CMI Host municipalities network:

Network Action Planning and Bottleneck analysis
Instructions

1. Review the four clusters on the next slides (slides 3-6) and identify key challenges and priorities pertaining to your municipality.

2. Establish your own priorities (which challenges/priorities should be addressed first).

3. Then start applying the step-by-step process of the “bottleneck” methodology as described on slides 10-12, using the table on slide 9 for each goal. You can see examples of “challenge/goal” pairing on slide 13.

**Important**: Please pay attention to column 3 of the table (“Network’s Actions”); list here actions where you want to collaborate with other members of the network (as per step 5 of the step-by-step process).

You can send an email to refugees@cmimarseille.org if you need assistance.

Please share your “Network’s Actions” when identified.
Strategic planning and policies for Local economic development

Challenges

• Lack of investment in infrastructure (by both public and private sector)
• Lack of transport infrastructures to connect to labor/job opportunities
• Limited land availability in the host country both for investment and refugees (land mostly owned by government/army)
• Lack of strategic planning
• Lack of statistics related to demography and service provision
• Sustainability of projects: International support is not sustainable

Priorities

• Developing local economic development strategies (mid-long term) that prioritizes job creation and private investment
• Integrated approach between investment in infrastructure and creating job opportunities
  • Dedicating municipal investment budget for job creation
  • Planning for the provision of the basic infrastructure (energy, public transportation to access jobs)
  • Considering proximity to main services hubs (port/airport/main roads) for industrial zones with; Investing in sustainable energy resources (solar systems)
• Informed Strategies: Conducting analysis & collecting data at the municipal level to inform strategic planning
  • Rapid Needs Assessment to reveal municipality’s capacities (context/prioritize needs)
  • Assessing the municipal’s capacities and create a clear vision/policy for “market offer”
  • Identifying comparative advantages of each municipality to attract specific investments (vocational training centers)
• Better Planning Processes: Identifying priority projects and align municipal strategies with regional and nat. strategies (investment maps)
  • Updating planning documents regularly
  • Creating Regional technical offices to provide technical support to local authorities
  • Improving urban regulations and planning
  • Developing policies for affordable housing, including rentals
  • Participatory approach involving different stakeholders in planning as a way to better identify the needs
• Capacity Building: Training municipal staff to formulate strategic plans
Boosting private sector opportunities

**Challenges**
- Lack of infrastructure/ investment in infrastructure (by both public and private sector)
- Lack of private sector investment and participation
- High operating cost especially energy costs for industries
- Lack of needed business skills (financial, marketing, accounting, etc.)
- Access to finance through low interest loans
- Most home-based businesses are informal and lack access to growth and marketing opportunities
- Process for permit issuance is burdensome, lengthy and costly
- Multiple government entities are involved in regulations/inspection of home-based businesses (complexity)
- Working conditions are not adequately enforced and monitored by government
- Weakness in marketing strategies on the municipalities’ side
  - The incentives given do not attract necessarily the private sector
- Lack of policies for refugees to get work permits and licenses

**Priorities**

**Industry**
- Investing in infrastructure and building it (all sectors)
- **Attracting Private Sector**:
  - Municipalities need to develop capacities to approach investors/PS (effective engagement/communication/marketing)
  - Municipalities need to know their *comparative advantage* to attract specific investment and offer incentives. (Revise permits and policies for PS engagement; taxes, supply land, existing skills)
- Integrated approach between investment in infrastructure and creating job opportunities
- Creation/ensuring of fully equipped industrial zones
- Need to decrease the costs of industries establishing (especially small ones, software sector)
- Marketing Syrian products

**Entrepreneurship**
- Boosting and encouraging entrepreneurship (on both governmental scale and local scale+ private sector)
- Supporting small scale entrepreneurs and local investments
- Offering “complete eco-system” to encourage entrepreneurship
- Relaxing legal restrictions on professions for Syrians

**Home-based business**
- Simplifying regulatory framework overall especially for home-based businesses including entry, inspections, predictability of business environment
- Providing loans for Syrian refugees and host communities (new financial instruments with flexible and reduced interest rates especially for micro/ home-based businesses)
- Providing marketing and networking platform
- **Capacity Building** : Training on business management /marketing skills
Skills and capacity development

Challenges

• Inadequacy between existing skills and job opportunities
• Meeting the needs of vocational trainings
• Language barrier (e.g. Turkey)
• Lack of needed business skills (financial, marketing, accounting, etc.)

Priorities

• Matching training offering and market opportunities
• Developing tools (databases) to insure the match of existing refugee skills and market demand
• Benefiting from existing skills among Syrians: supporting the transfer of skills between Syrians and locals; marketing argument to attract investors; Reviving sectors based on existing skills among refugees
• Investing in Syrian Refugees capacities through vocational trainings
• Increasing specialized human resources in Municipalities, including in marketing, communication, and business management
• Creating job opportunities for Syrian that don’t compete with local job opportunities (to mitigate tensions between host and refugees)
• Developing skill certification for refugees
• Coordinating interventions between local authorities and NGOs
Regulations and policies

Challenges

- Unofficial/unregulated employment of refugees
- Some policies and regulations around employment (quotas, taxation)
- Lack of policies for refugees to get work permits
- Lack and limits of infrastructures such as transportation to connect labor and to job opportunities
- Lack of trust of the private sector in governmental institutions
- Job competition-social tension between host and refugees
- Access to land for refugees
- Lack of affordable housing for refugees (sale and rentals)
- Limited resources of the hosting country in terms of land availability (most of lands are owned by government, army and private)
- Process for permit issuance is burdensome, lengthy and costly and not only
- Multiple government entities are involved in regulations and inspection of home-based businesses and this adds complexity
- Access to finance through low interest loans
- Minimum wage is really low and does not attract neither nationals nor refugees
- Working conditions are not adequately enforced and monitored by government
- The incentives given are not always the right incentives that can attract businesses
- High costs of private sector services delivering municipal services
- Lack of coordination between donor organizations
- Aid often not directly targeting municipalities
- Child labor
- Early marriages

Priorities

- Strengthening bureaucratic efficiency
- Achieving administrative decentralization
- Developing municipal policies for affordable housing (sale and rental)
- Decreasing job competition (as a result of positive discrimination for Syrian refugees as they don’t pay taxes), through specific quotas
- Directing more funding to municipalities
- Enforcing policies led by the Ministry of Labor
- Revising permits and policies of investment by municipalities for private sector engagement
- Offering incentives for investment (support as an income generation for municipalities)
- Developing a clear vision/policy in terms of municipal capacity for investments
- Simplifying regulatory framework overall especially for home-based businesses including entry, inspections, predictability of business environment
- Providing new financial instruments with flexible and reduced interest rates especially for micro and home-based businesses
- Providing marketing and networking platform for home-based businesses
- Relaxing restrictions on types of professions that Syrians can legally register for
- Revising incentive schemes for new investments
- Registration in Databases
- Need to facilitate permits issuance
What is a “bottleneck” or barrier?

• A single or small number of factors that limit the performance or capacity of an entire system
• Something that is holding you back from achieving your objective

How to find the bottleneck(s)?
• Consider the different domains (next slide) to help you identifying potential specific bottlenecks
# Potential bottlenecks by domain

<table>
<thead>
<tr>
<th>Domains</th>
<th>Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Social Norms</td>
<td>Social rules of behavior which are mainly driven by social pressure</td>
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<tr>
<td>2. Legislation/Policy</td>
<td>Adequacy of laws and policies at national and sub-national levels</td>
</tr>
<tr>
<td>3. Budget/Expenditure</td>
<td>Allocation &amp; disbursement of required resources at national and sub-national levels</td>
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<tr>
<td>4. Management/Coordination</td>
<td>Roles and Accountability/ Coordination/ Partnership/Information</td>
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<tr>
<td>5. Availability of Essential Materials/Inputs</td>
<td>Essential materials/ inputs required to deliver a service or adopt a practice</td>
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<td>6. Availability of Human Resources</td>
<td>Availability of adequately trained staff; resource persons</td>
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<td>7. Geographical Access</td>
<td>Physical access (services, facilities, information)</td>
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<td>8. Awareness</td>
<td>Information that a service exists and is accessible; knowledge of rights</td>
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<tr>
<td>9. Utilization</td>
<td>Take-up and use of services or adoption of practices</td>
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<tr>
<td>10. Quality</td>
<td>Service adheres to quality standards (local, national or international)</td>
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### Bottleneck analysis & action planning

**Goal:**

<table>
<thead>
<tr>
<th>Domains</th>
<th>Analysis</th>
<th>Implementation</th>
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</thead>
<tbody>
<tr>
<td>B. Supply</td>
<td>2. Actions to remove, by when?</td>
<td>4. Who is responsible?</td>
</tr>
<tr>
<td>C. Demand</td>
<td></td>
<td>5. How to monitor progress?</td>
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<tr>
<td>D. Quality</td>
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Step-by-step process for bottleneck analysis & action planning (1)

1. Take a challenge you have identified and write down a specific problem
   • Example: “Weakness in marketing strategies on the municipalities’ side preventing them to attract the private sector”

2. Formulate a concrete goal you want to achieve
   • Example: “Municipality needs to have capacities to approach investors of private sector (effective engagement/coordination/communication/marketing)
   • Even more concrete: “… in order to be able to organize a successful event with potential investors within 8 months.”
Step-by-step process for bottleneck analysis & action planning (2)

3. Go through each of the four domains and consider: is there a bottleneck in this domain? (column 1)
   - If there is no bottleneck, note down ‘no bottleneck’ and ideally a short reference to what is working.
   - Example: Domain ‘demand’, “Large numbers of refugees contact the municipality and ask for job training programs.”
   - If there is a bottleneck, or several, describe it specifically and use indicators if possible.
   - Example: Domain ‘supply’, “Human resources: Only 1 full-time staff in the municipality dedicated to refugee job training programs; overwhelmed by demand and work load.”
   - Important: consider whether you would be able to achieve your goal if the bottleneck(s) were removed. If not, this is a sign that you have not identified the most critical bottleneck(s)

4. For each identified bottleneck, develop actions to remove them, and by when they should happen (column 2)
   - Actions should be specific, time-bound, and within your sphere of influence.
   - Example, too vague: ”Hire more staff dedicated to refugee job training programs.”
   - Specific: “a. Assess how many full time staff are needed to meet training demand, by end June 2017. b. Develop budget proposal for (4-6) additional staff, by mid-July. c. Convene management meeting to discuss budget proposal and approve hiring process, by end-July. ...”
Step-by-step process for bottleneck analysis & action planning (2)

5. Identify potential Network’s Actions (column 3)
   • Identify existing solutions within the network
   • Identify peers aiming for same goal and/or facing similar bottleneck
   • Define actions, join forces, document and share experience

6. Assign responsibilities for each action (column 4)
   • Avoid actions that are clearly beyond your control or authority, for example “Parliament to change law on refugee employability.”
   • Instead, focus on steps you can take in this direction, for example “draft legislative lobbying & briefing paper; Mayor to make presentation to local parliamentarian; ...”

7. Decide how to monitor progress (column 5)
   • Choose a meaningful indicator that shows whether the bottleneck is being removed or not.
   • Decide how frequently progress will be monitored, and who will do it.
     • Example indicator to monitor the ‘supply’ bottleneck in human resources: “Number of full-time staff in the municipality dedicated to refugee job training programs. Monitored monthly, by HR committee.”
## Examples of Challenges/Goals pairings

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Goals</th>
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<tbody>
<tr>
<td>1. Inadequate skills for job opportunities</td>
<td>1. Matching training offering and market demand</td>
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<tr>
<td>2. Difficulty to attract job-generating private sector investments</td>
<td>2. Municipalities to offer incentives for investment (permits and policies of investment for private sector engagement: taxes, supply land, existing local skills)</td>
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<td>3. Lack of Coordination between stakeholders leading to inefficiency</td>
<td>3. Participatory approach in planning and Coordination of interventions between local authorities, NGOs and donors</td>
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<td>4. Lack of Strategic Planning (beyond budget)</td>
<td>4. Conduct a profound analysis/collect data to inform strategic planning (i.e. on skills)</td>
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<tr>
<td>5. Difficulty to attract job-generating private sector investments</td>
<td>5. Create local economic development strategy that prioritizes job creation and private investment</td>
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<tr>
<td>6. Lack of affordable housing for refugees (sale and rentals)</td>
<td>6. Have municipal policies for affordable housing (sale and rental)</td>
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