PREPARATORY SELF - ASSESSMENT

for

Strategic Planning for Local Economic Development in Host Communities

Sara Boughedir & Gilda Borriello, Center for Mediterranean Integration
SURVEY OBJECTIVES

- For all to provide an overview on LED planning challenges and opportunities, and to prepare to the workshop by:
  - Simulating a rapid assessment of the economic situation of their town
  - Defining their development objectives, scope of action, including assets and liabilities, opportunities and challenges
# SURVEY PARTICIPATION

- **40 municipalities, unions of municipalities or governorate authorities** - on 34 municipalities represented at the workshop

- Jordan: 8; Lebanon: 12; Turkey: 5; Palestine: 6; Afghanistan: 4

- High percentages of refugees / forcefully displaced (the large majority declared more than 20%)

### % of refugees / forcefully displaced, for number of respondents

<table>
<thead>
<tr>
<th>Country</th>
<th>Less than 5%</th>
<th>5-10%</th>
<th>10-20%</th>
<th>20-30%</th>
<th>More than 30%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jordan</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Lebanon</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Iraq</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Turkey</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Palestine</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Afghanistan</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
REFUGEES / IDPs IMPACT ON LOCAL ECONOMIES

In what way did displaced population impact the local economic context in your town?

- 73% increased unemployment
- 50% tensions on housing
- 60% livelihood competition
- 33% revived economic sector
- 43% new available skills
- 3% increased job for all
In what way did displaced population impact the local economic context in your town?

- Increased unemployment
- Tensions on housing
- Livelihood competition
- Revived economic sector
- New available skills
- Increased job for all

Countries:
- Jordan
- Lebanon
- Iraq
- Turkey
- Palestine
- Afghanistan
ENABLING ENVIRONMENT & EXISTING ASSETS
What are the main areas of economic activity

- Home-based...
- Domestic services
- Construction
- Raw material...
- Low-tech manuf
- High-tech manuf
- Banking financial sec
- Retail shops
- Trash
- Intellectual
- Tourism
- Casual day labor
- Other

Enabling Environment & Existing Assets
Enabling Environment & Existing Assets

- Local authorities are key stakeholders of LED

Which of the following is regulated by your local government/authority?

- Businesses: 59%
- Labor markets: 23%
- Tax policies: 46%
- Opportunities & limits on displaced persons: 26%
- Inclusion women & youth: 62%
- Other: 3%

Regional differences:
- Jordan:
  - Women and youth inclusion
  - Business regulations
  - Labor market regulations
- Lebanon:
  - Opportunities and limits on displaced persons
- Palestine & Iraq:
  - Business regulations
  - Tax policies
Enabling Environment & Existing Assets

There is room for improvement for: Tax and financial incentives, Informal / family loans, External funding

**Bank and Microfinance**

- **external funding**: 21% strength, 74% weakness
- **informal and/or family loans**: 28% strength, 67% weakness
- **incentives from central or local governments**: 18% strength, 77% weakness
- **microcredit for small businesses**: 46% strength, 46% weakness
- **private bank loans**: 41% strength, 51% weakness

**Enabling environment**

- **other quality of life**: 36% strength, 54% weakness
- **health**: 54% strength, 41% weakness
- **education**: 69% strength, 26% weakness
- **housing situation**: 44% strength, 51% weakness
- **built offices, factory space, and...**: 46% strength, 49% weakness
- **Telecommunication and ICT systems**: 56% strength, 38% weakness
- **support for expanding value chains...**: 23% strength, 74% weakness
- **roads, transport**: 56% strength, 38% weakness
- **energy**: 46% strength, 49% weakness
## Business environment: strengths and weaknesses

<table>
<thead>
<tr>
<th></th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Formal Economy</strong></td>
<td>- Strategic locations (at the coast, on commercial roads, etc.)</td>
<td>- Weakness of investments</td>
</tr>
<tr>
<td></td>
<td>- Diversity of opportunities / Sectors (including informal)</td>
<td>- High fees and taxes</td>
</tr>
<tr>
<td></td>
<td>- Human capital (available skills)</td>
<td>- Lack of funding, also for local authorities</td>
</tr>
<tr>
<td></td>
<td>- Land availability</td>
<td>- Cost and Availability of Energy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Political situation (instability, security, occupation)</td>
</tr>
<tr>
<td><strong>Informal Economy</strong></td>
<td>- Availability of jobs</td>
<td>- Lower opportunities to expand business</td>
</tr>
<tr>
<td></td>
<td>- Support to the local economy</td>
<td>- Generate low-income jobs</td>
</tr>
<tr>
<td></td>
<td>- Quick start up businesses</td>
<td>- Weakness of investment capital</td>
</tr>
<tr>
<td></td>
<td>- Cheaper to build small businesses</td>
<td>- Lack of marketing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Difficulty of inventory</td>
</tr>
</tbody>
</table>
LABOR MARKET
Please estimate the percentage of the population (locals and displaced) employed, formally and informally, in the following areas:

Refugees / IDPS and Women are more concentrated in certain sectors:

Refugees / IDPS:
- Construction
- Agriculture
- Restaurants
- Street vending

Women:
- Public sector (Education & Health)
- Home-business
- Domestic work

<table>
<thead>
<tr>
<th>Sector</th>
<th>Locals</th>
<th>Displaced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>31%</td>
<td>23%</td>
</tr>
<tr>
<td>Agriculture</td>
<td>11%</td>
<td>19%</td>
</tr>
<tr>
<td>Restaurants</td>
<td>19%</td>
<td>14%</td>
</tr>
<tr>
<td>Street vending</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jordan</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Legend:**
- public sector
- formal businesses
- industries
- self-employment / street vending / home-based
- casual labor in construction or domestic services
LOCAL ECONOMIC DEVELOPMENT STRATEGIES
Qu 16: Has your local government / authority already developed –

- Competent staff / Human resources
- Leadership
- Local expertise
- Existing planning approaches

None of them

Assets:
- Financial constraints – lack of sustainable funding
- Lack of number of staff / time
- Need of staff training
- Regulatory and political constraints

Does your LED strategy or planning/strategic approach takes the refugees/forcibly displaced populations into account?

Yes

No
LED RAPID ASSESSMENT & PRIORITIES
### SWOT – LABOR MARKET

<table>
<thead>
<tr>
<th><strong>STRENGTHS</strong></th>
<th><strong>WEAKNESSES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Strategic Location</td>
<td>- Low wages &amp; lack of social benefits</td>
</tr>
<tr>
<td>- Job opportunities in certain sectors / areas (waste removal, green zone)</td>
<td>- Lack of economic planning</td>
</tr>
<tr>
<td>- Availability of qualified workers</td>
<td>- Increasing number of refugees</td>
</tr>
<tr>
<td>- Educated youth</td>
<td>- Competition for jobs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>OPPORTUNITIES</strong></th>
<th><strong>THREATS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Providing jobs for refugees and locals</td>
<td>- Lack of funding for investment</td>
</tr>
<tr>
<td>- Create new market opportunities</td>
<td>- Competition on markets</td>
</tr>
<tr>
<td>- Existing competitive sectors</td>
<td>- Competition for jobs</td>
</tr>
<tr>
<td>- Existence of training programs</td>
<td>- Instable security / political situation</td>
</tr>
</tbody>
</table>
Strategic Planning for Local Economic Development

CHALLENGES

- Lack of sustainability int support: 30
- Lack of statistics: 14
- Lack of strategic planning: 19
- Limited land availability: 14
- Lack of transport infrastructures: 5
- Lack of investments infrastructure: 27
LED RAPID ASSESSMENT & PRIORITIES

Strategic Planning for Local Economic Development

<table>
<thead>
<tr>
<th>Priority</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>capacity building</td>
<td>20</td>
</tr>
<tr>
<td>participatory approach</td>
<td>14</td>
</tr>
<tr>
<td>affordable housing</td>
<td>6</td>
</tr>
<tr>
<td>improve urban regulations and planning</td>
<td>11</td>
</tr>
<tr>
<td>create regional technical offices</td>
<td>12</td>
</tr>
<tr>
<td>update planning documents</td>
<td>14</td>
</tr>
<tr>
<td>identify comparative advantages</td>
<td>19</td>
</tr>
<tr>
<td>assess municipal capacity</td>
<td>12</td>
</tr>
<tr>
<td>rapid needs assessment</td>
<td>15</td>
</tr>
<tr>
<td>considering proximity to service hibs</td>
<td>7</td>
</tr>
<tr>
<td>planning for infrastructures</td>
<td>15</td>
</tr>
<tr>
<td>dedicated municipal investment budget</td>
<td>23</td>
</tr>
<tr>
<td>LED strategies for job creation and investments</td>
<td>23</td>
</tr>
</tbody>
</table>
LED RAPID ASSESSMENT & PRIORITIES

Boosting Private Sector Opportunities

CHALLENGES

- lack of policies for refugees to get permits: 3
- incentives do not attract private sector: 12
- weakness in marketing strategies: 10
- not monitored working conditions: 5
- complexity of regulation / inspection of home based business: 3
- burdensome process for permit issuance: 4
- informal home based business and lack marketing opportunities: 10
- access to finance through low interest loans: 10
- lack of business skills: 7
- high operating costs: 12
- lack of private sector participation: 18
- lack of infrastructure / investments: 18
LED RAPID ASSESSMENT & PRIORITIES

Boosting Private Sector Opportunities

- Capacity building training
- Provide marketing platforms
- Provide loans
- Simplify regulatory framework
- Relax legal restrictions for Syrians
- Offer complete eco-system
- Support small scale entrepreneurs
- Boosting entrepreneurship
- Market Syrian products
- Decrease costs for industries
- Creation industrial zones
- Integrated approach between infrastructures and jobs
- Know your comparative advantage to attract investments
- Develop capacities to approach investors
- Investing in infrastructure and buildings

CHALLENGES

- Investing in infrastructure and buildings (20)
- Develop capacities to approach investors (20)
- Support small scale entrepreneurs (22)
- Market Syrian products (2)
- Decrease costs for industries (4)
- Creation industrial zones (11)
- Integrated approach between infrastructures and jobs (17)
- Know your comparative advantage to attract investments (16)
- Simplify regulatory framework (12)
- Provide loans (10)
- Provide marketing platforms (17)
- Capacity building training (20)
**CHALLENGES**

- lack of needed business skills: 31
- language barrier: 7
- meet needs for vocational training: 23
- job skills mismatch: 30

**PRIORITIES**

- coordinate interventions between local authorities and NGOs: 19
- develop skill certification for refugees: 4
- create job opportunities for Syrians which do not compete: 13
- increase specialized HR in municipalities: 21
- invest in Syrian refugees through vocational training: 9
- benefit from skills among Syrians: 12
- develop tools to match skills and job: 15
- matching training offer and job opportunities: 14
### Regulations and Policies

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>early marriage</td>
<td>1</td>
</tr>
<tr>
<td>child labor</td>
<td>4</td>
</tr>
<tr>
<td>Municipal aid is often not directly targeted</td>
<td>8</td>
</tr>
<tr>
<td>Lack of coordination between donor organizations</td>
<td>5</td>
</tr>
<tr>
<td>High cost of private sector service delivering</td>
<td>3</td>
</tr>
<tr>
<td>Complexity of regulations and inspections</td>
<td>9</td>
</tr>
<tr>
<td>Not adequately enforced working conditions</td>
<td>2</td>
</tr>
<tr>
<td>Low minimum wage</td>
<td>3</td>
</tr>
<tr>
<td>Access to finance through low interest loans</td>
<td>6</td>
</tr>
<tr>
<td>Complexity of regulations and inspections</td>
<td>1</td>
</tr>
<tr>
<td>Burdensome permit issuance</td>
<td>0</td>
</tr>
<tr>
<td>Limited land availability</td>
<td>10</td>
</tr>
<tr>
<td>Lack of housing for refugees</td>
<td>6</td>
</tr>
<tr>
<td>Access to land for refugees</td>
<td>1</td>
</tr>
<tr>
<td>Job competition and tensions</td>
<td>16</td>
</tr>
<tr>
<td>Lack of trust of gvnmt institutions</td>
<td>15</td>
</tr>
<tr>
<td>Limits in infrastructures to connect labor and jobs</td>
<td>7</td>
</tr>
<tr>
<td>Lack of policies for refugee work permits</td>
<td>4</td>
</tr>
<tr>
<td>Quotas / taxation</td>
<td>7</td>
</tr>
<tr>
<td>Unofficial employed refugees</td>
<td>14</td>
</tr>
</tbody>
</table>
LED RAPID ASSESSMENT & PRIORITIES

Regulations and Policies

- facilitate permits issuance: 0
- register databases: 2
- revise incentives schemes for investments: 5
- relax restrictions on syrian professions: 1
- provide market platform: 2
- provide new financial instruments with reduced interest rates: 6
- simplify regulatory framework: 1
- develop a clear vision for municipal capacity of investments: 10
- offer incentives for investments: 14
- revise permits and policies of investments: 6
- enforce policies led by ministry of labor: 4
- more funding for municipalities: 26
- decrease job competition and positive discrimination of syrians: 7
- municipal policies for housing: 7
- administrative decentralization: 22
- strengthen bureaucratic inefficiency: 7
Thank you!

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