockefeller Foundation) and other local partners, including Byblos Bank, Lebanese American University, Organisation de Développement Durable (ODDD), Directorate General of Urban Planning (DGUP), the Lebanese Council for Development and Reconstruction (CDR), and other NGOs and private sponsors.

Resources:
- Funding amount: 10% of the annual municipality budget (which is US$8.3 million) plus a promise of up to US$5 million in goods and services from service providers over the next five years, financed by the 100 Resilient Cities Program.
- Human resources: 100 employees in the municipal council.
- Sources of funding: Byblos Municipality and the 100 Resilient Cities Program.
Housing and Urban Planning
City Profiles

City Profiles are periodically updated compendia of multi-sectoral urban analysis, reporting spatially on urban stresses in terms of services and resources. The profiles are particularly concerned with the implications for vulnerable urban host and refugee populations from the post-2011 Syrian refugee influx. The multi-sectoral, multi-cohort, spatial scope of these compendia means that the profiles can be used to coordinate programming and targeting of interventions amongst humanitarian entities and with local authorities.

LEAD AUTHORITY OR ORGANIZATION
United Nations Human Settlements Program (UN-Habitat) Lebanon

TARGET AREA
Lebanon

BENEFICIARIES
Vulnerable populations in urban settings

START DATE – END DATE
2015 – Ongoing

KEYWORDS
Refugees, Urban development, Syria, Lebanon

CONTACT
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Context and Challenges

Humanitarian interventions and municipal service delivery in Lebanon are undermined by the lack of a robust statistical base covering fundamentals, such as population count, composition and distribution; economy, employment, and labor markets; and housing. The long-standing need to improve the understanding of cities in Lebanon has been rendered critical by the magnitude and spatiality of the Syrian refugee influx from 2011, which has exacerbated the strain on already stressed urban infrastructure, housing, and services.

- As of early 2017, there are more than one million Syrian refugees registered in Lebanon, in addition to 32,000 Palestinian refugees from Syria. Partly due to the government’s registration ban of new arrivals, the real figure is likely to be higher. Lebanon now has the highest number of refugees per capita globally, with an approximate ratio of one registered Syrian refugee to every three Lebanese.

- With the government’s no-camps policy, 71% of displaced Syrians live in residential buildings, putting pressure on services and infrastructure in poor urban settings. The same neighborhoods tend to have the highest density of vulnerable Lebanese residents.

- Rapid densification within the structures of already densely-built urban areas adds to the burden on underdeveloped infrastructure networks and poorly maintained buildings.

- The majority of the cadasters that make up the four largest cities in Lebanon are ranked amongst the most vulnerable.

Since the outset of the crisis, the humanitarian response has been focused on tented settlements, thus accurate data on the impact of the refugee crisis on Lebanese cities is still marginal. This information gap has significantly challenged various humanitarian agencies in designing programs responding to the needs of refugees in urban areas, representing a distinct category when compared to refugees in rural settings. The information gap also undermines the quality of municipal programming and service delivery, as well as public sector potential for undertaking mainstream urban planning.

City Profiles are developed by UN-Habitat to identify and contribute to filling the gaps in urban data. Developed in collaboration with local authorities, humanitarian partners, and other stakeholders, the profiles draw together currently available data supplemented with primary data collection. Presented within originally defined urban area boundaries, the profiles spatialize and analyze data on population, economy, housing, basic urban services, and social services—identifying gaps and challenges, including stress hotspots, which are relevant to both the humanitarian and public sectors. In a data-deficient environment, city profiles offer an improvement in the evidence base for humanitarian and public sector targeting of interventions in urban settings. By the same token, the major challenge in profile production is access to and quality of secondary data.
Best Practices in Hosting Refugees

Actions and Outcomes

- Within the framework of an area-based approach to analyzing urban vulnerabilities, a city profile structure was established. The themes of space, governance, population, and services were set as the cornerstones. The service section was subdivided to reflect the full range of humanitarian response sectors.
- Consultation within UN agencies and other NGOs was undertaken to scope out the type of data that would resonate with their needs.
- A dedicated team developed each profile.
- A city boundary, shared with and agreed upon by local authorities, was delimited using satellite imagery, followed by field verification, based on the continuously built-up urban area.
- Data gathering was undertaken involving a desk-based review and supplementary primary data collection and generation, including modified population calculations, city-level building quality surveys, remote land use mapping and phone surveys of schools and health institutions.
- Individual agency and stakeholder meetings were conducted to gather information and gain feedback on preliminary findings.
- Upon production of a draft profile, local authorities brokered cross-sectoral humanitarian and local authority roundtable meetings that were initiated and facilitated by UN-Habitat.
- An NGO-mapping exercise was undertaken for each city to establish the range of local and international bodies active in this category. Selected NGOs were targeted for individual meetings during the profiling process, both for data-gathering and fact validation purposes.
- A long list of NGO staff was invited to the roundtable meetings on the draft and final versions of the City Profiles.
- A national steering committee was established involving academics, practitioners, donors, NGOs, and UN sister agencies to guide the strategic development of the purpose and content of UN-Habitat City Profiles.

Lessons Learned and Follow-up

Challenges and Risks

- Data-poor environment. It is both a key impetus for city profiling and a main threat to the quality of the initiative. At the city level, there is a shortcoming of secondary data, and supplementing this shortcoming is resource-sensitive.
- Lack of correspondence with existing institutional boundaries. In these cases, it is challenging to establish consultative/debate fora that do not duplicate established governance structures inefficiently and that are self-sustaining despite their lack of official recognition.
- Achieving high quality, meaningful stakeholder engagement. Participation is critical to ensuring the relevance and sustainability of City Profiles.
**Recommendations for Scaling-up or Replication**

City Profiles are completed or in process for the six main cities in Lebanon, with ambitions to progress to second-tier cities thereafter. City Profiles are being developed by other UN-Habitat country programs across the Middle East, although profile format, scope, key areas of concern, and data baselines vary dramatically. In late 2016, discussions were initiated among the country programs to promote city profiling, identify areas of commonality, and share best practices.

Scaling-up of city profiling would benefit from the following:
- additional resourcing for data gathering, analysis and fieldwork;
- continued recognition of positive impacts amongst local authorities, donors, NGOs, UN agencies;
- local authorities taking ownership to support the initiative into the future; and
- applying advice on strategic development from the National City Profiling Steering Committee.

**Technical Arrangements**

**Collaborations:**
- Local authorities, including municipalities and unions of municipalities, and their “Regional Technical Offices” supported by UN-Habitat.
- Utilities agencies (regional water, power, and others) were approached for service data collection, with analysis returned to them for validation.
- NGOs.

**Resources:**
- Funding amount: US$75,000 per city
- Human resources: One senior urban analyst, three urban planners, and one Geographical Information Systems officer
- Sources of funding: Swiss government, Cities Alliance
Housing and Urban Planning
Jordan Affordable Housing Program – Phase 1

This innovative program aims for a paradigm shift in the delivery of affordable housing through market mechanisms without subsidies while being responsive to the needs of both Jordanian low-income groups and Syrian refugees, demonstrating how humanitarian and development issues can be linked within a specific sector.

START DATE – END DATE
November 2014 – September 2016

KEYWORDS
Housing, Refugees, Jordan, UN Habitat

CONTACT
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Context and Challenges

The current refugee crisis is severely straining the absorption capacity of the Jordanian housing market, as a housing shortage had already been exacerbated by the economic crisis prior to the Syrian refugee influx. This mismatch between supply and demand of housing units contributed largely to rising rental prices. Vulnerable Jordanian families and Syrian refugees are depleting their savings, and evictions are increasing as landlords search for tenants who will pay higher rents.

The lack of affordable and adequate shelter has been consistently identified as a key challenge for both Syrian refugees and host communities. In the first phase of the Jordan Affordable Housing Program (JAH), partnerships will be sought with humanitarian shelter actors to complement their grant-funded emergency shelter support with access to loan products. Moreover, the second phase of this program will provide valuable data and evidence that will shape the Jordanian Housing and Urban Development Corporation (HUDC)’s plan to develop a new housing policy.

The project aims to:
- deliver through the private sector a scaled national program of small-sized housing units (65 m²) designed to be expanded or combined to create larger units in the future, that can be purchased by lower-middle-income Jordanian families;
- create a sustainable housing solution that benefits both refugees and host communities;
- overcome the problem of inflated rental rates by significantly increasing the supply of housing to the lower-income and middle-income brackets by the private sector, with the goal of eventually increasing availability and decreasing the cost of housing for refugees and host communities.

Actions and Outcomes

- Conducted survey targeted at both Jordanians and Syrians, which led to a full analysis of the financial, private, and governmental sectors. The results have been analyzed, shared widely, and were instrumental in the “perception change” campaign.
- Design of the rental scheme for refugees. Due to lack of funding, all activities related to the business plan and institutional structure have been postponed until Phase 2.
- First pilot program in Ramtha, directed by the Jordanian Ministry of Public Work and Housing (MOPWH). The interest of citizens in the program is growing, as more than 950 people have indicated that they would like to participate.
Outcomes

- **Improved urban services.** In the short-term, the program will help meet the housing needs of refugees and vulnerable Jordanian families through the provision of affordable housing. In the long-term, the increased housing supply will stabilize rent prices and build resilience in the housing market in the event of a future influx of refugees.

- **Improved governance.** Working together with diverse local stakeholders responsible for the delivery of affordable housing units helped to strengthen local ownership and leadership by providing linkages between them. Moreover, JAH seeks to ensure that the Jordanian Government implements housing programs in line with the Global Housing Strategy, whose focus is to guarantee affordable adequate housing that can be accessed within urban centers. Finally, the program will reinforce humanitarian activities, ensuring that short-term measures in the housing sector are complemented by medium-term interventions (affordable housing programs), which will inform longer-term resilience (legal, institutional, and policy reform in the housing sector).

- **Increased refugee socio-economic inclusion and/or sustained livelihood.** The program provides long-term assets for the host community by creating jobs and strengthening socio-economic inclusion of refugees. It will catalyze increased economic activity and provide employment opportunities for both refugees and Jordanians in the construction sector.

- **Increased financial systems capacity.** As a result of the JAH program, banks can engage a niche of new customers, and developers now have a new market of lower-income customers. In the longer-term, the program will open up new markets for commercial banks (which can engage a new niche of lower-income customers) and help address the acute shortage of affordable housing that has challenged Jordan’s housing sector to date.

Lessons Learned and Follow-up

Challenges and Risks

The main challenges are with regard to common perceptions and misconceptions about housing in Jordan, including: Jordanians preferring to live in big houses (more than 120 m²); low-income households not being bankable; Jordanians tending to borrow on Islamic principles; low-income households being unable to afford housing loans without (interest rate) subsidies; land being too expensive; and Jordanians being unwilling to rent out their property to foreigners or non-family members.

For facing these challenges, UN-Habitat has undertaken multiple town hall meetings to further clarify issues related to the program and has initiated frequent discussions and meetings with stakeholders (developers, bankers, and beneficiaries). Finally, clear advocacy efforts are needed from early stages on,
highlighting the program’s principles so as to dispel any misconceptions and to help strengthen trust and partnerships. Activities targeting specific biases and misconceptions need to complement the practical work of the pilot programs as well as the institutional design process.

**Key Ingredients of Success**

- JAH brings all key stakeholders together, allowing them to move collectively into a new market, offering affordable housing with the support of a dedicated team of experts to help unblock obstacles, address market delays, assure quality, transparency, and fairness and assist with the arrangement of borrower financing to purchase the units.
- Reducing the size of the shelter from desirable (130 m²) to affordable (65 m²) in order to have an affordable market-based offer.
- Developing in-city boundaries on private land in desirable locations. The lower cost of land in cities is linked to the higher cost of amenities (roads and networks) in remote areas.
- Demand-driven housing development, combined with three parties’ involvement (landlords, banks, developers), which allows for the sustainability of the program.
- Informed process. Inception campaigns to assess the most desirable living areas and demand, including information on beneficiaries’ income.

**Innovative Aspects**

- Demand-driven program, implemented by the private sector (existing land, housing developers, commercial banks and Islamic banks), with the facilitation of the Jordanian Government.
- No subsidies program, so as to ensure sustainability.

**Recommendations for Scaling-up or Replication**

- Cash assistance to refugees could be directly transferred to affordable housing landlords, which would provide resources and incentives to build houses with the aim to rent out to refugees.
- Local authorities can be involved more in affordable housing programs by accelerating the process for construction permits and decreasing registration fees (regulation facilitators). Local authorities can also facilitate the participatory process to identify interested future landlords and tenants, and facilitate the agreements between banks, developers, and beneficiaries (honest broker), and introduce the concept of affordable housing in their planning to encourage such a program (strategic planning).
Technical Arrangements

Collaborations:

This demand-driven program was implemented by the private sector (land and housing developers, and commercial and Islamic banks), with the facilitation of the Jordanian government at the local and national levels. It combines the credit capacity of Jordanian families interested in making an incremental investment in property with financing from local commercial and Islamic banks and with the available resources and construction capacity of Jordanian developers.

Key program partners are: Jordan’s Housing and Urban Development Corporation (HUDC), the Ministry of Municipal Affairs (MOMA), Commercial and Islamic Banks, Jordan Housing Developers Association, Jordanian Construction Contractors Association, Jordan Engineers Association, United Nations High Commissioner for Refugees (UNHCR), Norwegian Refugee Council (NRC), and other humanitarian actors, local contractors, and developers.

Resources:

- Funding amount: Local banks are prepared to provide the financing needed for this target group, and can offer 10-year financing (or longer), for 80% (and potentially up to 100%) of the purchase price at market rates. The repayment amount for a 13,000 JD financing plan (whether from a commercial or Islamic bank) will be about 150 JD per month.

- Sources of funding: Local commercial and Islamic banks. Governments of Switzerland and Denmark, with funding from UNHCR for a refugee rental scheme analysis.