



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



Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

UN HABITAT
FOR A BETTER URBAN FUTURE



WORLD BANK GROUP

Mediterranean Host Municipalities Learning Network

South-South Knowledge Exchange

2nd Capacity Building Workshop

Strategic Planning for Local Economic Development In Forced Displacement Contexts

June 30 – July 4, 2019

Grand Amman Hotel, Amman, Jordan

This event is supported by



Context

Local governments are in a strategic position to address the needs of host communities and the displaced. Forcibly displaced populations are not evenly spread through the host countries but rather tend to concentrate in some regions, and especially within cities. Despite their strategic position, local governments struggle with limited planning and response capacities: they are lacking skilled staff, financing and incentives to create a better economic environment for both the host and displaced community. Local Economic Development (LED) strategies that focus on attracting private investments and how to benefit from the displaced communities can support welfare generation and lead to job creation for all.

The Center for Mediterranean Integration (CMI)'s Refugees and Host Communities Program manages since 2016 the Mediterranean Host Municipalities Learning Network (HMLN) to support communities hosting displaced populations. Through the HMLN, representatives of local governments in the Eastern Mediterranean (Iraq, Jordan, Lebanon, Palestine, Turkey) affected by a strong influx of refugees benefitted from several face-to-face workshops and online webinars, surveys, analytical products, as well as online discussions on the themes of priority service delivery, social cohesion, local economic development and private sector mobilization. Supported by a World Bank South-South Facility grant (SSF), CMI is extending the learning approach to other countries with similar issues – Eastern African and Afghanistan - through experience-based solutions to forced displacement and a peer-learning methodology.

A 1st HMLN Capacity Building Workshop on Strategic Planning for Local Economic Development took place in Amman, Jordan, on March 19-22nd, 2018. The event provided participants with increased skills in drafting and implementing LED Strategies through a training program developed by CMI in collaboration with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), UN-Habitat, and the World Bank. The workshop walked trainees through the practical steps for developing LED strategies and actions, and led to the formation of cross-country municipal twinning groups and enhancement of municipal capacity in the field of LED and planning. Drawing from the requests of HMLN members and representatives from new Regions, the CMI and its partners organize a **2nd Capacity Building Workshop on Strategic Planning for Local Economic Development**, to take place June 30 – July 4, 2019 in Amman, Jordan.

Objectives

This Capacity Building Workshop aims at:

- Improving capacities in LED planning for communities hosting forcibly displaced in the Eastern Mediterranean Region, Afghanistan and the Horn of Africa;
- Supporting regional and cross-regional peer-learning among host local governments;
- Strengthening the regional network (HMLN) and facilitate the creation of a new South-South cross-regional Knowledge Exchange (SSKE).



Design and Course Structure

The Capacity Building Workshop will focus on LED strategic planning in forced displacement contexts, with a special focus on private sector mobilization and facilitation of entrepreneurship and home-based businesses to create economic opportunities for host and displaced communities. Through a 4-Modules course structure, participants will be trained on how to develop LED Strategic Plans by applying existing expertise and analytical tools to their own context and by hearing from peers' experiences in developing LED strategies in the context of an influx of refugees, IDPs, or returnees. The content and design of the workshop Modules have been developed in March 2018 by the CMI, based on an existing UN Habitat methodology, and customized in close collaboration with HMLN members and key development partners. The course structure has a focus on practical hand-on activities both during the workshop and after its completion using online collaborative tools, e.g. Collaboration for Development Online Platform (C4D) and ad hoc webinars. Each Module will start with a methodological and technical presentation, followed by the description of real cases to illustrate the methodological approach. Small working groups will enable participants to apply the methodology to one of their towns with the support of technical experts. Participants will also benefit from a field visit providing first-hand experience of successful practices. At the end of the Capacity Building Workshop, participants will receive a certificate to document their successful completion of the course.

Simultaneous translation in English and Arabic will be provided during all plenary sessions of the workshop

Target Audience

Participants are local and central government representatives from the Middle East and Turkey, Afghanistan and East Africa. They were selected through a competitive Call for Participation and parallel identification by CMI and its partners. The CMI and its partners cover travel, accommodation and workshop costs for participants.



Workshop Agenda

Sunday, June 30th 2019

18.00 – 21.30 WELCOME SESSION AND DINNER

18.00 Registration of Participants and distribution of Workshop package

18.30 – 19.30 **Welcome remarks**

Plenary room

H.E. Dr. Yousef Al-Shawarbeh, Mayor, Greater Amman Municipality, Jordan

Lina Abdallah, Senior Urban Specialist, World Bank

Clara Straimer, Adviser Forced Displacement, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Stephanie Loose, Human Settlements Officer, UN-Habitat

Janette Uhlmann, Senior Program Officer, Center for Mediterranean Integration (CMI)

19.30 – 19.45 **Keynote Speech**

Impact of Forced Displacement on Host communities

Paolo Verme, Lead Economist, World Bank

19.45 – 20.00 **Agenda, Expectations and Workshop Objectives**

Steve Commins, University of California Los Angeles

Christopher T. Pablo, Senior Urban Specialist, World Bank

Workshop Housekeeping

Nicolas Meyer, Senior Knowledge and Learning Consultant, CMI

20.00- 21.30 *Dinner Reception*



Monday, July 1st 2019

8.30 -09.00 Welcome Coffee

9.00 -10.15 **INTRODUCTION**

Plenary Room

This introduction will give an overview on the key concepts of Strategic Planning for LED, including selected case examples, and present the curriculum.

Why LED strategies for local government hosting forcibly displaced populations?

- Introduction of resources and the 10 steps course structure

Steve Commins, University of California Los Angeles

Christopher T. Pablo, Senior Urban Specialist, World Bank

Where we stand: local economic development in participating local governments

Summary of the Self-Assessment responses of participating municipalities

Q&A

10.15 – 10.45 *Coffee Break*

10.45 – 12.00 **MODULE 1: “WHERE ARE WE NOW?”**

Plenary Room ***Refining your diagnosis***

This Module will illustrate the first steps to build a LED diagnosis, with a special focus on participatory processes and involvement of the different host and refugee communities.

A) Methodological Presentation:

Step 1 – Getting Started

Step 2 – Stakeholders and Participation

Step 3 – Situation Assessment

B) Existing examples and Q&A

Mohammad Abu Gaoud, Director of Local Development Unit, Madaba Municipality, Jordan

12.00- 13.00 *Lunch*

13.00 – 15.00 **Break-out Working Groups Exercises**

WG Rooms¹

1- Refining one's self-assessment

2- Getting started and Stakeholder Identification

3- Group Discussion: Refugees /IDPs / Migration analysis

4- SWOT Analysis

¹WG Rooms = Working Group Rooms



15.00 – 15.30 *Coffee Break*

15.30 – 16.30 **Wrap-Up and Review**

Plenary Room

- Working groups present the results of their work for feedback
- Open discussion

16.30 – 19.00 **Technical interactive session**

Promoting migrant and refugee entrepreneurship in an urban context

Fulvia Farinelli, Senior Program Officer, United Nations Conference on Trade and Development (UNCTAD)

This session will help participants identify pro-active and concrete measures to promote refugee and migrant entrepreneurship in their municipalities.

A) Presentation and Open Discussion

The UNCTAD/IOM/UNHCR Policy guide on entrepreneurship for migrants and refugees: key principles and recommendations

B) Action Planning

Selected programmes and policy measures: identifying the key pillars of an Action Plan at municipal level

C) Interactive group exercise

D) Wrap-up and conclusions

19.30 Dinner at the Hotel restaurant



Tuesday, July 2nd 2019

8.30 -9.45

Plenary Room

MODULE 2: “WHERE DO WE WANT TO GO?”

Defining your vision and strategic objectives

This module will help participants set priorities and identify their bottlenecks to achieve their vision while considering all stakeholders including refugees/IDPs, women and youth.

A) Methodological Presentation

Step 4: Visioning

Step 5: Issues and Objectives

B) Presentation of existing examples and Q&A

Kawkab Albadawi, Planning and Development Unit Director, Greater Amman Municipality, Jordan

Nisreen Al Araj, Chief Resilient Officer, Greater Amman Municipality, Jordan

9.45 – 11.00

WG Rooms -
Coffee served

Break-out Working Groups Exercises

1- Visioning: “The Newspaper Article”

2- Objectives and Measures

11.00 – 11.45

Technical presentation

Urban and Territorial Planning for Fostering LED : Tools and Practical Cases

Stephanie Loose, Human Settlement Officer, UN-Habitat

12.00 – 19.00

Field Trip (packed lunch will be available):

- Greater Amman Municipality and International Rescue Committee: Mujtama’e Center

- Madaba Municipality and GIZ: Sorting Station

- Cultural visit

19.30 – 20.00

Presentation of the Host Municipalities Learning Network (HMLN) and South-South Knowledge Exchange (SSKE)

Moderated panel discussion

Abdul Baqi Popal, Deputy Minister of Municipalities, Afghanistan

Maroun Antoun, Mayor, Qrayeh Municipality, Lebanon

Mohammad Zawahreh, City Director, Zarqa Municipality, Jordan

Varalakshimi Vemuru, Lead Social Development Specialist, World Bank

Moderator: **Janette Uhlmann**, Senior Program Officer, World Bank

20.00 – 21.30

HMLN and SSKE Dinner



Wednesday, July 3, 2019

8.30 – 10.00
Plenary Room

MODULE 3- “HOW DO WE GET THERE?”

Defining and prioritizing your strategy options, building your action framework and implementing your strategy

This Module will explain the methodology to build one’s strategy and focus on specific examples of strategy options to attain specific priority objectives such as: attracting investors, creating jobs, and incentivize entrepreneurship. It will have a special focus on fostering the entrepreneurial potential of the displaced

A) Methodological Presentation

Step 6: Strategy Development

Step 7: Action Planning

Step 8: Organization and Implementation

B) Presentation of existing examples and Q&A

Raida Hanania, Head of Quality Unit, Bethlehem Municipality, Palestine

10.00 – 10.30 *Coffee break*

10.30 – 12.30 **Break-out Working Groups exercises**
WG Rooms Defining strategy options and actions

12.30 – 13.30 *Lunch*

Wrap-Up and Review

- Working groups present the result of their work for feedback;
- Open discussion

14.45 – 15.45 **Focus on specific actions: fostering the entrepreneurial potential of the displaced**
Plenary Room

Moderated panel discussion

Mohammed Alhoumsi, Founder & CEO, Twig

Yara Asad, Project Manager, Building Markets, Jordan

Khalida Hussein, Chairman of Tagat Charity, Zarqa, Jordan

Shereen Abbady, World Bank

Anna Gaunt, Senior Livelihoods Officer, UNHCR

Moderator: Fulvia Farinelli, United Nations Conference on Trade and Development (UNCTAD)

15.45 – 17.15 **Break-out Working Groups**
WG Rooms - Develop action planning
Coffee served



- 17.15 – 18.30 **Wrap-Up and Review**
Plenary Room
- Working groups present the results of their work for feedback
 - Open discussion
- 19.45 Departure from Hotel and Dinner
Karam Beirut Restaurant

Thursday, July 4th 2019

- 8.45 – 9.45 **Module 4: “HAVE WE ARRIVED?”**
Plenary Room **Monitoring and evaluating your LED Strategy implementation**

This final Module will illustrate how to monitor, evaluate, adjust, and modify your strategy. It will also set up an action plan for the HMLN on twinning assignments and follow-up for training and networking.

A) Methodological Presentation:

- Step 9: Monitor and Evaluate
- Step 10: Adjust and Modify

B) Presentation of existing examples and Q&A

Raida Hanania, Head of Quality Unit, Bethlehem Municipality, Palestine

- 9.45 – **Final session**
WHAT DO WE DO NOW? BRINGING THIS WORKSHOP FORWARD

- 9.45 – 10.15 **Introduction & Open Discussion: sharing HMLN members’ past experience**

Plenary Room

Mohanad Khawaldeh, Balama Municipality, Jordan
Hamza Dalia, Ramallah Municipality, Palestine
Maroun Antoun, Qrayeh Municipality, Lebanon
Lamia Qawasmeh, Ministry of Local Authorities, Jordan

- 10.15– 11.15 **Break-out Working Groups**

WG Rooms

Action Planning in practice: priorities and strategies for LED, including for SSKE

- 11.15 – 12.00 **Working Groups reporting**

12.00 – 13.00 *Lunch*

- 13.00 – 14.30 **Feedback, final comments and closure**

Plenary Room

Delivery of training Workshop Certificates