Working group 1.1: Sustainability, improvement and transferability of existing skills of refugees in the local context.

Moderator of the Group: Maha Katta
Documented by: Tala Kammourieh

1. What are your main achievements related to this topic?

- Facilitated work permits for home-based businesses – Jordan
- Vocational training especially for women inside the house (sowing, handicrafts, hardware) – Lebanon
- Quotas for the enrollment of Syrian refugees teenagers in universities – Turkey
- Infrastructure to organize training sessions for specialized skills – Turkey
- Involvement of local businessmen and entrepreneurs to identify market needs
- Conflict resolution through the establishment of shared businesses (cultural event planning) – Lebanon
- Cooperation between the public and private sectors to attract investments – Jordan
- Handing certificates to attest to the refugees’ skills
- Transfer of skills between refugees and host communities
- Joint business ventures

2. What are your current challenges and how could they be addressed?
2nd Annual Peer-to-Peer Learning Workshop of the Mediterranean Host Municipalities Learning Network
May 09–12, 2017 - Beirut, Lebanon

- Language barrier (e.g. Turkey)
- Challenges pertaining to specific gender needs
- Market to export the products done by Syrian refugees
- Unofficial/unregulated employment of refugees
- Lack of coordination between NGOs and local authorities
- Some policies and regulations around employment (quotas, taxation)
- Child labor
- Early marriages

3. What are your key priorities and where do you need help?

- Local support for the entrance of Syrian refugees in the labor market
  - Policies and Regulations Change
  - Education
  - Job Matching
  - Vocational Training
  - Certification
  - Registration in Databases
  - Awareness campaigns
- Sustainability, Improvement and Transferability of existing skills of refugees in the local context
  - Investment by Syrian Refugees
  - Strategic plans for mid and long term goals
  - Coordination of interventions between local authorities and NGOs
  - Transferability of skills between Syrians and host communities
  - Reviving some sectors due to existing skills among refugees

Working group 1.2.: Job opportunities for host and refugee communities through public infrastructure investments.
Moderator of the Group: Phoram Shah, Sr. Urban Specialist, World Bank
Documented by: Sawsan Saad (UN-Habitat)

Main topics covered: How public investments are helping to boost local economy and generating jobs?

1. What are your main achievements related to this topic? (sharing experiences/ investment in public infrastructure)

1. Municipality Zarqa (Jordan):
   - vision of our municipality concerning response to Syrian crisis was based on social cohesion → invest in improvement socio-economic situations of both Syrian and hosting community
   - 1st project: public space (benefiting from Syrian experiences) community center bringing all artists from Syria, and it is coordinating 3 cities, establishing a bazar as a positive stimulator in terms of improving the urban context (Down Town) → vision to support groups of both Syrian and Jordanians to present their product (common product between hosting and refugee)
2. Municipality (Jordan):
   - support of WB we invested in infrastructure, streets and sanitation—than we moved to development projects
   - Industry of clothes for both Syrian and Jordanians
3. Mohamad Bs (Lebanon/ Bekaa UoM):
   - we have problems of bad infrastructure, we couldn’t continue working on our infra
projects under the Syrian crisis
- For this reason, we couldn’t have any projects or successful stories to tell or share now
4. Mayor of Bohayra Municipality (Lebanon):
- Water infrastructure and water tanks to invest in agriculture lands (Qaraoun) – creating opportunities of investment for both Lebanese and Syrian males
5. Chamber of Industry (Jordan)
- Investment in industrial- concept of infra as an investment for economy not only on local scale. How we can create job opportunity?
- Educational vocational scales development “excellence training centers for both Syrian and Jordanians to enter the job market
- We asset the basis of industry and its needed infra / PPP/ technological centers for better job opportunities creation- opening new markets
6. Municipality/ Jordan:
- Crisis in terms of economy and socio-economic tension
- Social cohesion project supported by WB
- Masna3 PP for both Syrian and Jordanians to create job opportunities (end of 2017)
  Social: awareness campaigns with all stakeholders
7. Mayor of Jabal cheikh Municipality (Lebanon)
- Agricultural: oak trees, we thought to prunning the trees and cleaning about them from fire and providing job opportunities for both leb and syr
- We supported the workers to afford their educational and health needs
  The other project: female and males 15 syr an 15 leb
- To help conflict resolution/ create a project as in environmental activities/ working still on this project achieved some of its targets: combination of syr and leb children
  Highlight: cultural diff and social differ
8. Haydi Gucher from GIZ:
- Syrian conference 2016 in London: Germany contribute in support to creat job opportunities in Lebanon, Jordan, Iraq and Turkey
- Target: To achieve 15 000 new jobs in those countries first year
- Quick impact measures to bring people to work mainly in infra
- Positive waste to energy/ recycling waste into energy with women’s involvement to have jobs/ 2 shifts schools/ to pay the teachers’ salaries to boost education 6000 students to schools
- This was a shorter approach but this need to adapt long-term approach
9. Marfak Municipality (Jordan):
- Private company 75 female workers’ infra and basic infra
- 150 employees at the end of this year
- Food industry
10. Maan Municipality (Jordan):
- An overview of the population; 15% Syrian refugees of total population
- Main target: Social cohesion between Syrians and Jordanians
- With the World Bank support to infrastructure projects (streets, lightings and sidewalks and storm water and solid waste equipment’s
- Working solid waste for municipality; creating job opportunity for both Syrian and Lebanese but we need to invest more in this ma3mal
11. Development Unit of Mafrak Municipality (Jordan):
- Main projects the last 3 years were more into development projects that create better urban life conditions for citizens (both hosting community and Jordanians) like public spaces, playgrounds and retaining walls were the main projects
- Projects in infra: with the support of GIZ, 120 Syrian workers were involved as employees in infrastructure projects (10% of workers were Jordanian) especially in projects of collecting solid waste.
12. Head of Union of Zahrani Municipalities (Lebanon):
- Regional technical office on union scale (RTO) establishing with support UN-Habitat
### 1. Engagement with Fund sources and donors
- We put a strategy for infrastructure with the support of UN-Habitat: awareness campaign, invest in infrastructure, equipment for the Municipalities
- Creating, through this project, job opportunities for both Lebanese and Syrian

#### 13. Mayor of Zaatari Municipality (Jordan):
- Upcoming project in solid waste to recycle, this should offer more job opportunities for Syrian and Lebanese
- Success story: Training Jordanians female by Syrian females. Food industry
- To invest in capacities of syr female that can work in houses (housekeepers)

- Lebanon projects after Syrian Crisis: Bekaa with the support of EU (Taalbeya/ Bekaa) extension pipelines of water to many houses that are not connected to infrastructure networks
- With GIZ support: continuing to implement same project in other areas of Bekaa
- Creating job opportunities for both Lebanese and Syrian
- 3rd projects: short term project with the support of WFP for Litani River cleaning project (removing solid waste from the river)

### 2. What are your current challenges and how could they be addressed?
- Challenges: investment and creating the right job opportunities
- Developing the right skills for the right job opportunities
- Need to create job opportunities (in some municipalities of Jordan)
- Challenges concerning solid waste (in Mafraq/ Amman) increase
- Need to Develop the right skills for the right job opportunities
- Creating job is not sustainable (part time jobs)
- investment and creating the right job opportunities
- Need to invest more in infra
- Weakness in terms of marketing strategies
- Lack of work permits and licenses
- Job competition between hosting communities and Syrian Refugees in terms of salaries
- Job competition- social tension between host and refugees
- Need to create more job opportunities

### 3. What are your key priorities and where do you need help?
- More investments in infrastructure
- Absence of industrial zones, difficulties to have permits (Bekaa area Lebanon)
- Lack for strategic planning (just for the budget)
- Need to have full control of urbanization
- Need to plan parallel in terms of infrastructure networks and urbanization (coordinating both)
- Need to have policies for affordable housing
- Housing policies support to organize rentals (Zarqa Jordan)/ supported loans
- Lack of main and basic infrastructure (Lebanon case/ under successive wars)
- Funds to create more job opportunities
- Need to get more support
- Corruption in public and governmental institutions
Main topics covered:

**Entrepreneurship (a fairly new area):**
- Behavioral and cultural inhibitors (shame impacts populations north to the Mediterranean; guilt impacts those south to the Mediterranean and trust impacts everyone).
- Public sector perception of power and sustainability.
- Very few business can grow from scratch without help.
- The need to build on trust/ enhance networking.
- Bring services to the people and address their behavioral fears.
- Social Cohesion: If you give an entrepreneur a chance lots of social benefits will come through.

**Municipalities’ role:**
- For an entrepreneur to have any opportunities to success they need a market to sell/ municipalities can help SMEs and entrepreneurs (private sector) by providing opportunities within the public service provision sector.
- Municipalities don’t have the budget while entrepreneurs need resources/ municipalities can advocate and catalyze networking while bringing financial services directly to the entrepreneur through the chambers of commerce as well as supporting business development services in reaching out for donor communities.
- General awareness and reaching out: what do you need and how can we link you to it? Municipalities link supply to demand/ deal with behavioral factors through education/ bring experts to the entrepreneur base.
- Understand your entre base and address the trust issues providing with higher chances in succeeding (e.g., incubations).

**Private sector (entrepreneurs and SMEs) engagement with the municipality on what relates to service delivery (e.g., Solid Waste Management)**
- Change in the tariff system (arrangement between municipality and the private company commissioned the service).
- Establish an agreement that enables the business to collect (money) from the community
- Break out the city to more than one contract.
- Address risk factors and market needs

**Summary of the participants views on the following questions**

<table>
<thead>
<tr>
<th>1. What are your main achievements related to this topic?</th>
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<tbody>
<tr>
<td>Betterment of basic urban services targeting both the HC and the Refugees alike</td>
</tr>
<tr>
<td>The availability of serviced industrial zones in the region attracts investors</td>
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<tr>
<td>Municipalities showing willingness to provide with lands in accordance with their relevant Strategic plans/ aimed at enabling social cohesion through creating leisure and recreational parks (diffuse the tension)</td>
</tr>
<tr>
<td>Infrastructure (basic urban services) enhanced to provide with and adequate investment environment</td>
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<tr>
<td>Vocational Training to qualify the non-skilled labour</td>
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<tr>
<td>Benefit from the competitive advantages relevant to each municipality (e.g., environmental tourism)</td>
</tr>
<tr>
<td>Customs, tax and energy oriented incentives</td>
</tr>
<tr>
<td>Vocational training targeting refugees. (provide refugees with cash assistance to enable them to attend these courses/ until they have a job)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. What are your current challenges and how could they be addressed?</th>
</tr>
</thead>
</table>
- In poor regions of Lebanon reside more refugees/ same Turkey
- Help is needed most in attaining land e.g., US municipalities Competition over provision of land
- The need of an Area based rapid need assessment (profile and diagnose /plan and strategize)
- Lack of strategic planning (no identity) where the need to capitalize on the municipalities strategic locations (in terms of trade routes/ networks) remains a necessity (from chaos to opportunity).
- Lack of a vision and mission (on implementation level)
- Lack of an Investment Scheme: speculation/ supply & demand/
- Under-developed Municipal Budgeting framework
- The need for an updated schooling system: incorporate programs that encourage the youth to indulge in entrepreneurship/ University offer technical and scientific support
- On the level of the central government: repair the ecosystem.
- Municipalities: provide with an attractive business environment/ incubators (mentors: lessons learned)/ involvement of the private sector (mentors: lessons learned)
- Private to Public relationship (Poor coordination and communication)
- Address the issue of: Municipalities follow a humanitarian approach will lose eventually lose the upcoming elections

3. What are your key priorities and where do you need help?
- Utilizing Planning (profiling, strategizing)
- Effective Incentive Frameworks (tax, energy, land-based, solid waste tax exemption)

Other remarks (Lessons learnt and Recommendations, best practice, follow up actions, other):
- The biggest fear is where these refugees are going (social stability and cohesion)
- paper vs. reality: sustainability is not as easy and wonderful as it seems on paper (follow-up)
- When preparing projects resort to ideas of local institutions (active local engagement)
- Involve the Syrian private sector in establishing committees for local economic development in the regions affected by the crises along with other stakeholders
- Support governments and local authorities
- Support from the social community
- Incentives and donations offered by chambers of commerce (firm level support) macro level to micro level: Micro-loans to contribute economically (direct firm level support)/ equip them with technical knowhow/ increase job opportunities.
- Develop export networks: networking with other Chambers of Commerce to ease access to new markets / Attract new investments in tech and energy.
- Self-sufficiency/ sustainability: provide with (productive) projects in the Syrian Refugee Camps to enable these communities to producing their own consumables.
### Working group 2.2. Investment Climate Regulatory Reform/Home based Work

**Moderator of the Group:** Abeer Kamal Shalan  
**Documented by:** Nisreen Abou Mrad

#### 1. What are your main achievements related to this topic?

| Municipality of Belama | Have been working on private investment for a year now; started working with UNDP and prepared 25 refugees on different industries including agro businesses. They will be supported to start 25 new business almost 2000 dinar for each to produce for local consumption (sewing, hairdresser, and homemade food products for both Syrian and Jordan families). Certain families are now known in the area as producers of certain products although they might not have registration and legal permits.
| Zarqaa municipality | Have been working on homemade production for 3 or 4 years now; it is difficult to market such products in local markets without proper labeling and this needs legal certification which is made difficult by complicated legal regulations. Municipal regulations lack details about registration processes for homemade production. Our municipality has taken the initiative to give permits to 35 homemade producers; majority of these permits are given to female producers of pickled products (almost 60), some of them are widowed. The women were given less than 10 dinars per day plus meals per days to incentivize them to attend skills training. This same municipality have decided to create an expo for free for women to showcase their products without extra cost. A ceiling of maximum 3 days was recently set to grant permits to those who submit requests for homebased business; other good progress has been made on rules for employment within homebased businesses. The ministry of X are progressing in making improvements to process of granting permits to homebased producers. |

#### 2. What are your current challenges and how could they be addressed?

##### P.S. since attendees are all from Jordan, the challenges are Jordan specific.

| Zarqaa municipality | Major challenges are faced in issuing new permits for each type of product; processes are long and costly for housewives who work at a small scale. Another challenge is the diversity of reference entities that are engaged in the inspection and approvals of home based productions; this adds complexity to the process especially that the dealings of these entities are not always mainstreamed, some are arbitrary. Interest rates are very high on loans given to those who wish to start new businesses especially homebased. Women are mostly targeted with loans but without proper studies done to inform these loans. Many projects are not undergoing proper economic feasibility studies before being supported. Another challenge is the low financial support that municipalities receive so now they are working on options for sustaining this support to homebased business owners; this option is to create a bazar to build capacities and share experiences and skills between Jordanian and Syrians and this is especially where the value of Syrians is because they have experience in products that Jordanians have not been engaged in before. The condition for participation in this bazar is co-application between Jordanian and Syrian. A section will be dedicated to youth participants or business owners as well. The municipality is negotiating with the Chamber of Industry to see how they can support this initiative. They are also negotiating with a university to attract last year students (both Jordanian and Syrian) to this initiative to help economic and also the social fabric of the community. |

No specific challenges exist specifically for Syrians who wish to engage in homebased businesses; however, Jordanian law restricts on non-Jordanians from registering businesses in certain sectors. Technical/vocational education is very weak in Jordan overall, it is not appealing for parents to send...
their children in that direction. Thus these skills are a gap in general or if they exist they now backed up by certificates because mostly the employers or jobs do not request these certificates. Another challenge is that employers prefer informal workers because it is cheaper and are willing to work longer hours while nationals do not agree to similar terms. Usually the government regulates the allowed % of hiring non-nationals per sector but the issue for example is that minimum wage is very low at 220 dinar which cannot support a national who has a family to feed so they escape from the private sector. So employment policies are in general an obstacle to investment especially in securing needed skilled labor.

The role of government entities such as ministry of labor or national social security, etc. is missing; they do not have an active role in overseeing and enforcing fair employment conditions.

Lack of needed skills
Very low minimum wage which does not attract local labor

Many industries are closing down or reducing their capacity due to high production cost especially cost of energy needed to operate
Many refugees register in other districts or cities, but they move to Zarqaa to work there or go back and forth every day; this reflects in inaccurate figures of refugees working in Zarqaa; it is much higher than those who are registered officially.

A lot of competition in sectors such as food (restaurants, bakeries, mechanic shops, blacksmiths, etc.); many businesses hire only Syrians not one Jordanian and this is adversely affecting social cohesion.

There is very low economic activity and incentives for populations to move from Northern areas to Southern Jordan or invest in South. It is very difficult thought because the consumption capacity and the population numbers are very low there so these do not attract investors.

### 3. What are your key priorities and where do you need help?

- Review current regulations to simplify process for permit to homebased businesses
- Unifying reference entities for inspection and approvals
- Need for simplified and low interest solutions for funding of homebased businesses
- Need to train homebased business owner on business management including financial ones, technical/domain based skills, marketing, etc.
- Offering marketing platforms and networking opportunities (such as bazar, expo, etc.) or linking the business owners to certain businesses/providers/entities that can secure storage place for products, etc. that can partner with them (example of a linkage the chamber of industry is doing now)
- Lobby for changes to regulations that restrict non-nationals from registering their businesses in certain sectors
- Review employment conditions and environment and activate government role in that
- Build needed skills for labor market through investment in technical/vocational education
- Look into alternative energy and transport sectors and increase their competitiveness through reducing production costs
- Reconsider investment incentives and focus on those that really attract investors
- Facilitate access to labor pool
- Learn from experience of industrial and economic zones
- Need to make public private partnerships more effective through building trust in such partnerships
Main topics covered:

- Actively engage local, national, and international partners to collectively address refugee crisis in urban setting, and identify main achievement, gaps and challenges, and key priorities.
- Present and discuss local strategies and area based approach methods to inform regional and national policies, constraints and good practices
- Joint initiatives and collaborations undertaken between municipalities and support agencies during emergencies and recovery phases
- Sharing practices amongst different municipalities

Summary of the participants views on the following questions

1. What are your main achievements related to this topic?

UN-Habitat’s area based approach/ Multi-sectoral analytic tool which aims to provide a more effective approach to crises response/ comprises City and N’hood profiles/Looks out for needs across sectors in a collaborative manner/ Tries to understand the pre-crises conditions and how the influx of refugees changed the local setting/ Collects primary data to assess the spatiality of needs
UN-Habitat strategizes short/ mid/ and long term interventions that tackle aspects of community development, urban upgrading and governance
Profiles/ and strategies at both city and N’hood levels are fully developed in partnership with local stakeholders including: community and local authorities, RTO (help with the technical assessment and the implementation of strategies) / as well as active NGOs and UN-agencies working on the specific area
Further, Sector ministries are involved in the relevant themes of the reports (e.g., education, MoSA, CDR, DGU, MoSPA) future of national urban policies
2006 (UN-Habitat role in the reconstruction of Lebanon)/ 2012 (establishing Regional technical offices to support Municipalities and Unions to better address the crises)

Sultanbeyli: Municipalities play a front leading role: collecting data and coordinating the response through developing a socio-economic and demographic database/ established a multi-purpose community center: holistic services/ with the support of government units, local, NGOS INGOs and UN agencies.
Healthcare policlinic/ services provided by Syrians/ Psychological and social support programmers (war trauma) as well as given support to people with physical disabilities
Provide with professional training: language/ support entrepreneurs/ vocational training

Nabatiyeh: impact of the Syrian Crises on the municipality/ the municipalities response and support in terms of basic urban and social services provision/ engaging SyR in public work (municipality)/ the important role of the RTO in addressing the aforementioned needs.

Tripoly Neighbourhood profiles (Haddadine) coordinates international and local response (through a framework)

Saida: Developed a Sustainable Urban Development Strategy through which the city coordinates its developmental practices.
2. What are your current challenges and how could they be addressed?

- Complexities in dealing with urban areas: in terms of coordination/planning and lack of statistics related to service provision and demography (census)
- Urban crises response: heavily focused on rural/semi-urban areas especially ITSs
- Vulnerability has increased in urban areas straining the opportunities which has led to Negative coping mechanisms
- Municipalities and Unions hire the services of the private sector (Planning) for high costs reaching 500 BLL. The need emerged from inefficiency in collecting primary census data (several studies contradict)
- UN-Agencies do not directly target host communities (criteria for choosing a study area demands refugee presence)
- Duplication/lack of coordination between donor organizations

Zaatari: Most of the crises response aid was directed towards infrastructure only (roads).

3. What are your key priorities and where do you need help?

- Monitoring and Evaluating City profiles and Strategies is a necessity so is constantly updating the documents.
- Exchange support between local authorities and UN-agencies (collaboration)
- RTOs (Jordan)
  - from growing up to engage in informal work which would loop the cycle of tension

Working group 3.2. – Collaboration between local authorities and humanitarian agencies; opportunities, obstacles and challenges

Moderator of the Group: Lady Habchy, Project Support Officer, UN-Habitat-Lebanon

Documented by: Georges Abi Sleiman, UN-Habitat-Lebanon

1. What are your main achievements related to this topic?

-UN-Habitat’s Urban Area approach
-Technical Offices that help with technical assessments and implementation of projects.
-(Nabatieh Representative) RTOs (regional technical offices) promote and enhance many issues since they are the median between the municipality and the donors in implementing and clearly facilitating the executions.
-RTOs were really helpful in those areas where the office was established.
-Different sector ministries each deal with certain focuses that relate to their authoritative role.
-World Bank is targeting the poor that pertain to the Lebanese society

2. What are your current challenges and how could they be addressed?

- The construction sector was mainly for the Lebanese but now lots of Syrian engineers have moved to Lebanon which makes them legible in that domain and makes it harder, in the future, for the Lebanese to control that sector.
- Syrian refugees finding jobs beyond their sectors here in Lebanon is turning into a problem in itself.
- Ministry of labor specified the certain jobs that the Syrians should be placed in, but they fall out of it due to cheap labor.
- The solid waste issue is not directly affected by these host communities but however it is being aggravated similar to the water availability issue which will mainly recur blatantly in Summer.
- Lack of statistics
- Difficulty
### 3. What are your key priorities and where do you need help?

- The profiling equally benefit the host communities and is providing valuable information for donors in order to assist these vulnerable cities whether it being through helping locals or refugees.
- Nabatieh Municipality: helping both locals and refugees would empower social cohesion between the inhabitants

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**Working group 3.3. - Role of local governments in enhancing local economic opportunities for host and refugee communities: expectations versus realities!**

**Moderator of the Group:** Sami Atallah, Director, Lebanese Center for Policy Studies

**Documented by:** Khalil ElHariri, UN Habitat

Main topics covered: Jordanian Municipalities’s experience with creating local economic opportunities, problems facing public-private partnership

Summary of the participants views on the following questions:

1. **What are your main achievements related to this topic?**

   In Zarka, the local authorities provided permits to home-based enterprises for Syrian refugee housewives especially in relation to food industry. A market space was also designated to promote the products of 120 women who benefitted from this program. Refugees also received cash assistance through social development programs. Social cohesion amongst the youth was achieved through forming a shadow youth city council. Other municipalities increased local economic opportunities through infrastructural investment. Localities on the border with Syria have created opportunities through offering incentives to attract industrial investment (in textile and pickle industry). The municipality of Sarhan attracted 3 industries which created 150 jobs by reaching out directly to them. Moreover, in-cash assistance was also offered to youth entrepreneurs after training workshops.

2. **What are your current challenges and how could they be addressed?**

   Municipalities are short on revenues as one of the participants claimed that 50-60% of revenues on staff wages. The refugee crisis has also led to unbalanced regional development since certain regions close to the Syrian border have received more assistance. Other participants pointed out that given the immediate response required by the refugee crisis, municipalities have diverted their focus from setting strategic plans and monitoring and evaluation to project execution. Moreover, response plans set by INGO’s and local development plans are sometimes redundant and even conflicting. Archaic and unclear legal frameworks and laws discourage the private sector from partnering with public authorities. The public sector is also described as overly bureaucratic and inflexible given the incomplete fiscal and administrative decentralization.

3. **What are your key priorities and where do you need help?**

   A key priority is to modernize policies pertaining to employment-generating investment. In addition, local authorities should familiarize themselves with national legal frameworks and laws to reduce the chances of bureaucratic inefficiencies. Relatedly, coordination between local and national economic development plans is a necessity. Local economic development teams that are responsible to set strategic plans could be formed by local municipalities in their efforts towards increasing economic opportunities. The marketing and communication capacity of local authorities need to improve to attract local investment. Furthermore, local economic development can’t be achieved without...
further administrative and fiscal decentralization. Finally, data-collection and database management skill need to be enhanced to understand the needs and potentials of localities.

### Working group 4.1. Promoting Social Cohesion through job creation for refugees and local population

**Moderator of the Group:** Aline Rahbani, World Vision International  
**Documented by:** Nisreen Abou Mrad, World Vision International

1. What are your main achievements related to this topic?

**Saida municipality:** in collaboration with NGOs, they created Tawlet Saida, a restaurant created in old Saida city to promote social cohesion. Vulnerable residents (Leb, Palestinian and Syrian) are working in the resto, and producing income that helps their socioeconomic status. Another project where they created a sewing factory with equipment, mostly for Syrian workers and the products are used in the local market. Now they are inaugurating a public garden to be space for gathering multiple nationality families to bring them closer. The tensions are not very high with Syrian refugees (their numbers are low, but we hope these projects would help produce income and offer space for people to not feel like strangers).

**Belama municipality:** the refugees they got into their municipality had already family members before the crisis in Jordan. They initiated some activities, health services and environment cleaning initiatives, as well as training on certain skills. They did a skills exchange project with support from UNDP (Syrians have more skills in food produce, etc.) whereby one Syrian lady would train 2 Jordanian ladies, and now most of these would open small businesses either homebased or otherwise. The other project is creating of factory by attracting investors.

**Mafraq municipality:** they implemented 10 projects for SC; they created an open theater in a public garden to be space to bring children from refugee and local community together; they also created space for children to paint walls across the area; they also did cultural activities in library of municipality to help people get introduced to one another and get to know each other. They also trained Syrian youth and women and men on sorting of waste, and ensured 160 daily jobs. They held skills exchange projects as well and training for Jordanians by Syrian refugees who have certain skills and professional experience.

**Maan municipality:** they have 84% refugees living in the community and 16% in camps (but those in camps they go in and out of camp for work and other purposes). They developed infrastructure and public gardens to serve all; they involved Syrian refugees and local community in consultation about their gaps and needs. They do not have any space for children to go and destress (so their priority is to create cultural spaces and gardens).

Turkey: The professional/handicraft history was screened and came up with detailed database and then later on, they amended the existing vocational programs intended for Turkish people to match these professions and they brought bilingual teachers. They equipped households with vehicles and machinery to help them make paste from tomatoes and peppers (and these equipment were transferred from house to house). They were able also identify which people are able to work in factories and built a labor pool.

Belama: they got lists of Jordanians from government and they publicized within Syrians for them to apply to certain sectors/jobs and then they assessed the skills of those who applied (technical and soft) and they gave 2 month training on soft skills for those who needed it. They split the groups across several centers as per their specialty. They targeted most vulnerable families in the community.
Turkey: on homebased, because people do what they know and prefer to do it. Up till one year ago, Syrian ladies were very reserved due to cultural differences. The head of Gaziantep municipality, she was very approachable and reached out in a friendly manner to Syrian ladies to ensure their participation. In vocational schools, people who have experience from back home, accelerated courses were given to them. I know factories that teach their staff Arabic to allow for better communication.

Mafraq municipality: they did survey for all neighborhoods to show the satisfaction of both communities about the municipality initiatives and projects. Their 2016-18 strategic plan is in place and the needs of both communities were reflected in this plan. There was increase from 40% to 60% satisfaction by Syrians.

Baalbek: municipalities are doing their own initiative but the coordination with UN agencies is low.

2. What are your current challenges and how could they be addressed?

| Maan municipality | the main challenge is funding; lack of strategic plans to address long term presence of Syrian refugees |
| Houran municipality | regulations are a big challenge for example refugees cannot register a business in their own name but through Jordanians |
| Turkey | language difference and cultural differences; bringing together the buyer and seller (we did not know who was who); they surveyed 4000 HHs. Unemployment is high in Turkey and emigration on top of that, salaries are also very low in Turkey (20% of population have daily and seasonal jobs on per diem basis especially in North) and also work permits issued very late cause lots of exploitation. In 2016, a law was issued that stated that Syrians cannot be employed below a certain wage and this way you prevent child labor and salary exploitation. |

Baalbek union of municipalities: each area has its context and circumstances; Baalbek faces lots of challenges as an agricultural area, especially the selling of produce (having markets), and also factories are nonexistent. Unemployment rate is over 35% and job opportunities are low due to proximity to borders and distance of government support.

Belama: homebased businesses experience we had has caused certain families to be acknowledged and widely known as experts or references for certain products. If we address unemployment, we solve social cohesions gaps.

Turkey: a serious shortcoming of 3RP was that national governments were not mentioned or included actively; after several years, national actors have acknowledged the role of local government, and this is key for integration.

3. What are your key priorities and where do you need help?

| Maan municipality | need to have strategic plans that drive programs and plans (at all governance levels) |
| Turkey | strategic plans need to be decided by central government but implemented by local government. |
| Baalbek | creation of small factories to teach people from different nationalities new skills and create cohesion; examples are “hboub” packaging factories in Bekaa, dairy production factories especially in Akkar. There needs to be more linkage and coordination between donors and local organization especially that have access to homes, schools, etc. |

Summary of priorities:
- Capacity building for newly hired municipality councils on development concepts and how to implement these concepts with their local constituencies especially that they come from different backgrounds
- Capacity building for municipality staff
- Municipalities need to do proper assessment of market needs and available jobs that are possibly not having enough labor pool and then advertise these jobs and attract people to
apply and train them
- Regulatory frameworks that are missing and/or missing enforcement especially that Syrians are working informally and without monitoring (wad3 itar anouni lal 3amale el souriyye)
- Educating refugee children to prevent them from growing up to engage in informal work which would loop the cycle of tension

Working group 4.2. Strengthening Social Cohesion to attract private business investment and enhance business opportunities
Moderator of the Group: Heidi Gutsche, GIZ
Documented by: Gabriela Schanz, GIZ

Main topics covered: Social Cohesion, Private business investment, business opportunities

Summary of the participants views on the following questions

1. What are your main achievements related to this topic?

1) Example from Sarhan municipality, Jordan: Creation of three plants provided in total 750 jobs for Jordanians and Syrian refugees. These plants brought social cohesion to the municipality. Sarhan got support from the Ministry of Labor as well as from the Jordanian government to provide the investors land, labor forces, transportation etc. Through these plants, and the joint 8 hours work a day as well as joint activities beyond, strong social ties between the two groups are created.

2) Example from Lebanon: A Lebanese Host Community Support Project was launched, which created job opportunities for Syrians and Lebanese throughout the country with support from the Ministry of Labor as well as from ILO. Furthermore, vocational trainings were provided in Lebanon and joint business opportunities were created.

3) Example from Jordan: Syrian refugees had problems receiving work permits in the agricultural sector due to the law and regulations. In coordination with the Ministry of Labor, work permits were issued for Syrian refugees in coordination with cooperative associations. These cooperative associations would apply for work permits on behalf of the Syrians.

4) Example from Turkey: An advocacy campaign in the regions of Gaziantep and Istanbul was launched promoting licenses for Syrian refugees. Licenses would decrease gaps between Syrians and Turkish entrepreneurs. Within 6 months, licenses were granted to 217 Syrian businesses in Gaziantep: They are now all registered in the Chamber of Commerce and are paying monthly fees. This reduces social tensions.

5) Example from Sarhan, Jordan: A scientific study was carried out on the market needs and available resources. This study will be related to investments in order to guarantee future success in the municipalities’ projects. This demonstrates that social cohesion and economic development are interlinked.

2. What are your current challenges and how could they be addressed?
1) Example from Lebanon: Social security and stability are huge challenges, as well one of the most important factors to attract and promote private business investments. How to address these challenges: By maintaining security (e.g. with support of the army) to better encourage investors from abroad to establish businesses and hence create better job opportunities.

2) Example from Jordan and Turkey: There are various social challenges with regard to the different traditions and cultures, which can slow down foreign private business investments. How to address these challenges: Lectures given by IOs and local communities should be provided to possible Syrian investors and Jordanians. Furthermore, the dialogue between the two groups should be fostered.

3) Example from Turkey: Communication between host municipalities and foreign investors was identified as a challenge as a result of the language barrier. How to address this challenge: It is important to have channels of communications with the aim to translate laws and regulations of the host communities to investors. These investors need to respond to the requirements of the local community in order to create an environment of social cohesion.

4) General example regarding investment: It is difficult for municipalities to establish profit-based companies, resulting from the lack of loans, missing fundraisers and donors. How to address this challenge: It is important to amend local administration regulations and laws through the Ministry of Labor to support profit-based businesses and create more job opportunities.

5) Example from Jordan: Loans are not given easily to investors. How to address this challenge: Conduct specialized studies on the main economic challenges for investors at the municipal level. A comprehensive and sustainable project needs to be put in place, lasting 5-10 years.

6) Example from Jordan: Permits and legislation are often huge challenges for foreign investors when establishing a business in the host communities. How to address these challenges: Facilitate the access to information related to laws and regulations. Information should be given to investors; the private sector needs to be involved in a plan of action.

3. What are your key priorities and where do you need help?

1) There is a need to “market” a host country/municipality in order to attract and establish large-scale investments and hence create job opportunities for host communities and refugees. Consequently, assistance by the local governments is needed.

2) Loans for investors are not granted easily. Therefore, there is a need to give loans to Syrian refugees and the host communities in order to revive the economic cycle in the area, e.g. through a delegated bank in each country which provides these loans.

3) The transfer of loans into investments is needed in order to strengthen job creation and economic development and thus, reinforce social cohesion.

4) There should not be differences with regard to job opportunities for Syrian refugees and for the host communities. Therefore, a clear and sustainable planning approach is needed transforming social, economic and financial challenges into opportunities.
Other remarks (Lessons learnt and Recommendations, best practices, follow up actions, other):

Other identified (secondary) needs:

- Example from Lebanon: There is a need to mobilize more countries to encourage and increase commercial trade and investments, especially amongst the youth.
- Constant coordination with organizations is needed to market the products Syrian refugees are developing, also to encourage investors in specific sectors.
- There is a need to focus on the role of local communities, achievements and success stories with regard to business investments in order to integrate refugees in the host communities.
- A comprehensive strategic plan for every city is needed. Furthermore, a joint platform of activities would strengthen the exchange and communication.
- The implementation of awareness raising campaigns and trainings for investors is important in order to better understand what is required in a specific region/ context.

Working group 4.3. The spatial dimension of social cohesion: The role of communal development policies
Moderator of the Group: Naim Frewat, IRC
Documented by: Amrei Meier, SWP

Main topics covered:

- How can development policies contribute to social cohesion?
- What policies have been adapted so far that have contributed to social cohesion, with a special focus on economic development?

Summary of the participants views on the following questions

1. What are your main achievements related to this topic?

- Activities implemented / facilities created for everybody in community (locals, Palestinians, Syrians): public gardens, solar lighting in public spaces, sports competitions
  > In building facilities / implementing activities, both Syrians and locals were employed (creation of jobs)
- Altogether: great flexibility of municipalities in absorbing impacts: wide range of activities
- Positive examples of Syrians and local population working together: good relations before crisis; reliance of communities on Syrian work force in certain fields (construction, agriculture etc); employers employing Syrians and locals
- Lebanon: Good interaction between local / refugee population, majority of Syrians work (though majority illegally), boost for economy
  > Has led to the opening of new shops / restaurants etc
- Jordan: Licenses given to Syrians to open their own shops
  > Has led to the opening of new shops / restaurants etc
- Licenses for Syrians / locals for professions that are homebased (esp. for women)
  > Easier generation of income

2. What are your current challenges and how could they be addressed?

- Lebanon: restrictions from state: approvals for every project / program needed from ministries / no work permits are given to Syrians. These aspects make it difficult to create industries, to open businesses, and to create job opportunities
  > Possible solution: more organization from state to legalize work
- Lack of infrastructure: infrastructure is needed to create industries / new businesses
  > Possible solution: more investment in infrastructure
- Local shops: had to be closed due to increased competition: Syrians do same for less money
Possible solution: limit licenses that are given out
- Jordan: many Syrian businessmen only employ Syrians as they have specific skills needed in their business (e.g. Syrian pastry shops, Syrian restaurants)

Possible solution: specific programs / apprenticeship trainings to train locals in these specific skills: municipalities / NGOs could cover all costs during training phase; afterwards: employers can decide if trainee will be employed permanently or not

Possible solution: introduction of new regulation: fixed % of Syrian / Jordanian employees in businesses
- Competition between Palestinians and Syrians: Syrians taking jobs of Palestinians

Possible solution: introduction of quotas: % of workers have to be Palestinian / Syrian / local
- Feeling of neglection of local population

Possible solution: inclusion of local population in programs

3. What are your key priorities and where do you need help?
- Better organization / regulation of labour market (new laws related to work permits, investment opportunities, quotas), based on needs assessments
- Sustainability of projects, so that local population will benefit from projects even when Syrians leave (temporary programs will only lead to temporary solutions)
- Include Syrians more in labour market
- Focus on infrastructure for establishment of factories that could then absorb Syrians and locals

Other remarks (Lessons learnt and Recommendations, best practice, follow up actions, other):
- Recommendation regarding funding: should be directed more towards municipalities directly
- Agreement of all participants on the importance of exchanging (successful) experiences in form of concrete examples: for example: Lebanese participants very interested in Jordan’s approach to create jobs (concrete steps)