

REGIONAL NETWORK AND DIALOGUE

Mobilising resources: domestic
and international frontiers for
funding and support

A regional dialogue for the CRRF: Inclusive
Urban Development and Mobility project

2-3 November 2021
Addis Ababa, Ethiopia



Cities Alliance
Cities Without Slums

Hosted by
 **UNOPS**



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Overview: This report provides an overview of the discussions at a peer learning event organised by Cities Alliance and the European Union (EU) in Addis Ababa, Ethiopia from 2-3 November 2021. It was the second learning event of the Comprehensive Refugee Response Framework (CRRF): Inclusive Urban Development and Mobility – Regional Network and Dialogue project, which is implemented by Cities Alliance and financed by the EU through the European Emergency Trust Fund for Africa (EUTF for Africa).

Cities Alliance and the Municipality of Jigjiga co-hosted the learning event. Its theme, *Mobilizing Resources: Domestic and International Frontiers for Funding and Support*, responds to the fundamental question participants raised at the first CRRF peer learning event: How can the funding gap be addressed in secondary cities to better include refugees and vulnerable host communities?

Cover: ©CitiesAlliance



Contents

Overview.....	2
Summary.....	5
Participants.....	6
 The CRRF - Inclusive Urban Development and Mobility Action.....	 8
Context of Action.....	8
Overview of the Action.....	10
Components of the CRRF.....	10
 Opening Remarks.....	 13
Tour Table.....	16
 Updates on the Action.....	 18
Component 1: Regional Network and Dialogue.....	18
Component 2: Implementing the CRRF in Koboko	 22
Component 3: Implementing the CRRF in Assosa.....	 24
 Technical Sessions.....	 25
1. Framing Integration Initiatives.....	25
2. From Ideas to Action: Resource Mobilization.....	 35
 The Implementation of CRRF in Ethiopia: Policy and Practice	 47
Opening Remarks.....	47
Local Government and the Sustainable Integration of Refugees in Ethiopia.....	 49
The Role of Ethiopia's Cities in Implementing the CRRF.....	 51
 Annexes	 57
Survey Results.....	58
Agenda	61



Summary



Cities around the world are experiencing the emergence of an unprecedented refugee situation that is often sudden and massive in scale. Over 70 million people worldwide are fleeing their homes as a result of persecution, conflict, generalised violence, or human rights violations. Most refugees and Internally Displaced Persons (IDPs) are now living in urban or semi-urban areas, instead of in camps or purpose-built settlements. This shift has put considerable pressure on cities, especially fast-growing secondary cities in developing countries that are already struggling to meet the needs of their populations.



This peer learning event in Addis Ababa, Ethiopia continued the process of building a regional network and dialogue to strengthen policy development for greater social cohesion in cities in the Horn of Africa. It was the second in a series of five learning events planned as part of the CRRF Inclusive Urban Development and Mobility – Regional Network and Dialogue Action, implemented by Cities Alliance through its Cities and Migration Programme and financed by the EUTF.



At the first learning event in Arua, Uganda in March 2021, participants from the project's seven partner cities identified fundraising and financing as two critical areas that they wanted to learn more about. The programme for the second learning event was built around this topic. Three technical sessions walked participants through the process of developing a solid, effective fundraising proposal, starting with exploring what inclusion means to their city, how to turn those ideas into practical interventions, and how to attract funding.



As one of the pilot countries for implementing the CRRF, Ethiopia was selected for the second learning exchange. Ethiopia is one of the largest refugee-hosting countries in Africa, with many settling in the Somali region and its capital, Jigjiga. The city is home to Jigjiga University and its Institute for Migration Studies, which are undertaking important research on integrating migrants through the CRRF programme. The exchange was an opportunity to learn how Jigjiga is implementing the CRRF, the progress it is making, and some of the challenges it faces in the process.

Participants

ETHIOPIA



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Assistant Professor of Sociology and
Director of the Institute of Migration
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Mr. Mustefa Mohammed Ahmed,
Head of the Administration for
Refugee and Returnee Affairs, Jigjiga
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Mr. Mohammedzeyen Kedir Shurea,
Head of the Policy Bureau and Advisor
to the Minister, Ministry of Urban
Development and Construction,
Ethiopia



Mr. Mohamed Hassen Ibrahim,
Refugee Representative, Jigjiga



Dr. Beshir Abdulahi Mahmoud,
President, Jigjiga University



Mr. Hashi Abdulahi Shide,
Representative of the Mayor, Jigjiga



Tirsit Yetbarek, Researcher, Jigjiga
University



Ms. Esther Lokwei, County Minister
for Lands, Energy, Housing and Urban
Area Management, Turkana County

SOMALIA



Mr. AhmedNour Fahie Ali, Adviser,
National Agency for Internally
Displaced Persons and Refugees,
Gabiley



Mr. Abdillahi Houssein Atteyeh,
Member of Local Government,
Borama Municipality



Mr. Mohamoud M. Duale, Executive
Director, Taakulo Somali Community,
Gabiley



Mr. Stephen Bogere, Senior
Sociologist, Ministry of Lands, Housing
and Urban Development, Arua



Ms. Harriet Dozu, Social Worker and
Host Community Representative,
Koboko



Ms. Hellen Drabrezu, Host Community
Representative, Arua



Mr. Mambo Ismail, EUTF Project
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Mr. Azabo Joel, EUTF Project Focal
Person, Koboko Municipality



Mr. Moses Ssonko, Senior Economist
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Dr. Sanya K.F. Wilson, Mayor, Koboko



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Koboko Municipality

PARTNERS



Ms. Bo Altena, Governance Advisor
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Mr. Charles Obila, Migration Officer,
Intergovernmental Authority on
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Mr. Meba Teklewold, Assistant
Protection Officer, UNHCR



Mr. Teka Tesfaye Asmerom, Expert on the CRRF Programme Implementation, Jigjiga



Mr. Abdikadar Mohamed Awaden, Host Community Governor, Kebribeyah



Ms. Genet Gebreegziabher, Head of the Urban Planning Preparation and Implementation Bureau, Ministry of Urban Development and Construction



Mr. Tingirtu Gebretsadik, Assistant Professor of Sociology, Jigjiga University



Andualem Tenaw, Head of Knowledge Management - Ethiopian Cities Association



Mr. Mohamed Hussein Yimmer, Head of the Jigjiga Refugee Programme Coordination Office, Agency for Refugees and Returnee Affairs, Jigjiga



Mr. Amdework Yehualawork Woldemariam, Coordinator of the Assosa Refugee Programme Coordination Office, Agency for Refugee and Returnee Affairs, Assosa

KENYA



Mr. Abubakar Rugamba Kabura, Youth Representative, Kakuma refugee camp



Mr. Joshua Lemuya, County Chief Officer at the Ministry of Lands, Energy, Housing and Urban Areas Management, Turkana County



Ms. Hibo Hassan Harun, Representative of the Mayor and Junior Director of Planning and Development, Gabiley Municipality



Mr. Omar Mohamoud Qayaad, Programme Director, Horn Migrants Support Organisation (HOMSO), Borama



Mr. Abdillahi Hassan Rage, Executive Director, Borama Municipality

UGANDA



Mr. Malish Bonjira Asu, Refugee Representative, Executive Director, SSURA



Mr. Cornelius Jobile, Deputy Town Clerk, Arua



Mr. Moses Lorika, Town Clerk, Koboko Municipal Council



Ms. Nyoka Mary, Refugee Representative, Arua



Wadri Sam Nyakua, Mayor of Arua



Mr. Solomon Sonko, Senior Development Economist and Desk Officer, Office of the Prime Minister



Mr. Bongo Patrick, Head of Programmes, Associazione Centro Aiuti Volontari (ACAV) - International Group for Technical Cooperation with the Developing Countries



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THE CRRF - INCLUSIVE URBAN DEVELOPMENT AND MOBILITY ACTION

Context of the Action

Today, an estimated 60 per cent of refugees globally live in urban or semi-urban areas instead of camps or purpose-built rural settlements. These camps or settlements are often geographically separated from host communities, with limited access to livelihoods due to legal or logistical barriers. The Horn of Africa hosts one fifth of the world's refugees, including:¹

- Urban-assisted refugees who have been moved to urban areas because of protection concerns or for medical treatment. Their stay is generally temporary.
- Refugees who can sustain themselves economically, such as Eritreans in Addis Ababa, who reside in cities on the condition of self-reliance.
- Unregistered or self-settled refugees living in urban areas. They often live among host communities similar to their own ethnic group. Their numbers are unknown, resulting in no or limited support; however, they are seen as significant in cities across the region.
- Refugees living in settlements or camps in protracted refugee situations that have over time turned into urban conurbations. An example is the Kakuma refugee camps in Kenya.

¹ EUTF Action Fiche for the Implementation of the Horn of Africa Window T05-EUTF-HOA-REG-67. Available at: https://ec.europa.eu/trustfundforafrica/sites/default/files/bt05-eutf-hoa-reg-67--crrf_urban_development_and_mobility_incl_rider.pdf



In 2016, the New York Declaration for Refugees and Migrants reaffirmed the importance of international refugee rights, including the need to strengthen their support and protection. The Declaration called on the UN High Commissioner for Refugees (UNHCR) to apply the CRRF in specific situations that featured large-scale movements of refugees in order to ease pressure on host countries, enhance refugee self-reliance, expand access to third-country solutions, and support conditions in countries of origin for return in safety and dignity.

In 2018, the UN General Assembly affirmed the Global Compact on Refugee (GCR) as the non-binding global framework for more predictable and equitable responsibility-sharing – a recognition that solutions to refugee situations require international cooperation.² The CRRF has been incorporated into the Global Compact and is currently being rolled out in Africa, Asia, and South America. The Compact explicitly notes the need to engage with local authorities in urban settings and the potential of networks of cities and municipalities in establishing best practices.

The Intergovernmental Authority on Development (IGAD) has played an important role in supporting the delivery of the CRRF in the Horn of Africa. The Nairobi Declaration on Durable Solutions for Somali Refugees and Reintegration of Returnees in Somalia was approved in Nairobi, Kenya on 25 March 2017. The Nairobi Declaration was originally formulated to address the protracted situation of Somali refugees, but it has since been extended to cover all refugee situations in the region.

In the Nairobi Declaration and Action Plan, heads of state and government committed to improving protection space and solutions for displaced people and providing educational and economic opportunities for some four million refugees and forcibly displaced residing in the region.³ It represented a dramatic shift towards addressing displacement and migration from a development perspective, rather than a humanitarian one.

The Declaration forms the basis of IGAD's regional approach, which is leading to an incremental shift towards greater freedom of movement for refugees. Many are attracted to urban areas, which presents new sets of challenges and opportunities for service delivery and the pursuit of sustainable livelihoods and protection.⁴ Municipalities that can successfully manage the population increase resulting from refugees will be better able to tackle demographic growth and rapid urbanisation. Consequently, municipal governments have become key actors in managing these phenomena.

Perceptions of the CRRF vary from country to country, and its implementation relies on national policy coordination and institutional arrangements. Urban displacement is, however, only partially reflected in national policies. Support to host governments in the region through the CRRF remains mainly centred on camps or rural settlements, with little attention paid to urban and semi-urban areas that host (or will host) an increasing number of refugees.

Additionally, secondary cities in the Horn of Africa are rarely represented in international discussions and panels to share the challenges and opportunities they face when trying to implement global agendas, such as the Global Compact on Refugees or the CRRF. When questioned, municipalities point out that even if national plans are adopted, local implementation faces challenges in the availability of technical, human, financial, and logistical resources.

Refugees and host community representatives generally believe that they are not consulted enough and not well integrated into urban policies.⁵ In most cases, growing populations are not matched by increased municipal budgets, and host governments argue that they do not have the necessary financial resources to fully extend the CRRF at the local level. in safety and dignity

² Hammond L., et al. *Comprehensive Refugee Responses in the Horn of Africa: Regional leadership on education, livelihoods and durable solutions*, Research and Evidence Facility, February 2020. Available at: <https://blogs.soas.ac.uk/ref-hornresearch/files/2020/03/CRRF-report.pdf>

³ Nairobi Declaration on Somali Refugees, 2017. Available at: <https://igad.int/communique/1519-communique-special-summit-of-the-igad-assembly-of-heads-of-state-and-government-on-durable-solutions-for-somali-refugees>

⁴ EUTF Action Fiche for the implementation of the Horn of Africa Window T05-EUTF-HOA-REG-67. Available at: https://ec.europa.eu/trustfundforafrica/sites/default/files/bt05-eutf-hoa-reg-67_-_crrf_urban_development_and_mobility_incl_rider.pdf

⁵ Annex 1: Workshop survey



Overview of the Action

The rationale of the Comprehensive Refugee Response Framework: Inclusive Urban Development and Mobility Action is that by strengthening the capacity of local authorities to deliver services and undertake contingency planning, refugees and their host communities will benefit from better services and a better quality of life. The Action aims to help select municipalities from four partnering countries in the Horn of Africa to address the dual challenges of the rising number of displaced people and wider urbanisation.

It is divided in three components: a regional network and dialogue and two pilot projects, one in Koboko, Uganda and a second in Assosa, Ethiopia. All three components aim to equip secondary cities with tools to increase the safety and well-being of displaced populations and their host communities in urban or peri-urban settings. By providing knowledge and technical assistance to local authorities and increasing the participation of displaced persons and host communities in the city's economic and social life, the project seeks to reduce inequalities between these groups and improve their living conditions.

The project is financed by the EUTF for Africa, which provides joint, flexible, and quick support to complement political dialogue, development cooperation programmes, humanitarian assistance, and crisis response assistance. This support is always in close cooperation with the beneficiaries.

Cities Alliance is the global partnership fighting urban poverty and promoting the role of cities. With its Global Programme on Cities and Migration, Cities Alliance has made a long-term commitment to support secondary cities in low-income countries that are managing large inflows of migrants and refugees.

Components of the CRRF

Component 1: Regional Network and Dialogue

Secondary cities with between one and five million inhabitants are expected to grow by 460 million from 2010 to 2025, compared to 270 million for megacities. Most of this growth is in developing regions. (Roberts, 2014).

The first component of the EU-funded Action responds to the needs of secondary cities in the Horn of Africa that are currently experiencing a high influx of refugees and involuntary migrants seeking access to social services, housing, livelihoods, and basic support. It establishes a regional network and platform for dialogue between seven secondary cities: Arua and Koboko in Uganda, Kakuma-Kalobeyei in Kenya, Assosa and Jigjiga in Ethiopia, and Gabiley and Boroma in Somalia.

The network and dialogue are supporting secondary cities in strengthening their voices and bringing national and international attention to their needs. The cities also have the opportunity to advocate at global debates such as the Global Refugee Forum, which increases their international presence, improves their technical knowledge and capacities, and helps them play their fundamental role in successfully implementing global agendas.

The Action includes refugee and host community representatives in the dialogue, allowing them to discuss their needs, challenges, and potential solutions with the appropriate municipal, national and regional actors and engage in local planning activities. Peer learning with neighbouring cities facing similar challenges is informing cities on solutions for improving living conditions and opportunities for both refugees and host populations, reducing the risk of conflict and providing access to basic services for all vulnerable city residents.

Cities Alliance is implementing the regional network and dialogue component. At least five peer-learning events, hosted by partner cities and facilitated by

Cities Alliance, will be organised to include displaced and vulnerable host communities in urban policy discussion. The events will feature a discussion of cities' needs and a technical training session to meet the identified needs.

This report documents the second peer-learning exchange in Addis Ababa, Ethiopia, following the inaugural exchange in Arua, Uganda in March 2021.

Cities are the first point of entry for most migrants seeking work and shelter, and where they will attempt to integrate and realise their aspirations for a better life. Whether they do so, or live excluded from opportunities in the city, depends on how a city responds to migration.

Component 2: Technical Assistance to Koboko Municipality

The second component of the Action responds to the current need to provide direct support to municipalities hosting a significant number of refugees. It supports the Koboko Municipal Council to improve municipal urban planning and service delivery. The Koboko Municipal Council is implementing this component with technical support from ACAV.

According to a 2018 study initiated by the International Cooperation Agency of the Association of Netherlands Municipalities (VNG International), self-settled refugees make up about 26 per cent of Koboko's estimated population.⁶ The same study also underscores that insufficient local budget allocation is impacting the municipality's ability to deliver adequate public services.

The initiative is strengthening local structures instead of creating parallel support systems. On a broader level, it seeks to directly involve urban authorities to strengthen the inclusion and participation of displaced persons in the economic and social life in urban settings across the region. It also aims to improve livelihoods and greater access to quality basic services for refugees and host populations in select urban settings.

⁶ VNG, Survey Highlights on Self-Settled Refugees in Koboko Municipal Council Empowering Refugee Hosting Districts in Uganda: Making the Nexus Work, 2018. Available at: <https://www.vng-international.nl/wp-content/uploads/2018/12/NEXUS-Summary-Self-settled-refugees-Koboko-MC-nov-2018.pdf>

Component 3: Promoting Inclusive Urban Development in Assosa, Ethiopia

The third component of the Action provides direct support to Assosa Municipality. Implemented by the International Rescue Committee (IRC), it is strengthening public, private, and civil society service delivery capacities, resources and infrastructure for host communities and displaced populations in Assosa's urban and peri-urban settings. Assosa is a central crossroads for migrants within Ethiopia or along the northern migration route, and its population has almost tripled in the past 12 years, straining access to basic services.

One of the least developed urban areas in Ethiopia,⁷ Assosa hosts five refugee camps. International interventions target mainly refugees and some small surrounding host communities, leaving room for potential conflicts over already scarce resources. Relationship-building and technical assistance to local authorities can create pathways for more inclusive community engagement, strengthening systems and urban planning.⁸

This component's activities are providing greater access to quality basic services, including water and sanitation, health, waste collection, and protection for displaced and host populations in Assosa. Better access to services will enhance social cohesion and community dialogue and help promote socio-economic development. The component is also strengthening the inclusion and participation of displaced persons in the city's economic and social life.



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The forced displacement situations in the Somali region and in Ethiopia at large need a collaborative and coordinated efforts of local governments, municipalities, practitioners, policy makers and research institutions or academia. Only through such efforts we can help improve the situation of the forcibly displaced people in our country

- Dr. Beshir Abdulahi Mahammoud, President, Jigjiga University

⁷ EUTF Action Fiche for the implementation of the Horn of Africa Window T05-EUTF-HOA-REG-67. Available at: https://ec.europa.eu/trustfundforafrica/sites/default/files/bt05-eutf-hoa-reg-67_-_crf_urban_development_and_mobility_incl_rider.pdf

⁸ Ibid.



OPENING REMARKS

Mohammedzeyen Kedir Shurea, Head of the Policy Bureau and Advisor to the Minister, Ministry of Urban Development and Construction, Ethiopia (Host)

Thank you everyone for participating in this event here in Addis Ababa. It gives me a great pleasure to be here and to deliver opening remarks today on the second peer-learning event of this important project targeting inclusive urban development and mobility. I would like to thank Cities Alliance and their partners for selecting Addis Ababa to host this central dialogue. Our Ministry, the Ministry of Urban Development and Construction, is undertaking various activities in the area of urban development and mobility. Urban development is one of the major pillars of the Ethiopian national focus. Collaboration of efforts have been carried out among the government and the government partners to give opportunities to key stakeholders to play their roles in the implementation of the ten-year plans. We are working with various development partners including Cities Alliance, The World Bank, UNDP, and the EU.

In this regard, the Ministry of Urban Development and Construction is working with Cities Alliance and



development partners on cities and migration pilot projects in two Ethiopian secondary cities, Jigjiga and Adama, through the Global Programme on Cities and Migration. These pilot projects aim to fill the capacity of the city administrations and the local governments to manage internal migration, overcome challenges, and leverage opportunities to identify solutions for improving service provision to communities, internal

migrants, and their hosts. The Jigjiga pilot project aims to engage the diaspora community for sustainable and inclusive development.

I believe that regional gatherings such as today are fundamental, as they allow key leaders to exchange experiences with representatives from other cities and communities to strengthen policy development, local and national strategy formulation, and project preparation for greater social coherence. In this

Hashi Abdulahi Shide, Representative for Jigjiga Municipality, Ethiopia (Host)

We would like to thank the EU and Cities Alliance for organising such an event. We strongly believe that there are still inequalities and gaps between host communities and refugees in cities. These types of events can help us to replicate good practices that we learn from each other and can apply to our city contexts. In Jigjiga, we are pleased to work in partnership with Cities Alliance, Jigjiga University, and the Regional Investment and Diaspora Affairs Bureau of the Regional Government Council of the Ethiopian Somali Region to help the Ethiopian Somali regional and local governments to mainstream diaspora engagement in policies, development plans, and approaches to better leverage the important role the diaspora plays in local development. This project is assisting the municipality to produce a comprehensive profile of the diaspora, strategies for engagement, and capacity building for local government to implement the strategies.

Angelo Di Giorgi, Programme Officer, Migration Management and Displacement, EU Trust Fund for Africa - Horn of Africa Window

I am pleased to participate in this event, as I think that these are the occasions in which we can appreciate the capacities of the projects to capitalise on the experiences of the various stakeholders involved in the management of urban displacement and urbanisation in the Horn of Africa. Indeed, it is great to see so many participants coming from the region here. The project is part of the EU effort to support the implementation of the CRRF through innovative and sustainable solutions. Namely, the EUTF for Africa invested more than EUR 8 million in the programme to promote dialogue at the regional level to reflect on how to deal with urban displacement and ensure service delivery. The EUTF finances this programme within its country level and

platform, I hope our brothers from Somalia, Kenya and Uganda will find our country experience to be an important lesson to learn from internal migration challenges faced in secondary cities. We hope to be able to share with you on similar issues and solutions.

Finally, I would like to thank Cities Alliance and its partners for supporting us, and I hope that we can continue to support similar activities.



We are looking forward to the discussion and learning from each other's experiences during this two-day exchange.



regional component, as it is much aligned with the Trust Fund aim to implement the nexus between development and humanitarian actions. In fact, rapid urbanisation creates challenges that we believe can only be addressed in this framework.

I would like to thank Cities Alliance for the hard work they have been doing. This is especially true when you look at the relevant contribution of the project activities to the operationalisation of the Global Compact for Refugees and Migration. In addition, Cities Alliance has been doing remarkable work in term of urban policies,

as too often secondary cities are being forgotten when looking at the challenges posed by refugee and IDP flows linked to rapid urbanisation. However, what Cities Alliance is doing would never work if they were working alone. The commitment of local institutions and community stakeholders as represented here today is essential for a successful approach.

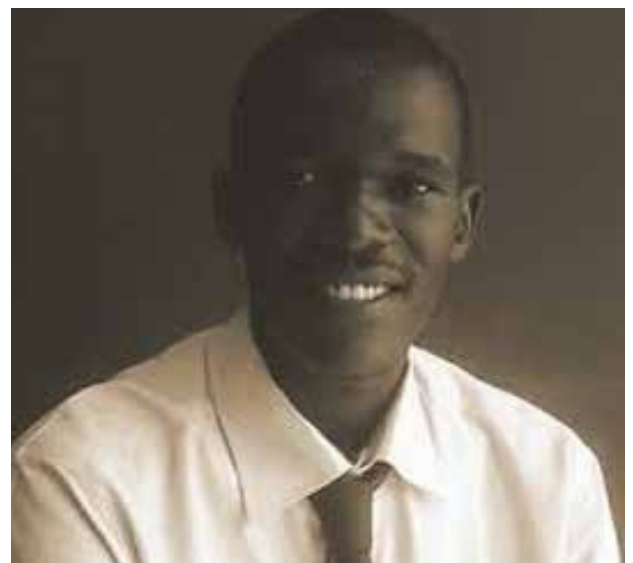
I hope that you will be able to come back to your office with some relevant information and connections with your peers. Solutions can be found together to make life better for IDPs, refugees and host community actors.

Charles Obila, Migration Officer, IGAD Secretariat

Good morning colleagues,

First of all, I want to thank Cities Alliance, the government of Ethiopia, and the University of Jigjiga as the host. I am glad that this initiative is gaining momentum after Arua, we are now hosted by Jigjiga, and I hope that we can all increase our knowledge and broaden the scope by also looking at other secondary cities that would be relevant to the initiative. In the future, perhaps we will be able to invite you to Djibouti, where the context is slightly different regarding the integration of migrants.

I also want to thank the European Union for their continuous support to bring this forum and ensure that this initiative and the dialogue continue. We are bringing to the floor the needs and the gaps that secondary cities are facing and how they can promote the inclusion of migrants and displaced population. At IGAD, we know that displacement and migration is a reality. It is both a lifestyle and a need that we cannot live away from. At the moment, there are about 14 million displaced population and closed to 4 million migrants in the region, and all the countries in the region are places of transit for the people on the move. We also know that most migrants move to cities, particularly secondary cities. The funding gap, particularly in secondary cities, is still important. Secondary cities rely almost exclusively on central government funding. Their needs are currently not met because of the current growing phenomena of urban migration. It is also not sustainable as the number of migrants in secondary cities do not match the reality, and the planning is inadequate as it is based on the



in-situ population rather than on the people that are actually there and coming. It is therefore crucial to shed light on the gaps and the needs of secondary cities.

At IGAD what we see as our critical advantage to the initiative is that we can convene all the member states and bring the decision makers at every level from mayors to ministers. This is what we see as our major contribution to the table. We are willing to partner with you and see how we can bring this idea forward.

For today I am keen to join in on the different sessions, particularly the session on secondary cities and how the funding gaps can be addressed.

I wish you all a fruitful deliberation and discussion.

Thank you.

Efrem Amdework, Cities Alliance Ethiopia Country Representative

I would like to thank the government of Ethiopia, the Municipality of Jigjiga and EU team for sponsoring this event, as well as all the participants for coming.

Migrants and refugees in secondary cities should be seen as opportunities for cities. They are skilled and can have needed experience. This workshop will help us to promote the need for inclusive planning at the city level. Migrants and refugees should be seen as citizens. However, at the city level we currently miss inclusive planning.

I am sure this exchange can give us lessons from different experiences to consider migrants and refugees as an asset for the city level. I wish you all a pleasant stay in Addis.



Tour de Table

After the opening remarks, participants introduced themselves and discussed their expectations for the event. They raised questions that provided a framework for reflection during the workshop:

- How can we make sure that development programmes are well implemented?
- How can we make sure that projects such as the EU Action are bringing changes to host communities?
- There are still gaps between host communities and refugees; for example, they do not have the same access to public services. How can we make sure to bridge the gap as a Municipality?
- How do we think about inclusion in cities that are rapidly expanding?



“

I believe that this regional dialogue helps us exchange experiences with representatives from partner cities, communities, and stakeholders in order to strengthen policy development, strategy formulation, project comparison for greater social cohesion. The Ministry is keen to work with Cities Alliance and its partners and ready to cooperate to complete the projects.

- Mohammedzeyen Kedir Shurea, Head of the Policy Bureau and Advisor to Minister, Ministry of Urban Development and Infrastructure, Ethiopia



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We trust that solutions can be found together to make life better for everybody.

- Angelo Di Giorgi, Programme Officer for the EUTF Africa Horn of Africa Window

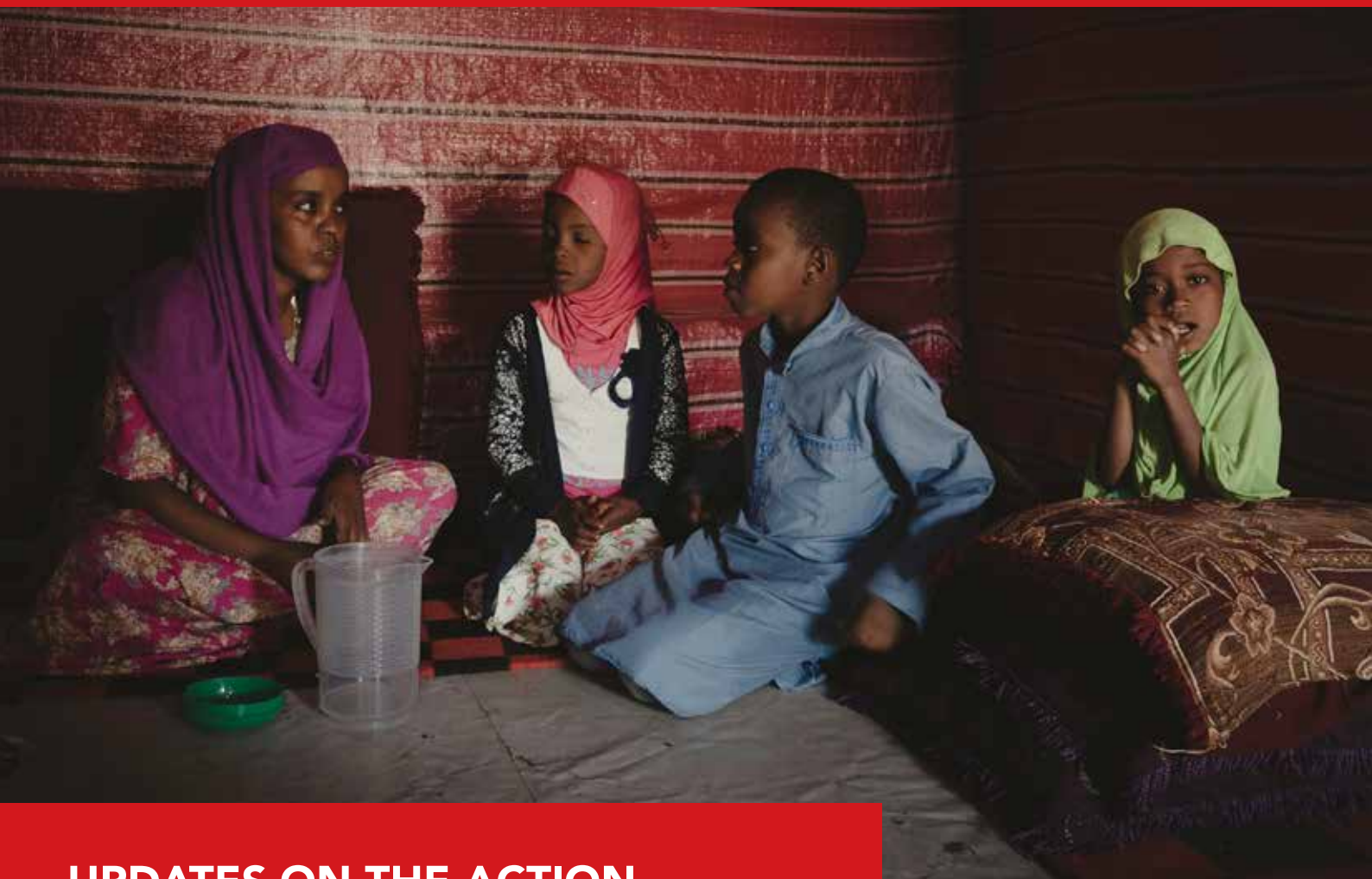


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Displacement and migration are a reality, they're both a lifestyle and a need that we can't turn away from.

- Charles Obila, representative of IGAD





UPDATES ON THE ACTION

Component 1: Regional Network and Dialogue

Cities Alliance Urban Analyst Florence Lozet provided an overview of progress made on this component since the last peer-learning event in March 2021, organised by outcome.

Outcome 1: Inclusion of displaced persons and vulnerable host communities in urban policy development is strengthened for a greater social cohesion and conflict.

The first peer-learning event was held in Arua on 22-23 March 2021. More than 40 participants from the Action's partner cities joined in the discussions and were introduced to two key instruments for improved local integration: the Municipal Development Forum and Community Upgrading Fund. The event was successful, and participants embraced the idea of building an inclusive network assembling participants from civil society, local, regional, and national leaders

through the EU-CRRF project. This network is a good start to adopting a more strategic approach to disparate discussions taking place on refugees at various levels and helping those discussions feed into each other.

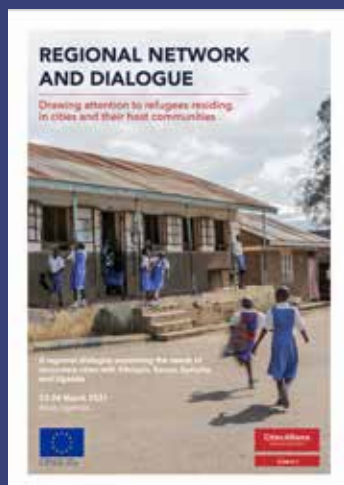




Participants at the Action's inaugural peer-learning event in Arua, Uganda March 2021.

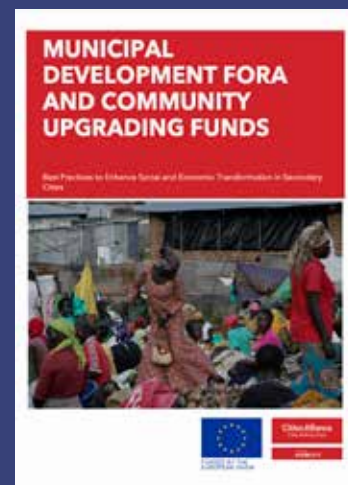
Photo: © Cities Alliance

Two publications have been produced to disseminate knowledge from the emerging regional network and dialogue. Both publications have been well received.



Overview of the discussions at the peer-learning workshop held in Arua, Uganda in March 2021.

Access at: https://www.citiesalliance.org/sites/default/files/2021-08/CitiesAlliance_AruaWorkshop-Report_2021.pdf



A case study technical paper promoting best practices to enhance social and economic transformation in secondary cities.

Access at: <https://www.citiesalliance.org/resources/publications/cities-alliance-knowledge/municipal-development-fora-and-community-upgrading>

Outcome 2: Understanding and skills of local administrations and city stakeholders for addressing urban displacement are improved through regional awareness and networking with other secondary cities in the Horn of Africa facing similar migration dynamics.

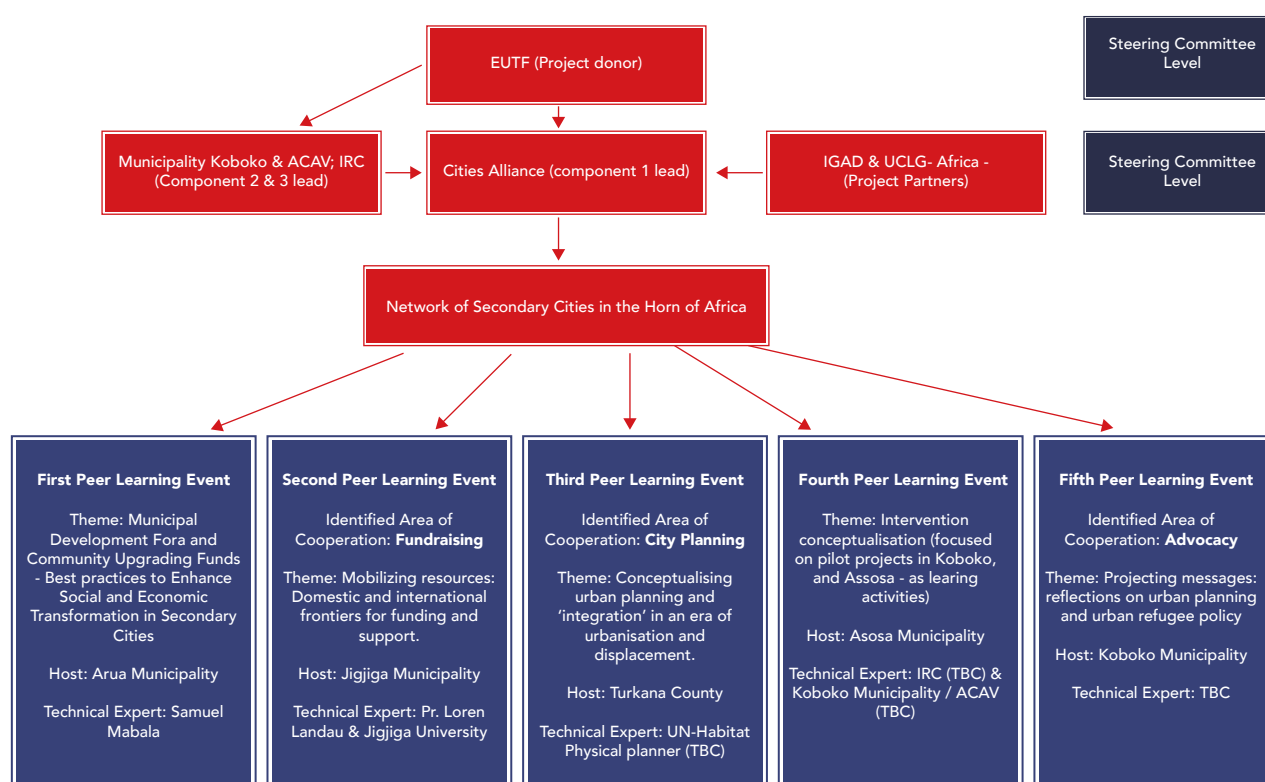
The Addis Ababa event documented in this report is part of the Action's second outcome. At the Arua workshop, participants identified fundraising and financing as a critical issue. In response to this need, the workshop will provide training on fundraising and resource mobilisation in secondary cities. Three other events will be organised after this one, gathering the participants from the network of secondary cities.

As part of this outcome, Cities Alliance will launch a Call for Papers in early 2022 in partnership with the Action's partner cities to identify, compile, and disseminate best practices, methodologies, and strategies on migration and refugee management in secondary cities.

Outcome 3: Structured peer network of secondary cities in the Horn of Africa with a significant migration and refugee dynamic formed.

A governance structure for the regional chapter of this network has been designed (see Figure 1). As per the cities of the Action, there is an urgent need to foster partnerships and networking within the East Africa region to share responsibilities towards refugees and host communities.

Figure 1: Governance structure of the regional network of secondary cities



Outcome 4: The role of secondary cities in managing significant migration and refugee dynamics is advocated to state and regional actors in the Horn of Africa to improve effective local management of forced migration.

Secondary cities from the Action are accessing new opportunities to advocate for their needs at global events. This year, Cities Alliance supported five secondary cities – Arua, Assosa, Koboko, Gabiley, and Kakuma – to participate in two global events around the implementation of the Global Compact for Safe, Orderly and Regular Migration (GCM) in Africa and the Global Compact on Refugees (GCR). The first was a side-event co-organised with IGAD and UCLG Africa at the African review of the GCM in August, and the second was the Cities Review of the GCR hosted by UNHCR in September. The cities shared their experiences with integrating migrants and refugees, the challenges they face from migration and displacement, and how they are implementing global migration agendas.

The pledges and recommendations from the GCR session feature in the report on the High-Level Officials Meeting (HLOM) on 14 and 15 December 2021. This was a significant opportunity for secondary cities in Africa; it was the first session dedicated to secondary cities in an event related to the implementation/review of the GCR.⁹



Mayor of Koboko Sanya Fixer Wilson at the cities' contribution to the GCR 22 September 2021.



⁹ More information is available on this article at: <https://www.citiesalliance.org/newsroom/news/cities-alliance-news/horn-africa-cities-contribution-migration-agendas>

Component 2: Implementing the CRRF in Koboko

Bongo Patrick, Project Manager with ACAV, said that this component of the project is progressing steadily in Koboko, thanks to the good working relationship among partners and the willingness of refugees and host communities to participate in the various activities.

He noted that the eight community-based organisations (CBOs) working with the Koboko Municipal Council are delivering above expectation. During the Covid-19 pandemic, they supported a task force to implement a local preparedness and response plan. ACAV provided technical support to the CBOs to implement activity plans, public finance management and audits, grant management and compliance, monitoring supervision and evaluation, communication, visibility plans, and narrative and financial reporting.



Preliminary benefits to the community

Bongo outlined how EU funding is already bringing tangible benefits to the community in eight areas:

1. *Promoting inclusive urban planning.* Three capacity building trainings have been organised for the Koboko Municipal Council aimed at mainstreaming gender, disability, and refugee inclusion in urban planning and management of public space. Forty-nine multi-stakeholder planning meetings have been organised, and peak partners contracted to review and develop the Comprehensive Koboko Municipal Physical Development Plan 2020-2040.

2. *Inclusion and protection mechanisms for vulnerable refugee and host communities.* Seventy-two volunteers have been trained to enhance community-based protection and human right promotion. Some 40 staff from the Koboko Municipal Council, Justice, Law, and Order Sector (JLOS) and CBOs have received training to increase their capacities to integrate protection and human rights into urban planning and service delivery and provide social protection for unaccompanied and separated children. Six materials have been developed and disseminated on protection and human rights, and awareness and advocacy campaigns undertaken to mark World Water Day, World Refugee Day, and White Cane Day.



World Water Day celebrations in Koboko, Uganda on 22 March 2021.

3. *Capacity building in inclusive, responsive service delivery.* Two training sessions have been organised for municipal and CBO staff to strengthen service delivery, public financial management, and grant management.
4. *Quality education services for refugees and host communities.* Education infrastructure has been expanded and equipped in ten primary schools, four secondary schools, and one tech institute. Some 147 people have been trained in strengthening management and governance of the schools, and 150 vulnerable youth enrolled in vocational skills training.
5. *Improving health services for refugees and host communities.* Three health centres have been built or expanded, and a South Sudanese Refugees Association (SSURA) trauma healing and counseling centre constructed.
6. *Access to public hygiene and sanitation facilities.* A municipal waste management plan has been adopted and disseminated. Eight new drainable public toilets have been built (with two ongoing), and a modern abattoir is under construction.
7. *Disease preparedness and prevention.* A preparedness and response plan for Covid-19 disease prevention has been completed, capacity building for community-based surveillance structures undertaken, and awareness/prevention campaigns supported.
8. *Livelihood opportunities for refugees and host communities.* Two satellite market shades and a makeshift market in Koboko have been constructed, 30 women's groups have been trained and equipped to engage in micro and/or small businesses, and 150 vulnerable households have been identified to practice urban farming.



“

Through this project, Koboko is embracing and integrating refugees into the planning process.

– Bongo Patrick, Project Manager with ACAV.



Component 3: Implementing the CRRF in Assosa

Asaminew Kasa, Grants Manager for the IRC, gave an update on the progress of the pilot project in Assosa, which focuses on WASH, health, and protections for women. So far, the project has improved WASH service provision and facility monitoring, expanded health services for both host and refugee communities, motivated health professionals, and strengthened protections for victims of gender-based violence (GBV).

WASH: Increased water production

This component of the project is extremely large, and many of the activities are still underway. A concrete impact so far is that electromechanical equipment and capacity building provided through the project have increased water production from 2,073 m³ per day to 2,448 m³ per day. Other areas include preparatory works such as baseline surveys, hydrogeological surveys, and site selection for borehole drilling; and infrastructure activities (borehole drilling, sanitation facility construction at hospitals and health centres, and installation of pioneer tanks).

Expanded health services

The project has provided infrastructure support to Assosa General Hospital, including building two blocks at the delivery and maternity wards. It has supplied and equipped health facilities with critical items such as patient beds, oxygen and ultrasound machines, containers for biomedical hazard vests, laundry facilities,



motorbikes, and office equipment. It has also provided training for health workers and professionals in areas including case management and care.

Strengthened protection mechanisms for GBV survivors

The project has established and supplied protection and rehabilitation centres that are supporting survivors of GBV. It has donated needed equipment to over eight organisations involved in providing material support to women and girls. In collaboration with the Ethiopian Women's Lawyers Association (EWLA) and the Assosa University law school, the project is also providing legal aid services to survivors of GBV, and so far over 256 women have received assistance.





TECHNICAL SESSIONS

The learning event included three technical sessions designed to help participants build capacity in fundraising and obtaining financing for interventions. The first session invited them to explore what inclusion means to their city, the second focused on taking those

ideas and turning them into practical interventions, and the third on making a compelling sales pitch to attract donor or partner funding. The goal of all three sessions was to get participants to the point where they can write a solid, effective fundraising proposal.

1. Framing Integration Initiatives

This session was led by Dr. Loren Landau, Technical Advisor to Cities Alliance, Professor of Migration and Development at Oxford University, and Research Professor at the University of the Witwatersrand's African Centre for Migration and Society. The session reflected on migrant inclusion and integration in secondary cities across the Horn of Africa and was designed to spark discussion around three main questions: What is integration and inclusion in an era of mobility? Who is responsible for exclusion, and who can help counter it? What resources are needed to mobilise relevant actors?





Context for the discussion

Dr. Landau began with an overview of human mobility and its impact on municipalities. Conflict, spatial inequality, climate change, and ambition all encourage people to move in multiple ways. Development and security may prevent displacement, but they tend to encourage further mobility. The multiple migration sources, paces, and trajectories are visible globally, but cities and urban residents feel the impacts most directly.

Human mobility transforms communities as people depart, arrive, and transit. Remittances may offer investments sent from afar, often rivalling or exceeding public revenue expenditures. Migration and displacement not only bring people, but potentially enrich cities with additional skills and trading networks. Yet rapidly expanding and mobile populations can present significant challenges to municipal authorities on the front lines of building and managing communities transformed by these movements.

One of the primary concerns facing municipalities is deciding what they are trying to do. Urban authorities face a range of conceptual, material, and institutional challenges as they plan for current or expected population movements. The first step is accepting municipalities' role in addressing mobility, but that is only a start. People's varied movements into, through, and from cities raise conceptual and practical challenges that are often overlooked.

Debating integration and inclusion - a contested term

What does migrant and refugee inclusion mean to you or your municipality? What values and interests inform your perspective?

The United Nation's Sustainable Development Goal (SDG) 11 includes a call to "make cities inclusive, safe, resilient, and sustainable."¹⁰ Yet few, including those within the United Nations, clearly define what urban inclusion means.

The understanding of inclusion that informs most policy approaches – from Urban Vision plans to the SDGs – draws inspiration from industrial cities in North and Latin America. They imagine cities where people arrive and surrender connections to rural areas, diasporas, or places they may one day hope to go. They imagine growing but largely stable cities where people wish to belong, raise children, and shape local politics.

The idea of stable and inclusive urban communities working towards a shared future appeals to some but is by no means universal. People intending to move elsewhere – even if only to another neighbourhood or a nearby town – may actively resist inclusion if it means additional obligations of money, time, or social demands. One can (and should) debate what integration and inclusion should look like, but it is important to also consider what new and existing

¹⁰ See United Nations Department of Economic and Social Affairs: <https://sdgs.un.org/goals/goal11>



urban residents are trying to achieve. Ideally these two priorities will align. Many times, they do not.

How do people move into, through, and out of your municipality? How do you know about these movements?

Human mobility expands municipalities' functional horizons. Across African cities, people move regularly between cities or between cities and small towns or villages. This creates social and economic linkages that shape how people interact, invest, and participate in politics.

The ongoing economic, social, and political inequalities characterising many African cities means it is not always clear what newcomers might integrate into. Someone from a rural area may join an ethnic enclave with others who speak their language but remain distant from the majority. The wealthy may retreat to gated communities or suburban developments to shield themselves from others and reduce their reliance on municipal services. As a result, in many instances, new arrivals are not joining a stable or unified host community: people living together with a set of shared values or institutions. This is particularly likely in the neighbourhoods where newcomers arrive. These are often marginal areas of the city, neighbourhoods where long-term residents often struggle to feel included in municipal life.¹¹ As cities'

populations expand, these challenges become even more acute. This is both a challenge and an opportunity for city planners. It may mean that developing strategies to build municipalities with migrants is little different from building a city for all urban residents.

Whatever version one hopes to realise, there is need to consider how to achieve it in a wide range of urban contexts. In many African cities, there are questions about what inclusion is and how it is achieved. Can it be brought about by granting the right to work or actually having a stable and adequate source of income? Is it the right to work? Is it legal status? Is it social recognition? Or political rights? Or Some combination thereof? And is this something everyone wants? In designing interventions to promote urban inclusion, there is clearly a need to consider not only what it means, but how it might affect various groups of residents, and whether particular strategies might work for against migrant or resident interests. Effective interventions must consider existing demography and social dynamics, the nature of the economic and political system, and the institutional resources available to promote positive change.

¹¹ D. Saunders. 2021. *Arrival City: How the Largest Migration in History Is Reshaping Our World*. Pantheon. Also M. Huchzermeyer, 2011. *Cities with 'Slums': From Informal Settlement Eradication to a Right to the City in Africa*. Cape Town: University of Cape Town Press.

Moving towards integration interventions

What does integration look like for you and your municipality?

Discussions with urban planners and officials highlight key lessons about promoting the incorporation of migrants. Perhaps the most fundamental is the recognition that integration is a multi-actor, multi-dimensional process. Rather than something that can be achieved, it is an ongoing process of negotiation, conflict, and adaptation. As urban economies, politics, and populations change, what it means to belong will also vary. At times, groups that once felt on the edge of urban life may become more prominent and influential, while long-term residents see their relative position decline. This will generate tensions, which is natural. The challenge is finding ways to manage the tensions equitably and effectively. In this way, migrant incorporation is little different from broader processes of urban development. Where cities are rapidly transforming, integration and development planning are so intertwined that it makes little sense to consider them in isolation.

Given the broader developmental facets of integration, there is a need to find mechanisms that encourage and involve actors across municipal government. Where urban services and resources are provided by regional or national bodies, they should be involved. So too should the private sector and, where appropriate, civil society and international organisations. In all instances, affected communities – migrant and non-migrant – should be consulted. While bodies with a specific migrant or refugee focus can play an important role, there is need to include those with broader mandates across all sectors. These include, inter alia, education, health, infrastructure, trade, housing, land, economic development, gender, law, and security.

Who should be involved in integration planning? And what incentives can you offer for their participation?

Potentially one of the most effective approaches shifts the focus from people to place.¹² Recognising the diversity of scales, solidarities, threats, and opportunities within sites occupied by displaced people and other migrants, there is a need to understand the demographics, dynamics, and politics of the places where people live. The purpose here is to promote the incorporation and inclusion of all residents on the terms they desire. Such an approach has the added value of

opening opportunities for bureaucratic incorporation, in which displaced people and migrants gain access to services based less on legally defined rights than by appeals to bureaucrats' professional ethos as teachers, nurses, or urban planners.¹³ Furthermore, appealing to more generalised interests around housing, access to water or health care, or security can avoid drawing lines around various groups that permanently reinforces local/outsider divides. Engaging within the legal regulation of space through housing and labour markets or policing can open space for migrants to build lives, i.e., achieve de facto protection and human security in ways that neither bind them to space nor alienate them from those surrounding them. Interventions, legal or otherwise, that improve conditions for everyone may also help build political support for their presence.

Whatever the context or population, it is useful to think of integration having (at least) three dimensions. Some models of integration expect these to happen together, while others emphasise one over the others:

1. **Social:** People interact, trust each other, and feel a part of a city.
2. **Economic:** People can work, access livelihoods, and materially support themselves and others.
3. **Political:** People can shape political outcomes and communicate with authorities.

For each of the three dimensions outlined above, it is important to consider two additional aspects: space and time.



Space: People may belong and participate across multiple spaces. They may be economically integrated in a city but vote and interact socially elsewhere, or their lives may be evenly spread across multiple sites.



Time: People do not become integrated overnight. Some processes are extended, and some will never happen. Depending on individual ambitions, a person may resist local integration to build a life elsewhere.


¹² This argument is elaborated in C.W. Kihato and L.B. Landau. 2016. "Stealth Humanitarianism: Negotiating Politics, Precarity, and Performance Management in Protecting the Urban Displaced," *Journal of Refugee Studies* 30(3):407-425.


¹³ H.B. Marrow, 2009. "Immigrant Bureaucratic Incorporation: The Dual Roles of Professional Missions and Government Policies," *American Sociological Review* 74(5): 758.


Metrics for monitoring progress


What are the obstacles to achieving these goals and monitoring your progress?


Answers to this question might include data, institutions, human resources, financial resources, political will, and cooperation. As projects and initiatives take shape, it is valuable to develop mechanisms that can track their progress and identify challenges to be overcome. The six metrics outlined below need to be adapted to each environment, but they can potentially provide a way to measure progress across municipalities and within municipalities over time.

 **Budgeting** – Are budgeting systems responsive to demographic changes? Do they incorporate forward-looking planning and multi-site planning and collaboration?

 **Participation** – Are the perspectives of migrants, host communities, and other interests included in planning processes?

 **Accountability** – Can the needs of migrants be included in political processes, given that migrants are usually not part of the voter base?

 **Perceptions** – To what extent do officials think that mobile populations fall within their responsibility, and what does this imply?

 **Social Cohesion** – To what extent do officials accommodate the unique challenges of communities with diverse needs?


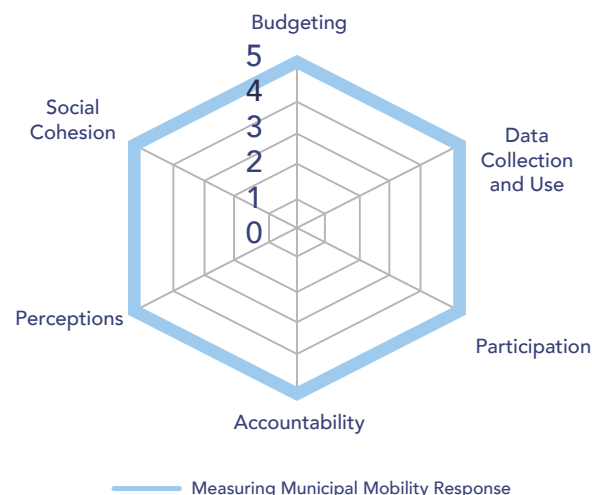
 **Data collection and management systems** – Can they accommodate mobility? Are they sufficiently disaggregated, of sufficient quality, and accessible to officials? Are decisions being made based on available data or potentially biased and politicised perceptions?

Figure 2: Tool for viewing the six metrics to measure municipal progress collectively¹⁴



Using these six categories as an assessment guide, it is possible to evaluate the degree to which municipal governments are responding effectively to mobility or positioned to do so. It may help identify whether these responses will be institutionally and politically sustained over time.¹⁵ While the diagnostic tool is not prescriptive, it can identify concerns and capacities within municipalities in ways that allow for both comparison and potential interventions.

¹⁴ This diagnostic tool was first presented in L.B. Landau and C. Blaser, "Governing Multiple Elsewheres: Evaluating Local Authorities' Response to Mobility and Translocality," 2016, *Dialog: Journal for Planning and Building in the Third World* 117/2(1-2):33-38.

¹⁵ Further sub-indicators under each category can be found at http://r4d.dfid.gov.uk/pdf/outputs/MigratingOutOfPov/WP19_Blaser-Landau.pdf

Group Work

Following the presentation, participants split up into groups to discuss (1) their vision of integration, (2) the obstacles to achieving that vision, and (3) how to overcome those obstacles.

It is important to note that in Uganda and Ethiopia, leadership differs on refugee integration. In Uganda, municipalities are responsible for coordinating services for refugees, while in Ethiopia, the Agency for Refugee and Returnee Affairs (ARRA) is responsible for providing services for refugees.

“



People may want to live in a city temporarily but not become a permanent resident. Where is it important for them to be included?

“Understanding the obstacles can help you think through the kinds of strategies that you need to overcome them. This is part of developing a strategy and plan that you can go to donors and others and say, here is what we are trying to do, here are the resources we need, here are the obstacles we’re facing in getting those resources, and here is our plan for overcoming them.”

– Dr. Loren Landau



Ethiopia: Assosa and Jigjiga

Vision of integration

Refugees, IDPs, and migrants need access to public services such as education, water, and health as well as employment to support livelihoods. There is a need to improve cultural integration and give access to market and financial institutions to refugees; most do not have the right documents to access public services. Refugees and IDPs need land, a place to live, and legal protection. They should also be integrated into government programmes.



The obstacles to achieving that vision

- The lack of proper structure to represent refugees in the local discourses as well as the lack of focus on the inclusion of people with disabilities and gender needs.
- Limited access to public services. This is true for refugees living in camps far from public service centres such as hospitals and schools. They must travel long distances to access education, health services and other key public services.

How to overcome those obstacles

Refugees should be included in the local planning processes.

Kenya: Kakuma-Kalobeyei

Vision of integration

Integration is a process of fitting in a community. Cultural integration is needed in the settlements. In Turkana, all cultures enjoy cultural dances and experiences together. IFC and KKCF help both refugees and the host communities to access financial resources.



The obstacles to achieving that vision

The key obstacle is that refugees and host communities are not included in decision making. When projects are being implemented, there are conflicts between the host and refugees.

How to overcome those obstacles

Changes of policies should be encouraged to include refugees' rights in the national law and promote sensitisation campaigns for awareness of integration between refugees and the host communities.

Somalia: Borama and Gabiley

Vision of integration

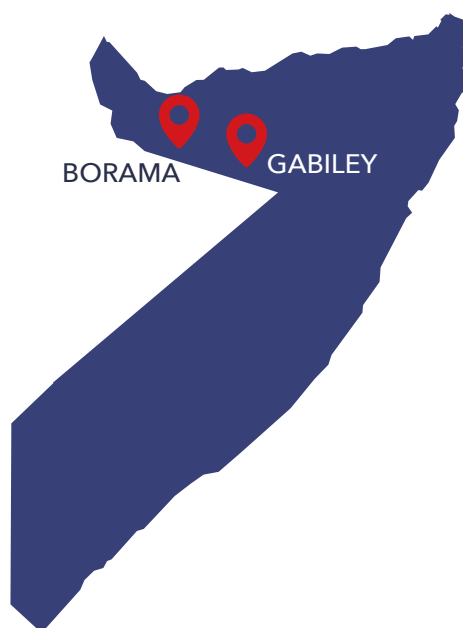
Education, water, sanitation, job creation, and access to micro-finance were mentioned as key aspects to promote integration.

The obstacles to achieving that vision

- The different lifestyles of migrants and refugees from rural and urban areas. People living in rural areas have different knowledge and skills than those living in the cities, which may create economic challenges.
- Lack of infrastructure.
- Gaps in local policies and strategies for integrating migrants and IDPs.

How to overcome those obstacles

It is important to establish national and local policies for integration of refugees and IDPs; adequate resource mobilisation for housing, education, and sanitation; and set financial resources for them to access a good life.



Uganda: Arua and Koboko

Vision of integration

The common vision of integration is “no discrimination towards refugees arriving in the city.” In Arua and Koboko, the municipalities are trying to provide consultative exchanges at the municipal level for refugees and host communities to be included in decision making. For example, in Arua migrants are represented in the market leaderships through the Arua city market association, which includes representatives of the migrant and refugee communities.

Economically, the municipalities’ main objective is to create economic opportunities for all. Integration means economic empowerment of refugees and host communities.

Participation of both groups in public affairs for integration should be promoted. In Uganda, migrants can own land and make a living from it.

The obstacles to achieving that vision

Inadequate data. Cities Alliance is currently assisting the city to collect adequate data. There is also the issue of language barriers, discrimination, and attitude towards resource constraints. There is currently no clear policy guiding the local integration of refugees in their cities and divisions. What is in place is limited to local



approaches by secondary city managers. No policies or laws exist to guide integration. Economically, there is always the issue of resource scarcity.

How to overcome those obstacles

Local administrators should be trained to understand the importance of political inclusion and integration. Municipalities should be enabled to integrate refugees into local statistics to avoid the competition for public resources and services and to generate useful information for policy makers in the area of integration.

Box 1: **Common elements emerging from the group discussion on integration**

The discussion showed that the cities shared a number of similar visions, obstacles, and ways to overcome challenges. They are highlighted below.

Visions:

- Education, water and sanitation, and security for everyone.
- No social discrimination with equal economic opportunities.
- Migrants and refugees included in the development and political process as well as official population figures.
- Migrants have legal protection.
- Coexistence and empowerment of migrants.
- There is a process for fitting into a community and improving the socialisation and cultural integration of refugees.
- Migrants and refugees have access to market and financial institutions.

Obstacles to achieving the vision, in addition to financial constraints:

- Difference in lifestyle, skills, cultures, and languages among refugees and residents.
- Scarcity of resources, weak infrastructure, and limited access to services.
- Discrimination and the attitude of the host community towards resource constraints.
- Host community views migrants as sources of conflict and instability.
- Unfavourable policies or no deliberate policies guiding inclusion of refugees.
- Failure to include refugees and migrants into the development or implementation of projects.
- Including people with disabilities and a lack of a gender dimension.
- Inadequate data that makes planning difficult.

How to overcome the challenges:

- Develop policies to integrate refugees and mobilise resources for housing, water and sanitation, and electricity.
- Raise awareness of the importance of integration and inclusion.
- Establish a structure for integrating migrants owned by the community and not linked to donor funding.
- Develop planning instruments for finding durable solutions.
- Undertake activities to change mindsets among both host communities and migrants.
- Obtain adequate data for planning.



“

Part of integrating and including refugees is thinking about how do we build a city that can include everyone regardless of their background.

“We need to see integration as a process. It’s not about a one-time thing where someone shows up and we’re done. We should think about it as different populations joining together instead of integrating one into the other and create something new.”

– Dr. Loren Landau, Oxford University



“

Refugees live very far from service centres, and they have to go a long distance to access health, education and the like.

– Tsigereda Tafesse, Cities Alliance

2. From Ideas to Action: Resource Mobilisation

The second technical session took the ideas outlined in the first session and honed in on developing practical projects around the ideas. It was presented by Dr. Caroline Wanjiku Kihato, Technical Advisor to Cities Alliance, Professor at Oxford University, and Visiting Associate Professor at the University of Johannesburg's Graduate School of Architecture. She discussed how to mobilise resources to overcome obstacles and support specific needs. As with the first session, Dr. Kihato's presentation was followed by group work.

She started her presentation by defining resource mobilisation as the process of utilising local assets to gain support and increase new, diverse funding sources. It is a dynamic, iterative process involving internal organisational evaluation, mapping resources



and partners, developing a fundraising strategy, and monitoring and evaluation. Resource mobilisation is time consuming and can take 6-18 months, but it is doable if planned properly.

“ *Donors don't give to you, they give through you ... It's really useful to think about the fact that that you are supporting grant makers to realise their objectives by connecting resources to the populations they care about.*

- Dr. Caroline Kihato

The resource mobilisation cycle involves looking both inward and outward:

- Inward means identifying priorities, what is needed, who might be approached, who is responsible for which part, who do we want to meet, when do we need results, and when to approach a potential donor.
- Once you've identified partners, it's time to look outward and figure out how to speak to them. This includes why they should support you and what you need. Monitoring and evaluation is also critical so you can show them the impact of their funding.

Dr. Kihato encouraged cities and organisations to think about themselves as key players in the development process, not just as entities walking around hat-in-hand asking for grant funding. It is very important that they are aware of their own vision and mission to decide who to approach and who will support them.

Box 2: Useful concepts for resource mobilisation

- **Mission:** Defines the fundamental purpose of the organisation, why it exists, and why it is important. It focuses on the present, describing what the organisation will do to achieve the vision.
- **Vision:** Outlines where the organisation wants to be in the future. It is inspirational and aspirational.
- **Inputs:** The resources put in by the organisation to shape the outputs. They can come in the form of funding, human resources, technical support, capital, etc.
- **Outputs:** Outputs are what gets produced by the organisation using the inputs, such as services, regulations, and infrastructure, among others.
- **Outcomes:** Sometimes referred to as objectives, outcomes are specific, measurable results.
- **Impact:** Can be understood as the positive or negative effect of an organisation's actions on people and the planet.
- **Goals:** A goal is a general statement of what an organisation seeks to achieve. It is a milestone in the implementation process.
- **Objectives:** Turn goals into specific, quantifiable, time-sensitive statements of what will be achieved and when.

Box 3: Global examples of missions and visions

• Ted Talk

Mission: Spread ideas.

Vision: We believe passionately in the power of ideas to change attitudes, lives, and ultimately, the world.

• Google

Mission: To organise the world's information and make it universally accessible and useful.

• Nairobi County

Vision: The vision of Nairobi is to be a world-class African metropolis by 2030. It will strive to create a world-class working environment with a wide range of jobs, transport options and communication infrastructure. It is a vision of a world-class living environment with modern housing, healthcare, cultural amenities, and recreational facilities. Nairobi intends to provide high-quality office, production, and storage space supported by a full range of ancillary services and information infrastructure.

• Kampala City

Mission: To deliver quality services to the city.

Vision: To be a vibrant, attractive, and sustainable city.

• Hampton County

Mission: To provide quality public services in a timely and competent manner, and to work with the cooperation of the community and other local government units to create a vibrant and healthy physical, social, and economic environment. Services shall be provided in a fair, respectful and professional manner consistent with available human, natural, and economic resources.

Vision: "As one of the most progressive, small counties in the state, Hampton County seeks to uphold its... Vibrant Economy...Rural Quality of Life...And Sense of Community Pride..."

1. Partner Mapping

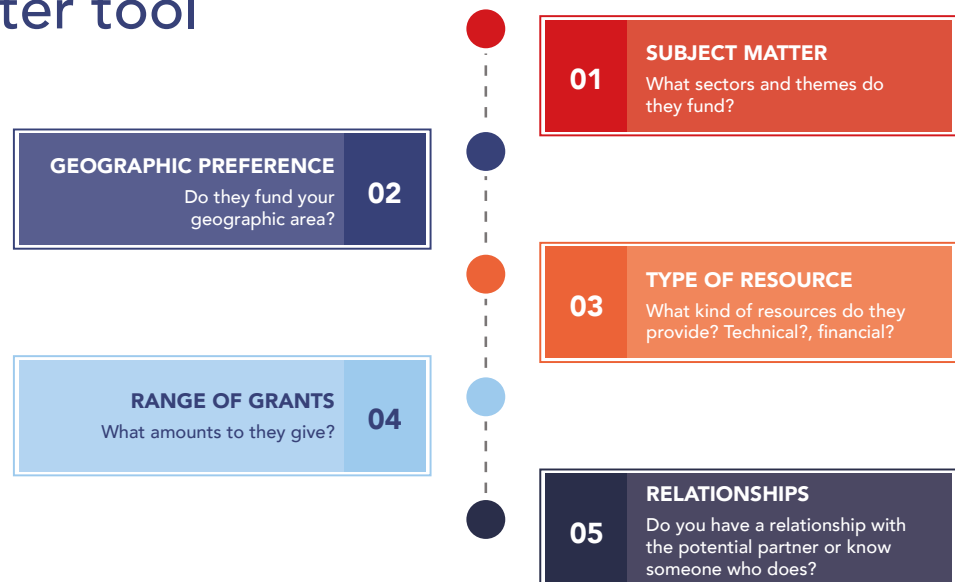
Who could you collaborate, partner with?

A key part of the resource mobilisation cycle is mapping partners to explore potential for collaboration or funding. Understanding potential partners is an essential stage of the mapping process. It requires intense research. Sometimes our needs are not in line

with the needs of the donors. The partner mapping five filter tool can help evaluate collaboration and identify potential partners. The tool maps geographic preference, range of grants, subject matter, type of resource a potential partner provides, and relationships.

Figure 3: The five filter tool to facilitate partner mapping

Partner mapping: 5 filter tool



Dr. Kihato split up the groups by city to create a map of local, community, and global organisations that could potentially be approached for partnering. She asked them to use their visions and mission statements to stay

focused and match up partners with specific needs. This section presents an overview of the cities' partner mapping activity.

Partner mapping: Arua

Partners	Level	Roles
Office of the Prime Minister	National	<ul style="list-style-type: none"> • Provision of policy framework • Management of refugees • Financing (DRDIP)
CBOs/CSOs	Local	<ul style="list-style-type: none"> • Community empowerment • Capacity building • Economic empowerment (savings) • Provision of funding • Skills training • Agricultural support training • SGVB awareness • Non-violence
a. Rural Initiative for Community Empowerment West Nile (RICE WN) b. Community Organisation for Rural Enterprise Activity Management (CREAM) c. Community Empowerment for Rural Development (CEFORD) d. Community Empowerment for Peace and Development West Nile (CEPAD WN)		
Microfinance Support Centre	Local	Provision of funding
International Organisations	International	<ul style="list-style-type: none"> • Capacity building • Financial support • Support for stakeholder engagement activities • In charge of refugee management • Funding support for local partners
a. Cities Alliance b. EU c. UNHCR		



Partner mapping: Assosa

Partners	Level	Roles
Universities	National	Research
Government Offices	Federal	Refugee integration
<ul style="list-style-type: none"> a. Agency for Refugee and Returnee Affairs b. Ministry of Finance and Economic Cooperation (MOFEC) 		
Oromiya Bureau of Finance and Economic Development (BOFED)	Regional	Financial institution
NGOs	National	
Faith-based Organisations	National	
International Organisations	International	Capacity building
<ul style="list-style-type: none"> a. UNHCR b. Cities Alliance c. UNICEF d. International Labour Organization (ILO) e. World Bank f. EU 		
INGOs	International	INGO
<ul style="list-style-type: none"> a. IRC b. Plan International Ethiopia (PIE) c. Danish Refugee Council (DRC) d. Mercy Corps 		
Development Partners	International	Development
<ul style="list-style-type: none"> a. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) b. Agence Française de Développement (AFD) c. Italian Agency for Development Cooperation (AICS) 		
Private Sector	National	Business opportunities
<ul style="list-style-type: none"> a. Chamber of Commerce and sectoral associations b. Business firms 		
Foundations	International	
IKEA Foundation		

Partner mapping: Borama and Gabiley

Partners	Levels	Roles
Government Partners	National	
Ministries of Education, Health, Social Affairs, and Finance		
Line Agencies	Regional	Refugee and displaced integration
a. National Displacement and Refugee Agency (NDRA)		
b. Somaliland Roads Agency (RDA)		
c. Somaliland National Agency for Disaster Management and Food Reserves (NADFOR)		
NGOs	Local	Specific support for refugees, host communities, and the displaced
a. Horn Migrants Support Organisation (HOMSO)		
b. TAACULO Somaliland Community (TASCO)		
c. The diaspora		
UN Agencies	International	Expertise and finance
a. UNICEF		
b. UN-Habitat		
c. ILO		
d. UNDP		
e. UNCDF		



Partner mapping: Jigjiga

Partners	Level	Roles
International Organisations	International	Funding for infrastructure
a. The World Bank		Funding, institutional capacity
b. UN		Technical support, funding, capacity building
c. Cities Alliance		
INGOs	National/Regional	Funding and capacity building
a. DRC		
b. Mercy Corps		
Federal and Regional Government	National/Regional	Funding and capacity building
JJU	National/Regional	Data/research, capacity building
Private Sector		Investment
Local Community	Community	



Partner mapping: Kakuma

Partners	Level	Roles
UNHCR	International	Refugee protection
UN Habitat	International	Urban planning
GIZ	International	Energy, environment
Food and Agriculture Organisation (FAO)	International	Agriculture
Lutheran World Federation (LWF)	International	Education, sport
UNICEF	International	Health, sanitation, education
USAID	International	Grant making
International Finance Corporation (IFC)	International	Business (loans and grants)
World Food Programme (WFP)	International	Nutrition, school feeding programme
Development Response to Displacement Impacts Project (DRDIP)	International	Range of issues
Windle Trust	International	Scholarship
Recross	International	Health for host community
International Organization of Migration (IOM)	International	Immigration
Film Aid	International	Promote media entertainment on a range of issues
DRC	International	Protection
Action Africa Help International (AAHI)	International	Financial institution, support vocational training
Humanity & Inclusion (HI) People with Disabilities	International	Humanity and inclusion
Jesuit Refugee Service (JRS)	International	Mental care, protection of women
The National Council of Churches of Kenya (NCCK)	International	Shelter
Norwegian Refugee Council (NRC)	International	WASH
Peace Winds Japan	International	Shelter
Team & Team International	International	Sanitation for refugees
IRC	International	Health and nutrition
Association for Aid and Relief, Japan	International	Education
Finland Church Aid	International	Primary education
Lotus Kenya Action for Development Organization (LOKADO)	Local CBO	Peacebuilding
Yelele	Local CBO	Energy (solar)
SAPCONE	Local CBO	Business, empowerment programmes

Partner mapping: Koboko

Partners	Level	Roles
CBOs a. Host community-led organisations b. Refugee-led organisations	Local	Joint planning, resource mobilisation, advocacy, governance, accountability
Private Sector a. Chamber of Commerce b. Market vendor associations	National/Local	Public-private partnership (PPP), arrangement in service delivery, planning and decision making, organisation and coordination
Government and Associations a. Ministries, Departments and Agencies (MDAs) b. West Nile Development Association (WENDA) c. Urban Authorities Association of Uganda (UAAU)	Regional and national	Advocacy, supervision, policy guidance, resource mobilisation
International Organisations a. VNG b. Cities Alliance c. EU d. ACAV e. UN-Habitat f. UNCDF g. World Bank (USMID)	Global	Financing, technical expertise, capacity building

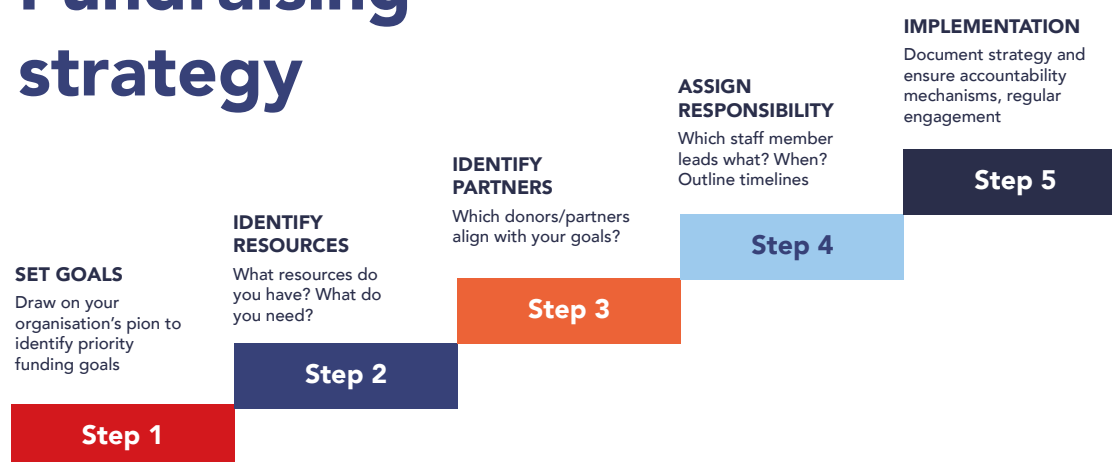
2. Fundraising Strategy

Once the partner mapping has been done, it is time to think about the fundraising strategy – who, when, where, what, why, and how. Dr. Kihato noted that a fundraising strategy explores what kind of support is

needed to realise a vision and mission. It is the part of the process where an organisation develops its story in order to sell it. She outlined five steps for developing a fundraising strategy.

Figure 4: Five steps for developing a fundraising strategy

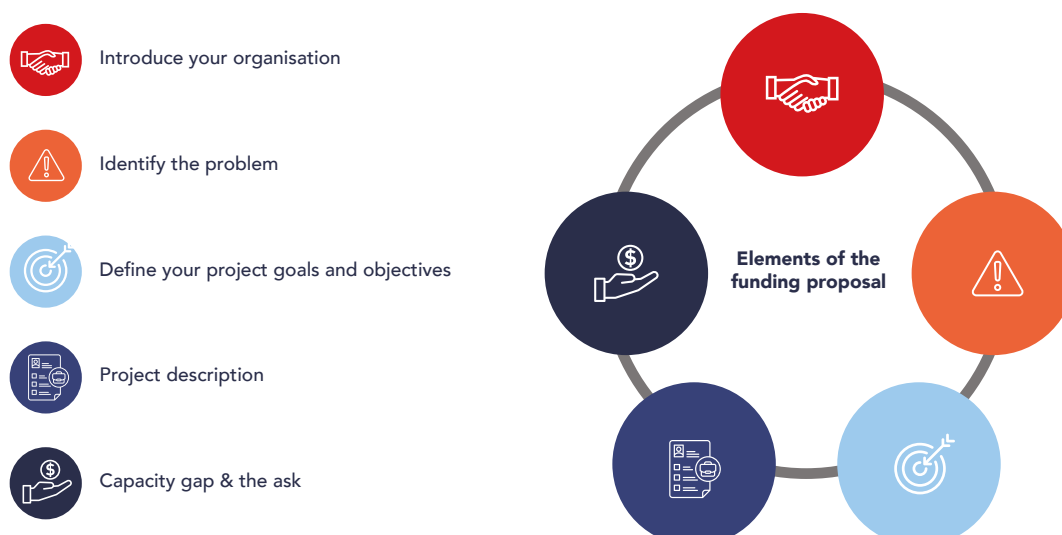
Fundraising strategy



3. Making the Ask

After mapping partners and producing a fundraising strategy, the next step is to tell your story in a way that generates interest from prospective partners, a process Dr. Kihato called “storytelling.”

Figure 5: The five elements of storytelling



Five elements are useful to make the ask:

1. Introduce your organisation. This section includes information on the organisation's history or mission; what segment of the population it serves; where the community resides; major accomplishments; and any awards/testimonials from development partners of communities.

Four questions for developing a pitch include: What is a municipality or network's ideal future? What does success look like? What outcomes could the organisation achieve if it had more money, resources, volunteers, partners, champions? How is the municipality or network currently using data and information? What difference is this making?

2. Identify the problem. Who are the people of have the need or problem? Where do the people with the problem or need live? When is

the problem or need made evident? Why does the problem or need occur? This is where data is very important.

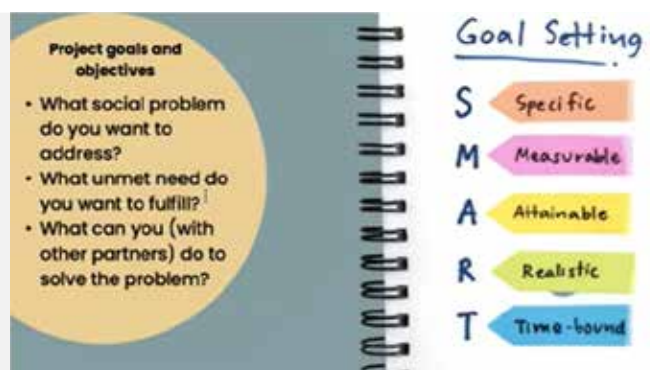
Five questions for identifying an organisation's needs: Who are the people who have the need or problem? Where do the people with the problem or need live? When is the problem or need made evident? Why does the problem or need occur? What is the problem with the problem?

3. Define the organisation's project goals and objectives. Explain the overall goal and objectives, showing what the project intends to achieve to address the problem. This section is a very important part of a proposal and usually the longest section. It highlights how to address social problems that the organisation is going to identify.

Goals vs Objectives

Goals are long term, general, difficult to measure and can be linked to many projects.

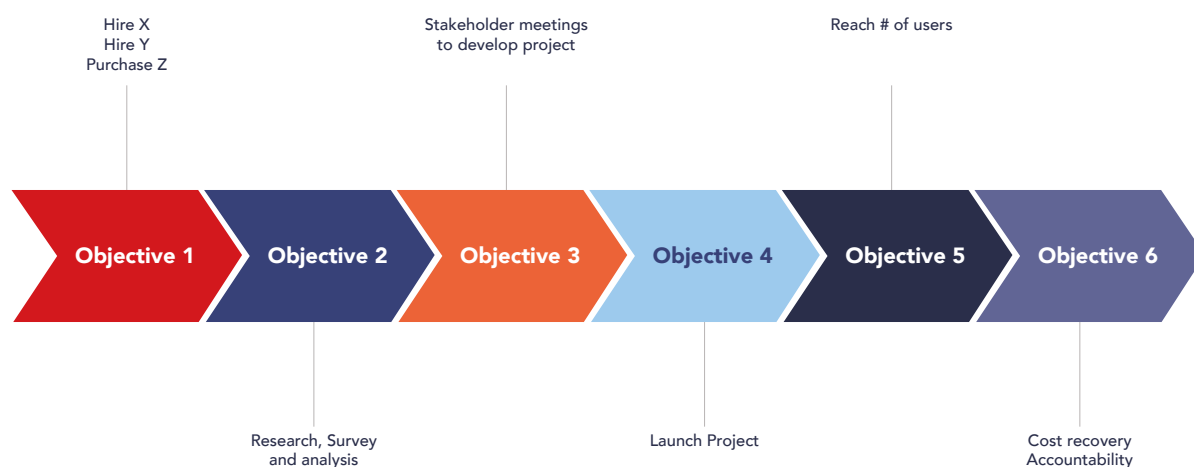
Objectives are short term, specific, easier to measure, and linked to a single project.



4. Project description. Describe all the strategies and activities the municipality will use: the human resources needed, the timeline, location, and the other resources that will be marshalled to achieve the objectives in the proposal. The project description is a checklist of the tasks that need to be undertaken to meet the project objectives and a plan of action for addressing the needs of the project's population of concern.

5. Capacity gap and the ask. Outline the organisation's capacity gaps. What is needed to meet the objectives, and how will the resources and support be allocated?

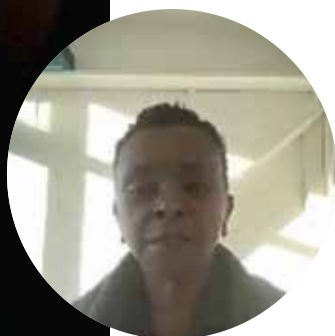
Figure 6: Conceptualising project resource and capacity needs



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*You are heroes as you are
connecting the donor resources
to the community.*

- Dr. Caroline Kihato





THE IMPLEMENTATION OF CRRF IN ETHIOPIA: POLICY AND PRACTICE

Opening Remarks

The second day of the workshop continued with a case study on how Ethiopia is implementing the CRRF. It began with opening remarks by Dr. Beshir Abdulahi Mahammoud, President of Jigjiga University.

Excellencies, distinguished guests, ladies and gentlemen.

It is with great pleasure and honour to be part of this regional dialogue on the theme CRRF inclusive urban development and mobility organised by the Cities Alliance. Thanks to each and every one of you for being here with us today, particularly the participants from the neighbouring countries who have travelled to share their experiences and learn from ours. I would also like to thank the European Union for financing this project and making this gathering possible.

To give an overview of the situation of refugees, the global forced displacement crisis continues



unabated. According to IDMC, there are more than 80 million forcibly displaced people in the world today; 26.3 million are refugees globally and the rest are IDPs and other forcibly displaced categories. The burden, however, of hosting these refugees globally falls disproportionately on the local governments and

municipalities of lower and middle-income counties in the world.

Ethiopia hosts a significant number of forcibly displaced population in the world. Indeed, Ethiopia is among the top African refugee as well as IDP hosting countries by hosting more than two million IDPs and close to a million refugees in its borders. Quite a larger share of these forcibly displaced population in Ethiopia is hosted by the Somali region

It is also important to emphasise the CRRF at this point because other durable solution options for the refugees globally were accommodating small number of refugees. That is why local integration and the CRRF have been the focus of the UN and partners.

Since 2016, Ethiopia played a significant role in the global efforts to improve the lives of refugees. Ethiopia has promised nine pledges to implement the CRRF and passed the refugee law to realise the CRRF promises. These were good steps, and their implementation should be guided by evidence. There is a need to engage in a collaborative effort and ensure that municipalities and secondary cities are at the center of these collaborations and joint planning for refugees.

Recognising the strategic location of Jigjiga university, we have opened the institute of migration studies at Jigjiga University, a research institute aimed at contributing to the efforts to understand the dynamic aspects of migration and effectively respond to through research, policy guidance, technical support, and community engagement.

Since its establishment, our institute of migration studies has made research partnership with a number of national and international partners and carried out research on forced displacements. The findings of one of research will be shared with you today in this dialogue.

I also want to emphasise that the forced displacement situations in the Somali region and in Ethiopia at large need a collaborative and coordinated efforts of local governments, municipalities, practitioners, policy makers and research institutions or academia. Only through such efforts can we help improve the situation of the forcibly displaced people in our country. Our university at large and the institute of migration studies are ready to collaborate with the government, INGOs and UN agencies.

Once again, I have to thank the organisers of the seminar who made this important gathering a reality. I do not want to forget to thank Adama Science and Technology University for hospitality and professionalism.

I wish you a fruitful and stimulating discussion.

Mr. Solomon Sonko, Senior Development Economist and Desk Officer, gave a statement on behalf of the Office of the Prime Minister of Uganda. He noted that the experiences from Uganda show that sustainability and self-reliance are crucial. "It will all go to waste if you don't have sustainability arrangements," he said.



“

We want to host refugees for national development. We don't want to host refugees just for the sake of saving their lives... The host communities can benefit from integrating refugees as well.

- Solomon Sonko, Office of the Prime Minister of Uganda



Local Government and the Sustainable Integration of Refugees in Ethiopia

Abdirahman Ahmad Muhumad, Assistant Professor of Sociology at Jigjiga University, presented some of the initial findings from research on local governments and the sustainable integration of refugees in Ethiopia. The research is part of a joint project being undertaken by the German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE), the Institute for Peace and Security Studies (IPSS) in Addis Ababa, and the Institute of Migration Studies at Jigjiga University. So far, one discussion paper has been produced on the findings, with more expected as the team's empirical work continues.

Ethiopia's progressive Refugee Proclamation

Ethiopia is one of the pilot countries to implement the CRRF. In early 2019, Ethiopia adopted the Refugee Proclamation – a new, progressive national refugee legislation that embodies many of the ideas of the CRRF and emphasises creating durable solutions through local integration. It seeks to reduce the barriers refugees face in pursuing economic activities for livelihoods, ending Ethiopia's strict encampment policy and granting both refugees and asylum seekers the right to freely move and reside within the country. This movement may be limited, however, as Ethiopia's Agency for Refugee and Returnee Affairs retains the right to arrange places or areas within which refugees and asylum seekers may live.¹⁶

Mr. Muhumad noted that integrating refugees into host communities is a process that requires an important amount of political and administrative management at the local level. In fragile contexts, though, local governance structures are often weak, understaffed, and insufficiently financed, making it very challenging for local authorities to implement international and national refugee integration policies.

And while decentralisation reforms have strengthened the role of Ethiopian local governments and given them additional responsibility for the provision of state and municipal services, they often lack the capacity, financial resources, and the authority to fulfil their

responsibilities, as the current financing arrangements for local authorities rely heavily on own-source revenues, which are mostly insufficient to meet the demand for public services.

Survey on CRRF implementation

In order to assess the implementation of the CRRF in Ethiopia, a project team from Jigjiga University used the Somali region as a case study. The team conducted a representative quantitative survey between March and April 2020, with an interruption due to Covid-19 lockdown restrictions. There were 675 respondents from refugee camps in Sheder and Aw-Barre, Somali region.

The survey findings were organised into three sectors to assess level of integration and potential challenges: non-discriminatory access to national education system (education), right to work (livelihoods and jobs), and access to land.



Education. Refugees are generally satisfied with the education provided to them and their children. Most send their children to camp school. The problem is that the quality of schools in the camps is better than those run by the government in host communities; UNHCR provides better teachers and infrastructure, as well as free supplies. Such diverging standards are not positive for local integration.



Livelihoods and jobs. Refugees are working in Jigjiga's informal economy and contributing to different sectors as labourers. Host communities believe that refugees add value to the economy. However, it is difficult for refugees to find jobs because they do not have official work permits or business licenses, and the capacity of refugee centres to help them is limited. In addition, the large number of job seekers in Ethiopia leads to labour market competition, which can create feelings of injustice and spur social tensions.

¹⁶ Constitution of the Federal Democratic Republic of Ethiopia, Article 28(2).



Access to land. Refugees said access to land is important; 80% of employment in Ethiopia comes from the culture of land. It is generally difficult to access land in Ethiopia, and land is leased from the government instead of purchased outright. The situation is different in the Somali region, where land is owned by the individuals and families, and host communities have given refugees access to land for cultivation so that they did not have to go through the government.

Overall progress of CRRF in Ethiopia

Mr. Ahmed said that although the Somali region is a leader in implementing CRRF in comparison with other regions of Ethiopia, the findings show that overall progress has been slow since the adoption of the Refugee Proclamation in 2019. There are positive elements, including similarities in ethnicity and language among refugees and host communities, a large donor engagement, informal integration already in place, and well-established regional coordination structures.

There are also challenges to implementing the CRRF. International actors are circumventing local actors instead of capacitating them, and resources are scarce for capacity building in planning and financing, especially at the local level. There is also an ambiguous perception of integration; it remains unclear what social integration entails, and different governmental entities are not clear on their role in implementing the CRRF.

Policy recommendations

Mr. Ahmed offered four policy recommendations to facilitate implementation of the CRRF based on the initial research:

1. Strengthen guidance from the federal government, with greater horizontal coordination between the different government entities. A strong coordinating body that includes the Prime Minister's Office, the Ministry of Finance and Economic Cooperation, and ARRA, seems necessary to ensure an effective strategy for the local integration of refugees.
2. The federal government needs to recognise regional and local-level authorities as relevant actors and consult them about CRRF implementation and specific sectoral plans.

- Without the involvement of local authorities, a successful CRRF implementation is impossible.
3. Accelerate the process of drafting and adopting secondary legislation and directives to cascade the national legislation to the regional and local level.
 4. Strengthen the local and regional administration through a variety of capacity building measures. Refugees currently have better access to healthcare and education than host communities, so it is clear the capacity of local governments needs to be strengthened in those areas.



This discussion paper examines the policy of refugee integration in Ethiopia, with a special focus on local governments. It analyses their role and capabilities to identify specific challenges and opportunities to facilitate the effective integration of refugees. It also sheds light on the views of refugee communities regarding local integration.

Access the study at:

https://www.die-gdi.de/uploads/media/DP_21.2021.pdf

The Role of Ethiopia's Cities in Implementing the CRRF

Tingirtu Gebretsadik, Associate Professor of Sociology at Jigjiga University, gave an overview of how cities are supporting implementation of the CRRF, with a focus on Jigjiga.

He began by providing some context on Ethiopia's legal framework that supports CRRF implementation, such as a long-term National Comprehensive Refugee Response Strategy (NCRRS) and the Refugee Proclamation of 2019, which extended the rights of refugees in access basic and social services, including education and health; the right to work; engagement in development projects to benefit both refugees and host communities; and the right to acquire and transfer property.

In the Somali region, regional CRRF coordination forums have been active since 2019 at two levels, regional and *woreda*. A regional committee provides



overall direction, guidance, and recommendations on CRRF activities, and three technical committees coordinate CRRF stakeholders. There is also a five-year regional action plan for implementing the project that was finalised in 2019.

Box 4: Ethiopia's National Comprehensive Refugee Response Strategy (NCRRS)

The NCRRS is a long-term strategy that aims to:

- Gradually create self-reliant and resilient refugees and host communities through holistic and predictable responses (following a "no-one-size-fits-all approach")
- Create strong linkages between humanitarian, development, and peace-building interventions
- Gradually phase out the refugee camps and establish settlement-like areas
- Drive and guide the design and execution of comprehensive responses in the country, including the Ethiopian government's bold commitments (pledges)
- Promote meaningful consultation and coordination at all levels with a wide array of stakeholders

The NCRRS has six pillars:

- Capacity and system development
- Targeted humanitarian responses
- Productive safety net
- Livelihoods and job creation
- Human development (WASH, education, health and nutrition)
- Durable solutions

Mr. Gebretsadik gave some examples of how Jigjiga is making progress with the CRRF in various areas:

- **Socio-economic integration.** Refugees have been included in national systems, such as vaccination plans for Covid-19 and the national job creations plans. There is an MoU with the Ministry of Education to harmonise primary education and integrate secondary education.
- **Improving basic and social services.** There have been significant improvements in providing refugees with access to basic and social services, including in all levels of education and health care services. School enrollment rates and higher education participation have increased.

- **Livelihood activities.** Both host community and refugee youths are receiving vocational training. Over 39 cooperatives with 1,772 people (from refugees and host communities) have been established under different economic sectors. Irrigation of 750 hectares employs 1,500 people from both refugee and host communities.
- **Implementation directives.** These directives focused on three main provisions for refugees: right to work, right to movement, and mechanisms for handling grievances and appeals. They have been distributed and promoted to respective staff members at zonal and camp levels. The directives continue to be promoted to stakeholders. The orientation on and promotion of directives to stakeholders continues.

- **Civil registration and documentation.** Over 2,500 different Civil Registration Certificates (birth, death, marriage, and divorce) have been issued to refugees in Jigjiga's three camps since October 2018.
- **Work and residence permits.** 150 refugees in Jigjiga have received work and residence permits in accordance with the 2019 national proclamation.

The role of cities in implementing the CRRF

Cities such as Jigjiga are at the forefront of addressing the unprecedented levels of refugees, labour migrants, and displaced communities, Mr. Gebretsadik noted. However, their role may be overlooked in the CRRF implementation in Ethiopia, a point also made by Mr. Muhumad. Results from the study of refugee integration in Jigjiga revealed that regional and national level governments will not succeed in building inclusive communities without engaging cities.

When it comes to implementing the CRRF, cities such as Jigjiga face challenges in expanding existing services, creating and adopting policies and programmes that target the needs of both refugees and host communities, and increasing the reach of programmes with existing limited resources. In addition, cities lack the resources to develop strategic plans that can serve as roadmaps for achieving both humanitarian and development outcomes adopted by regional and national governments.

Despite these challenges, interviews with representatives and Jigjiga city leaders revealed that even with limited resources and minimal recognition, the city administration has been increasingly effective at responding to the needs of refugees and host communities.

Recommendations

Mr. Gebretsadik offered several suggestions for how cities can implement the CRRF more effectively:

- Provide investment to scale and improve existing services for refugees, IDPs, and host residents, and establish new services as needed.
- Shift from policy discussion to action and implementation, especially in cities currently underserved by financial and technical support.
- Improve capacity to promote economic development and empower refugees, IDPs, and host communities to become self-reliant.
- Recognise and share best practice across cities, countries, and international humanitarian actors that can make implementing the CRRF easier for cities.

Group Work

Participants divided up into groups by city to evaluate the implementation of CRRF against the six pillars of Ethiopia's NCRRS. They considered success stories, challenges, and the role of municipalities in implementing the CRRF.

Sample of group work activity:

- **ARUA**

Evaluating the CRRF implementation in Ethiopia, the Arua group said that the CRRF is still anchored at the national level, and specific laws for the CRRF may pose sustainability challenges. Its implementation in Ethiopia is also government centred rather than a multi-stakeholder approach. Customisation of the six pillars would be a good practice.



For success stories, the group raised the example of Uganda, which has adopted a more multi-stakeholder approach. Although most steering group members are government institutions, host communities and local governments have also been incorporated.

Challenges include high expectations from the CRRF, with limited awareness of the initiative. There is also conflict between refugees and host communities.

The role of cities in implementing the CRRF include capacity building for leaders, mainstreaming the initiative in city development plans, and ensuring peaceful coexistence between refugees and host communities.



“

The CRRF is still anchored at the national level. It has not been transferred yet to the municipalities. Projects like this one are helping municipalities to be aware of it.

- Cornelius Jobile, Deputy Town Clerk, Arua

• KOBOKO

The Koboko group noted that Uganda's refugee laws establish an open-door policy, with OPM and UNHCR coordinating the national response as well as a decentralised local response. This is a progressive refugee model that promotes peaceful coexistence among refugees and host communities.

Challenges include the fact that refugee numbers are not mainstreamed into the national and local government development plans, local responders have weak capacity to manage refugees, and local authorities have insufficient funding.

• KAKUMA

The Kakuma group highlighted the central importance of job creation – provision of business licenses,

common market spaces, and structures – for both hosts and refugee communities. The planning instrument for Turkana County is the Kalobeyi Integrated Socio-economic Development Plan (KISDEP). The county is not involved at all with the CRRF discussion and is not aware of any transfer of funds for CRRF projects.

Turkana County gives refugees access to financial institutions and business registration, common market and business spaces, protection for refugee businesses, and free movement of refugees within Turkana without travel documents.

A major challenge is that CRRF is not felt in the local municipality, so the Municipal Council cannot implement the CRRF priorities. There is a disconnect between the national and local government when it comes to the CRRF.



“

I have never heard of the CRRF in Turkana before coming in this meeting, while I can see online that Kenya is part of it since 2017. This is locked at the national level and counties are not integrated in it. KISDEP is a strong local instrument, but unfortunately it is completely disconnected from the CRRF.

- Esther Lokwei, County Minister for Lands, Energy, Housing and Urban Management



REFLECTIONS AND NEXT STEPS

This second peer-learning workshop further solidified the learning and collaboration begun in Arua in March 2021. Participating cities are strengthening policy development, promoting social cohesion, and benefiting from their peers' experiences and implementing activities based on what they learned from the exchange.

For example, Koboko Municipality is currently establishing an MDF and a CUF after they were featured at the Arua learning event, and Jigjiga has also expressed interest in both mechanisms. The next peer-learning event will include a specific session dedicated to establishing MDFs and CUFs in all of the Action's partner cities as a tool for local integration.

The continued success of the network depends on continued investments from multiple parties in multiple forms, especially the interest and energies of relevant municipal authorities. An important next step is to institutionalise a series of issues related to the governance and sustainability of the network itself. These include:



Leadership structure and representation (who is qualified to participate and represent the network).



Membership criteria and terms of membership (who should be targeted for primary or affiliated membership to build regional strength).



Network activities, including focused peer learning events, technical trainings on finance and advocacy, and participation in events organised by others.



Visibility and dissemination strategies.



Nature of relationship with regional and international governance bodies such as IGAD and the East African Community.



Nature of relationship with international organisations and agencies including UNHCR, Cities Alliance, IOM, the International Centre for Migration Policy Development (ICMPD), and humanitarian actors.



Nature of relationship with national or multinational municipal governance networks and national or sub-national municipal governance networks.



Financial sustainability model, with potential contributions, fundraising strategies, and initial activities.

These issues will be explored further at the next peer-learning event, which is due to take place on 28 March 2022 in Kampala, Uganda.

“

All the cities gathered here have demonstrated maturity and need for technical knowledge. Thank you for gathering us all today. We come from different environments that have enable all participants to learn ... These are the kinds of meetings that we want to take forward the issues of refugee management and refugee challenges.

- Solomon Sonko, Office of the Prime Minister of Uganda

“

This exchange helps municipalities, because when you go to the presentation of Koboko District, what is happening in Koboko is not the same as what's happening in Arua District. We have SSURA in Arua, but it is not as active as in Koboko because they don't have the physical office to implement the activities.

- Nyoka Mary, representative for refugees in Arua

“

This event is very important because it acts like an amplifier to understanding what happens. For example, as executive director of SSURA, I am able to learn how to fundraise and how to do proposals. Also, this event will help us understand that integration is very key because being a refugee doesn't mean that life is hopeless. Now I've understood that we can integrate, cooperate, and stay like a citizen and have a better life. So, when I go back, I'm going to pass this same message to my fellow South Sudanese that we have a better life to live, and we should work together with the host community and local authorities.

- Mr. Malish Bonjira Asu, Refugee Representative and Executive Director of SSURA





ANNEXES

Survey results

How satisfied are you with the event?

1: Not at all | 2: To a small degree | 3: Normal
4: To some degree | 5: To a high degree



Did the event match your expectations?

100% yes

Would you be willing to join further sessions on the topic?

100% yes

To what degree can you apply the technical content and/or knowledge to your working context?

1: Not at all | 2: To a small degree | 3: Normal
4: To some degree | 5: To a high degree



To what degree did this training increased your capacity to address urban displacements?

1: Not at all | 2: To a small degree | 3: Normal
4: To some degree | 5: To a high degree



Did you make any new contacts during or following this session that are relevant to your working context?

96,15% yes

Do you plan to use the learning from the event (CUF, MDF) for city-level policy, planning or services?

100% yes

Will you be interested by your city taking part in the regional city network?

100% yes

To what degree are host communities and displaced persons integrated in your city urban policies?

1: Not at all | 2: To a small degree | 3: Normal
4: To some degree | 5: To a high degree



Average: 3.5/5



How do cities who are not managing CRRF in their countries go about getting their government to have the CRRF at the municipal level?

- Esther Lokwei, Turkana County Minister for Lands, Energy, Housing and Urban Area Management, Turkana County



These events make refugees understand the elements of integration and their participation in urban development planning of the municipality

- Refugee representative



“

Because secondary cities should take a proactive role in inclusive planning, we need to share best practices more and more

- Unknown

“

Experiences from other cities that plan for both refugees and locals is something that Jigjiiga will have to learn from - such as Koboko in Uganda.

- Representative from Jigjiiga Municipality

“

It is very important to seek solutions together for common forms of problems

- Andualem Tenaw, Ethiopian Cities Association





MEETING AGENDA

CRRF: Inclusive Urban Development and Mobility-Regional Network and Dialogue

Mobilizing Resources: Domestic and International Frontiers
for Funding and Support

2 - 3 November 2021

Addis Ababa and Adama, Ethiopia

Overview

The Event: A peer-learning event for the Comprehensive Refugee Response Framework (CRRF): Inclusive Urban Development and Mobility – Regional Network and Dialogue Action, which is financed by the European Union (EU) and implemented by Cities Alliance within the framework of the European Emergency Trust Fund for Africa. It is the second in a series of five events dedicated to exchanging experiences with representatives of partner cities and community stakeholders in order to strengthen policy development for greater social cohesion. The first one took place in Arua, Uganda in March 2021.

Date: 2 – 3 November 2021

Location: The Ramada Hotel, Addis Ababa, and Adama Municipality

Context

Cities around the world are experiencing the emergence of an unprecedented refugee situation. Over 70 million people worldwide are fleeing their homes as a result of persecution, conflict, generalized violence, or human rights violations, with most living in urban or semi-urban areas instead of camps or purpose-built settlements.

This shift has put considerable pressure on cities, especially fast-growing secondary cities in developing countries that are already struggling to meet the needs of their populations. The situation is especially acute in the Horn of Africa, which hosts approximately one fifth of the world's refugees. Uganda is one of the largest refugee-hosting countries in Africa, closely followed by Ethiopia and Kenya.

Cities Alliance is the global partnership supporting cities to deliver sustainable development. Through its Global Programme on Cities and Migration, Cities Alliance has made a long-term commitment to supporting secondary cities in low-income countries that are managing large inflows of migrants and refugees. By supporting the implementation of the Action, Cities Alliance aims to facilitate regional networks and dialogue that will foster peer networks and knowledge exchange on the challenges and opportunities related to refugees in urban settings in the Horn of Africa, in alignment with EUTF objectives and the Valletta Action Plan.

Objective of the Action

The Action aims to increase the safety and well-being of displaced populations and their host communities living in urban or peri-urban settings and reduce inequalities between these groups. Its specific objective is to build and/or strengthen established regional networks and dialogue processes that will foster learning, knowledge exchange, and partnerships in two areas: a) inclusion and participation of displaced persons in the economic and social life; and b) improved livelihoods and greater access to quality basic services for refugees and vulnerable host populations in secondary cities in the Horn of Africa.

The intervention logic is that by supporting secondary cities through regional networking and dialogue, best practices and lessons learned can be exchanged to identify solutions for improving service provision. Living conditions and opportunities for refugees and their hosts will improve and the risks of rivalry and conflict reduced, resulting in greater well-being and safety. Peer networks and a platform for dialogue across city representatives will promote innovation, learning, and the adoption of best practices.

DAY 1: Tuesday, 2 November 2021

Location: Ramada Hotel, Addis Ababa, Ethiopia

TIME	SESSION
08:30 – 09:00	Registration of in-person participants, Ramada Hotel
09:00 – 09:30	Opening remarks Mohammedzeyen Kedir Shurea, Bureau Head of Policy and Advisor to Minister, Ministry of Urban and Infrastructure Development, Ethiopia Hashi Abdulahi Shide, Representative of Jigjiga Municipality, Ethiopia Angelo Di Giorgi, Programme Officer – Migration management and Displacement EU Trust Fund for Africa – Horn of Africa Window Charles Obila, Migration Officer, IGAD Secretariat Efreem Amdework, Cities Alliance Ethiopia Country Representative
09:30 – 10:00	Tour de Table Introduction of participants and expectations for the day
10:00 – 10:30	CRRF: Inclusive Urban Development and Mobility - Updates On The Action Florence Lozet, Urban Analyst, Cities Alliance Bongo Patrick, Project Manager, ACAV Asaminew Kasa, Grants Manager, IRC
10:30 – 11:15	Technical session 1: framing integration interventions (part one) Loren Landau, Technical Advisor to Cities Alliance, Professor of Migration and Development at the Oxford Department of International Development and Associate Professor with the African Centre for Migration & Society (ACMS) at the University of the Witwatersrand The session will focus on the topics of inclusion and integration, while reflecting on the following questions: What is integration and inclusion in an era of mobility? Who is responsible for exclusion, and who can help counter it? What resources are needed to mobilize relevant actors? How to prepare for the session Please reflect on the objectives of inclusion. What does inclusion mean to you?
11:15 – 11:30	Coffee Break
11:30 – 12:15	Technical Session 1: Framing Integration Interventions (Part Two)
12:15 – 13:15	Lunch Break

TIME	SESSION
13:15 – 14:30	<p>Technical session 2: from ideas to action: resource mobilization</p> <p>Caroline Wanjiku Kihato, Technical Advisor to Cities Alliance, Visiting Associate Professor at the Graduate School of Architecture, University of Johannesburg, and Global Scholar at the Woodrow Wilson Center for International Scholars, Washington DC</p> <p>The session will provide a general introduction to the topic of resource mobilization, including:</p> <ul style="list-style-type: none"> • The resource mobilization cycle; • Stakeholder/ecosystem mapping for resource mobilization, identifying actors you can collaborate or partner with to resource your project beyond the usual financing partners (identifying interests, priorities, and intersections); and • Available resources (beyond migration, beyond central government). <p>How to prepare for the session</p> <p>Please provide a list of stakeholders that you can partner and collaborate with in your municipality (businesses, non-profit organizations, community-based organizations, and national and regional institutions).</p>
14:30 – 15:00	Coffee Break
15:00 – 16:45	<p>Technical Session 3: Making The Pitch</p> <p>Caroline Wanjiku Kihato</p> <p>This practical session will focus on how to prepare a pitch, from framing an issue to defining a project. It will focus on identifying the problem, the impact on populations of concern (humanizing the problem), what you can do to potentially solve the problem, the capacity gap and where you need the support, partnerships, and accountability.</p> <p>How to prepare for the session</p> <p>Please prepare your municipality/organization's vision, mission statement. and strategic priorities for this financial year.</p>
16:45 – 17:00	Conclusion and wrap-up
Evening	Participant dinner, Ramada Hotel, Addis Ababa

DAY 2: Wednesday, 3 November 2021

Location: Adama Science and Technology University (ASTU), Adama, Ethiopia

TIME	SESSION
07:30	Bus departure for adama municipality
09:30 – 10:00	Welcoming Coffee Ceremony
10:00 – 10:15	Opening Remarks Dr. Lemi Guta, President, ASTU Dr.Beshir Abdulahi Mahammoud, President, Jigjiga University (JJU)
10:15 – 11:00	The Implementation of CRRF in Ethiopia: Policy and Practice Tingirtu Gebretsadik and Abdirhaman Ahmed, Assistant Professors of Sociology, Jigjiga University This presentation will focus on the role of local actors in Ethiopia to support the implementation of the CRRF.
11:00 – 12:00	Group Exercise and Reporting on The CRRF
12:00 – 12:30	Programme Next Steps and Wrap-Up
12:30 – 13:30	Lunch
13:30 – 17:00	Adama Site Visits See examples of IDP and migrant integration projects implemented by Adama Municipality: the Market, Registration Centre, and Adama Industrial Park.
17:00	Bus departure to Ramada Hotel, Addis Ababa

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