

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](mailto: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 homebased 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 homebased 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

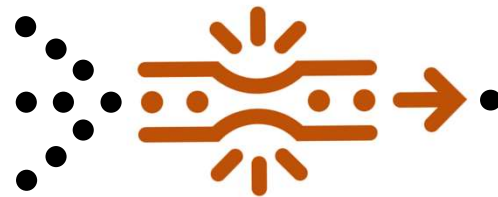
- Unofficial/ unregulated employment of refugees
- Some policies and regulations around employment (quotas, taxation)
- Lack of policies for refugees to get work permits
- Lack and limits of infrastructures such as transportation to connect labor and to job opportunities
- Lack of trust of the private 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 homebased 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 homebased 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 homebased 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

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



# Bottleneck analysis & action planning

Goal:

Domains	Analysis		Implementation		
	1. Bottleneck?	2. Actions to remove, by when?	3. Network's actions	4. Who is responsible?	5. How to monitor progress?
A. Enabling Environment					
B. Supply					
C. Demand					
D. Quality					

# 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

## Challenges

1. Inadequate skills for job opportunities
2. Difficulty to attract job-generating private sector investments
3. Lack of Coordination between stakeholders leading to inefficiency
4. Lack of Strategic Planning (beyond budget)
5. Difficulty to attract job-generating private sector investments
6. Lack of affordable housing for refugees (sale and rentals)

## Goals

1. Matching training offering and market demand
2. Municipalities to offer incentives for investment (permits and policies of investment for private sector engagement: taxes, supply land, existing local skills)
3. Participatory approach in planning and Coordination of interventions between local authorities, NGOs and donors
4. Conduct a profound analysis/collect data to inform strategic planning (i.e. on skills)
5. Create local economic development strategy that prioritizes job creation and private investment
6. Have municipal policies for affordable housing (sale and rental)