



THE GLOBAL CITIES FUND
for Inclusive Pandemic Response
PROJECT PROSPECTUS

June 2021



Mayors Migration Council

in partnership with





Photo: Lima, Peru. Credit: Municipality of Lima.

Cover Photo: Bogotá, Colombia. Credit: Felipe Mahecha



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This report is dedicated to the legacy of Mayor Bruno Covas, a founding member of the Mayors Migration Council Leadership Board, who showed that São Paulo's commitment to being an open city can serve as an inspiration for all cities, and that all cities should have the means to build an inclusive society from the ground up.



Photo: Mayor Bruno Covas. Credit: Wikidata.

Mayor Bruno Covas (1980 - 2021)

About

The Mayors Migration Council

The **Mayors Migration Council** (MMC) is a mayor-led advisory and advocacy organization that helps cities shape national and international policy on migration and displacement. Our mission is to ensure that global responses to pressing challenges—from pandemics to climate change—both reflect and address realities on the ground for the benefit of migrants, displaced persons, and the communities that receive them.

To fulfill our vision, we secure cities' formal access to national, regional, and international policy deliberations; build cities' diplomatic, advocacy, and communications skills so they can effectively influence decisions; unlock technical and financial resources to cities so they can deliver better outcomes on the ground; and help cities implement local solutions efficiently and at scale to accelerate global commitments. A member of the Global Taskforce of Local and Regional Governments, the MMC also sits on the Advisory Committee of the Platform on Disaster Displacement and the Steering Committee of the UN Migration Multi-Partner Trust Fund, and co-steers the Mayors Mechanism of the Global Forum on Migration and Development with the UN Migration Agency (IOM) and United Cities and Local Governments (UCLG).

We are led by a Leadership Board composed of the mayors of Amman, Bristol, Freetown, Kampala, Los Angeles, Milan, Montreal, and Zürich, as well as the former mayor of Athens. We operate with the financial support of Open Society Foundations, the Swiss Agency for Development and Cooperation, and the Robert Bosch Stiftung, and we are managed as a sponsored project of Rockefeller Philanthropy Advisors.

The Global Cities Fund for Inclusive Pandemic Response

The Global Cities Fund for Inclusive Pandemic Response (the “Global Cities Fund”, or “Fund”) is the MMC's response to the unmet resource needs of city governments in providing for migrants, refugees, and internally displaced people (IDPs) during Covid-19. Launched as an outcome of the MMC's Global Mayors Solidarity Campaign, the Fund provides financial and technical support to city-level projects that address the urgent needs of migrants, refugees, and IDPs while empowering local leadership to institute inclusive practices that can be scaled and replicated elsewhere. The Fund is managed by the MMC in collaboration with UCLG, the United Nations Human Settlements Programme (UN-Habitat), IOM, and the UN Refugee Agency (UNHCR) as strategic partners.

The Fund is made possible with the financial contributions of the Open Society Foundations, the Conrad N. Hilton Foundation, and UCLG.



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Glossary of Terms

AESAT - Association of African Students and Trainees in Tunisia
AIMF - International Association of Francophone Mayors
BRA - Benadir Regional Administration / Municipality of Mogadishu
BRT - Bus Rapid Transit (BRT)
CDCs - Community Development Committees
CIDA - The Canadian International Development Agency
CIDEU - Ibero-American Centre for Strategic Urban Development
CIFAL - International Training Centre for Authorities and Leaders
CTR - Tunisian Refugee Council (CTR)
GAM - Greater Amman Municipality
GCBA - Government of the Autonomous City of Buenos Aires
GCF - Global Cities Fund for Inclusive Pandemic Response
GCM - Global Compact for Migration
GCR - Global Compact on Refugees
GIZ - Gesellschaft für International Zusammenarbeit
ICLEI - International Council for Local Environmental Initiatives
IDPs - Internally Displaced Persons
INGOs - International Non-Government Organizations
IOM - The UN Migration Agency
ILO - International Labor Organization
IRIGA - The Integrated Resilience Initiatives for Global Agenda Project
JICA - Japan International Cooperation Agency
KCCA - Kampala Capital City Authority
KMC - Kanifing Municipal Council
MMC - Mayors Migration Council
MC2CM - Mediterranean City-to-City Migration Project
MDQ - Metropolitan District of Quito
NRC - Norwegian Refugee Council
OFWs - Overseas Filipino Workers
ODI - Overseas Development Institute
OCHA - UN Office for the Coordination of Humanitarian Affairs
OSF - Open Society Foundations
PRM - The Protection and Returns Monitoring Network
SDGs - Sustainable Development Goals
SDIS - District Secretariat for Social Inclusion, City Government of Bogotá
SMEs - small and medium enterprises
SREC - Foreign Relations and Cooperation Service, City of Dakar
UCCI - Union of Ibero-American Capital Cities
UCLG - United Cities and Local Governments
UNCL - National Union of Local Governments
UNDP - United Nations Development Programme
UNHCR - The UN Refugee Agency
UNITAR - United Nations Institute for Training and Research
UN-Habitat - The UN Human Settlements Programme
USD - United States Dollars
YARID - Young African Refugees in Development



Photo: Lagos, Nigeria. Credit: UNHCR

Forward

Local Action, Global Goals

By:

Vittoria Zanuso

Executive Director, Mayors Migration Council

Emilia Saiz

Secretary General, United Cities and Local Governments



The Need

With over 95 percent of reported Covid-19 cases having occurred in urban areas, cities have been most impacted by the pandemic and remain the front lines of our global recovery.¹ While the crisis has affected all people and aspects of society, it has presented unique challenges to urban migrants, refugees, and internally displaced people due to their legal and migration status, their reliance on informal employment, and their restricted access to public health services and benefits. Their experiences are complicated by language and cultural barriers, xenophobia, racism, and discrimination. At the same time, migrant and displaced communities are the frontline of our cities' responses to the pandemic. In 2020, refugees in cities were 60 percent more likely to work in sectors hardest hit by Covid-19 (such as food services) than residents of receiving communities.²

In the face of these trying circumstances, mayors and city governments from all over the world have shown leadership in responding to the needs of their migrant and displaced communities during the height of the crisis, especially where national governments have stepped back. But while local leaders are shaping powerful, innovative, and inclusive responses to meet the needs of their communities—such as equal access to Covid-19 testing, direct cash assistance regardless of status, or water and sanitation services in underserved neighborhoods—their needs far exceed their current resources.

The economic devastation has led to dire budget shortfalls and lost revenue among city governments, with estimates of up to 25 percent in losses globally in 2021 alone,³ curtailing their ability to deliver critical services and economic opportunity to all of their residents, especially

those who need it most. In a January 2021 survey conducted by United Cities and Local Governments and its partners, 33 municipal finance officials in 22 countries across all continents reported already seeing a 10 percent decrease in their overall revenue and around a five percent increase in expenditure.⁴ This “scissors effect” of local government revenue and expenditure will be most felt in cities in developing countries. African cities, for example, could potentially lose up to 65 percent of their revenue in 2021.⁵

While countless cities are being asked to do more with less, there is an inefficiency in the market for international humanitarian and development funding. The majority of investments are directed to international NGOs or intergovernmental agencies, while city governments are often left on the sidelines of responses to migration and displacement within their own cities, leaving their potential unrealized. This creates parallel service delivery structures that target migrant and displaced populations in silos and separately from receiving communities, creating competition among different marginalized groups and missing the opportunity to build local capacity in service delivery. As we heard from one city representative in the preparation for this report:

“The mistrust in city governments has prevented us from improving our capacity for financial management and service delivery. Until we have the resources to demonstrate and improve our capacity, city governments will continue to play a peripheral role in our core mandate of serving all of our residents, regardless of status.”

The Response

To fill this clear and growing need, the Mayors Migration Council launched the **Global Cities Fund on Inclusive Pandemic Response** in collaboration with IOM, UCLG, UN-Habitat, and UNHCR as strategic partners. The Fund is the MMC’s response to the unmet needs of cities as they support migrants, refugees, and IDPs during Covid-19. By directly funding cities to implement inclusive response and recovery programs of their design, the Fund builds precedents of fiscal feasibility in city governments within low to middle-income countries that are often disregarded by donors with low risk tolerance, despite these cities’ tremendous efforts in protecting migrant and displaced residents. The overall goal of the Fund is to prove that city governments are best placed to lead a transformative and inclusive urban recovery and demonstrate the benefits of resourcing them to do it well.

Launched in October 2020 as an outcome of the MMC’s Global Mayors Solidarity Campaign, in less than a year the Fund has proven to be an effective mechanism to directly resource city governments with the financial and technical support needed to build inclusive communities. With five current city grantees and a pipeline of 20 city government-led projects, the Fund helps city governments address the immediate needs of their migrant and displaced residents while supporting practices that have the potential of being institutionalized, replicated, and/or scaled in the future.

The Global Cities Fund

for Inclusive Pandemic Response:

- 1.** Offers international donors a pipeline of vetted city-led proposals backed by strong mayoral leadership on migration and displacement issues.
- 2.** Directly channels international resources to city governments, building precedents of fiscal feasibility while assuming financial oversight and mitigating risk.
- 3.** Respects the agency, authority, and capacity of city governments and their local partners by supporting projects of cities' own design.
- 4.** Accelerates local efforts by providing city grantees with customized technical and advocacy support services, and by connecting them with city peers and international partners.
- 5.** Elevates city leadership and actions to a global audience of national governments, humanitarian and development agencies, and financial institutions, ensuring global responses reflect and respond to local needs.
- 6.** Serves as a flexible, simple, and predictable funding mechanism with low overhead and high efficiency.

A Call for Action: 22 by 2022

We received a tremendous level of interest from city governments in the Global Cities Fund. This interest—coupled with what we are hearing personally from our dozens of city governments partners every day—is evidence that city governments around the world recognize the value that migrants, refugees, and IDPs bring to their communities, and that they need further support in order to ensure their Covid-19 response and recovery is inclusive of all.

To meet the charge from cities, the MMC, UCLG, and the Fund's other Strategic Partners collectively call on international actors focused on migration and displacement to work with the MMC to provide at least 22 cities direct financial support to implement their projects focused on migrant, refugee, and IDP inclusion by the end of 2022: **22 by 2022**.

The **Global Cities Fund Project Prospectus** is a tool to help us collectively achieve this goal. It puts forward over 20 locally led projects from 17 countries with the potential to directly serve over 140,000 migrants, refugees, IDPs, and marginalized receiving communities. With resources channeled through the Fund, these projects are ready for the investment of donors and the partnership of humanitarian and development practitioners active within these cities. In total, these projects put forward inclusive plans, policies, and programs valued at over \$10,500,000 USD, with millions more dollars offered in-kind by the implementing city governments to ensure their success and sustainability.

Beyond 2022

The needs of cities in providing for migrant and displaced communities will remain beyond 2022 and beyond this pandemic.

As leaders of global organizations who represent mayors and city governments around the world, we know firsthand that the needs of cities far outweigh their available resources. We also know that there is a willingness and appetite from UN agencies, city networks, and funders to work collaboratively in support of and alongside city governments in building more inclusive cities. We must leverage the latter to address the former.

Our ultimate vision for the Fund is to demonstrate that cities can and should have direct access to financial and technical resources and realize the Fund's promise as a model that can be scaled and replicated to ensure that global responses to pressing challenges—from pandemics to climate change—both reflect and address realities on the ground.

While financial and technical resources are crucial, partnership is a resource that international actors too often keep for themselves. We must work with mayors and their city governments as equal partners worthy of international investment and support—not around them.

We look forward to working with you in realizing the promise of the Global Cities Fund and supporting city governments to achieve their core mandate of serving all of their residents, regardless of where they come from.

Cities

MEXICO CITY
Mexico

QUITO
Ecuador

LIMA
Peru

SAN JOSÉ
Costa Rica

BARRANQUILLA
Colombia

MEDELLÍN
Colombia

BOGOTÁ
Colombia

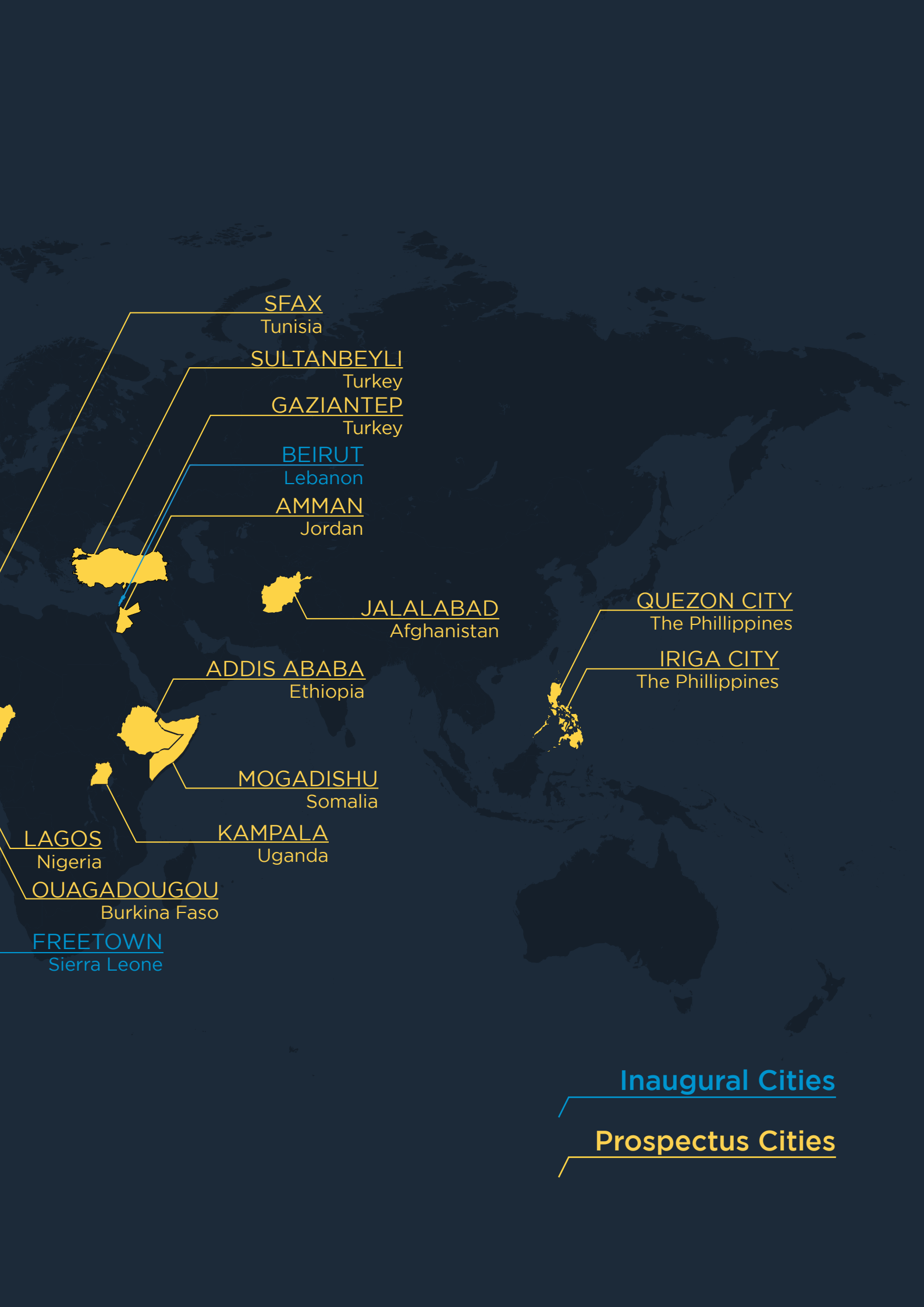
DAKAR
Senegal

KANIFING
The Gambia

SÃO PAULO
Brazil

BUENOS AIRES
Argentina





SFAX

Tunisia

SULTANBEYLI

Turkey

GAZIANTEP

Turkey

BEIRUT

Lebanon

AMMAN

Jordan

JALALABAD

Afghanistan

QUEZON CITY

The Phillippines

IRIGA CITY

The Phillippines

ADDIS ABABA

Ethiopia

MOGADISHU

Somalia

LAGOS

Nigeria

KAMPALA

Uganda

OUAGADOUGOU

Burkina Faso

FREETOWN

Sierra Leone

Inaugural Cities

Prospectus Cities

Inaugural Cities

To unlock funding to cities as soon as possible while ensuring an inclusive process, the MMC partnered with the IOM, UCLG, UN-Habitat, and UNHCR, among other notable international organizations and city networks,ⁱ to develop a shortlist of cities invited to apply for the inaugural round of the Global Cities Fund. The solicitation generated proposals from over 25 cities around the world. Over the months of November and December 2020, a Selection Committee of subject matter experts and government officials evaluated the proposals based on their anticipated impact, commitment from city leadership, and likelihood of institutionalization or replication, among other criteria.

Our Strategic Partners

As Strategic Partners of the Global Cities Fund, IOM, UCLG, UN-Habitat, and UNHCR provide on-the-ground technical and coordination support to city grantees, advise on the development of the pipeline of projects, and amplify the Fund's impact globally. The three UN multilateral agencies, in particular, support city grantees in reaching migrant and displaced communities through client

ⁱ In addition, the MMC consulted with C40 Cities, Resilient Cities Network, Cities Alliance, and the Global Parliament of Mayors (GPM), among others, to develop an inclusive process for the Fund's inaugural round.

referrals or targeted support on client selection processes. They are also committed to ensuring that the Fund's projects tie to existing UN projects and initiatives implemented in relevant grantee cities.

Our Selection Committee

The Selection Committee for the inaugural round of the Global Cities Fund was appointed as a multi-partner body to review applications and select five city grantees for the Fund's initial awards. Together, Selection Committee members represent a diversity of experiences and skill sets, including mayoral leadership, refugee and migrant perspectives, subject matter expertise, and funding/financial expertise.

Our Selection Committee members are:

- **Liz Agbor-Tabi**, Vice President, Global Policy at Global Citizen
- **Sharmarke Dubow**, Councilor, City of Victoria, Canada
- **Georgios Kaminis**, Member of the Greek Parliament, Former Mayor of Athens, Greece, Special Envoy for the MMC and C40 Cities
- **Cecilia Vaca Jones**, Executive Director, Bernard van Leer Foundation
- **Vittoria Zanuso**, Executive Director, Mayors Migration Council



Photo: The team of Barranquilla's Centro de Oportunidades.
Credit: Barranquilla District Municipal Government.

Our First Five Cities

The MMC announced the five inaugural city grantees of the Global Cities Fund in January 2021. They include Barranquilla, Colombia; Beirut, Lebanon; Freetown, Sierra Leone; Lima, Peru; and Mexico City, Mexico. Collectively, these five city governments are delivering projects that directly improve the lives of over 3,000 migrants, refugees, IDPs, and marginalized receiving communities while strengthening each city's commitment and capacity to sustainably support countless more.

Barranquilla, Colombia

Barranquilla's project, *Todos Somos Barranquilla*, offers a comprehensive suite of services to 100 clients, providing them with

specialized vocational training, psychosocial support, legal documentation support, and direct access to 200 of Barranquilla's employers. Focused on Venezuelan refugees, clients include women, youth, victims of armed conflict, and persons living with disabilities. Delivered through the city's Opportunities Center, the project ensures that its participants have a safe and secure livelihood within the city's formal economy, paving the way for a stronger and more inclusive overall workforce within the city of Barranquilla.

Beirut, Lebanon

Beirut's project brings health care services closer to those in need. With the support of the Global Cities Fund, the Municipality of Beirut is able to

purchase and operate the city's first *Municipal Mobile Health Clinic*, which provides free and nondiscriminatory Covid-19 testing, vaccinations, and other basic medical services to individuals who are unable to access these services. The Mobile Clinic goes where it is needed most, focusing on neighborhoods with a high percentage of refugees, migrants, and vulnerable Lebanese who were severely impacted by the August 4, 2020, port explosion, such as working-class neighborhoods bordering the port.

Freetown, Sierra Leone

Freetown's project expands the city's *Waste Management Micro-Enterprise Program* to 40 new entrepreneurial teams to deliver waste collection services within informal settlements and to other Freetown residents. The project builds on gains made by 80 existing waste management micro-enterprises supported by the Freetown City Council. Through this expansion, the city ensures that more youth living in informal settlements, the majority of whom are rural migrants, access the opportunity to jointly improve their livelihoods. Project clients are provided with initial business investment support that includes a motorized tricycle cart, sanitation tools, business registration, training, and business development mentoring.

Lima, Peru

Lima's project establishes a new *Municipal Office of Service to Migrant Neighbors* in the Cercado de Lima district, which serves as a gateway for newcomers into the city. The new center offers the district's residents and workers a suite of services related to employability, health, and case management for women at risk of gender-based violence, among other services, while also connecting them to existing social service centers in other areas of the city. In addition, the project promotes healthy interaction between long-standing residents of Lima and their new neighbors through intercultural activities within public urban spaces.

Mexico City, Mexico

Mexico City's project builds on the newly established *Municipal Income Protection Program* to provide cash assistance to internally displaced persons while connecting them to national and local social services. The city's project reaches 450 people in need of social assistance while connecting their families to support services related to employability, obtaining personal identification, public health services, and referrals to Mexico City's robust governmental, civil society and nonprofit social services network. The project represents the city government's first tri-secretariat collaboration and paves the way for a stronger coordination of social services to all residents of Mexico City.



Photo: A team of migrants and refugees work together to keep Lima clean. Credit: Municipality of Lima.

Municipal Mobile Health Clinic



Photo: UN-Habitat



“ Thanks to the Global Cities Fund, the Beirut Mobile Health Clinic will reach the **neighborhoods** where it is **needed** the most, providing **healthcare** to those who would otherwise be left behind.”

Jamal Itani
Mayor of Beirut, Lebanon



“ The Mayors Migration Council’s **support** to Barranquilla will allow us to **make a difference** in the lives of our residents and show that **todos somos Barranquilla**, regardless of where we come from.”

Jaime Pumarejo Heins
Mayor of Barranquilla, Colombia

We Are All Barranquilla



Photo: Barranquilla District Municipal Government



“ All residents, especially **migrants**, have a role to play in helping Freetown **emerge** from this pandemic more **equitable**, more **sustainable**, and more **prepared** for the future,”

Yvonne Aki-Swyerr
Mayor of Freetown, Sierra Leone



**Waste Management
Micro-Enterprise Program**

Photo: Freetown City Council.

**Municipal Office of Service
to Migrant Neighbors**



Photo: Municipality of Lima.



“ Lima **welcomes** all who choose our city as their home. In doing so, we wish to send a **message** to other cities of the world regarding the power of **inclusion** as one of the man values of society,”

Jorge Muñoz Wells
Mayor of Lima, Peru



Claudia Sheinbaum Pardo
Mayor of Mexico City, Mexico



**Inclusive Income
Protection Program**

Photo: Government of Mexico City.

Inaugural Cities: By the Numbers

The Global Cities Fund's five inaugural city grantees:

- Receive over **1 million** migrants and displaced people.
- Serve over **3,000** migrants, refugees, IDPs, and marginalized local residents.
- Represent **3** continents and **5** countries, two of which are on the doorsteps of the world's biggest refugee crises.
- Are implementing projects in collaboration with over **20** partners, including support from local migrant-led organizations and civil society, international humanitarian and development organizations, and national or regional governments.



Photo: Beirut's Global Cities Fund project helps marginalized communities affected by the August 4, 2020 explosion. Credit: Andrea Malek for the Mayors Migration Council.

Prospectus Cities

Purpose of the Prospectus

The Global Cities Fund Project Prospectus presents a summary of priority projects for an inclusive pandemic response and recovery submitted by 20 city governments from around the world. These project proposals put forward compelling ideas that are ready for the investment of donors and the partnership of humanitarian and development practitioners active within these cities.

The purpose of the Prospectus is two-fold:

First, elevate unfunded city-led project proposals to a diverse and global audience of donors to secure the funding needed for their implementation and the achievement of the 22 by 2022 Call to Action, 22 cities in total by the end of 2022.

Second, highlight city government plans and priorities to encourage partnership from international and national practitioners active within each city to help accelerate local and global goals.

Prospectus Cities

The Prospectus Cities demonstrate mayoral commitment and city government leadership on issues of migration and displacement, technical excellence in delivering inclusive services, and a high likelihood of success in achieving both short-term impact and long-term institutionalization of inclusive plans, policies, and programs.

All city projects included in the Prospectus are of the cities' own designs with technical support from the MMC and its strategic partners. In addition to impacting over 138,000 people, these projects hold the common potential to strengthen the institutional inclusivity of city governments, such as through increased cross-departmental coordination and improved governance arrangements (Iriga City, Philippines) or through improved collaboration with multilateral actors and migrant and refugee-focused civil society organizations (Sfax, Tunisia).

Individually, these projects elevate a diversity of city-led ideas and



22 by 2022

To build on the Global Cities Fund's progress, the MMC and its partners call on international actors focused on migration and displacement to drive direct project funding to at least 22 cities in low to middle-income countries by the end of 2022.

Photo: City of São Paulo

capacities to mitigate the impacts of Covid-19 and improve the lives of migrants, refugees, and IDPs within each city. They represent different geographical contexts and themes of action, from city-to-city collaboration (Dakar, Senegal), to emergency housing assistance and security of tenure for people in precarious housing situations (Mogadishu, Somalia; Medellín, Colombia), to the provision of multicultural and multilingual services to reduce barriers to access to rights and services (São Paulo, Brazil).

Taken together, these projects represent the ingenuity and

willingness of city governments to take local action to achieve global impact. They demonstrate that cities around the world understand their role in ensuring that the rights of migrants and displaced are upheld, that their needs are met, and that their voices are heard.

The MMC is mandated to serve all cities willing to provide for their migrant and displaced communities and is committed to keep curating and expanding a project pipeline for the Global Cities Fund. For more information, please contact fund@mayorsmigrationcouncil.org.

Prospectus Cities: By the Numbers

The 20 cities featured in
this Prospectus:

- Represent **17** countries from **7** regions of the world.ⁱ
- Are home to **75** million people, including at least **5.3** million migrants, refugees, and internally displaced persons.⁶
- Have population sizes as small as **330,000** and as large as **15** million, including **4** cities with over 10 million residents.ⁱⁱ
- Put forward projects valued at over **\$10.5** million USD that will directly serve over **138,000** clientsⁱⁱⁱ and indirectly serve countless more communities.
- Intend to either begin **11** new programs or strengthen the scale and reach of **9** existing ones.
- Will realize **21** city plans and policies focused on the needs of migrants and the displaced.
- **All** commit to leveraging an inclusive Covid-19 response and recovery to build more inclusive communities in the long term.

i South America, Middle East and North Africa, Central Asia, Southeast Asia, Central Europe, West Africa, East Africa.

ii Bogotá, Buenos Aires, Lagos, and São Paulo.

iii 100,000 of whom will be served by Buenos Aires' Estación Migrante.



سويدي
Jom Joom
Bo

FX
SAKA
SAKA

أبو صبيح

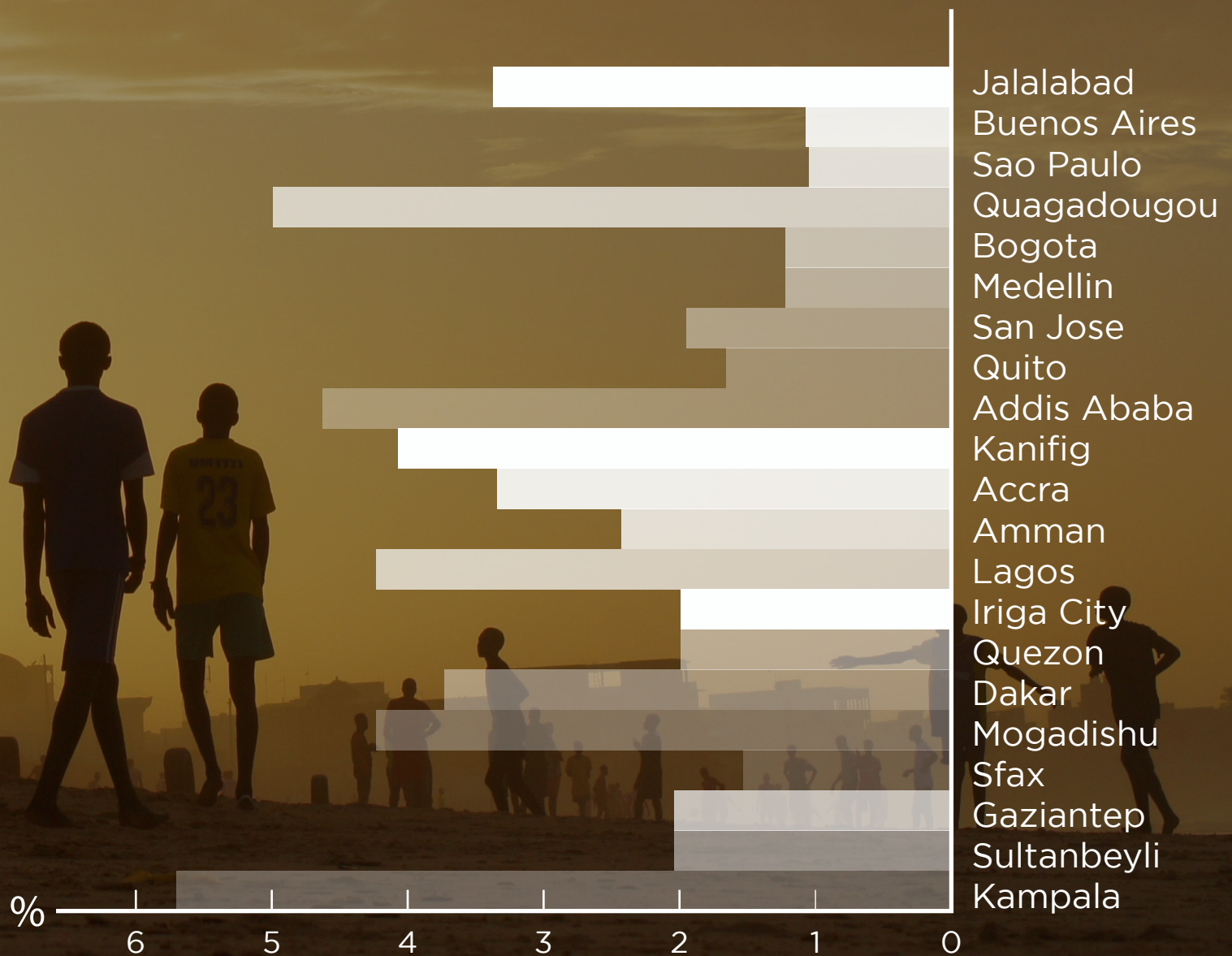
Photo: Amman, Jordan. Credit: UNHCR.

Population



Most population data have been retrieved from the World Urbanization Prospects for 2020. When this was not available, the second selected source is population projections from city authorities for 2020. If projections are not available, the latest census data have been included. For specific cases, World Urbanization Prospects does not include data at the city government level, and in this case, available government data has been selected.

Urbanization rate



Prospectus Cities and Projects

1. Jalalabad, Afghanistan

Public Health Improvements for IDP and Returnee Communities of Jalalabad

2. Buenos Aires, Argentina

Estación Migrante (Migrant Station)

3. Ouagadougou, Burkina Faso

Participatory Planning for the Inclusion of Migrant and Displaced Communities in Greater Ouaga

4. São Paulo, Brazil

Language-sensitive Approach to Inclusive Service Delivery

5. Bogotá, Colombia

Supporting Migrant and Refugee-owned Businesses in Bogotá

6. Medellín, Colombia

Housing Assistance for Migrant and Displaced Families

7. San José, Costa Rica

Improving Public Health and Social Inclusion in La Carpía

8. Quito, Ecuador

Planning for Human Mobility in Quito

9. Addis Ababa, Ethiopia

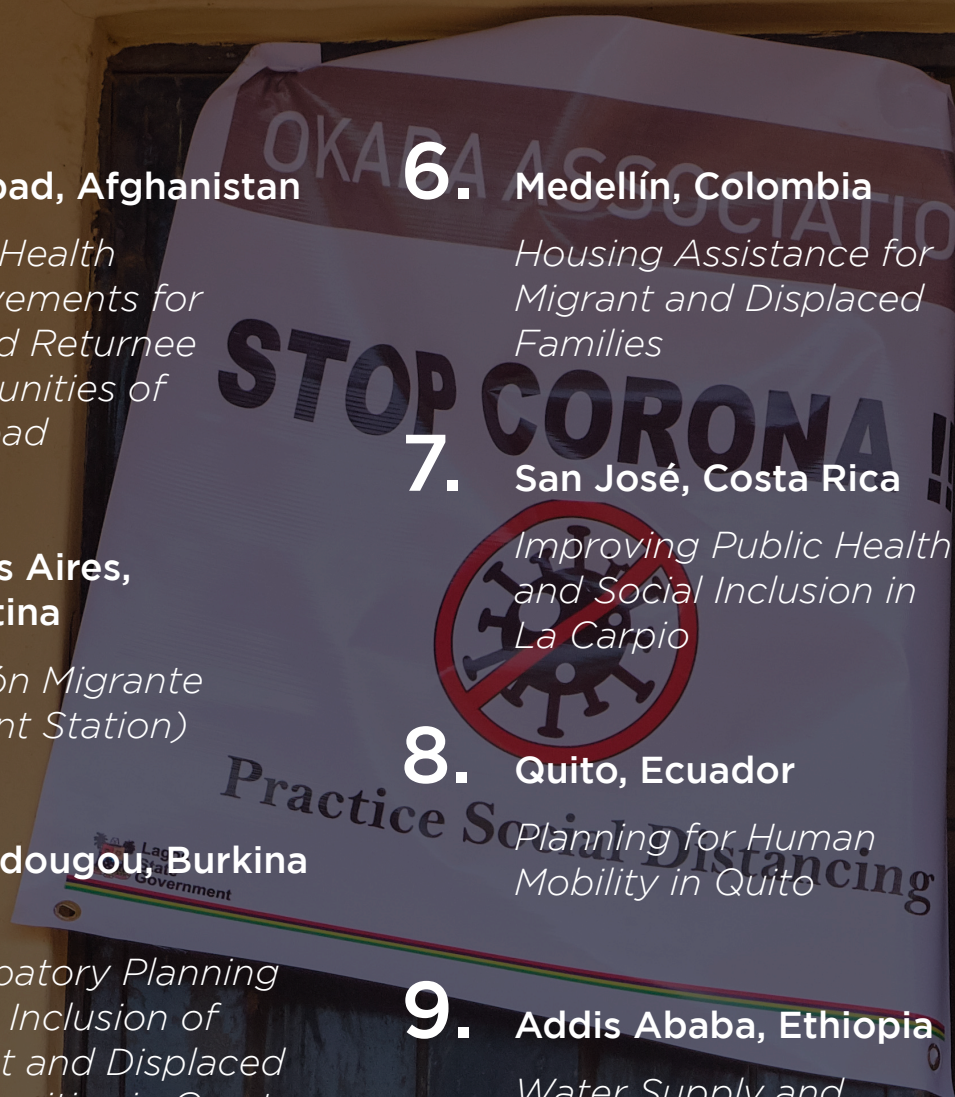
Water Supply and Sanitation Infrastructure for IDPs

10. Kanifing, The Gambia

Tree Stewardship for Migrant Youth

11. Amman, Jordan

Reducing Geographic Inequality for Displaced Communities in Amman



A man wearing a yellow polo shirt and a blue surgical face mask is looking out from a window. The window frame is dark wood. The background is a plain, light-colored wall. The man's shirt has a circular logo on the left chest that reads "PORT HARBOR EMPLOYEES ASSOCIATION OF NIGERIA".

12. Lagos, Nigeria

*The Lagos State
Social Support Office*

13. Iriga City, Philippines

*Integrated Resilience
Initiatives for Global
Agenda (IRIGA):
A Shared Service
Facility for Economic
Resilience*

14. Quezon City, Philippines

*Roadmap to a
Safe, Orderly, and
Regular Migration
for Overseas Filipino
Workers in Quezon
City*

15. Dakar, Senegal

*City-to-City
Collaboration for
Socio-economic
Inclusion in Dakar*

16. Mogadishu, Somalia

*Durable Solutions
for Displaced
Communities in
Mogadishu*

17. Sfax, Tunisia

*Delivering
Humanitarian
Assistance in
Partnership
with Migrant
Associations*

18. Gaziantep, Turkey

*Home Repair for
Refugees Amid
Covid-19 Lockdowns*

19. Sultanbeyli, Turkey

*Covid-19 Response
for Residents of
Sultanbeyli*

20. Kampala, Uganda

*Kampala for All:
Safety Nets for
Recovery*

Jalalabad, Afghanistan



“Jalalabad has the highest number of returnees and internally displaced people in Afghanistan. The majority of its population lives under the poverty line. Unfortunately, the Covid-19 pandemic has worsened the situation and raised severe economic challenges. In order to overcome these challenges and cope with the emergency situation, the Jalalabad Municipality plans to create employment opportunities and improve our communities through implementing crucial infrastructure projects across Jalalabad City. These projects are necessary to support all of our residents economically and to help them survive this pandemic.”

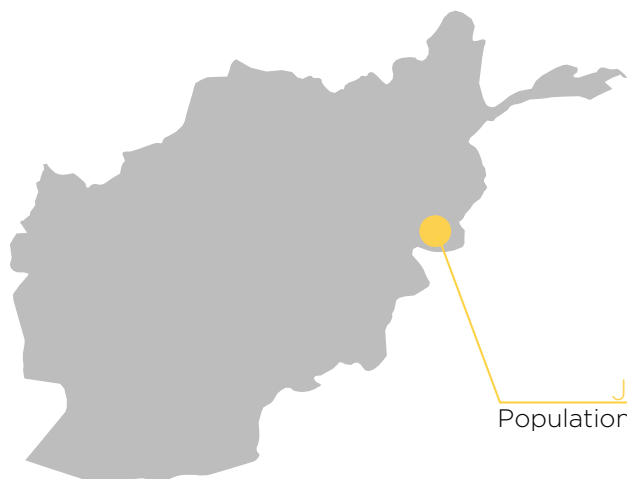
– Eng. Abaseen Baheer, mayor of Jalalabad

CONTEXT

Located on Afghanistan's border with Pakistan, Nangarhar province hosts the largest number of IDPs and returnees in the country. Jalalabad, the capital of Nangarhar province, hosts an estimated 500,000 IDPs and returnees.⁷ The majority of these residents live in refugee and IDP townships or informal settlements in and around the city. While there, IDPs and returnees suffer from housing insecurity, have limited access to services and infrastructure, and have limited employment opportunities. These challenges contribute to social tension with receiving communities given that their members face similar circumstances.

Displaced and returning persons living in the city's low-income informal settlements are particularly vulnerable to Covid-19 due to overcrowded living conditions and limited access to water, sanitation and health services, and waste management systems.⁸ For example, the city's drainage system lacks the proper volume capacity to

adequately serve these growing populations, while pipe damage and blockage from debris has shown to contaminate drinking water and increase the risk of infectious diseases. Heavy rainfall causes severe flooding in these settlements, exacerbating public health challenges even further. At the same time, residents of these settlements lack access to safe and sustainable economic opportunity – either within the settlements or closer to the city center – a challenge that has only been worsened by Covid-19.



Jalalabad
Population: 356 274

PROJECT AT A GLANCE

Public Health Improvements for IDP and Returnee Communities of Jalalabad

OBJECTIVE

Jalalabad Municipality will create income opportunities and contribute to a safer and greener environment for IDPs, returnees and host communities through construction of draining, sidewalks and public spaces that will link informal settlements with their surrounding areas in Jalalabad city.

Budget: \$400,000- \$600,000 USD

Timeframe: 12-24 months

Clients: IDPs, returnees, and marginalized receiving communities.

Lead Implementer:

- Technical and Sectorial Department - Jalalabad Municipality

Implementing Partners:

- Ministry of Municipalities, Independent Directorate of Local Governance
- Nahyas (districts), gozars (sub-districts) and Community Development Committees of Jalalabad
- National Ministry of Urban Development and Housing

City Networks and Partners:

- Gesellschaft fur International Zusammenarbeit (GIZ)
- Japan International Cooperation Agency (JICA)
- The Canadian International Development Agency (CIDA)
- The Netherland Ministry of Foreign Affairs (MFA)
- The World Bank
- UN-Habitat

Focus Areas:

Basic Services



Financial security



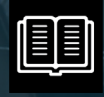
Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

1. IDPs, returnees, and receiving communities have access to income-generating opportunities and participate in the public improvement of their neighborhoods.
2. IDPs, returnees, and receiving communities benefit from improved public health and increased access to critical services.
3. Jalalabad Municipality is more inclusive of IDPs and returnees living in informal settlements and works collaboratively with these marginalized communities to improve their living conditions.

PROJECT OVERVIEW

This project will improve the public health and environmental and social resilience of Jalalabad's displacement-affected communities in the face of Covid-19 while providing vulnerable residents of these communities with opportunities to generate income.

Jalalabad Municipality will work with the city's Community Development Councils to design public improvements, such as extending the drainage system in Jalalabad to locations near at least two informal settlements to improve their water and sanitation services, as well as improving the city's walkability, particularly for marginalized groups such as persons living with disabilities, through the construction of pedestrian sidewalks. At present, many IDPs and returnees residing within informal settlements suffer from a combination of inadequate public transportation and poor sidewalk infrastructure that makes walking difficult and dangerous. This lack of connectivity inhibits their access to critical services, such as schools, hospitals, and

places of employment that are far away from where these communities reside. These sidewalk extensions, designed with community participation, will connect informal settlements with their surrounding areas while increasing available public and green spaces. The city government will construct additional street furniture, transit stops, landscaping, and storm water management systems to maximize the value of these spaces and allow residents to feel safe in their communities.

To maximize the project's impact, the city government will employ IDP, returnee, and native residents to design and implement the activities through a cash-for-work scheme. This will generate much-needed short-term skilled and unskilled jobs for at least 250 clients.

Value

In Jalalabad, there are over 200 Community Development Councils, which provide an efficient mechanism for local communities



Photo: An underserved neighborhood of Jalalabad. Credit: Jalalabad Municipality

MILESTONES

The Jalalabad Municipality will:



to identify priorities and implement projects. The city government has allocated financing to 110 CDCs overseeing districts with large numbers of IDPs and returnees, with each receiving \$110,000 USD and autonomy to allocate those funds toward community projects such as upgrades to roads, electricity or environmental projects. For this project, CDCs will serve as a key partner for the city government to further strengthen this mechanism for service delivery and to engage local communities.

By implementing infrastructure that will benefit IDPs, returnees, and receiving communities equally, the project will improve relations between displaced and host communities. Further, creating jobs for different population groups at a time where jobs are scarce due to Covid-19 will address a critical point of social tension between these different community groups.

The project looks to use the municipality's recovery from Covid-19 as an opportunity to achieve environmental sustainability, improved public

health, and connectivity within the city's most marginalized areas.

City leadership

The project will contribute directly to Jalalabad Municipality's strategic plan, where improvement and extension of drains and walkways is a key priority. The project will also strengthen the city government's continued accountability to its communities, including the most marginalized among them, through the participation of CDCs.

While municipal resources to respond directly to displacement have historically been limited, there has been an expansion of international support in recent years. This project will allow Jalalabad Municipality to grow in its leadership role in providing for its IDPs and returnees while facilitating the participation of local communities in realizing the city's plans.

Buenos Aires, Argentina



“*Cultural diversity enriches our views, but it is social integration that makes us a resilient city, which develops and grows in response to the needs of its population. From the City of Buenos Aires, we understand that the integration of migrants and the support of the various communities, contributes to the strengthening of local capacities, advancing in the construction of a society that recognizes, respects and offers equal opportunities for all people.*”

– Horacio Larreta, mayor of Buenos Aires

CONTEXT

Based on UN estimates, international migrants comprise nearly 5 percent of the total Argentinian population. The share reaches 14 percent - an estimate of 450,000 people - within the city of Buenos Aires. Main nationalities among Buenos Aires' migrant population include Paraguayan, Bolivian, Venezuelan and Peruvian migrants. In addition, the city hosts 1,600 refugees, primarily from Colombia, Peru, Syria, Venezuela and Cuba.⁹

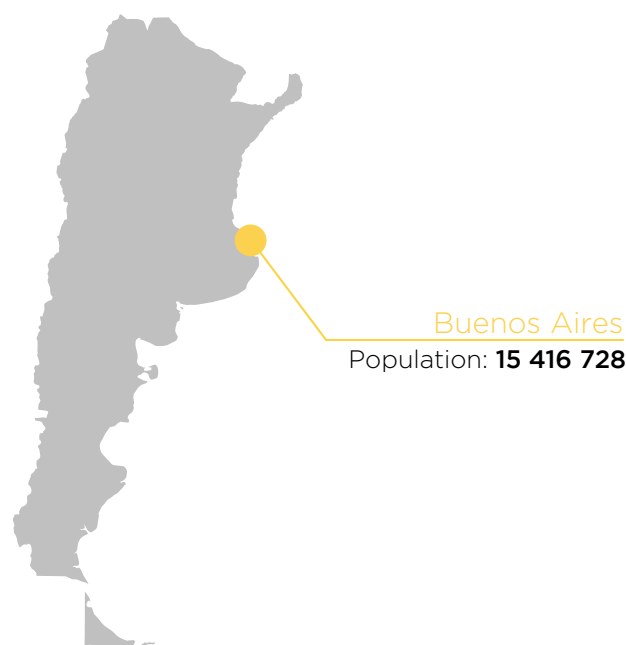
Two major and persistent challenges migrants and refugees in Buenos Aires face are their limited understanding of their rights and entitlements and the limited availability of information on how they can safely access local public services. Most migrants and refugees within the city are not aware of the process involved in regularizing their situation or how to access basic services, including the city's health and education systems.

The Covid-19 pandemic has had severe social and economic impacts on vulnerable migrants and refugees. For example, social isolation and restrictions on movement have prevented many people from seeking assistance from public agencies. A recent survey shows that during the lockdown, almost 60 percent of

migrants in the city stopped working and over 75 percent did not have access to health care or economic benefits.¹⁰

The pandemic has also strained social cohesion between foreign and local communities of Buenos Aires. Twenty-five percent of complaints filed with the city's Specialized Antidiscrimination Office in the past year were related to xenophobia, up 185 percent from 2016.

Given these challenges, it is crucial that the city government of Buenos Aires reaches its migrant and refugee populations the same way it reaches the receiving population while fostering peaceful coexistence between them.



PROJECT AT A GLANCE

Estación Migrante (Migrant Station)

OBJECTIVE

The City of Buenos Aires will scale and strengthen its Estación Migrante mobile resource center by deploying additional stations to deliver information and services directly to underserved neighborhoods where migrants and refugees live and work.

Budget: \$400,000 - \$600,000 USD

Timeframe: 12 to 24 months

Clients: Migrants, refugees and receiving communities, with a focus on southern and southeastern Buenos Aires.

Lead Implementer:

- General Director of Communities, Undersecretary for Human Rights and Cultural Pluralism - Government of the Autonomous City of Buenos Aires (GCBA)

Implementing Partners:

- Government Ministry - Undersecretary for Labor, Commerce and Industry
- City Housing Institute
- General Directorate of Political and Electoral Reform
- Banco Ciudad
- Civil Registry
- General Directorate of Entrepreneurs
- Ministries of Health, and Human Development and Habitat

City Networks and Partners:

- C40
- International Council for Local Environmental Initiatives (ICLEI)
- Metropolis
- ILO, IOM and UNHCR
- UCLG
- Union of Iberoamerican Capital Cities (UCCI)

Focus Areas:

Basic Services



Financial security



Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

1. Migrants and refugees have increased awareness about their rights and entitlements and receive support to regularize their migration status.
2. Migrants and refugees have improved access to education, health, and employment services.
3. Migrant, refugee, and receiving communities benefit from greater social cohesion and reduced instances of xenophobia.
4. The Government of the Autonomous City of Buenos Aires has increased capacity to reach its migrant and refugee residents and holds itself accountable to their concerns.

PROJECT OVERVIEW

The Buenos Aires Migrant Program is a holistic effort to address the challenges migrant and refugee communities face and to promote their socioeconomic inclusion within the city. One of the most successful components of this program is the Estación Migrante, a mobile station that provides general information and direct advice to migrants and refugees on how to regularize their stay within Argentina and how to access critical health care, education and employment services provided by the GCBA and its partners. Meant for migrants but open to all, the station also works to fight discrimination and promote social cohesion among Buenos Aires' diverse population. For example, visitors to the station can participate in a virtual reality experience that puts viewers in "migrants' shoes" and raises awareness of migrants' experiences.

This project will scale the Estación Migrante's successful service delivery model to reach more migrants and refugees throughout

Buenos Aires. The project will launch additional stations while adding new services to the overall program, including Covid-19 testing and vaccination, training courses focused on knowledge of rights and legal processes within Argentina, and one-on-one counseling, among other services. The GCBA will deploy the new mobile stations in a variety of underserved areas of the city, prioritizing areas with high concentrations of migrants and refugees. Versatile in use, the stations will also support intercultural events organized by the city government or migrant groups and associations.

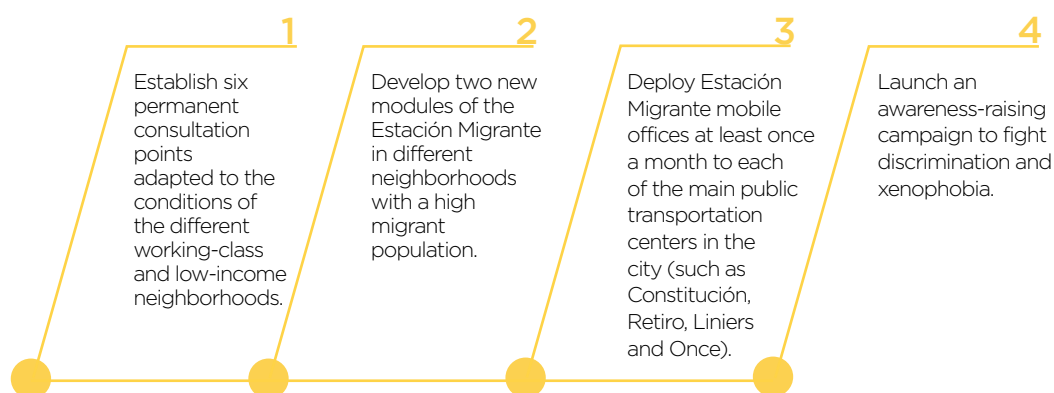
By scaling the Estación Migrante model, the GCBA expects to improve access to the city's broader social and legal services for 250,000 migrants and refugees while directly assisting 100,000 migrants and refugees with services provided by the stations themselves. By these measures, the project will benefit the majority of known migrants and refugees residing within Buenos Aires.



Photo: The city's Estación Migrante in action. Credit: City of Buenos Aires

MILESTONES

The City of Buenos Aires will:



Value

Migrant communities are less inclined to approach municipal offices due to misinformation and fear. To address this, the GCBA established the Estación Migrante as a mobile and versatile service delivery approach that can be set up directly in the neighborhoods where migrants live. This allows the GCBA to bring city government services directly to the clients and reduces the movement of people during the current health crisis.

The GCBA holds constant two-way communication with migrant and refugee communities via the Estación Migrante, as well as through discussions with migrant groups such as the Migrant Women's Network and the Network of Community Youth conducted as part of the broad Buenos Aires Migration Program. Deploying more stations and increasing the number of services they provide is the city government's direct response to these communities' requests for flexible services and greater awareness of human rights and interculturality, particularly during the Covid-19 pandemic.

While the Buenos Aires Migrant Program benefits from support from UNCHR and IOM, additional funding will allow the city government to scale and strengthen this core component of the program and increase the prospects of raising additional funds for the overall program.

City leadership

The GCBA was the first city in the region to join the UNHCR's Solidarity Cities Initiative in 2006, showing its commitment to the protection of migrants' and refugees' rights.

The project is aligned with the recent Resilience Strategy of the City of Buenos Aires, which focuses on recognizing and promoting diversity. The project is part of the Buenos Aires Migrant Program that the GCBA has been implementing since 2018. In addition, the Directorate is also carrying out awareness-raising activities, including the celebration of different communities' national days, while organizing gastronomic events and photography competitions to display the city's cultural diversity.

São Paulo, Brazil

CONTEXT

São Paulo, the most populous city in the Southern Hemisphere, is estimated to be home to one-quarter of all migrants in Brazil.¹¹ Bolivians have the highest representation among registered migrants, with over 25 percent of the total population of registered migrants, followed by Chinese and Haitian migrants. São Paulo also shelters 3,000 asylum-seekers and an unknown number of undocumented migrants.¹² The city estimates that its undocumented migrant population has been increasing during Covid-19, as reported by social organizations, specialized services, governmental and international agencies within the Municipal Council of Immigrants.

The main challenges facing undocumented and other marginalized groups of migrants during the Covid-19 crisis are a lack of access to livelihoods, housing, and social support services. While the city has existing and nondiscriminatory services meant to address these needs, migrants face language and cultural barriers that limit their ability to access them. These barriers contribute to migrants' fears of being deported,

being misinformed or mistreated by public service providers, or simply remain unaware that these services are available to them. This situation prevents migrants from safely and easily seeking out city support for urgent matters such as gender-based violence, forced or exploitative labor practices, violence or abuse against children, or receiving medical care. With the closure of Brazil's international borders due to Covid-19, the urgency to improve safe and equal access to city services has only heightened as an increasing number of undocumented migrants are subjected to criminal prosecution, denial of asylum, and deportation without due legal process.



Sao Paulo

Population: 12 325 232

PROJECT AT A GLANCE

Language-sensitive Approach to Inclusive Service Delivery

OBJECTIVE

The City of São Paulo will improve the scale and quality of access to rights by promoting safe and equal access to city services via the city's first multilingual hotline. The hotline will provide language interpretation for migrants accessing relevant services based on their specific needs.

Budget: \$800,000 - \$1,000,000 USD

Timeframe: 12 to 24 months

Clients: São Paulo's migrant population, focusing on migrants vulnerable to exploitation, discrimination, joblessness, and/or violence. This includes those who rely on employment sectors most adversely affected by the pandemic, such as informal street vendors.

Lead Implementer:

- Coordination of Policies for Migrants and Promotion of Decent Work, Human Rights and Citizenship Municipal Secretariat, City of São Paulo.

Implementing Partners:

- International Affairs Secretariat, City of São Paulo

City Networks and Partners: São Paulo is a member of over 20 city networks and initiatives, including:

- C40
- ICLEI
- Mayors Migration Council Leadership Board
- Metropolis
- UCLG
- Urban20

Focus Areas:

Basic Services



Financial security



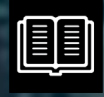
Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

1. Migrants have increased access to São Paulo's services, including health care, social, and housing services.
2. Migrants have increased awareness of their rights and entitlements as residents of São Paulo.
3. The City of São Paulo's service providers are more inclusive of migrants by adopting a language-sensitive approach to service delivery.

PROJECT OVERVIEW

The City of São Paulo will pilot a culturally sensitive language interpretation hotline to make city services accessible to marginalized migrants who do not currently access critical city services due to barriers related to language, cultural differences, or safety concerns. The hotline will help undocumented migrants learn about Covid-19 services and services related to their legal stay, an issue that has become more concerning during the pandemic. A technologically innovative solution, the hotline will be developed based on the experience of the Service for Brazilian Sign Language, the overall Language Access Policy implemented by the City of New York, and the Visor System by the municipality of Providencia, Chile, among other examples.

The hotline will aid migrants in four commonly spoken languages (Spanish, English, French and Haitian Creole) and link callers to relevant social, housing, health and human rights protection services, including those that benefit women, the LGBTQI+ population, and racial/ethnic minorities throughout the city. To

raise awareness about the hotline and encourage its use, the city will launch a city-wide communications campaign to inform potential users about the hotline and how they can use it to receive information based on their specific needs, as well as train strategic services and departments to adopt the solution in their own protocols.

Within the 12-month project time frame, the hotline will help increase migrants' understanding of and access to the City of São Paulo's nearly 1,000 health units providing basic, specialized, and emergency care, 90 different social services and over 100 shelters that register migrants' presence, all with universal access for São Paulo's residents.

Overall, within the pilot phase, the City of São Paulo will:

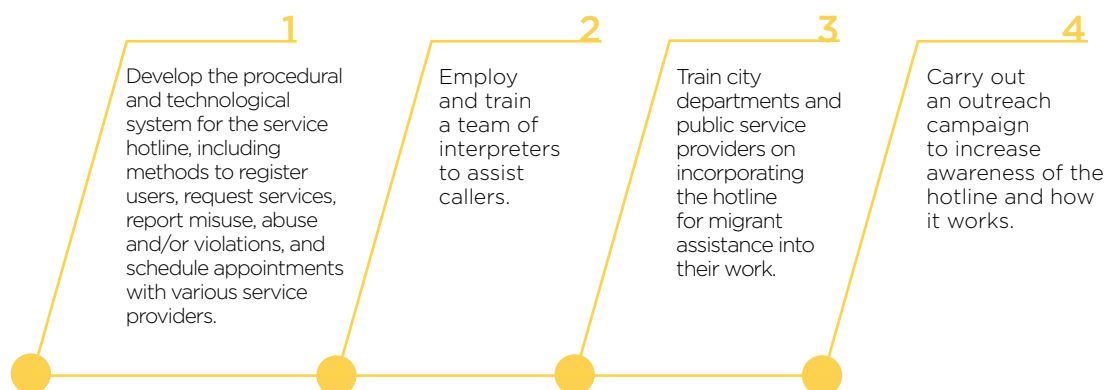
- Assist at least 1,000 migrants through the hotline.
- Raise awareness for at least 18,000 persons through the communication campaign.
- Reduce language barriers for 200 city services, including health, social, and housing services.



Photo: Non-discriminatory mask distribution organized by the City of São Paulo.

MILESTONES

The City of São Paulo will:



Value

This project is a direct response to the critical challenges raised by São Paulo's Municipal Council of Immigrants and participatory workshops with migrant groups and public administration officials during the development of the *1st Municipal Plan of Policies for Immigrants*.

The project represents an important step toward the development of a comprehensive city policy to improve inclusion and access to services for the entire city's population. The hotline is the first foundational pillar in the City of São Paulo's overall Program for Language and Intercultural Access, as articulated in several goals of the *1st Municipal Plan of Policies for Immigrants*. The other pillars include translating critical communications into relevant languages and deploying intercultural mediators within São Paulo's service centers, both of which will become more feasible to implement once the hotline is established.

City leadership

The project is aligned with the Municipal Law n.16.479/2016 and with the *1st Municipal Plan of Policies for Immigrants*. Specifically, the project responds to the plan's proposed actions to develop a multilingual mobile app for communication between migrants and specialized interpreters and to improve existing official channels to report human rights violations and access to public information, as well as provide multilingual assistance for women, LGBTI+ and children.

The City of São Paulo will work to secure additional funds by 2024 to finance the remaining components of the project, including adding new languages and information on other city services to the hotline and implementing the other two pillars of the Program for Language and Intercultural Access.

Ouagadougou, Burkina Faso



“ This project will increase access to services and strengthen the socio-economic resilience of migrants, displaced persons and the urban poor in the face of the Covid-19 and the security crisis that Burkina Faso is currently facing. The Global Cities Fund will undoubtedly improve the living conditions of populations who have been suffering and have been severely tested due to their level of vulnerability. ”

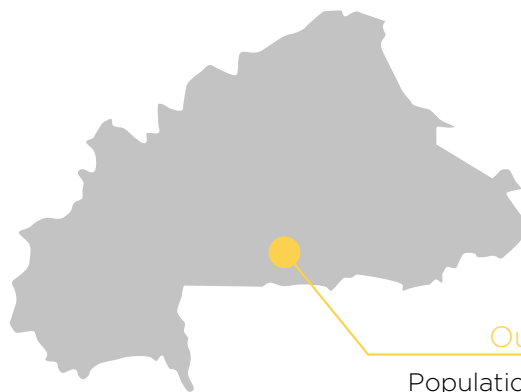
- Armand Roland Pierre BEOUNDE, mayor of Ouagadougou

CONTEXT

Regional instability and the impacts of climate change in the Sahel have made Ouagadougou one of the fastest growing cities in sub-Saharan Africa. These compounding crises in the Sahel push an estimated 200,000 people into the city each year, both increasing its population and expanding its boundaries as more and more people search for safety and alternative livelihoods in the city. From 2006 to 2020, Ouagadougou's population increased by 40 percent, reaching 2.5 million people.¹³ This large influx of migrants and internally displaced people has led to a massive urban expansion. Surrounding (formerly rural) villages are now part of the urban fabric. To strengthen cooperation between them, Ouagadougou and its surrounding municipalities established the Greater Ouaga Metropolitan Area, a union of nine municipalities with the City of Ouagadougou at the center.

Most migrants settle in unplanned, underserved, and high-density informal settlements in the outskirts of

what now constitutes Greater Ouaga. These communities are particularly vulnerable to impacts of Covid-19 given their limited access to formal water supply and sanitation infrastructures, deficient healthcare services, and the inability to social distance or follow other infectious disease prevention measures. Moreover, the socioeconomic impacts of the pandemic have reduced employment opportunities, leading to increased competition over jobs, basic services, and housing within these settlements, triggering social tensions between new arrivals and longstanding residents.



Ouagadougou

Population: 2 453 496

PROJECT AT A GLANCE

Participatory Planning for the Inclusion of Migrant and Displaced Communities in Greater Ouaga

OBJECTIVE

The City of Ouagadougou will foster the socio-economic inclusion of migrant and internally displaced communities via participatory area-based approaches to improve the liveability and livelihood opportunities in three low-income informal settlements of Greater Ouaga hit hardest by the pandemic.

Budget: \$800,000 - \$1,000,000 USD

Timeframe: 12 to 24 months

Clients: Migrant, IDP, and urban poor in receiving communities of three low-income, unplanned settlements of Greater Ouaga.

Lead Implementer:

- Department of Foresight, Planning and Studies of the City of Ouagadougou

Implementing Partners:

- Municipal Technical Services Department, City of Ouagadougou
- Social Services Department, City of Ouagadougou
- Burkina Faso Ministry of Health
- Burkina Faso Ministry for Women, National Solidarity, Family and Humanitarian Action
- Burkina Faso Ministry of Water and Sanitation Services.

City Networks and Partners:

- International Association of Francophone Mayors
- UCLG
- Union of cities of Greater Ouaga

Focus Areas:

Basic Services



Financial security



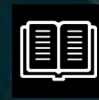
Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

1. Low-income, unplanned settlements hit hardest by Covid-19 recover from its impacts and build resilience to future shocks and stresses.
2. Migrant, displaced, and receiving communities have improved access to public services, housing, and economic opportunities.
3. Migrant, displaced, and receiving communities are safe in their communities and build social cohesion by working together to improve their shared settlements.
4. The City of Ouagadougou and the Union of Cities of Greater Ouaga improve their capacities for participatory planning and intergovernmental coordination to achieve inclusive urban growth and development.

PROJECT OVERVIEW

The pilot project will pursue an area-based approach in three poorly served and fast growing unplanned settlements of Greater Ouaga. The project will focus on settlements with large migrant and displaced populations, where limited access to public health and reduced livelihoods opportunities lead to increased vulnerability due to the impacts of the pandemic. By jointly identifying and implementing multi-sector solutions together with these local communities, the city government will improve the livelihood opportunities and foster socio-economic inclusion while reducing the spatial inequality between planned and unplanned areas of the metropolitan region.

The project's first step will be to conduct a participatory and comprehensive assessment of the selected settlements to identify the main gaps and obstacles for accessing basic urban services, adequate housing, and jobs.

Next, migrant, IDP, and receiving communities will work together to develop a strategy to improve the areas' living conditions and overcome social exclusion. The

plan will include pilot initiatives to improve water supply, sanitation infrastructure, access to health, housing, and job opportunities. In addition, a group of clients from the most at-risk communities will receive training for skill development and self-employment to increase their livelihood opportunities in sectors that contribute to environmental protection and neighborhood resilience.

The project will include services providers, city government officials, traditional and religious leaders, representatives of migrant and displaced communities, civil society organizations, and private sector representatives in the decision-making process to ensure local ownership and feasibility of the interventions.

Following the tenets of an area-based approach, the project will produce three settlement-wide strategies and set aside 50 percent of the project budget to implement the priority activities of each strategy, as determined by an inclusive and community-led prioritization process.



Photo: An unplanned settlement on the outskirts of Ouagadougou.
Credit: The City of Ouagadougou

MILESTONES

The City of Ouagadougou will:



Value

The project deploys a participatory approach new to Ouagadougou that can bring long-lasting positive impacts on the three selected settlements and foster social cohesion through joint ownership of the settlement strategies and their projects. Collaborative planning workshops will give migrants, IDPs, and other residents in the settlements the opportunity to jointly define priority needs and interventions. This participatory process will foster cooperation among different community groups and their peaceful coexistence within settlements, especially for communities that have thus far been left out of city planning processes.

This initiative presents the opportunity to strengthen the cooperation and coordination among the municipalities of the newly created Union of Municipalities of Greater Ouaga. Ouagadougou City is already working with UN-Habitat on strengthening the metropolitan structures to better respond to shocks such as Covid-19 and stresses

such as unplanned urban growth.

The project will serve as a pilot to be replicated within the many other fast growing, unplanned settlements in Greater Ouaga and other cities within Burkina Faso. The City of Ouagadougou will present this project at global, regional and national levels, including at the World Urban Forum 2022.

City leadership

This project relates to the mayor of Ouagadougou's term plan for 2016-2021, which prioritizes the improvement of the urban environment with the participation of the local communities.

The project also realizes the joint priorities the Union of Cities of Greater Ouaga, agreed upon during joint discussions held in February 2021. In this workshop, the nine city governments agreed to increase their collaboration to reduce spatial inequalities and to consider the needs of migrants and displaced people in city government service provision.

Bogotá, Colombia



“Bogotá is the city with the largest Venezuelan migration in the world and an example of solidarity and support. Venezuela is experiencing difficult times with instability, and we are all experiencing difficult times with the pandemic. Let no one lose faith. Together, with empathy and solidarity, we will move forward. Out of this difficult moment, we will come out better. When we needed them in the past, Venezuela was there for us Colombians. Now we are here for them, reaffirming Bogotá is a home for all.”

– Claudia López Hernández, mayor of Bogotá

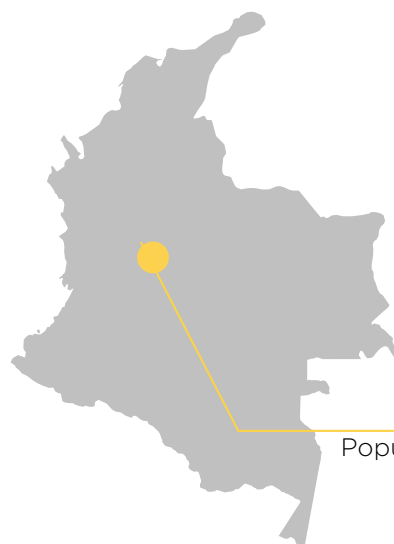
CONTEXT

Colombia is the second-largest host country of refugees and asylum seekers in the world. Of the five million people displaced from Venezuela due to political and economic instability, nearly two million have crossed the border into Colombia in search of safety, security, and economic opportunities.¹⁴ While border closures due to Covid-19 have slowed cross-border migration and over 130,000 Venezuelans have returned home, the Colombian government expects and is preparing for a sharp increase of migrants, refugees, and asylum seekers once they reopen.

Bogotá, Colombia's capital city, is a major destination for incoming Venezuelans and is home to nearly 20 percent¹⁵ - an estimate of 400,000 people - of the total population of Venezuelans in Colombia. Over half of these individuals are in an irregular migration situation, lacking the resources and support networks for income generation while remaining vulnerable to discrimination, exploitation, and abuse. Covid-19 has only exacerbated these vulnerabilities for migrant and displaced

communities in Bogotá.

Since May 5, 2021, the Colombian National Government is implementing the Temporary Protection Statute for Venezuelan Migrants. This new policy provides the City Government of Bogotá with the tools to grant legal residency status to migrants and refugees and deploy public resources to foster their full participation in the city's economic and social life. The policy represents a unique opportunity for the city to take an active role in the socio-economic inclusion of its Venezuelan population, precisely at a moment when this inclusion is most needed.



Bogotá

Population: 10 978 360

PROJECT AT A GLANCE

Supporting Migrant and Refugee-owned Businesses in Bogotá

OBJECTIVE

The City Government of Bogotá will provide entrepreneurial training for 300 migrants, refugees, and asylum seekers to start and/or strengthen their own businesses and connect them to new business opportunities and partners, improving their economic prospects and their participation in the social and economic development of the city.

Budget: \$600,000 - \$800,000 USD

Timeframe: 12 to 24 months

Clients: Migrant, refugee, and asylum seeker heads of households

Lead Implementer:

- District Secretariat for Social Inclusion (SDIS), City Government of Bogotá

Implementing Partners:

- District Secretariat for Economic Development, City Government of Bogotá

City Networks and Partners:

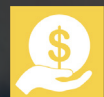
- C40
- Ibero-American Centre for Strategic Urban Development (CIDEU)
- Metropolis
- Union of Ibero-American Capital Cities (UCCI)
- United Cities and Local Government (UCLG)

Focus Areas:

Basic Services



Financial security



Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

1. Migrants, refugees, and asylum seekers generate income and assets through sustained self-employment.
2. The City Government of Bogotá provides wrap-around services to migrant, refugee, and asylum seeking families while promoting their socio-economic inclusion.

PROJECT OVERVIEW

The project will strengthen and amplify the entrepreneurial activities of migrants, refugees, and asylum seekers as a vehicle for income generation, self-employment, and long-term socio-economic inclusion. This initiative will boost clients' entrepreneurial skills and capacities, regardless of their migration status, to start and/or grow their businesses while facilitating connections to the broader private sector and consumer market of Bogotá.

Within the project timeframe, the City Government of Bogotá will target 300 clients, organized in six sequential groups of 50 individuals. This structure will ensure each client gets the full time and attention of the project team and allow for program flexibility between each group. As clients, the project will prioritize the parents of children already involved in existing city government programs, increasing the impact of existing programs on issues such as improved infant nutrition, increased access to education, or reducing the risk of domestic violence.

The city government will provide entrepreneurship training and business management assistance organized in three main stages during the startup phase of the business.

1. Initial training on basic economic concepts, soft skills, and the development of a business idea.
2. Training on business finance and management, accounting, and legal advice.
3. Clients whose businesses demonstrate higher growth potential will receive ongoing mentoring and financial support via an entrepreneurship grant to act as seed capital.

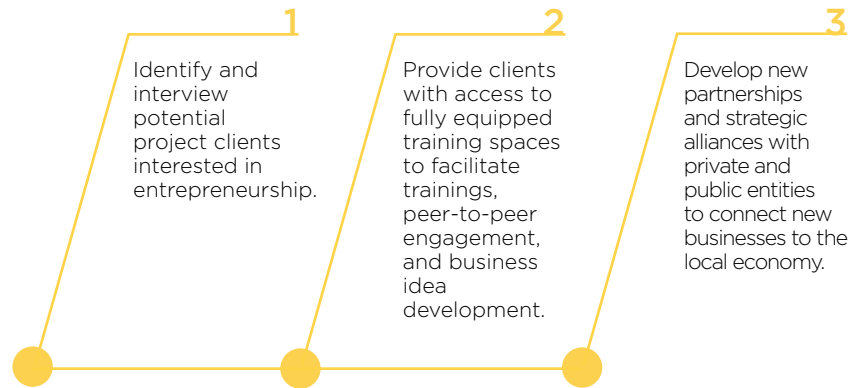
To ensure businesses are connected to the local economy, the project team will build partnerships with companies from the city's various economic sectors and organize in-person and virtual job fairs to help clients build business relationships, market and commercialize new ventures, and connect them to local value chains.



Photo: A childcare program of the City Government of Bogotá. Credit: City Government of Bogotá.

MILESTONES

The City Government of Bogotá will:



Value

This project will use the diverse skillsets and ideas of migrant and displaced communities new to Bogotá as an opportunity to strengthen the city's economic inclusion and development, while at the same time ensuring their children are well provided for through the city's existing programs.

The project represents an innovative initiative for the city government, helping the city pivot from current programs centered on short-term humanitarian assistance to those more focused on long-lasting improvements in the wellbeing and socio-economic inclusion of migrant and displaced communities. The first of its kind for the City Government of Bogotá, the project will build the capacity of the SDIS to deliver similar programs in the future.

City leadership

The City Government of Bogotá endorses Colombia's adoption of the Global Compact on Refugees and the Global Compact for

Migration. This project aligns with the City's 2020-2024 plan, *A New Social and Environmental Contract for 21st Century Bogotá*, tying specifically to Objective 1 and its focus on poverty reduction and the economic inclusion of vulnerable population groups. Moreover, the project ties to Bogotá's \$3 million USD investment on improving migrant and displaced communities' access to social services and foster their economic, social and cultural inclusion, overseen by the SDIS.

To ensure the project's success, the city government will contribute in-kind resources, including two physical spaces, each fully equipped with the necessary technical equipment to facilitate project activities, as well as the staff time and salaries of a full-time legal advisor and project manager.

Medellín, Colombia



“In Medellín we seek to positively impact the lives of migrant and displaced people and families, giving them an inclusive response in the Pandemic. These actions allow us to continue building our Medellín Futuro.”

– Daniel Quintero Calle, mayor of Medellín

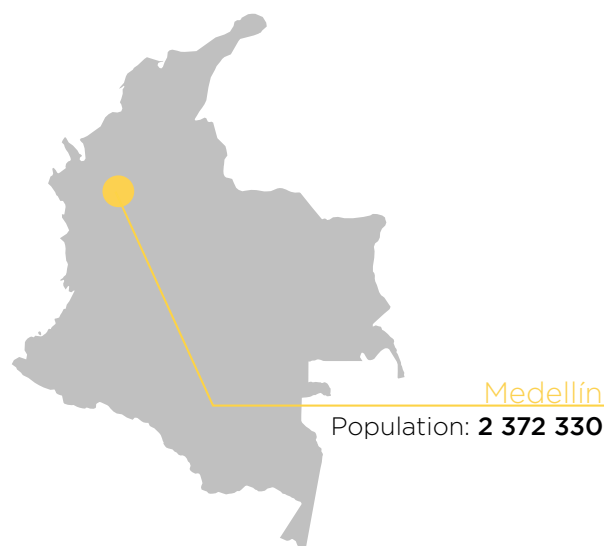
CONTEXT

With over 5.5 million IDPs¹⁶ and nearly 1.8 Venezuelans seeking refuge from the neighboring political and economic crisis,¹⁷ Colombia hosts the second-largest population of displaced persons in the world.¹⁸ While an estimated 6 percent of displaced Venezuelans have returned to their home country due to the impacts of Covid-19, Colombian authorities expect that each person who has left may soon return once travel restrictions ease, only this time with friends and family accompanying them.

With a total population of more than 2.5 million,¹⁹ Medellín is the second-largest city in Colombia. The city hosts the largest IDP population in Colombia (around 350,000 IDPs) and the fourth-largest Venezuelan population, with nearly 90,000 Venezuelans calling Medellín home.²⁰ The city saw an estimated 17 percent increase in the number of refugees and migrants between 2019 and 2020, signaling the potential for these numbers to further increase in the coming years.

The Covid-19 pandemic has led to the declaration of a state of

economic and social emergency in Colombia. The dire situation has disproportionately affected informal workers for whom lockdowns and closures have resulted in a loss of livelihood and a reduction or complete loss of income. This has heightened both food insecurity and the risk of homelessness, especially among the migrant and displaced communities of Medellín, who are overrepresented in the informal economy. At one point in 2020, Medellín had nearly 2,000 applications for emergency housing assistance from its Venezuelan residents alone.



PROJECT AT A GLANCE

Housing Assistance for Migrant and Displaced Families

OBJECTIVE

Medellín will expand its existing housing assistance program to benefit 400 migrant and displaced families while improving these at-risk communities' overall access to municipal social services.

Budget: \$200,000 - \$400,000 USD

Timeframe: 6 - 12 months

Clients: IDPS and Venezuelan migrants, refugees, and asylum-seekers who are currently or at risk of becoming homeless.

Lead Implementer:

- Social Inclusion, Family and Human Rights Department, Medellín Municipal Government

Implementing Partners:

- Corporación Ayuda Humanitaria

City Networks and Partners:

- C40

Focus Areas:

Basic Services



Financial security



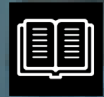
Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

1. Migrants and displaced people have greater access to emergency housing and a reduced risk of homelessness while enduring economic lockdown.
2. Migrants and displaced people have increased awareness of and access to Medellín's robust education, health and employment services provided by the city government and its partners.
3. The Medellín Municipal Government strengthens its institutional offering of social services to a growing migrant and displaced community.

PROJECT OVERVIEW

Medellin's Municipal Housing Subsidy Program prevents vulnerable individuals and their families from being evicted during a period where income and resources are severely reduced due to Covid-19 restrictions. It provides temporary relief for a period of a few months until income opportunities have improved and access to additional support mechanisms have been strengthened.

The program has been in operation since April 2020, but it has struggled to keep up with growing demand, especially from IDPs and Venezuelan migrants, refugees, and asylum-seekers who lack access to those support networks and relief structures that native communities can count on.

With support from the Global Cities Fund, Medellín would be able to expand this program to benefit 400 migrant and displaced families while improving the overall access to municipal social services for at-risk communities.

The program would benefit individuals and families living in shelters operated by the city government, as well as those in a situation of housing vulnerability. The latter would be identified through the city's social emergency line, Social Line 123. By July 2020, the city's emergency line had responded to 7,674 Venezuelans seeking assistance, 1,910 of whom applied for housing due to homelessness.

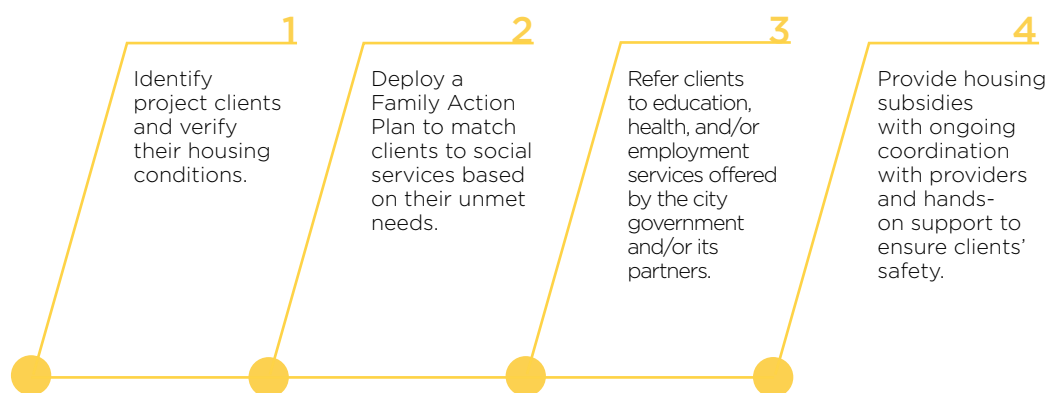
After conducting a needs assessment, the program would match clients and their families with relevant education, health and/or employment services offered through the Medellín Municipal Government or local partners. It would also provide clients who are at risk of homelessness with housing subsidies to cover utility expenses, a bedroom, a kitchen, bathroom, and a laundry area. Those who are already homeless would be assigned to hotel rooms or residencies.



Photo: Many migrants and refugees remain disconnected from Medellín's social services. Credit: The Medellín Municipal Government.

MILESTONES

The Medellín Municipal Government will:



Value

This project expands an existing initiative by the Medellín Municipal Government to mitigate the current housing emergency while building its internal capacity to achieve greater scale and reach, given a growing marginalized population.

Drawing on feedback from current clients, the project links short-term relief measures for migrants and IDPs with awareness of and access to a range of municipal social services, a combination which already serves as an example of a successful initiative with important lessons for other cities.

Housing subsidies have proven to be the most economical and effective intervention to resolve the current housing emergency, compared with financial transfers and emergency shelters. Past and current clients have reported that the city's housing assistance has reduced safety risks and negative coping mechanisms while carrying the potential to reduce the number of migrants and displaced people who are forced to relocate.

The project contributes to knowledge transfer and has the potential to be replicated in other cities in Colombia and

internationally. A natural next step would be to expand this model to the nine neighboring municipalities comprising the Medellín metropolitan area.

City leadership

This project contributes to Medellín Municipal Government's Social Service to Populations in Emergency Situations strategy, which sets housing as a key priority. This underscores the city government's attention to migrants and IDPs amid the current emergency, as well as its efforts to respond to the increasing needs of migrant and displaced communities in the long-term.

This project also responds to the 2020-2023 Medellín Future development plan and the objective to provide social and emergency services to persons at risk of or in social, natural, or man-made emergencies.

Besides providing in-kind resources for coordination activities to ensure that clients are safe and connected to the support they need, the Medellín Municipal Government would co-fund this project to maximize impact.

San José, Costa Rica



“We must address xenophobia, discrimination, and hostility in San José and foster the prompt socio-urban integration of our migrant population.”

- Johnny Francisco Araya Monge, mayor of San José

CONTEXT

Costa Rica hosts nearly 100,000 refugees and asylum seekers. The majority of these people are from Nicaragua, where social and political instability in 2018 caused an over 400 percent increase of arrivals into neighboring Costa Rica from the prior year.²¹ These arrivals remained steady until March 2020, when the Costa Rican government ordered a total closure of the country's borders due to Covid-19.

The capital city of San José is home to both these displaced communities and internal and external migrants from the country's rural areas and around the region. Nearly half of those applying for refugee status within Costa Rica do so while residing in San José.²² Within the city, most refugees and migrants settle in informal and underserved settlements and rely on daily wages to survive. The Covid-19 pandemic has most impacted these marginalized communities, causing the loss of livelihood and housing insecurity while exacerbating the challenges of overcrowding and inadequate public services. Moreover, xenophobia is on the rise, with

many longstanding residents blaming migrants and displaced people for bringing Covid-19 to San José.

These challenges are especially prevalent in La Carpio. Home to nearly twenty-five thousand people, La Carpio is the largest informal settlement in Costa Rica, located within San José's northern periphery. Nicaraguan migrants founded this settlement and currently account for roughly half of its inhabitants. The 2,000 most impoverished people in La Carpio reside in *cuarterías*, dilapidated structures whose landlords offer single rooms for rent on a day-to-day basis.



San Jose

Population: **347 398**

PROJECT AT A GLANCE

Improving Public Health and Social Inclusion in La Carpio

OBJECTIVE

The Municipality of San José will reduce the impacts of Covid-19 and strengthen the social inclusion of migrants and refugees through community awareness raising, the delivery of humanitarian assistance, and the participatory upgrading of public spaces in the unplanned settlement of La Carpio.

Budget: \$200,000 - \$400,000 USD

Timeframe: 6 to 12 months

Clients: Migrants, refugees, and asylum seekers living in the unplanned settlement of La Carpio.

Lead Implementer:

- Office of Disaster Risk Management, Municipality of San José

Implementing Partners:

- IOM
- UNHCR

City Networks and Partners:

- National Union of Local Governments (UNCL)
- UCCI

Focus Areas:

Basic Services



Financial security



Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

1. Migrants and refugees have increased awareness of Covid-19 prevention measures and benefit from improved public health.
2. Migrants and refugees have improved food security and are able to meet their basic needs.
3. The Municipality of San José holds itself accountable to its migrant and refugee communities and promotes their social inclusion.

PROJECT OVERVIEW

The project will take an area-based approach within the unplanned settlement of La Carpio to contain and mitigate the effects of the Covid-19 pandemic and strengthen the social inclusion of migrants, refugees, and asylum seekers.

The project has three main lines of action:

1. Prevention of Covid-19 and mitigation of its impacts through education and awareness-raising activities to stimulate hygienic practices and contain the spread of the disease in the community.
2. Enhancement of nine public spaces with the participation of migrant, displaced, and receiving communities,

strengthening neighborhood ties and creating recreational and green areas within La Carpio.

3. Provision of humanitarian assistance related to basic needs, focusing on residents of cuarterías. This assistance also includes the creation of community gardens to grow and distribute food within the nine public spaces.

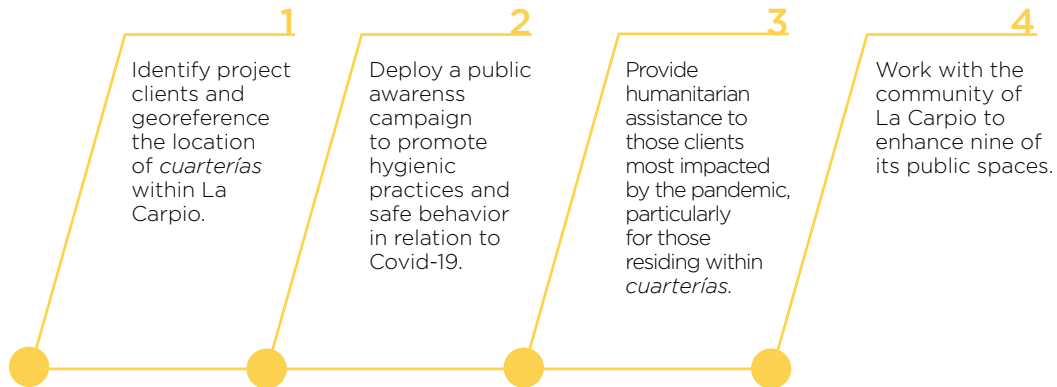
The Municipality of San José will coordinate and implement the project under its Neighborhood Development Program. Key partners include the IOM, UNHCR, and the nine community organizations of La Carpio. The Municipality of San José will work with its partners to ensure the full participation of the local



Photo: Kids in La Carpio. Municipality of San José.

MILESTONES

The Municipality of San José will:



community, particularly migrants, refugees, and asylum seekers residing within *cuarterías* and the women and youth of La Carpio, to build social cohesion and ensure the project meets the needs and preferences of its intended clients.

Value

This project will address the urgent food insecurity, disruption of livelihoods, and xenophobia triggered by Covid-19 while reducing the risk of its spread among vulnerable communities.

IOM and UNHCR have confirmed their contribution to the project. In addition, the Municipality of San José will approach the United Nations Development Programme (UNDP) and the Iberoamerican Secretariat for additional support. Receiving support from the Global Cities Fund will increase the possibilities of raising additional finance and collaboration from other national and international organizations to implement and replicate the project in different city districts.

City leadership

The Municipality of San José's commitment to its migrant and displaced population is demonstrated by the Mayor's 2020 Government Plan, which puts forward local policy to coordinate local, national, and international organizations to enhance social cohesion, foster the economic inclusion of migrant and displaced communities, and prevent labor exploitation and human trafficking.

The Municipality of San José is currently formulating its 2021-2024 Municipal Development Plan. This plan will integrate the actions of the Mayor's 2020 Plan among several technical departments of the Municipality, further institutionalizing San José's commitment to social cohesion and socioeconomic inclusion throughout the city.

Quito, Ecuador

CONTEXT

Ecuador has the largest number of recognized refugees within Latin America. As of September 2020, almost 70,000 persons had been granted refugee status, over 95 percent of them from neighboring Colombia. This is in addition to 25,000 people seeking asylum within Ecuador, mainly from Venezuela and Colombia.²³

Ecuador ranks forth as main host country for Venezuelan migrants in South America. The Ecuadorian Government estimates that approximately 400,000 Venezuelans live in the cities of Guayaquil, Cuenca, Manta and in Quito Metropolitan District, with Quito hosting nearly 30 percent of the total population of Venezuelans in Ecuador.

Most Venezuelan migrants, refugees, and asylum seekers are excluded from formal employment opportunities and live day by day relying on tenuous informal employment or self-employment. The Covid-19 pandemic and prevention measures has worsened their situation, significantly limited livelihood opportunities and increased housing insecurity for this already vulnerable population group.²⁴

PROJECT OVERVIEW

The Municipality of the Metropolitan District of Quito will develop and implement a District Human Mobility Plan with the active involvement of migrants, refugees and asylum seekers. The Plan will set objectives to increase the offer of services to the population in state of human mobility, create a shared community space to foster their socio-economic inclusion, and give migrant and displaced communities a permanent communication channel to influence the city planning of the MDQ. The city government will organize participatory workshops to identify the difficulties these communities face and coordinate



Quito

Population: **1 873 763**

PROJECT AT A GLANCE

Planning for Human Mobility in Quito

OBJECTIVE

The Municipality of the Metropolitan District of Quito will strengthen its public policy on issues of human mobility through improved access to services for vulnerable migrants, the provision of a shared community space to foster social cohesion among diverse communities, and communication campaigns and workshops to raise the awareness on migrant's rights and fight xenophobia.

Budget: \$200,000 - \$400,000 USD

Timeframe: 12 months

Clients: Migrants, refugees, and asylum seekers in Metropolitan District of Quito (MDQ).

Lead Implementer:

- Secretariat of Social Inclusion, Municipality of the MDQ.

Implementing Partners:

- Department of International Relations, Municipality of the MDQ.

City Networks and Partners:

- C40
- Resilient Cities Network

Focus Areas:

Basic Services



Financial security



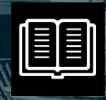
Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

1. Migrants, refugees, and asylum seekers have improved access to effective and responsive social services tailored to their needs.
2. Migrants, refugees, and asylum seekers influence the plans, policies, and services of the Municipality of the Metropolitan District of Quito.
3. Social and humanitarian service providers are coordinated in their efforts to serve migrant and displaced communities.
4. The Municipality of the Metropolitan District of Quito has a clear roadmap to institutionalize its service to Quito's migrant and displaced communities and builds its internal capacity to implement it.

with both governmental and non-governmental social and humanitarian assistance providers to ensure they receive services tailored to their needs.

The District Human Mobility Plan will be anchored by the Casa de la Inclusión community center. This center coordinates services delivered by different organizations including city government agencies, universities, technical institutes, and non-governmental organizations, and implements community-led initiatives jointly with the city government. Through this project, the city government will expand and strengthen the free services provided by Casa de la Inclusión to reach migrants, refugees, and

asylum seekers. The services and activities will include vocational training and other courses to enhance skills and technical capacities, advice on legal issues including migration laws and regulations, and programs to strengthen the clients' support networks.

Awareness raising campaigns targeting the migrant and displaced population will be carried out to provide information on how to access the different services. In addition, city wide communication and education campaigns will be delivered to promote fair treatment, nondiscrimination, and fight xenophobia.



Photo: Quito's project will improve migrants' sense of belonging within the city. Credit: Diego Delso, Wikimedia [CC BY-SA 4.0]

MILESTONES

The Municipality of the Metropolitan District of Quito will:



Over the course of 12 months, the project will:

1. Serve 800 migrants, refugees have received assistance at Casa de la Inclusión Service Center.
2. Refer 400 vulnerable migrants and refugees to specialized services.
3. Give legal assistance and/or representation to 200 vulnerable migrants and refugees.
4. Train over 1,000 service providers, including over 800 public officials, on areas of human mobility.

Value

This initiative will strengthen the city government's overall public policy on human mobility by broadening and institutionalizing the offer and access to services for migrants, refugees, and asylum seekers. The Municipality of the MDQ will engage and streamline the services on offer by different city government agencies and will coordinate with the Ministry of Foreign Relations and Human Mobility, the Office of Public Rights, UNHCR, HIAS, and the

Norwegian Refugee Council. This will serve to scale-up and expand the services provided by the existing Casa de la Inclusión community center with a focus on migrants, displaced and other vulnerable groups who have been disproportionately affected by Covid-19.

The plan and lessons learnt will be shared with the Association of Municipalities of Ecuador, an organization that comprises 221 city governments in the country. This will support knowledge transfer and foster the replication of the Plan in other cities.

City leadership

The District Human Mobility Plan is anchored in the local regulations of the MDQ. Article 11.5.138 and 11.5.139 of the Municipal Code 001 highlights the adoption of the District Human Mobility Plan to guarantee the human rights protection for individuals and families living in various states of mobility, either as migrants or displaced individuals, and that no human will be identified as illegal due to their migration status.

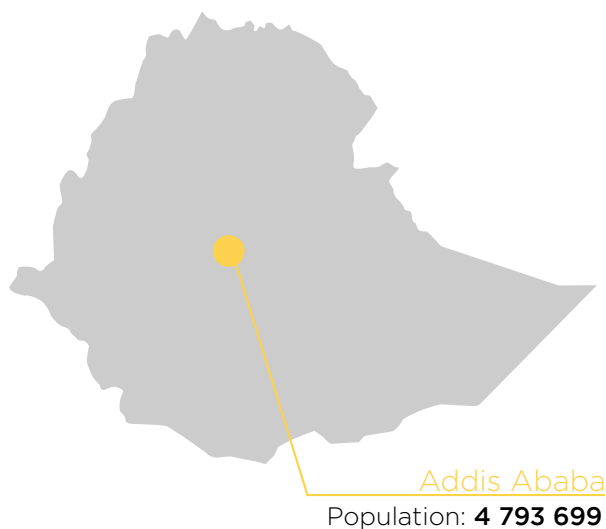
Addis Ababa, Ethiopia

CONTEXT

More than 800,000 refugees, predominantly South Sudanese, Somali, and Eritrean, live in Ethiopia, around 6 percent of whom live in the capital city of Addis Ababa.²⁵ Close to two million Ethiopians are displaced, many due to ethnic or border-based disputes.²⁶

Many IDPs live in low-income and high-density neighborhoods where social distancing is unfeasible, essential water, sanitation, and public health services and supplies are lacking, and employment opportunities are limited and predominantly informal. The Covid-19 pandemic has significantly affected IDPs living in Addis Ababa, aggravating their existing vulnerabilities and needs, and increasing the competition over limited resources. Many depend on support from the national government, (I)NGOs, or family and friends. A recent assessment of IDPs sites within Addis Ababa shows that about 40 percent of IDP households are forced to borrow money from family and friends and/or skip meals in order to cope with their lack of steady income.

One such low-income neighborhood is Akaki sub-city, home to an estimated 1,700 IDP households. The sub-city suffers from deficient water and sanitation infrastructures, which are a critical underlying challenge to wider public health risks. Most households within the area rely on poorly managed pit latrines and septic tanks that overflow and release liquid waste into nearby rivers and drains, polluting water sources and contributing to the spread of water-borne diseases.



Addis Ababa

Population: **4 793 699**

PROJECT AT A GLANCE

Water Supply and Sanitation Infrastructure for IDPs

OBJECTIVE

The Addis Ababa City Administration will provide access to critical water and sanitation infrastructure for over 1,700 IDP households living in Akaki sub-city, addressing their immediate public health needs and while improving their capacity to cope with future stresses.

Budget: \$200,000–\$400,000 USD

Timeframe: 6 - 12 months

Clients: Internally displaced persons and other communities living in Akaki sub-city

Lead Implementer:

- Addis Ababa City Resilience Project Office, Addis Ababa City Administration

Implementing Partners:

- Addis Ababa Fire and Disaster Management Commission
- Addis Ababa Water and Sanitation Office
- UN agencies and INGOs such as CARE International, UNHCR, and World Vision

City Networks and Partners:

- Connected Places Catapult
- Resilience Cities Network
- The Nature Conservancy

Focus Areas:

Basic Services



Financial security



Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

1. IDPs in Akaki sub-city have access to water and sanitation facilities and improved public health.
2. IDPs in Akaki sub-city have increased awareness of Covid-19 prevention measures which, combined with improved facilities, reduce the prevalence of infectious and water-borne diseases.
3. The Addis Ababa City Administration strengthens its inter-institutional coordination and delivers on national priorities to assist IDPs and other vulnerable groups at the city level.

PROJECT OVERVIEW

The Water Supply and Sanitation Infrastructure for IDPs project will provide critical relief to IDPs' households and to other residents living in Akaki sub-city, a densely populated informal settlement in Addis Ababa. This initiative addresses key challenges and consequences of a deficient water and sanitation system in Akaki sub-city exacerbated by the Covid-19 pandemic.

To institutionalize its support of displaced and marginalized communities, Addis Ababa will launch an inter-institutional coordination between the City Administration, the Addis Ababa Fire and Disaster Management Commission, and Addis Ababa Water and Sanitation. This new partnership will mitigate the risks of contracting infectious

diseases, including Covid-19, in Akaki sub-city by improving water and sanitation systems, and by providing critical relief to some of the city's most vulnerable residents.

At present, most homes in Akaki sub-city rely on deficient septic tanks that quickly overflow. The city government will construct sewer lines that connect the septic tanks to the central treatment facility and improve the overall capacity of the tanks. Further, the City Water and Sewage Authority's supply of clean, running pipe water does not meet demand, and many residents cannot afford to pay their water bills. The city will install a new water pipe servicing Akaki sub-city and temporarily cover the area's water bills. The city will also provide people with sanitary



Photo: Akaki sub-city. Credit: Addis Ababa City Administration.

MILESTONES

The Addis Ababa City Administration will:



equipment, such as hand-washing supplies and personal protective equipment.

The project will support those in most urgent need. Working with actors on the ground, such as UNHCR, CARE International, World Vision Ethiopia, and Save the Children, the project team will identify clients based on existing information. To ensure that the project has the greatest possible impact, implementing partners will consult host and receiving communities at different stages of the project.

Value

This is Addis Ababa's first project focused on displaced communities and will address both their immediate needs and their preparedness to deal with future stresses. The Addis Ababa City Administration has consulted relevant offices and stakeholders on the unmet needs of IDPs, migrants, and refugees in the design of this project.

Further, the institutional experience the city gains from

this intervention will critically inform similar processes in other areas of the city or in other Ethiopian cities. This includes learning how to anchor national priorities with initiatives to support IDPs, refugees and migrants at the city level and how to identify government sectors and stakeholders to facilitate and coordinate activities benefiting IDPs and other vulnerable groups.

City leadership

The project aligns with migrant, refugee, and IDP strategies on a national and city level. This includes the Addis Ababa Resilience Strategy, which outlines priorities and initiatives for short-, medium-, and long-term interventions.

To maximize the value added, the Addis Ababa City Administration will cover any logistical needs, including use of office space and facilities, transportation, and technical and project management staff.

Kanifing, The Gambia



“*Kanifing’s most important resource is its people. We must create sustainable opportunities for all of our people, especially the youth, to reach their full potential.*”

- Talib Ahmed Bensouda, mayor of Kanifing

CONTEXT

The Gambia is one of the most densely populated countries in Africa, with the city of Kanifing’s 500,000 residents representing an estimated quarter of the country’s entire population. While The Gambia’s economy typically relies on agriculture, a growing tourism sector and overseas remittances have been impacted by Covid-19, reducing already-limited income generating opportunities, especially among the younger population.

Lack of economic opportunity across The Gambia drives both in-migration from rural areas to Kanifing, and out-migration from the city to other West African cities and to Europe. Based on 2013 census data, 20 percent of Kanifing’s residents are cross-border migrants, mainly from Senegal and Guinea-Conakry. The city is also The Gambia’s leading destination for rural to urban migration, with over 75,000 rural migrants now calling Kanifing home.²⁷

Most rural migrants are poor young women who tend to settle

in unplanned informal settlements within riverine and coastal areas of the city. These areas, such as Ebo Town and Tallinding, are prone to flooding and lack critical services and basic infrastructure. Crucially, they lack tree coverage to provide protective shade during the extreme heat waves, that are worsening due to the impacts of climate change and persistent deforestation. Given the settlements’ unplanned growth, public recreational spaces within these areas are scarce and limited to sandy football grounds that are prone to erosion. As the city grows, it will need to balance its focus on economic opportunity with sustainable land management practices, especially as a densely populated peninsular city.



Kanifing

Population: **382 096**

PROJECT AT A GLANCE

Tree Stewardship for Migrant Youth

OBJECTIVE

Kanifing Municipal Council will foster socioeconomic inclusion, reduce incentives for outmigration, and increase the greenery and environmental resilience of Kanifing through a comprehensive tree stewardship and entrepreneurship program for migrant and other marginalized youth.

Budget: \$600,000- \$800,000 USD

Timeframe: 12 to 24 months.

Clients: Young migrants and youth susceptible to irregular international outmigration. Project clients will be under 30 years of age, with at least 30 percent women and 30 percent migrants.

Lead Implementer:

- Department of Services, Kanifing Municipal Council (KMC)

Implementing Partners:

- IOM
- Local NGOs and civil society organizations (Green Up Gambia)
- GREAT Institute
- Department of Forestry, Ministry of Agriculture
- National Environment Agency

City Networks and Partners:

- Mayors Dialogue on Growth and Solidarity

IMPACT

1. Youth have income to support themselves and their families.
2. Youth contribute to the greening of their city and mitigate the impacts of climate change and unplanned urban growth.
3. The Kanifing Municipal Council has the capacity to track and monitor its progress toward becoming a greener city.

Focus Areas:

Basic Services



Financial security



Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



PROJECT OVERVIEW

The Tree Planting and Greening project will use the city's recovery from Covid-19 and its impacts on the local economy to enhance the integration and employment opportunities for migrant youth while improving the city's environmental sustainability and adaptation to climate change.

Through a cash-for-work scheme, KMC will engage 380 youths as tree stewards who will nurse, plant, and grow 190,000 trees across the 19 wards of the city. KMC will provide tree stewards with financial incentives based on their performance. In addition to these tree stewards, KMC will provide 50 young entrepreneurs with the skills and resources needed to foster tree seedlings and earn a sustainable income through tree and flower businesses. These entrepreneurs will have the initial capital, equipment, and access to municipal land needed to grow their businesses and will be paid for supplying tree seedlings to the project. KMC will consult with IOM to identify migrant

youth susceptible to irregular international migration as project clients.

To monitor progress, KMC will institute a mobile tracking system to monitor newly planted trees, enabling it to track the city's greening while contributing to the wider digital transformation of the city's governance.

Crucially, KMC will engage local communities in project planning and implementation. Ward Development Committees, local community groups present within each of the 19 wards of Kanifing, will play a key role in building awareness among residents and ensuring community ownership of newly planted trees and green spaces. Local NGOs and civil society organizations working in the environmental sector will also support public awareness and participate in tree planting. Ultimately, the project will create 20 new public spaces across the city, enhancing tree coverage, reducing the impacts of heat



Photo: There are few green public spaces in fast-growing Kanifing. Credit: Kanifing Municipal Council.

MILESTONES

The Kanifing Municipal Council will:



waves and risks of erosion, and setting the city on a path to greater socioeconomic inclusion and sustainable growth.

Value

The project proposes an innovative and comprehensive life cycle approach to greening the city, investing in each stage of tree growth while enhancing social cohesion and economic opportunity for youth, especially women and migrants among them.

The project will also strengthen regional and south-to-south cooperation as KMC will work with its sister city, Freetown, Sierra Leone, to learn from the Freetown City Council's "Freetown the Treetown" tree stewards project.

The benefits of the project will continue beyond its duration. The creation of the digital infrastructure for tracking tree growth and collaboration among a broad network of local and international partners will contribute to the project's sustainability and facilitate its replication within other city governments with minimal

resources.

City leadership

This project relates to The Gambia's National Development Plan 2018-2021, which prioritizes environmental sustainability and climate-resilient communities. This project is also aligned with goal three of Kanifing Municipal Council's Strategic Plan 2019-2022, which focuses on environmental and waste management.

Mayor Bensouda is leading the Council's advocacy work to promote economic opportunities for youth at home, as opposed to irregular migration paths. This is evidenced by the Council's revolving microloans to young entrepreneurs and collaboration with IOM to engage returnees in productive activities (i.e. masonry, public sanitation, etc.).

To demonstrate the municipality's commitment to the project's success, KMC will contribute with initial capital, equipment, and access to public land within the project's start-up phase.

Amman, Jordan



“Amman is committed to protecting the rights and opportunities of refugee and forced – migration communities, both within our city and to provide support on a national or international level. Our response to the Covid-19 crisis serves as an opportunity to reduce inequality, improve access to basic services and improve the cohesion of our city’s diverse and vibrant neighborhoods, especially those who have been home to refugees since the start of the Syrian conflict.”

- Dr. Yousef Al Shawarbeh, mayor of Amman

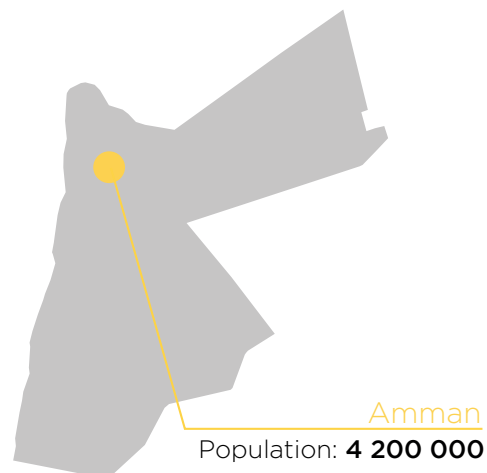
CONTEXT

Jordan has a total population of 9.5 million people, of whom almost three million – or 30 percent of the overall population - are non-Jordanian.²⁸ An estimated 1.4 million Syrian refugees live in Jordan, over 13 percent of the total population, in addition to other refugees predominantly arriving from neighboring countries, such as Palestine and Iraq. At least 80 percent of Syrian refugees - more than 1.1 million people - live in Jordan’s towns and cities.

Hundreds of thousands of Syrians have made their way to the greater Amman metropolitan area, the country’s main economic center, in search of work and social connections. While unverified, UNHCR and Greater Amman Municipality (GAM) figures estimate that close to 200,000 Syrian refugees reside within low-income, working-class neighborhoods within the Amman metropolitan area, representing nearly 30 percent of all refugees in Jordan. By comparison, Jordan’s two largest refugee camps Zaartari camp and Azraq camp are home to 76,878 refugees²⁹ and 36,874 refugees,³⁰ respectively.

According to data publishing by GAM in September 2020,

the refugee population centers around three districts: Basman, Bader, and Swelieh, with Basman district having the highest share. These districts suffer from high population density, inadequate public infrastructure, and limited access to public transportation, resulting in the vast majority of refugees – especially women – struggling to access the downtown Amman job market due to affordability of transportation or safety issues. These are the same districts that were hit hardest by Covid-19 and continue to cope with its impacts, including in job loss, social isolation, and increase risk of domestic violence, especially for the thousands of refugee women who reside within them.



PROJECT AT A GLANCE

Reducing Geographic Inequality for Displaced Communities in Amman

OBJECTIVE

The Greater Amman Municipality will collect, digitize, and analyze data on mobility and geographic inequality for refugee-hosting districts of Amman hit hardest by Covid0-19, acting on identified priority needs related to improved public safety and access to services and job opportunities, especially for refugee women.

Budget: \$400,000 - \$600,000 USD

Timeframe: 12 -24 months

Clients: Refugees and marginalized receiving communities, focusing on women's mobility.

Lead Implementer:

- The project will be jointly implemented by the Planning Sector, Civil Works Sector, and Community Development Sector of GAM

Implementing Partners:

- Ministry of Health, GAM
- Ministry of Planning, GAM
- Ministry of Transport, GAM
- Jordan Engineers Association

City Networks and Partners:

- C40
- Mayors Migration Council Leadership Board
- Mediterranean City-to-City Migration Project (MC2CM)
- UCLG
- UN-Habitat
- UNDP

Focus Areas:

Basic Services



Financial security



Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

1. Displaced communities have improved access public transportation, public services, and job opportunities.
2. Displaced communities have reduced socio-economic inequality and geographic marginality.
3. The Greater Amman Municipality improves its understanding on the mobility needs of its displaced communities and has the resources to address them.

PROJECT OVERVIEW

The project will improve the public safety, mobility, and access to public services and job centers for three districts of Amman hit hardest by Covid-19, each with a large number of refugee residents. Focused on helping the residents of these districts recover from Covid-19, especially refugee women, the project will establish a Comprehensive Digital Database on Mobility for marginalized populations. The database will examine the safety and connectivity issues of these districts, explicitly focusing on the challenges related to mobility, safety, access to services, and access to jobs for refugee women.

Understanding the mobility patterns, needs, and demands of these groups is critical to achieving just and sustainable mobility planning, thereby reducing inequalities and promoting socio-economic inclusion of displaced communities. GAM will use \$100,000 USD of the project budget to implement priority community needs identified through the data analysis. For example, the project will achieve the following improvements over the course of the project

timeframe:

1. Increase street lightening by 15 percent, improving public safety for at-risk individuals.
2. Install 500 infant care facilitates along key transportation corridors.
3. Increase the capacity of childcare centers by five percent in GAM buildings.
4. Increase public transportation share options for 10 percent of district residents.

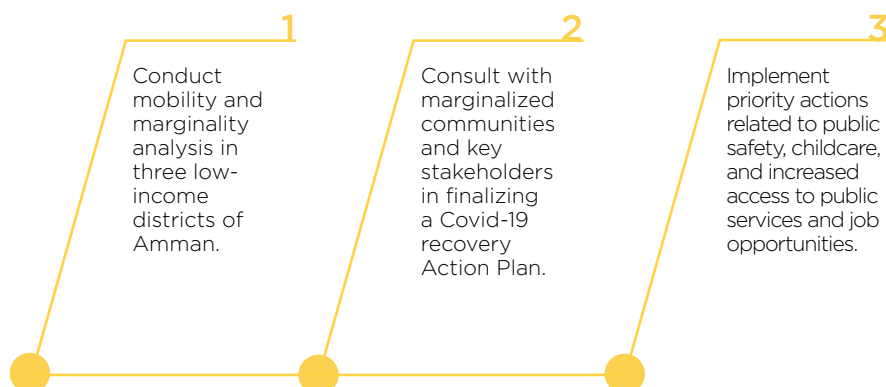
In the long-term, the mobility improvements focused on women's experiences will lead to improved connectivity between refugee-hosting districts of Amman, job opportunities centered in Amman's downtown central business district, and critical public services such as schools and hospitals. For example, the project will examine opportunities to increase the usage of the city's Bus Rapid Transit (BRT) system among refugee women, taking into consideration their specific needs related to safety, childcare in and around BRT stations, and other improvements identified in direct consultation with these communities.



Photo: Geographic inequality is a key issue in low-income neighborhoods of Amman where thousands of refugees reside. Credit: Samer Saliba

MILESTONES

The Greater Amman Municipality will:



Value

Covid-19 exacerbated the division between wealthier and low-to-middle income districts of Amman. This project addresses an urgent need to include marginalized refugee and Jordanian communities to within Amman's socio-economic recovery post-pandemic. The project seeks to quantify and analyze this division in an effort to permanently reduce chronic geographic inequality and socio-economic marginalization.

This project builds on existing mobility analysis and programming supported by UN-Habitat. It also ties to inclusion and economic development priorities of the Amman Resilience Strategy, which puts forward 16 specific actions tied to the socioeconomic inclusion of refugees.

City leadership

Given the protracted nature of Syrian displacement in Amman, GAM has actively pursued projects and partnerships to help the city government better serve its

displaced communities. Since 2017, GAM has initiated a social cohesion approach to urban displacement that aims to improve relationships between Jordanians and refugees, improve living conditions in low-income areas where refugees typically reside, and expand and/or establish community-based activities and capacity-building opportunities for marginalized residents. This includes strengthening refugee-friendly businesses in downtown Amman, improving inclusive governance through the MC2CM project, and partnering with international humanitarian agencies such as the International Rescue Committee in implementing joint livelihoods and protection programs.

Lagos, Nigeria



“The State is resolute in its commitment to the inclusion of all vulnerable groups in its social support programs with the goal of improving their living standards and empowering them to become positive contributors to the State’s economy.”

– Babajide Sanwo-Olu, governor of Lagos State

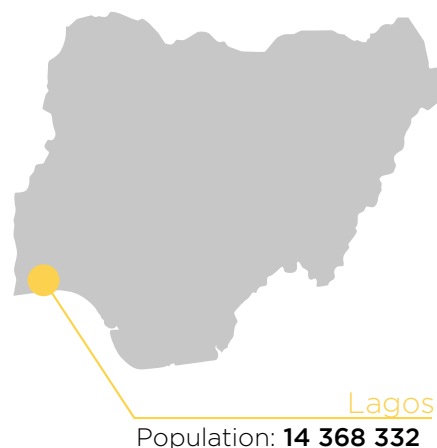
CONTEXT

Lagos is the most urbanized city in Nigeria, with a population of approximately 28 million inhabitants. As a major economic hub, the city has become a destination for rural-urban and foreign migrants seeking better economic opportunities. While the Lagos State Government lacks official data on migrants, refugees, and IDPs, in 2016 it was estimated that nearly 86 people migrated to the capital city every minute. This rapid urbanization is likely to have increased due to the surge in insecurity and the impacts of climate change within Nigeria and West Africa more broadly. Today, Lagos is undoubtedly one of the fastest-growing cities in the world.³¹

shacks in informal settlements along the city’s coastline or remain without shelter, sleeping in precarious places such as religious houses or abandoned buildings.

Lagos State Government has a range of relief and social programs to protect the poor and vulnerable, including distributing food relief packages, conditional cash transfers, skills acquisition programs, state loans, grants for small and medium enterprises (SMEs), and health care programs. That said, most migrants and IDPs are not yet intentionally included in these programs due to the absence of verifiable data or appropriate referral mechanisms suited to their needs.

The Covid-19 pandemic has triggered a substantial loss of livelihoods, food security challenges, and homelessness throughout the city. IDPs and migrants are among those hit hardest by loss of livelihood and are increasingly susceptible to labor and sexual exploitation, discrimination, and forced evictions. Based on the state’s experience, IDPs and migrants are more likely to occupy or construct



PROJECT AT A GLANCE

The Lagos State Social Support Office

OBJECTIVE

Lagos State Government will establish a new Lagos Social Support Office to connect migrants and IDPs to existing relief and social support programs throughout the city.

Budget: \$800,000–\$1,000,000 USD

Focus Areas:

Timeframe: 12 to 24 months

Clients: Migrant and displaced communities

Lead Implementer:

- Lagos State Resilience Office, Lagos State Government

Implementing Partners:

- The Lagos State Resilience Office will coordinate with 12 other Lagos State ministries, such as the Ministry of Women's Affairs and Poverty Alleviation, the Ministry of Wealth Creation and Employment, the Ministry of Education, and the Ministry of Youth and Social Development Lagos State Ministry of Youth and Social Development

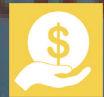
City Networks and Partners:

- Resilience Cities Network
- C40 Cities

Basic Services



Financial security



Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

1. Migrants and displaced people have improved access to state programs focused on their socioeconomic inclusion and well-being.
2. Migrants and displaced persons have new opportunities to generate income and contribute to the city's economy.
3. Lagos State Government improves its understanding of migrant and displaced communities and its inclusive and coordinated delivery of socioeconomic services and programs.

PROJECT OVERVIEW

This initiative will finance the design, implementation, and operation of an ICT-driven central data facility, the Lagos Social Support Office. This office will map and document vulnerable populations, including migrants and IDPs, and facilitate their inclusion in the state government's relief and social support programs. Its functions will include data collection, collation, analysis, and dissemination to relevant state and national ministries to improve the inclusivity of their services within Lagos.

Lagos' project will allow the state to expand existing programs to intentionally assist migrants and IDPs. Examples include:

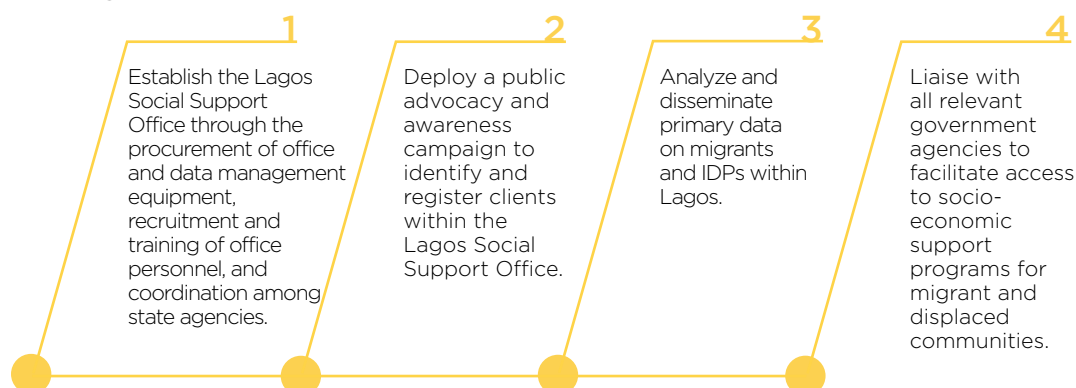
1. Conditional cash transfer programs that provide monthly funds to poor and vulnerable households that meet defined criteria.
2. The Employment Trust Fund, which delivers low-interest loans to start-ups and small and medium-sized enterprises.
3. Adult literacy programs
4. Health care programs that ensure access to basic health care packages in public and private health care facilities while paying health insurance premiums for vulnerable Lagos residents
5. Skills acquisition and employability programs that provide vocational training in industries such as manufacturing, hairdressing, plumbing, masonry, and electrical maintenance, among others.
6. The Lagos Agripreneurship Program, which trains women and youth in agricultural industries.



Photo: Migrants arrive by the thousands into Lagos seeking economic opportunity. Credit: UNHCR

MILESTONES

The Lagos State Government will:



The Lagos State Resilience Office will coordinate with 12 other state and national government offices to ensure their use of data generated by the project and relying on the Social Support Office to improve the inclusive delivery of their services and programs.

Value

This initiative will overcome critical challenges facing migrants and displaced persons, population groups that have been disproportionately affected by the Covid-19 pandemic. The Lagos Social Support Office, the first of its kind in the city, will act as a bridge between these vulnerable groups and the state's social programs, improving their employability, livelihood opportunities, and overall well-being. The office will also help anticipate future migration patterns to inform and facilitate state planning.

City leadership

This initiative aligns with the "THEMES" Development Agenda of the state government. Specifically,

the project will directly contribute to the Health & Environment, Education & Technology, and Security & Governance pillars.

The project also aligns with the Lagos State Development Plan 2012-2025. This plan envisions Lagos as Africa's model megacity, a global economic and financial hub that is safe, secure, functional, and productive. Lagos State Government intends to achieve poverty eradication and sustainable economic growth through infrastructure renewal and development. This commitment requires attention and efforts directed toward the social and economic inclusion of vulnerable population groups, including migrants and displaced people.

Moreover, the project aligns with Lagos' Resilience Strategy, which addresses present and future shocks and stresses through an integrated approach. The strategy document includes three pillars: an Efficient City, an Enterprise City, and an Inclusive City.

Iriga City, Philippines



“In the face of this pandemic, I am committed to responding to the needs of our migrants and internally displaced people by effectively managing our resources and continuously seeking available local and international assistance. I look forward to our inclusive recovery and making Iriga City a better place to live, leaving no one behind.”

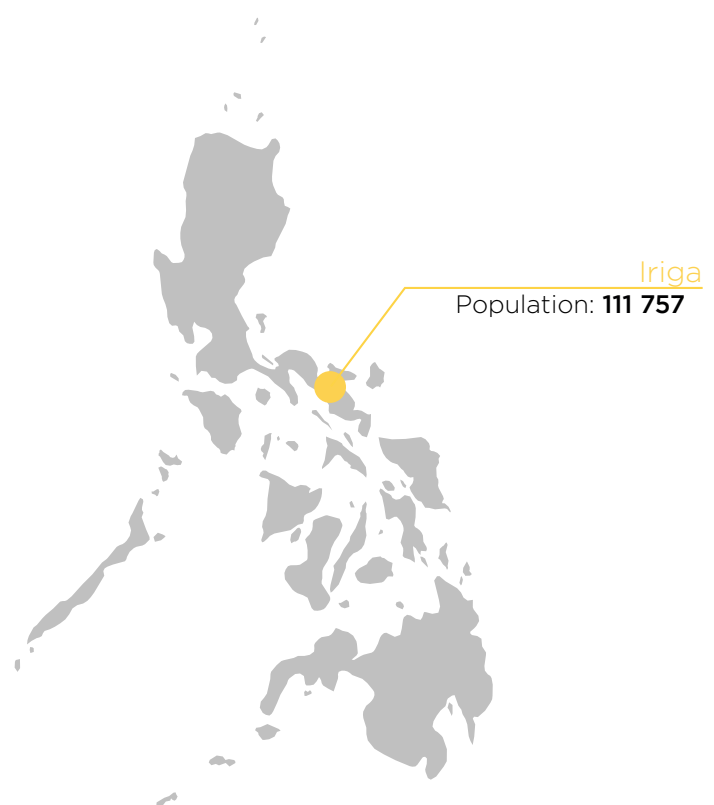
- Madelaine Y. Alfelor, mayor of Iriga City

CONTEXT

Iriga City, which has a population of just under 124,000, is 250 miles southeast of Manila and serves as a center of commerce for the Bicol region of the Philippines. Throughout the course of the Covid-19 pandemic, Iriga City experienced an increase of more than 20,000 people due to national policies pushing people out of Manila and the large-scale return of overseas Filipino workers (OFWs) to the city due to economic lockdown abroad. Upon arriving or returning to Iriga City, many people were left without sufficient income to support themselves or their families given the city's own economic downturn. Covid-19 forced over 120 business in Iriga City to cease operations either temporarily or permanently.³²

Since Covid-19 struck the Philippines, there have been limited job opportunities across the country. Coupled with the return of overseas Filipino workers, the arrival of internal migrants, and increased city government spending in response to Covid-19, Iriga City now faces the daunting challenge of supporting the

livelihoods of an increased population with depleted city government resources. The compounding impacts of Covid-19 and the influx of migrants into Iriga City have only exacerbated the city's existing challenges related to unbalanced regional development and unequal distribution of wealth within the Bicol region. All told, economic crisis caused by the pandemic has resulted in an 81 percent decrease of regional GDP.



PROJECT AT A GLANCE

Integrated Resilience Initiatives for Global Agenda (IRIGA): A Shared Service Facility for Economic Resilience

OBJECTIVE

Iriga City will develop a shared service facility dedicated to improving the economic resilience of IDPs, returnees, and other migrants by providing access to livelihoods training, skills development, and employment opportunities.

Budget: \$400,000 – \$600,000 USD

Timeframe: 12 - 24 months

Clients: Returning overseas Filipino workers, internal migrants, and IDPs

Lead Implementer: Iriga City Government

Implementing Partners:

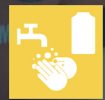
- The city government will coordinate over 10 city departments, national government agencies, and local civil society organizations in implementing this project.

City Networks and Partners:

- CityNet Asia Pacific
- UCLG Asia Pacific

Focus Areas:

Basic Services



Financial security



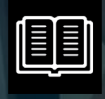
Safety & Social cohesion



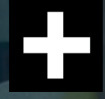
Housing



Education & childcare



Health



Inclusive governance



IMPACT

1. IDPs, OFWs, and returnees have new opportunities to generate income and contribute to the city's economy.
2. IDPs, OFWs, and returnees have improved access to health, education, and other social services provided within the city.
3. Iriga City Government more effectively plans and provides for its migrant and displaced communities through robust and reliable data generation and analysis.
4. Iriga City Government adopts a permanent whole-of-government approach to achieve the socio-economic inclusion of its migrant and displaced communities.

PROJECT OVERVIEW

The Integrated Resilience Initiatives for Global Agenda Project (IRIGA) will create a shared service facility for IDPs, OFWs, and returnees in Iriga City. Taking a whole-of-city-government approach, the facility will operate as a one-stop-shop for city agencies and their partners in consolidating and delivering services focused on their employment or self-employment. Services will include entrepreneurship training, skills development, job matching, psychosocial support, as well as broader community mobilization and empowerment. The facility will also act as a bridge between its registered clients and the city's broader network of education, healthcare, housing, and other social services provided by public and civil society actors. In total, the project management team will consolidate access to the services of over 10 city government departments, national government agencies, and local civil society organizations.

To meet the most pressing needs of clients and create a foundation

for tracking and analyzing progress, the city government will develop a database of IDPs, returnees, and other migrants. From this database, the city government will identify 300 clients to participate in the facility's initial employment and self-employment programs, with the goal of increasing their income by at least 10 percent in the first year of the facility's operation and by 15 percent in subsequent years, while continuously adding new clients to the programs.

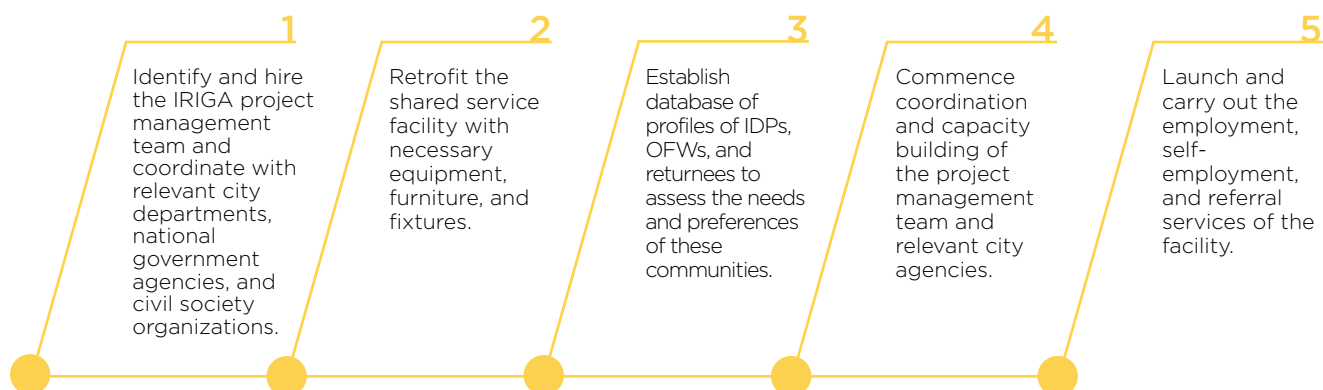
The Iriga City Government will retrofit an existing city government-owned space to serve as the facility's home. Sustained by the city government through an Executive Order from the mayor and/or City Council Resolution, the facility will be a permanent fixture of Iriga City's migrant-focused services, providing clients with direct livelihoods support while referring them the wrap-around services needed to further support their success and well-being.



Photo: An agriculture program in Iriga City. Credit: Iriga City Government

MILESTONES

The Iriga City Government will:



Value

As more people return to the city during Covid-19, fair and effective policies that protect the rights of returnees, migrants, and IDPs will be essential for achieving economic growth and enhancing development outcomes for all residents of Iriga City. The shared service facility is Iriga City's investment in its expanding labor force and the socio-economic inclusion of its migrant and returning communities to achieve these outcomes.

The project will provide a valuable database that can be regularly expanded to help the city government more adequately meet the evolving needs and preferences of its migrant communities for years to come. By bringing together multiple city departments for the benefit of these communities, the city government will also improve its inter-city collaboration while creating more inclusive and coordinated policies and programs institutionalized within the city government's structure.

City leadership

Mayor Alfelor executed a social contract with the people of Iriga City that serves as her commitment to actively and meaningfully address social challenges for all residents of the city, especially those brought upon and exacerbated by Covid-19.

This project meets the following policies and plans to which the city has committed: Local Development Investment Program; Executive Legislative Agenda for Calendar Year 2020-2022; Sustainable Development Goals 1,2,3,8 and 10; the National Resiliency Council under Human Development and Economic Pillars; and the Regional Development Rehabilitation and Recovery Program.

Quezon City, The Philippines



“*Quezon City is a city of origin, transit, and destination for people on the move within national borders and beyond, in times of peace or crisis. It is a diverse city with infinite possibilities. The pandemic gives us the opportunity to reimagine our city as a place where people’s aspirations for sustainable quality of life can take root and flourish through a robust, transformational, and inclusive economic and social development for all.*”

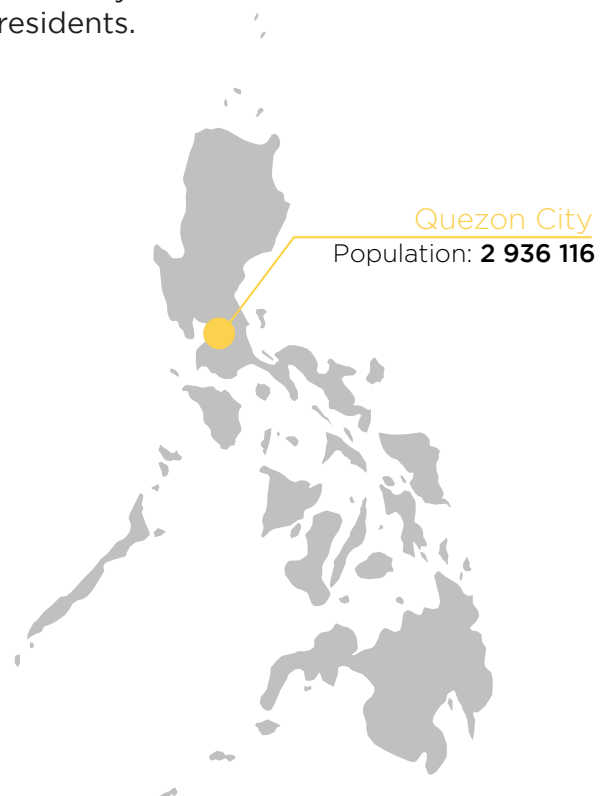
– Joy Belmonte, mayor of Quezon City

CONTEXT

Quezon City is the largest city in metropolitan Manila, with nearly three million residents.³³ Among cities in the National Capital Region of the Philippines, Quezon City ranks first in overseas Filipino workers (OFWs) with over 100,000 individuals who spend the majority of the year working overseas. Most of these OFWs find work within service and constructions sectors of either Gulf countries who do not grant them permanent residency or within maritime industries, such as cruise ships.

The worldwide economic and public health impact of Covid-19 caused nearly 17,000 OFWs to lose their jobs and return to Quezon City, the majority of them through the Philippines’ Overseas Workers Welfare Administration’s *Hatid Sundo* service and the city government’s *Uwian Na* program established to facilitate OFW returns during the pandemic. While the Quezon City Government has attended to their immediate needs (including access to health services and financial assistance), the city has its own struggles with Covid-19, which has led to the loss of employment for an estimated 15,000 permanent residents of Quezon City.³⁴ Facing tenuous

employment opportunities abroad and fewer opportunities at home, Quezon City residents have limited options to find safe and stable livelihoods in the aftermath of Covid-19. That said, the Quezon City Government views the current situation as an opportunity to address the longer-term social and economic inclusion of repatriated OFWs. Covid-19 has made clear the need for Quezon City to reduce residents’ reliance on often exploitative overseas employment by strengthening the city’s local economy for the benefit of all of its residents.



PROJECT AT A GLANCE

Roadmap to a Safe, Orderly, and Regular Migration for Overseas Filipino Workers in Quezon City

OBJECTIVE

The Quezon City Government will develop and operationalize city government policies, programs, and services meant to ensure that repatriated OFWs contribute to the city's post-pandemic social and economic reconstruction.

Budget: \$400,000 - \$600,000 USD

Timeframe: 12-30 months

Clients: Repatriated, returned, and prospective OFWs.

Lead Implementer:

- Secretariat of Migration and Development, Migration Services Division, Public Employment Service Office, Quezon City Government

Implementing Partners:

- Centre International de Formation des Autorités et Leaders (CIFAL) Philippines
- Center for Migrant Advocacy
- Commission on Filipinos Overseas
- Migration and Development Council
- University of the Philippines

City Networks and Partners:

- United Nations Institute for Training and Research (UNITAR)
- UCLG Asia Pacific

Focus Areas:

Basic Services



Financial security



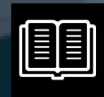
Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

1. Repatriated, returned, and prospective OFWs find employment or self-employment in green, creative, and non-traditional sectors.
2. The Quezon City Government takes a whole-of-government approach to developing permanent policies, programs, and services to ensure the safe, regular migration and socioeconomic inclusion of OFWs, local workers, and their families.

PROJECT OVERVIEW

This project will achieve the development and implementation of a post-pandemic Roadmap to a Safe, Orderly, and Regular Migration for OFWs of Quezon City (the Roadmap). The Roadmap will set the Quezon City Government's local policy for the socio-economic inclusion of present and future repatriated OFWs while focusing on generating more sustained and inclusive economic opportunity within the city.

The main aims of the Roadmap are to address the drivers of migration, create decent jobs in emerging sectors, enhance the pathways towards regular migration, support the reintegration of OFWs, and promote social cohesion and gender equality. The Roadmap will include 100 new and permanent policies, programs, and services focused on ensuring the safe, orderly and regular migration and sustainable development for OFWs, local workers, and their families.

Once the Roadmap is endorsed, 80 percent of the project budget will finance its priority actions and kick-start its implementation.

These actions will focus on capacity building for relevant city government departments and staff while providing direct livelihoods support for 2,000 of the city's current repatriated OFWs in need of employment. Livelihoods support will focus on preparing clients for and connecting them to entrepreneurship opportunities within the city's emerging green, creative, and non-traditional economic sectors, capitalizing on their skills and overseas experience to strengthen the local labor market and develop new sectors within the city. These clients will also have access to existing mental health and psychosocial support programs, such as peer-to-peer mentoring, to help them overcome the trauma of their overseas experiences during Covid-19.

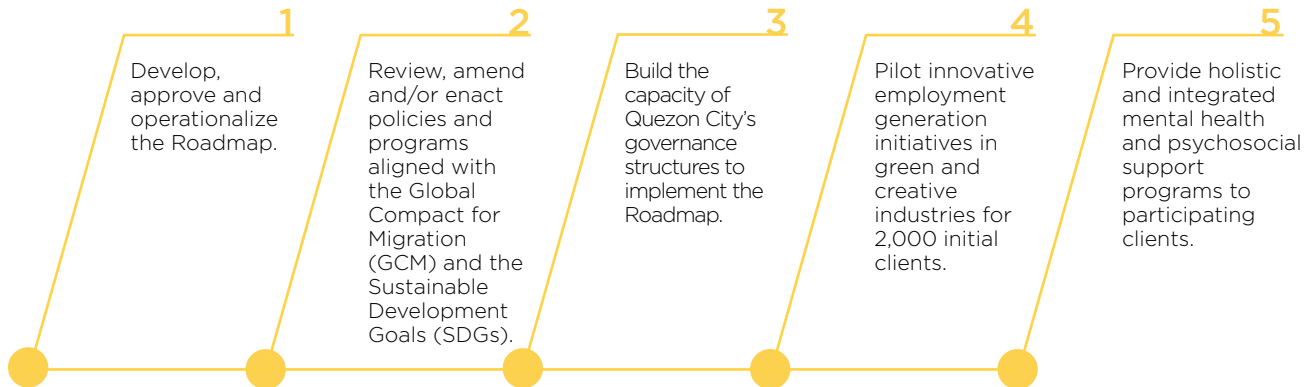
This project will bring together several different offices of the Quezon City Government to work collaboratively with the academic sector, civil society, private sector, and local migrant associations, taking both a whole-of-city-government and whole-of-society approach to ensure its success.



Photo: Returned family members thanks to Quezon City's *Uwian Na* program! Credit: Quezon City Government

MILESTONES

Quezon City will:



Value

Covid-19 has revealed the vulnerabilities which millions of Filipinos working abroad have dealt with for generations. This project will use the devastating impact of Covid-19 on both Quezon City's at-home and abroad communities as an opportunity to strengthen the city's local economy and avoid the unsafe and exploitative migration patterns on which too many Filipinos are forced to rely. With this initiative, Quezon City will implement a new approach to migrant assistance and protection, linking the relief of short-term needs with long-term sustainable development anchored on the GCM and the SDGs.

City leadership

Quezon City has set migration at the center of the local government's agenda, including actions such as:

1. Executive Order No. 13 of 2015 establishes the Quezon City Migration and Development Council with the City Mayor as Chair.

2. Quezon City Ordinance SP2500 of 2016 mandates creating a Migrants Resource Center to provide focused and targeted services for OFWs and their families.
3. From October 2020 to March 2021, the City participated in the stakeholder's consultations as part of the Asia Pacific Regional Review Process of the Implementation of the Global Compact for Safe, Orderly, and Regular Migration.

To demonstrate the Quezon City Government's full commitment to this project, it is prepared to provide in-kind contributions to match the requested grant and source funds from existing municipal programs.

Dakar, Senegal



“The city of Dakar is the capital of Senegal, a country of ‘teraanga,’ which means ‘hospitality.’ This renowned hospitality must push us to rethink the appeal of our city to offer enough opportunities to our young people in terms of social and economic inclusion in order to stop the rise of irregular emigration. It is this hospitality that will make our city a place for all to live.”

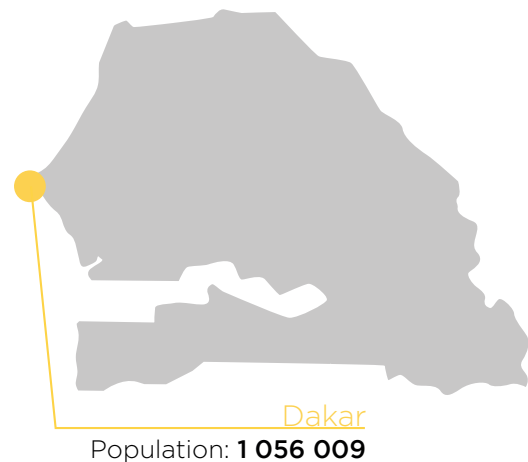
- Soham El Wardini, mayor of Dakar

CONTEXT

There is a common saying among young Senegalese in Dakar: “Barça wala Barsakh,” which translates to “Barcelona or beyond.” While Dakar is home to internal migrants from Senegal’s rural areas and external migrants primarily from other West African countries, its primary migration challenge is the irregular and dangerous out-migration of Senegalese and migrant youth along the Western Mediterranean route into Europe, especially those with their sights set on Barcelona, Spain.

While this out-migration from Dakar is largely clandestine and therefore difficult to quantify, of the 32,500 migrants, refugees, and asylum-seekers who arrived in Spain in 2019, 7 percent were Senegalese. Many of these journeys originate from Dakar, which serves as a transit point for Senegalese and migrants from Burkina Faso, Mali and Niger journeying onwards to the Spanish islands and mainland Europe. Estimates suggest that Covid-19 and its impacts both increased the out-migration from Dakar and made migrants’ journeys more dangerous as border closures increased

the risk of human trafficking and migrants being stranded in precarious situations along the way.³⁵ Given the enduring impacts of Covid-19 on Dakar’s economy, many Senegalese and migrant youth in Dakar continue to view out-migration as one of their only options.



PROJECT AT A GLANCE

City-to-City Collaboration for Socio-economic Inclusion in Dakar

OBJECTIVE

The City of Dakar will work with the Municipality of Barcelona and the Senegalese diaspora in Spain to establish its city migration policy and create greater economic opportunity for migrant and local youth, disincentivizing their dangerous and irregular journeys into Europe.

Budget: \$200,000 - \$400,000 USD

Timeframe: 12-24 months

Clients: Migrants and marginalized youth

Lead Implementer:

- Foreign Relations and Cooperation Service (SREC), City of Dakar

Implementing Partners:

- Municipal Development Fund, City of Dakar
- International Local Leaders Training Center (CIFAL)
- IOM
- Horizon without Borders Senegal
- OTRA Senegal (a civil society organization)
- UNHCR

City Networks and Partners:

- C40
- ICLEI
- International Association of Francophone Mayors (AIMF)
- Mayors Dialogue on Growth and Solidarity
- Metropolis
- OECD Champion Mayors
- UCLG

Focus Areas:

Basic Services



Financial security



Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

- Migrant and local youth benefit from greater economic opportunity within the city of Dakar and are disincentivized from making the dangerous journey to Europe.
- Members of the Senegalese diaspora invest in their city of origin and contribute to the socioeconomic inclusion of migrant and marginalized youth within Dakar.
- The City of Dakar establishes its local migration policy based on a more complete understanding of its migrant population and practical city-to-city collaboration and learning with the Municipality of Barcelona.

PROJECT OVERVIEW

This project will develop a local migration policy for the City of Dakar while giving Dakar's youth more economic opportunity closer to home. The project features four main pillars.

Creating a migration profile:
The City of Dakar will create a migration profile of the city, including the needs and preferences of new arrivals and Senegalese youth at risk of irregular out-migration, which will serve as the baseline for the city government's decision-making and local policy development.

Creating economic opportunity:
The project will create job opportunities for migrant and Senegalese youth looking to leave Dakar by expanding the reach of city government livelihood programs to focus specifically on youth at risk of out-migration. This includes entrepreneurship programs, job placement programs, and financial support programs delivered by

city government programs such as the Municipal Development Fund. These programs currently focus on women and youth who are forced to rely on precarious livelihood activities, such as fishing. Within the project time frame, the City of Dakar will engage 50 youth in livelihood activities and provide financial support to 20 microenterprises.

Engaging the Senegalese diaspora:
The project will engage members of the Senegalese diaspora in Barcelona and Senegalese who have returned to Dakar in order to organize and channel their social and financial contributions to their country of origin to further support job creation, entrepreneurship, and social and cultural inclusion strategies within Dakar.

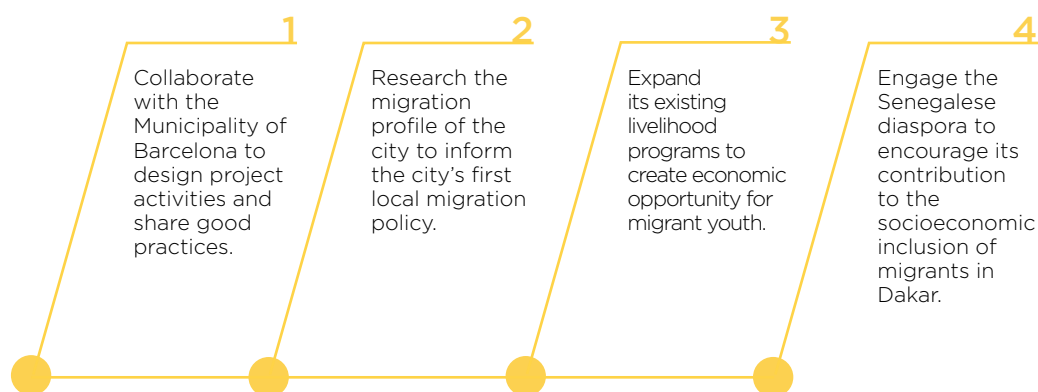
City-to-city collaboration:
Fostering and strengthening the relationship between Dakar and Barcelona is a key aspect of this project. City-to-city dialogue regarding the nature of migration



Photo: Many youth in Dakar rely on daily wages to survive. Credit: Giuliano2022

MILESTONES

The city of Dakar will:



between Dakar and Barcelona, the needs and preferences of migrants and the Senegalese diaspora, and the sharing of good practices will inform project activities and objectives. While the project will be led by the City of Dakar, the in-kind engagement of Barcelona will facilitate the participation of the Senegalese diaspora and create new opportunities for economic, social and cultural inclusion in both Dakar and Barcelona.

Value

This project will make Dakar the first Senegalese city to have a localized understanding of its migration profile and a city-specific migration policy. The project will translate the existing dialogue between the governments of Dakar and Barcelona into on-the-ground programs beneficial to migrant populations in both cities.

As a capital city and a city active in international circles, the City of Dakar will leverage this project to share learning with other Senegalese cities, other African cities along the Western Mediterranean route (such as

Tunis and Rabat), and with cities engaged in the Mayors Dialogue on Growth and Solidarity.

City leadership

This project is endorsed by both the City of Dakar and the Municipality of Barcelona through their engagement in the Mayors Dialogue on Growth and Solidarity. The City of Dakar is committed to providing economic opportunities closer to home for its migrant and local youth, as demonstrated by the mayor's appointment of an elected city councilor to advance the city government's progress on the socioeconomic inclusion of migrants. The city government's International Local Leaders Training Center has recently developed training specifically focused on this objective. Mayor El Wardini is also a member of the Mayoral Task Force on Climate and Mobility, a joint initiative between the Mayors Migration Council and C40 Cities.

Mogadishu, Somalia



“Mogadishu continues to be the second-fastest urbanizing city in the world. This is driven by internal displacement and migration that we don't have the municipal infrastructure and capacity to effectively manage. The support of the Global Cities Fund will allow the municipality to build our capacity and take the lead in implementing sustainable programs that support IDPs, migrants and refugees, in line with our regional durable solutions strategy.”

– Omar Mohamoud Mohamed,
mayor of Mogadishu and governor of Benadir

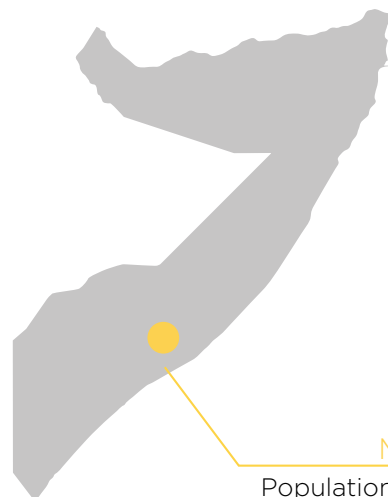
CONTEXT

Mogadishu is the capital and most populous city of Somalia, located on the coast within the Benadir Regional Administration (BRA). The city currently hosts the largest population of IDPs in Somalia, representing close to 40 percent of the country's total displaced population of more than 2.6 million. The Protection and Returns Monitoring Network (PRMN) reports the number of displaced people within Benadir has increased by 92,000 through 2019,³⁶ with now more than 900,000 people living in informal settlements and camp-like settings within the BRA.³⁷

Steady arrivals to a city already contending with protracted displacement presents a significant challenge in Benadir, particularly in regards to land tenure. Land and housing disputes are chronic throughout Benadir and often result in conflict and/or evictions. Around 108,000 individuals were forced from their homes in Benadir in 2019, accounting for more than 80 percent of all evictions recorded across Somalia.³⁸ Those who relocate – forcibly or by choice – typically experience significant loss of income and connections to their social networks. Decades of protracted and precarious displacement situations for thousands of people across the

city have limited the opportunity for medium to long-term investment in basic services, including health, education, and critical infrastructures such as sanitation and water.

The preexisting humanitarian crisis in Mogadishu has been exacerbated by the Covid-19 pandemic, especially given fragile infrastructure, growing urban informality, overcrowded IDP settlements, and a limited food supply.³⁹ This has led to a debilitating situation for national and local authorities, as well as public and private health providers, who are too often overlooked by international humanitarian and development agencies as a potential partner despite the need for external support.



Mogadishu

Population: **2 282 009**

PROJECT AT A GLANCE

Durable Solutions for Displaced Communities in Mogadishu

OBJECTIVE

The Benadir Regional Authority/Municipality of Mogadishu will use a holistic approach to increase housing security, improve livelihoods, and secure access to health services for IDP, refugee, returnee, and urban poor households at-risk of forced eviction while building a foundation for durable solutions in the city.

Budget: \$800,000 - \$1,000,000 USD

Timeframe: 12 – 24 months

Clients: Internally displaced, refugee, returnee, and urban poor households.

Lead Implementer:

- The Durable Solutions Unit, Benadir Regional Administration/ Municipality of Mogadishu

Implementing Partners:

- UN agencies and INGOs active within Mogadishu

City Networks and Partners:

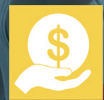
- European Union
- IOM
- Norwegian Refugee Council
- UCLG

Focus Areas:

Basic Services



Financial security



Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

1. IDP, refugee, returnee, and urban poor families have safe and stable housing.
2. IDP, refugee, returnee, and urban poor households have increased incomes and diversified livelihood opportunities.
3. IDP, refugee, returnee, and urban poor households have increased access to sustainable, quality, and adaptive basic health services.
4. The BRA's Durable Solutions Unit builds the foundation needed to achieve the local integration of Mogadishu's displaced communities.

PROJECT OVERVIEW

This pilot project provides the foundation for the BRA's realization of local integration for IDPs, returnees, and refugees in Mogadishu. It will help project clients achieve housing security, earn an income, and gain improved access to health services, three areas that have become more urgent due to Covid-19 and its impacts on Mogadishu's economy and public health. To achieve this holistic goal, the city will adopt an area-based approach to project implementation, working closely with humanitarian and development actors to provide support within one of Mogadishu's low-income districts that is densely populated by IDPs, refugees, and returnees.

As a pilot, the project will identify and support 150 households, an estimated 1,050 individuals. While the rate and scale of evictions across Mogadishu is a key barrier for sustainable community development and local integration of displaced people, the project will focus on both meeting immediate needs related to livelihoods and healthcare while laying the foundation for the safe and sustained local integration (one of three durable solutions) of

displaced people across the city.

The project is comprised of three main components:

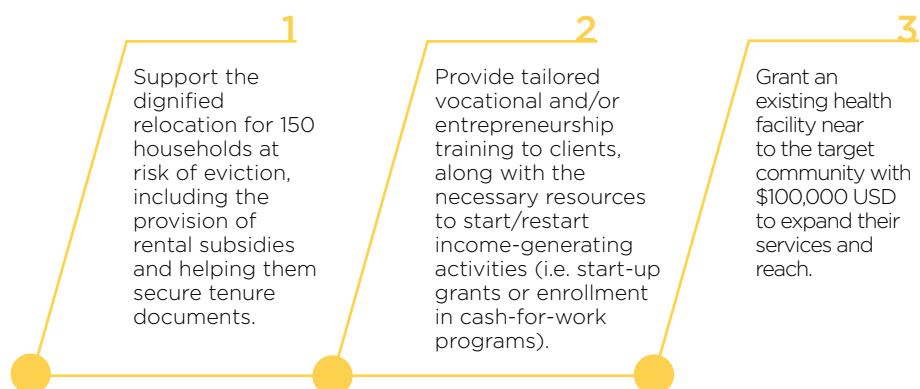
1. **Housing security.** The city will resettle 150 households of IDPs, returnees, and refugees at risk of eviction, approximately 1,050 people. The project will subsidize \$3,000 USD per housing unit and provide monthly rental subsidies of \$50 USD over a 12-month time period.
2. **Improved livelihoods.** The Durable Solutions Unit recognizes that housing without a consistent income is not sustainable for the most vulnerable segments of society. The project will provide the heads of the 150 participating households with a livelihoods grant consisting of two installments of \$750 USD to help them (re)start their income generating activities. In partnership with INGOs active within Mogadishu, the Durable Solutions Unit will supplement these grants with literacy, numeracy, and basic financial training.



Photo: An IDP settlement on the outskirts of Mogadishu. Credit: Sadik Gulec

MILESTONES

The Benadir Regional Administration will:



3. Quality healthcare. After forced evictions, health emergencies constitute the greatest threat to households' savings and resources. While healthcare is largely privatized within Somalia, the project will provide financial support to a local public health facility close to the targeted community. The \$100,000 USD grant will assist the facility in improving the quality and access to services for the target community. This may include securing salaries of existing and new staff, procurement of medication and medical equipment, and increasing the facility's overall ability to respond to the community's health needs.

Value

While the national government and international partners are making significant strides to address needs among displaced populations, these efforts are undermined by continued widespread evictions. In 2018, international actors piloted a similar initiative in Mogadishu, but it lacked coordination with local actors and struggled to sustain its impact. This project aims to pilot a similar approach using the tools

and lessons learned from past experiences, this time led by the BRA in close coordinating with international humanitarian and development organizations.

The project will illustrate the capacity of the city government to deliver holistic and well-designed interventions. In Mogadishu, the international community's mistrust in local authorities has prevented local capacity building. Until this capacity can be illustrated, the city government will continue to play a peripheral role in its core mandate.

City leadership

In 2020, the mayor of Mogadishu launched a five-year Durable Solutions Strategy. In 2021, the national government launched the National Durable Solutions Strategy. These two strategies are complementary and reinforce Somalia's priorities in regards to displaced persons. The success of the proposed project will support the implementation of both strategies, the core mandate of the Durable Solutions Unit, using a holistic approach to addressing protracted displacement in Mogadishu.

Sfax, Tunisia



“*Legendary for its hospitality, the city of Sfax has always opened its doors to anyone who wishes to settle here. Covid-19 forced Sfax to redouble its efforts and develop specific solutions for our migrant communities. Our responsibility towards these communities obliges us to search for resources to meet their needs. We don't intend to escape it.*”

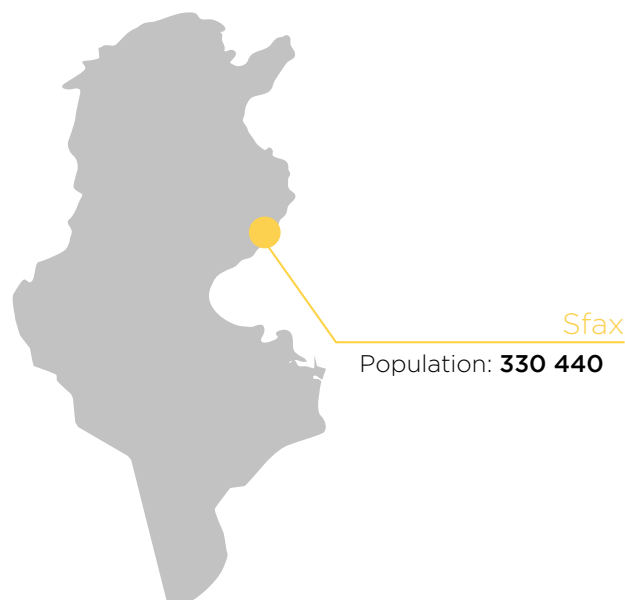
- Mounir Elloumi, mayor of Sfax

CONTEXT

The second largest city in Tunisia, Sfax is home to 300,000 people, over 50,000 of them internal migrants arriving from Tunisia's inland regions. Since 2010, the city has seen an increase in external migrants arriving from sub-Saharan African countries such as Côte d'Ivoire, Cameroon, Burkina Faso, Mali, and Niger. The Municipality of Sfax estimates that over 10,000 migrants from these countries now reside in Sfax, primarily young men seeking work in the city or onward passage to southern Europe. They are joined by nearly 2,000 refugees and asylum seekers from countries such as Syria and Sudan.⁴⁰ In all, nearly a third of Sfax's population was born outside of the city. In addition, the Sfax has become the point of convergence of a number of internal migrants or external migrants from neighboring Libya and Algeria. These converging migration flows makes it difficult to precisely quantify migration within the city.

These internal and external migrants, refugees, and asylum seekers predominantly reside in Sfax's working-class neighborhoods known for their high population density and difficult living conditions. These

conditions have only worsened due to Covid-19's impact on the city's local economy and public health. With the absence of a clear national policy to serve migrant and displaced communities, the Municipality of Sfax has taken it upon itself to provide them with food vouchers, sanitation and protective equipment, and working collaboratively with international humanitarian and development actors to provide additional support. Still, the city government lacks both demographic and qualitative data on these communities and the resources required to meet their needs through holistic and coordinated services.



PROJECT AT A GLANCE

Humanitarian Assistance in Partnership with Migrant Associations

OBJECTIVE

The Municipality of Sfax will work directly with local migrant associations to deliver critical public health and humanitarian assistance to working-class neighborhoods and their migrant and displaced communities.

Budget: \$200,000 - \$400,000 USD

Timeframe: 6-12 months

Clients: Migrants, refugees, asylum seekers, and marginalized receiving communities

Lead Implementer:

- Directorate for Decentralized Cooperation, Municipality of Sfax

Implementing Partners:

- Directorate of Hygiene and Environmental Protection, Municipality of Sfax
- Association Afrique Intelligence
- Association of African Students and Trainees in Tunisia (AESAT)
- IOM
- Sfax Municipal Volunteering Committee
- Tunisian Refugee Council (CTR)
- UNHCR

City Networks and Partners:

- Mediterranean City-to-City Migration Project (MC2CM)

Focus Areas:

Basic Services



Financial security



Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

1. Migrants and displaced communities have a reduce risk of infectious diseases due to increased awareness of Covid-19 prevention and access to improved public health facilities.
2. Migrants and displaced persons have better access to basic services, such as education, health, financial support.
3. The Municipality of Sfax strengthens its accountability towards migrant and displaced communities and works with migrant associations as equal partners in service delivery and city-level decision making.

PROJECT OVERVIEW

The Municipality of Sfax will develop and begin implementing their plan for the city's long-term support of its migrant and displaced communities. Based on a holistic offering of social services coordinated and delivered by all relevant city actors, including the city's migrant associations, the plan's development and delivery will support neighborhoods and families most affected by the Covid-19 pandemic, whether they are migrants, refugees, asylum seekers, or IDPs.

The project will focus on three core pillars:

1. **Coordinating service provision:** the project will establish a city government-led coordination mechanism with international humanitarian and local civil society organizations active within the city, focusing especially on the participation of Sfax's robust community of migrant associations. These migrant associations will be equal partners in the city government's development and implementation of the project, serving to both
2. **Public health:** the city government will conduct awareness raising campaigns on Covid-19 prevention and treatment measures in neighborhoods with high populations of migrants and displaced people. To supplement this campaign, the city government will ensure that public facilities within these neighborhoods are sterilized and equipped with public health amenities.
3. **Humanitarian assistance:** In the target neighborhoods and based on the capacity of the project consortium, the city government will develop and deploy a comprehensive humanitarian assistance plan in response to the needs of migrants and displaced persons during Covid-19. This comprehensive plan will include direct financial assistance, vocational training, support for the

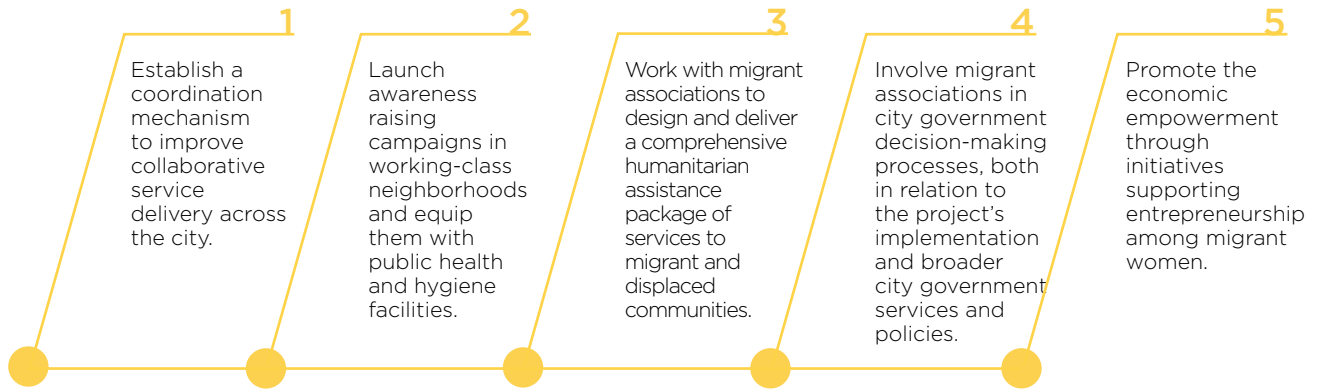
meet the immediate needs of migrants and displaced people while holding the municipality accountable to their decision making.



Photo: Sfax Municipality

MILESTONES

The Municipality of Sfax will:



enrollment of migrant and displaced children in local schools, and provision of food and non-food items. Project funds will be used to increase the capacity of existing local civil society organizations to provide these services to as many people as possible. As a result of this project, the city will be able to reach nearly 3,000 people directly, including nearly 2,000 women and children, and nearly 10,000 people indirectly.

Value

An underlying objective of this project is to create an opportunity for the Municipality of Sfax to build new and stronger relations with the city's migrant and displaced communities. By implementing this project in direct partnership with migrant associations and civil society organizations, the city government will build the trust and social accountability needed to engender positive collaboration, allow migrant and displaced communities to feel safe and comfortable accessing city government services, and

adapting city government services in response to these communities' needs and preferences.

City leadership

The Municipality of Sfax has been dedicated to meeting the needs of its migrant and displaced residents since 2015, when the number of new arrivals into the city began to increase significantly. In 2018, the mayor appointed a special delegation, led by Deputy Mayor Mohamed Wajdi Aydi, to lead the city government's engagement in local partnerships with initiatives, such as the MC2CM project, as well as in international dialogue on issues pertaining to the Global Compact for Migration and the city's progress therein.

While national policies do not mandate the Municipality of Sfax to address certain aspects of migration and/or asylum processes, the city government nonetheless demonstrates leadership on migration and displaced issues through a unique willingness to partner with humanitarian and development agencies within Sfax.

Gaziantep, Turkey



“As Gaziantep, we asked ourselves an important question: Do refugees cause social, political, and economic destabilization? Gaziantep answered definitively: Refugees do not cause destabilization; poor leadership and policies do. It is time for the world to see that migration and displacement is not a problem to be solved but a reality to be managed, and cities are well-positioned to do so in a sustainable and inclusive way.”

- Fatma Şahin, mayor of Gaziantep

CONTEXT

With 3.6 million registered refugees, the majority of them from Syria, Turkey is by far the world's largest refugee hosting country. Given the protracted nature of Syrian displacement, many of these refugees live in cities such as Gaziantep or Istanbul, often within the low-income districts of these urban areas.

Gaziantep's location near the Syrian border means the city is home to over 450,000 Syrian refugees, nearly one-quarter of the city's total population of 2.3 million residents, some of whom have sought refuge in Gaziantep since 2011.⁴¹

The magnitude of refugees and their unmet needs continue to present immense challenges to public institutions and service providers, especially at the local level. Poor refugee housing and sanitary conditions affect the safety, privacy, and general health and well-being of refugee and marginalized local residents, while rental costs represent nearly one-

third of monthly expenses for refugee households.

Covid-19 and its containment measures have exacerbated this already precarious situation. Among the impacts are the substantial loss of livelihoods and restricted access to essential services, such as health, education, housing, and social welfare, for many Syrian refugees and marginalized residents. Making matters worse, the majority of these residents have been forced to remain in their unsuitable housing situations due to numerous lockdowns.



Gaziantep

Population: 1 704 118

PROJECT AT A GLANCE

Home Repair for Syrian Refugees amid Covid-19 Lockdowns

OBJECTIVE

The Gaziantep Metropolitan Municipality will repair and improve the homes of 1,000 Syrian refugees and marginalized Turkish families, contributing to their socioeconomic inclusion within Gaziantep after over 10 years of displacement in Turkey.

Budget: \$800,000–\$1,000,000 USD

Timeframe: 6 to 12 months

Clients: Vulnerable Syrian refugee households (at least 80 percent of clients) and receiving community members (at most, 20 percent of clients).

Lead Implementer:

- The Construction Unit, Migration Unit, and Social Services Unit of the Gaziantep Metropolitan Municipality

Implementing Partners:

Gaziantep has 10 partnership agreements with UN agencies and is a member of 30 city networks, including:

- ICLEI
- MEDCITIES
- Metropolis
- UCLG
- Union of Turkish World Municipalities

Focus Areas:

Basic Services



Financial security



Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

1. Refugee and marginalized receiving community household members have improved and more permanent living conditions.
2. Refugees and marginalized receiving community members are safe in their homes and able to protect themselves from communicable diseases.
3. The Gaziantep Metropolitan Municipality adopts a whole-of-government, collaborative approach to achieve the inclusion of its refugee community.

PROJECT OVERVIEW

The project will assist refugees and vulnerable receiving community households and informal shelters with emergency repair and rehabilitation services to improve their home living conditions in relation to family safety, health, and well-being. The initiative will prioritize the homes of women, girls, persons with specific health risks, and persons living with disabilities, implementing solutions specific to their needs such as ensuring homes have separate spaces to minimize the risk of gender-based violence or are accessible for those who use a wheelchair. Other improvements will include providing informal shelters with private water and sanitation facilities and connections to water and sewer lines, improving the privacy and security of entryways, and equipping homes with basic appliances such as stoves, refrigerators, and toilets.

The Gaziantep Metropolitan Municipality will work closely with public entities, NGOs, and UN agencies to identify appropriate clients for the project and the specific home improvements required for each household. In total, the project will improve the homes of 1,000 families, 900 of which will be Syrian households.

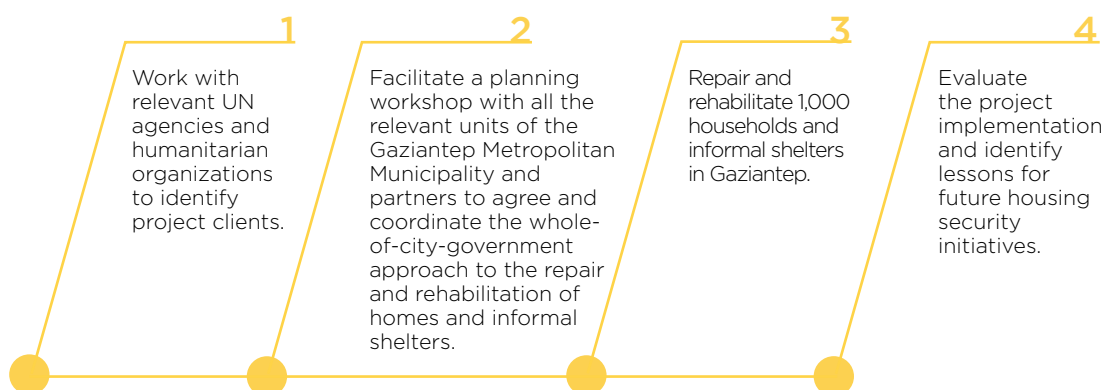
To achieve both the physical and social benefits of the project, the Gaziantep Metropolitan Municipality's relevant units will work together in its implementation. After identifying clients and assessing their needs, the Migration, Social Services, and Construction units will be jointly responsible for carrying out the rehabilitation and repair of the 1,000 homes.



An agriculture program organized by the Gaziantep Metropolitan Municipality. Credit: Gaziantep Metropolitan Municipality.

MILESTONES

The Gaziantep Metropolitan Municipality will:



Value

This project will be one of the few initiatives focusing on home repair and improvements for refugee households and the first shelter initiative for the city government. As such, it will serve as an opportunity to encourage and strengthen the cooperation between different municipal units, such as Construction and Social Services, which have yet to collaborate together.

The project addresses a critical issue identified by Syrian refugees since the start of the pandemic and will demonstrate the city government's commitment to the socioeconomic inclusion of its Syrian refugee population after 10 years of displacement within Gaziantep.

City leadership

The Gaziantep Metropolitan Municipality is committed to supporting its Syrian refugee residents and has expanded its traditional responsibilities over

the past few years to do so. This is demonstrated by the city government's creation of new municipal units and programs to provide direct assistance to refugees in partnership with local civil society organizations, UN agencies such as UNDP, UNHCR, and IOM, and international NGOs.

Formalizing this commitment, the city government recently hosted an International Forum on Local Solutions to Migration and Displacement. At this forum, all local participants signed the Gaziantep Declaration, confirming the city government's commitment to taking a leading role in achieving the socioeconomic inclusion of Syrian refugees.

Sultanbeyli, Turkey



“With our citizens from 81 different cities in Turkey and more than 20 nationalities from around the world, Sultanbeyli is the cultural mosaic of our country. Our doors and hearts welcome anyone who wants to live in Sultanbeyli.”

- Hüseyin Keskin, mayor of Sultanbeyli

CONTEXT

With 3.6 million registered refugees, the majority of them from Syria, Turkey is by far the world’s largest refugee hosting country. Given the protracted nature of Syrian displacement, many of these refugees live in cities such as Gaziantep or Istanbul, often within the low-income districts of these urban areas.

This is the case of Sultanbeyli, a municipal government within the Istanbul metropolitan area with a population of 343,000. Since the start of the Syrian conflict, Sultanbeyli Municipality has welcomed nearly 20,000 Syrian refugees, 12,000 of whom are children.⁴² These refugees add to the diversity of Sultanbeyli, which is home to people from more than 20 different countries and has ranked highly in social inclusion indexes of Turkish cities.⁴³

Given that Sultanbeyli’s residents rely on lower incomes compared to those of Istanbul’s municipalities, Covid-19 has devastated the municipality’s local economy and

affected the livelihoods of over 60 percent of its residents, while children have been forced to rely on remote learning for over a year, pushing refugee children who do not speak Turkish out of school.⁴⁴ The municipality’s social support Call Center has received over 14,000 applications for humanitarian aid since the beginning of the pandemic, most of them requests for basic supplies and support. Suffering from its own budget shortfalls due to Covid-19, the municipality is unable to meet every request.



Sultanbeyli

Population: **343 000**

PROJECT AT A GLANCE

Covid-19 Response for Residents of Sultanbeyli

OBJECTIVE

Sultanbeyli Municipality will deliver a comprehensive set of response and recovery services focused on emergency humanitarian assistance for vulnerable families, access to remote learning for out-of-school children, and employment and self-employment opportunities, meeting the most urgent needs of its refugee and local resident populations as the city endures Covid-19.

Budget: \$400,000 \$600,000 USD

Timeframe: 6-12 months

Clients: Refugee families and families of the receiving community

Lead Implementer: Support Services Directorate, Sultanbeyli Municipality

Implementing Partners:

- Refugees and Asylum Seekers Assistance and Solidarity Association (MYSDD), an association of municipalities, local and international NGOs, and private sector partners.

City Networks and Partners:

- Act Now
- Marmara Municipalities Union
- UCLG-MEWA
- Union of Municipalities of Turkey
- Union of Turkish World Municipalities
- UNHCR Turkey

Focus Areas:

Basic Services



Financial security



Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

- Refugee and local residents are food-secure and able to meet their basic needs.
- Out-of-school refugee and local children have improved access to remote learning.
- Refugee and local residents have sustained or new opportunities to generate income through employment or self-employment.
- Sultanbeyli Municipality strengthens its capacity to provide for its most vulnerable residents and maintain the socioeconomic inclusion of refugees through a collaborative approach.

PROJECT OVERVIEW

The project will deliver urgent services to Sultanbeyli residents, particularly refugees and vulnerable Turkish residents, tied to three areas of need exacerbated by Covid-19: immediate humanitarian assistance, remote learning, and livelihood support.

Humanitarian assistance: To meet increasing requests for humanitarian assistance from Sultanbeyli's residents, the city government will expand its current humanitarian assistance program to deliver food and non-food items to 2,000 people who have made requests for support through the municipal Call Center. The city government will also identify and provide emergency direct cash assistance to an additional 2,100 of the most vulnerable individuals and heads of households whose families are at risk of homelessness and/or rely on meager daily wages, providing them enough income to pay their rent and feed their families over the course of the project period.

Remote learning: To improve access to education during lockdown measures for refugee and local school-aged children,

the city government will provide 100 households with internet connections and tablets to allow their children to participate in online classes. Additionally, the city government will work with teachers from local youth centers to offer additional online tutoring to allow youth who have been out of school for over a year to catch up to their peers and resume classes as normal when in-person learning returns. The educational content of these tutoring sessions will be prepared by teachers of both the municipal youth center and the Refugees and Asylum Seekers Assistance and Solidarity Association's Children and Youth Center, tailoring the content to the needs of refugee children.

Livelihood support: To help vulnerable refugee and local residents to maintain or restart their income-generating activities post-Covid-19, the city government will provide cash assistance to local employers, allowing them to maintain their current employees or hire new ones. The city government will work with the Sultanbeyli Social Cooperative to sustain operations through Covid-19, which include increasing



Photo: Turkish and Syrian children in Sultanbeyli. Credit: Sultanbeyli Municipality.

MILESTONES

Sultanbeyli Municipality will:



employment and home-based business opportunities for refugee and local women. Through these activities, the city government will create employment opportunities for 70 individuals and allow the Sultanbeyli Social Cooperative to create employment or self-employment opportunities for 30 women.

Value

This project is designed to meet the most urgent needs of Sultanbeyli's most vulnerable refugee and local residents and households as they struggle to cope with the impacts of Covid-19 on the city's economy and education system. The project will allow Sultanbeyli Municipality to use its response to Covid-19 as an opportunity to strengthen its collaborative approach to service delivery and maintain the city's socioeconomic inclusion by working closely with international and local actors to ensure the project's success.

City leadership

Since the arrival of Syrian refugees to Sultanbeyli reached its peak in 2014, Sultanbeyli Municipality has

a willing partner and capable actor in meeting the needs of refugees in a way that strengthens the overall socioeconomic inclusion and well-being of all residents of the city. The city government has worked with both international and local humanitarian actors in the delivery of social services within the city while ensuring that the city government plays a leading role in planning and coordinating these services to be as effective and inclusive as possible. For example, this project ties to both the city government's Covid-19 response plan and its broader local action plan for the achievement of Sustainable Development Goals within Sultanbeyli.

The city government has established a Refugee Council to guide its decision-making on issues of socioeconomic inclusion. The council's 12 members represent communities directly or indirectly affected by conflict and meets once a month to elevate key community concerns directly to the city government.

Kampala, Uganda



“I am personally responsive to the residents in our great city, which is why I took the initiative to deliver essential supplies myself to those who are in greatest need, including street children, refugees, migrants, and asylum-seekers. We will recover from this pandemic and come back stronger by helping each other through this unprecedented crisis.”⁴⁶

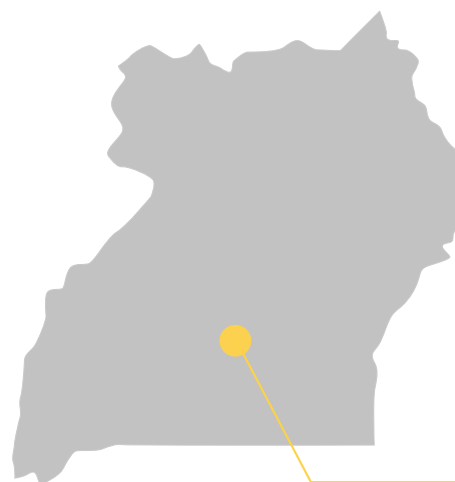
- Erias Lukwago, Lord mayor of Kampala

CONTEXT

With more than 1.4 million refugees, Uganda is the largest host country on the African continent and ranks third at the global level. Most refugees come from South Sudan, the Democratic Republic of Congo, and Burundi, while nearly 1 million Ugandans have been internally displaced from their homes. Almost three-quarters of Kampala’s population were born outside of the city, including more than 80,000 refugees. Around half of the population lives in unplanned and low-income areas of the city.⁴⁵

Many refugees, migrants, and urban poor in Kampala who rely on hand-to-mouth trade-based activities with no or limited savings are unable to earn a daily wage due to Covid-19 restrictions. This is disproportionately affecting residents in peri-urban districts who are subjected to stricter Covid-19 measures. At the same time, government shutdowns, political clashes, and the imprisonment of young persons, linked to recent elections and exacerbated by the restrictions

on gatherings due to Covid-19, make assistance challenging to deliver. The decision to centralize all aid efforts at the national level weakens the city government’s role and authority in the response. Currently, national government support is only available in certain locations and for those with formal migration or refugee status.



Kampala

Population: **3 298 364**

PROJECT AT A GLANCE

Kampala For All: Safety Nets for Recovery

OBJECTIVE

Kampala will provide immediate relief and improve livelihood opportunities for refugees, migrants, and urban poor families while institutionalizing their commitment to this population and sharing their lessons with other Ugandan cities.

Budget: \$200,000–\$400,000 USD

Timeframe: 6 - 12 months

Clients: Refugees, migrants, and the urban poor

Lead Implementer:

- Kampala Capital City Authority (KCCA)

Implementing Partners:

- Fort Portal City Council
- Mbale City Council
- Humane Africa Mission
- Young African Refugees in Development (YARID)

City Networks and Partners:

- Global Alliance for Urban Crises
- Mayors Migration Council Leadership Board city
- Uganda Local Government Association

Focus Areas:

Basic Services



Financial security



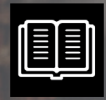
Safety & Social cohesion



Housing



Education & childcare



Health



Inclusive governance



IMPACT

1. Refugees, migrants, and the urban poor have the immediate income support needed to survive restrictions on the local economy due to Covid-19.
2. Refugees, migrants, and the urban poor have strengthened financial safety nets and sustained income generation opportunities.
3. KCCA institutionalizes its services for Kampala's refugee and migrant communities.
4. KCCA strengthens its solidarity with other Ugandan city governments in promoting local leadership on inclusive response and recovery efforts.

PROJECT OVERVIEW

The Kampala for All: Safety Nets for Recovery project will offer immediate relief and an opportunity for sustainable economic recovery for over 200 vulnerable individuals and families at a time when livelihoods, support systems, and resources have been severely impacted by Covid-19 measures. The project will reach refugees, migrants, and the urban poor, especially those who are otherwise ineligible to receive assistance through national government relief programs.

The project will target low-income, informal neighborhoods in Kampala based on previous studies and area-based assessments.⁴⁷ The selection of clients will be done in collaboration with heads of organized refugee associations in their respective communities and include clients with undocumented status, clients who do not have a permanent place to live, and clients who have been hospitalized without having a robust family support system in place.

Based on identified needs and learning from local small enterprises that have been operating during the lockdown period, KCCA will distribute

direct cash assistance to selected clients, entrepreneurship starter packages to those wishing to engage in home-based businesses, and match clients with the relevant services based on their specific needs. These services will include training in basic financial literacy, provision of seed capital for the purchase of equipment, supplies and stock materials, and connections to online trading platforms.

KCCA will also use the project to refer clients to other relevant ongoing government programs on economic empowerment, food security, and livelihood support for marginalized groups, such as Emyooga, the Youth Livelihoods Fund, and the Women's Empowerment Fund.

As a complementary activity, KCCA will disseminate 10,000 IEC materials to raise awareness on Covid-19 prevention and inform marginalized communities on available social services within Kampala. The materials will be available in several locally spoken languages.

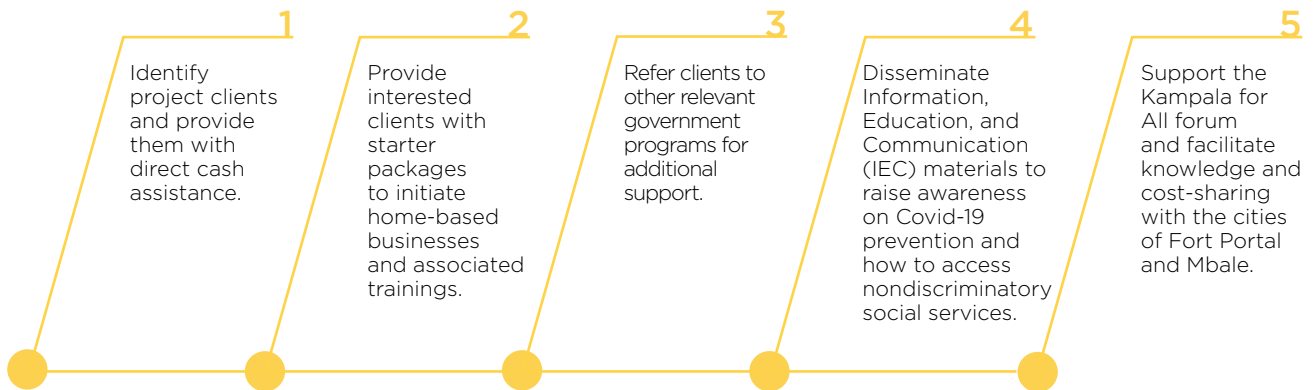
The project will support the Kampala for All humanitarian



Photo: Many daily workers in Kampala lost their livelihoods due to Covid-19. Credit: UNHCR

MILESTONES

The Kampala Capital City Authority will:



assistance coordination forumⁱ and will include knowledge-sharing engagements with the cities of Fort Portal and Mbale to build a long-term resilience strategy through knowledge and burden-sharing.

Value

The project is an opportunity for the city to take a leadership role in reaching some of the most vulnerable residents of Kampala. It will serve as KCCA's first dedicated and directly funded project targeting refugees and migrants, a task traditionally left to international NGOs and typically delivered in an uncoordinated way. The project will be used to mobilize additional resources to strengthen and complement the solutions put forward.

The project will initiate KCCA's collaboration agenda with other Ugandan city governments to promote a collaborative and balanced planning approach to urban displacement in Uganda. Border cities in Uganda are the first point of arrival for many refugees and migrants, who usually arrive in large numbers over a

short duration of time. Knowledge transfer and lessons on how Kampala handles the Covid-19 crisis and the disproportionate burden the pandemic has placed on refugees and migrants will strengthen border cities' readiness and ability to plan ahead.

City leadership

The project responds to Kampala's Strategic Plan for Displacement, Migration and Urban Refugees. The Strategic Plan guides the city's efforts to support the socioeconomic inclusion of refugees and migrants in Kampala's society. The project is particularly relevant to put the Strategic Plans' goals into operation for resilience-building, livelihood support, and cross-city collaboration.

Following the national government's decision to centralize all aid delivery, Kampala's Lord Mayor Lukwago and his team began to personally distribute food, especially to residents who cannot afford a meal, many of whom are migrants and refugees. The project will provide a way to institutionalize such efforts.

KCCA will provide in-kind support to the project, including the use of office facilities and staff time.

ⁱ The Kampala for All Forum is the City of Kampala's initiative to ensure integration of new city migrants into the city's social and economic fabric without any discrimination.

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Partnership

The ultimate vision for the Fund is to demonstrate that cities can—and should—have direct access to financial resources to meet the needs of their migrant and displaced communities, especially during times of hardship.

To turn this vision into reality, the Mayors Migration Council is seeking like-minded partners interested in investing in and working with us to maximize the Fund's impact and extend its resources to as many cities as possible.

To support the Fund or add your city's project to the Fund's pipeline, please contact fund@mayorsmigrationcouncil.org.



Photo: Women of Addis Ababa. Credit: Ammanuel Sileshi



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