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# QUDRA

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# MATTERS

Resilience for Syrian refugees, IDPs and host communities in response to the Syrian and Iraqi crises

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# DEAR READERS,

The Qudra team is proud to present to you the third issue of our "Qudra Matters."



The Syrian and Iraqi refugee and IDP crises continue unabated, adversely affecting villages and cities in Iraq, Jordan, Lebanon and Turkey which are hosting millions of refugees and IDPs. In its work, the Qudra Programme therefore focuses on refugees and IDPs as well as host communities. These host communities face severe pressures on service delivery due to the refugee and IDP crises, and they need to cope with severe challenges in their bid to maintain stability and social cohesion. This is achieved in many different ways, including by integrating refugee and IDP children in local school systems, and by offering support through activities focusing on arts, sports, skills and vocational training and strengthening service delivery of host communities. We are happy to be able to make a contribution to these efforts.

In this issue of "Qudra Matters" you will find many success stories and good practice examples, told by participants and partners of our programme from all over the region. In presenting them, we can give a voice to refugees and IDPs as well as to the communities that host them, including through human interest stories. The different sections focus on social cohesion, empowerment, sustainable development, good governance, capacity building, and dialogues.

We hope you enjoy the reading and welcome any feedback you may have for us!

Yours sincerely  
**Günther Taube**  
Qudra Programme Director

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# CO-EXISTENCE

The refugee crisis impacts not only on refugees but also host communities. Despite the immense challenges this is imposing building up and fostering social cohesion is possible through the implementation of activities in arts, sports, skills improvement, vocational trainings and good governance.

In this section you will read success stories from our participants and partners from all over the region and hear their voice on how Qudra fosters integration and social cohesion as response of the European Union Regional Trust Fund 'Madad' and the German Government to the Syrian and Iraqi crises.



In their formative years, youth is explicitly exposed to traumas. Bridging gaps between cultures and languages with ease and fun, may be considered as a one response to this situation and hardly another medium can match the potential sports has. Sport promotes social integration, encourages an active lifestyle and serves as an educational tool. That is why the European Union Regional Trust Fund 'Madad' and the German Government are promoting sport through the Qudra Programme as an extracurricular activity by bringing together students from both, host and refugee communities to foster individual and collective resilience.

## YOUNG PEOPLE

in TURKEY:  
Come together!

Commissioned by the EU Regional Trust Fund 'Madad' and the German Government, in cooperation with the Ministry of Youth and Sports (MoYS) in Turkey, Qudra started a partnership project with local youth centres in the provinces of Gaziantep, Kilis, Hatay and Şanlıurfa. The aim of this approach is to enhance the integration of young Syrians in Turkish host communities by creating a platform to come together and participate in activities such as sports, arts and language classes.

The first joint activity by the MoYS and Qudra was "The Ball" in June 2018. "The Ball", which was first signed by the German Federal president Dr Frank Walter Steinmeier, travelled through many countries before reaching Russia hosting the football World Cup in 2018. One station of "The Ball" was the Gazikent Youth Centre in Gaziantep where 25 youth leaders were trained about fair play and global learning. Thereafter, the trainers conducted activities and workshops with 100 Syrian and Turkish adolescents.

*"It is an important and rewarding course and I will apply the skills that I learned in future workshops and lessons that I do with the children,"* says Derya, a youth leader volunteer.



## FOOTBALL



To better understand the interests of Syrian Youth and promote their participation in Youth Centre activities, Qudra conducted focus group discussions in all four provinces. Young people showed enthusiasm about the activities offered by Youth Centres.

*"It is a great opportunity to meet with QUDRA and discuss our needs. We feel that our voices are being heard,"* says 16-year-old Samira from Syria about participating in the meeting. Jointly with GIZ and the MoYS a schedule of selected activities is now being finalised for Youth Centres in four provinces.





□ Lebanon

***“Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does”,*** a person once said, who knew what he was talking about. Bridging gaps between cultures and languages with ease and fun, hardly another medium can match the potential sports has. That is why Qudra is promoting sport as an extracurricular activity to bring together students from both, host and refugee communities.

# BRIDGING THE GAP



IN LEBANON

Qudra collaborates with a very experienced partner: the regional GIZ sector programme “Sport for Development” (S4D). In November, S4D held an “International Instructors Course” in Amman, Jordan with participants from Spain, Turkey, KRI, Lebanon, Jordan, Palestine and even the German Football Association (DFB). Apart from the assessment of newly developed manuals on basketball, handball and ultimate Frisbee by the professionals, a considerable amount of time was dedicated to understanding how sport and training could mitigate challenges arising from a specific refugee context all participating countries are facing.

Currently and with the support of RACE-PMU, Qudra prepares a co-operation with CERD (Centre of Educational Research and Development) and S4D in developing sports manuals specific to the Lebanese context and to train a pool of master trainers who will pass on their skills to PE teachers. Qudra is excited about this development and is looking forward to the first Training of Trainers session!



## SORE TODAY Strong Tomorrow

Participatory sports events bring diverse communities together and gives people a chance to interact, understand each other, learn, change and develop. Within the framework of the EU Regional Trust Fund ‘Madad’ and the German Government’s support to young people in different sectors and their aim to promote and implement community events, the Qudra Programme brought together 20 young participants from different areas of North Lebanon to run together at the Beirut-Marathon 2018.

***“Today we ran the Marathon here in Beirut, together we made it to the 8km. It was fun. The important thing is that we participated in the training with Qudra. I benefitted, as well as many other young people like me.”*** said Ihab Adawiyya, a trainee from the competency-based training programme, who came from Tripoli to participate in the Beirut Marathon.

The participants completed the 8km race together with Qudra staff on Sunday, 11 November 2018. This full day initiative aimed at enhancing the interaction of these youth among each other and with other individuals. Through participating at such a big event people get the chance to connect with other peers and be part a bigger event involving the community at large. The girls and boys have already completed a competency-based-training (CBT) conducted in 2018 within the framework of Qudra Module 2 implemented by GIZ.

One of Qudra’s objectives is to provide CBT to vulnerable youth from deprived areas in order to improve their employability and consequently their livelihoods. However, the activities of Qudra do not only focus on providing the youth with the needed training to become competitive in the labour market, but also contribute to their social participation and psychosocial well-being through implementing community events. Improving social participation and psychosocial well-being of young people are key factors to promote and support social stability.



**Ali Mus’ad al Remem**, a participant from the EU Madad Labs II on Youth and Digital Innovation, joined the youth and ran the race for the first time. He said;

***“I made it to the end of the 8km race and this is a huge achievement. This is the first time for me to participate in the Beirut Marathon.”***

***“We were running with excitement, then we got tired but at the end we made it to the final point. We did it.***

***I would love to participate in similar sports events, as well as community events.”*** said.

**Rwaida El Laheeb**, from Anfeh – North Lebanon, who has been one of the trainees from the CBT at the technical institute in Batroun.

On this marathon day, the youth made new friends; ones that they can complete their promising journey with. A short photo compilation video has been published on our Facebook page showcasing this journey: <https://bit.ly/2EfnWay>



MARATHON

# NO MORE LANGUAGE BARRIER

Can you imagine not understanding nor being understood?



"I want to express myself better"

**Duva** sits in the second row on the bus. She is 26. She came from Aleppo five years ago and she now lives in Gaziantep. She heard about QUDRA through her friend. She is glad that she was accepted to the course. As a mother of two girls, Duva has her plan for the future:

*"I came as soon as I heard about the course. I want to learn Turkish. I go to QUDRA A2 level Turkish language course. I draw pictures. I am learning Turkish to express myself better and continue my education. I want to maintain my life working as a modelist. That's my only ambition..."*

DUVA'S STORY



<sup>1</sup>Sussex Centre for Migration Research (2016). *Optimising refugee resettlement in the UK: a comparative analysis.*

Conflicts of views and perception gaps between each community can get worse by language barriers. Lack of language trainings may prevent refugees in the host countries from integrating for many years. In a recent multidisciplinary research project conducted by Sussex Centre for Migration Research focussing on refugees aged from 18 to 80 in England, results clearly showed that improved language skills are needed for a strong integration with also an increase on refugees' wellbeing in turn. Especially women, along with teenagers faced the biggest barriers to integration.

As always stressed out by the EU Regional Trust Fund 'Madad' and the German Government, not only research projects but also giving a voice to the refugees and members of the host countries helps us to understand the meaningful link between language trainings and coexistence and even empowerment.

On Saturday, November 3, trainees, who attended the courses provided by Expertise France in cooperation with Gaziantep Şahinbey Public Education Centre and Turkish Red Crescent Community Centre in Turkey under the Qudra Programme, participated in a trip consisting of a tour of Zeugma and Halfeti. Ballads of different cultures were heard together throughout the all-day trip. Even for one day, dire memories of the war and migration were almost eliminated.

## NAZAN'S STORY

□ Turkey

"You need to touch their hearts"

**Nazan Öztürk**, Duva's Turkish-language teacher, has been teaching Turkish language to Syrian refugees for three years. She starts explaining her job by saying, "First, you need to touch their hearts; the rest just happens, and their gem shines itself".



*"Some lost their husbands; some lost their children. They had lived in the sub-basements of their houses for months before they left their country. Looking at the women in the A2 level course, I can say they are very strong despite such deep sorrow... In this course, our goal is to help them express themselves correctly in hospitals, in the streets and everywhere without needing anybody. I believe in this project."*

## SEVIM'S STORY



In the same province, on the second floor of Ezogelin Public Education Centre, the trainees of women's clothes-making course are making clothes for folk dance teams. Qualified teacher **Sevim Dayan** deals with each trainee one by one. The local women of Antep come together around the table with the Syrian refugee women, who came to their province after the war. A middle-aged woman says: "I had prejudices against the Syrians. With this course I overcame them. Here, we are together in harmony. We speak to each other and learn together." Listening to the Syrian women around the table, we learn that their husbands are civil engineers, pharmacists, lawyers and specialised furniture dealers.

*"We were not different from the people in Turkey; we had our houses, cars, property, and our husbands had regular jobs. But we could only escape with only the clothes on our back; we had to leave behind our beloved ones, memories, photographs and houses back in Syria."*

In the later stages of the conversation, we learn that the Syrian refugee women, as a group, think that the life in Turkey has empowered them.

They say: "When in Syria, most of us were housewives; our husbands would go to work and do the shopping. Things have changed in here. They work in unskilled jobs for hours. So, we go out of the house for the schools of children, shopping and courses; we socialized and became empowered."



"I am almost mute in here."

*"When I was young, there was war in Palestine. And I was wondering how people could endure it. Then a war broke out in my homeland. I could never ever foresee that Syria would end up like this."*

With the help of Zübeyde Çeçan, Turkish-language teacher in Şanlıurfa Eyyübiye Public Education Centre, we speak to Hacer, a lawyer from Aleppo. Hacer is 38. The war broke out when she was living in Aleppo. She was rescued from the wreckage of a bombed house. She escaped the war holding the hands of her children and taking her handbag and pyjamas. Today, she goes to A1 level course together with her two children.

"As a lawyer, I could defend the rights of every person in my homeland. However, I am almost mute in here. I want to learn Turkish and express myself and my family."



"I grew up here."

## ZIKRA'S STORY

The QUDRA course, with Hatice Aşık as its master trainer, was opened in Women and Family Counselling and Service Centre affiliated to Antakya Nedime Keser Public Education Centre. The local women of Antakya and Syrian refugee women attend the felt accessory making course together. Zikra, who came to Turkey in 2012, is 19. She learnt Turkish. Her final goal is to become a nurse. She finished high school here in Turkey.

*"A friend of mine attended the previous QUDRA course and recommended it to me. I am very satisfied with the course. Our teacher and our friends are great. After this, I plan to continue with B1 level Turkish-language course, as it is essential for university education."*



**QUDRA**

SEVİM'S STORY



# EMPOWERMENT MATTERS

Studies show that many refugee women lack formal education and occupational skills and state their occupation prior to the crisis as 'housewife'. The EU Regional Trust Fund 'Madad' and the German Government have an overall aim to expand and improve the basic vocational skills of refugees, IDPs and members of host communities for enhanced educational and economic opportunities, in particular for youth and women.

Filling the gender gap in the labour market, equipping refugees and IDPs with a special focus on women and youth with skills and knowledge, providing better living conditions and fostering positive change through information are the key measures that the Qudra Programme and this section features.

## CREATING A JOB



Creating jobs, providing investments for small and medium businesses and empowering affected communities are essential for self-reliance and usually underestimated when emergency actions need to be taken as response to a crisis. Therefore, the already existing unemployment rates within the host countries must be carefully considered according to the Do No Harm approach when planning actions. Competition for resources has a slight chance to create social tension within the communities.

Relying on this understanding, the EU Regional Trust Fund 'Madad' and the German Government are not only supporting a variety of measures to enhance the skills of the community members within the region but also improving access to jobs so that the living conditions of all communities may get better. This overall approach of the Qudra Programme leads to an overall empowerment to create strong communities.

Only by listening to Maria from Syria, participant of Qudra's "Hotel and Restaurant Management" training in Jordan, we can easily feel the confidence and strength in her professional and daily life in the future.

<sup>2</sup>Research conducted by Association for Solidarity with Asylum-seekers and Migrants (ASAM) in Turkey 2016

## MARIA'S STORY



Maria Dokhan is 20 years old and comes originally from Damascus, Syria. Together with her family she has been living in Jordan for over six years now. Maria participated in the three-month training course "Hotel and Restaurant Management – Culinary Art and Food Production" provided by the Qudra Programme, conducted by GIZ and supported and implemented through LMNS for Social Development and Luminus Technical University College LTUC (previously Al Quds College).

### Why did you decide to apply for the three-month training course with a specialization on "Culinary Art and Food Production"?

I heard about the training through Al Quds College Facebook page and thought that it sounded very promising. I was interested in continuing my education and try something different that I haven't thought of before. The Qudra training course provided a great opportunity for me to figure out which step to take next. So, I applied and was one of the lucky applicants who were accepted to the programme.

### We are happy you were one of the successful candidates since we received a high number of applications from interested young Jordanians and Syrians. What would you say was most beneficial to you during the training? What did you like the most?

I liked everything! I made a lot of friends and had a good relationship with my teachers who always supported me. The training made me stronger and gave me a lot of self-confidence. Personally, I learned the most in the soft skills course which was one component during the training: We learned how to do presentations, speak in front of an audience and pitch an idea. I also liked the English course, because a lot of jobs in Jordan and the Middle East in general require a working knowledge of English nowadays. I was able to develop my skills and personality and started to believe in myself and in my abilities. For example, before the vocational training I used to be too shy to do an interview like this, but now I feel confident enough to speak about my experiences and my professional career.

# STRONG COMMUNITIES

### Was there anything that you would like to improve about the training? Did you face any difficulties?

I would have liked a longer training period - more than just three months. I think all of us participants would have benefitted from a longer training period. I also faced some problems with my family as they were very protective of me. They were a bit reluctant at first to let me do this training course by myself. However, I was able to convince them to complete my training and start working and now they are very proud of me.

"The vocational training programme made me stronger"



### What are your next steps?

After the Qudra training programme, I was offered a job with LTUC - First as part of the "Cash for Work"-initiative and now with a direct contract. I am currently working in the School of Hospitality and Tourism in the supplies office where I help students getting their training material. I really like my job, especially the contact with the students. For me this is better than having to work in the kitchen only, which I was trained in initially. I am very motivated and enthusiastic to work here but, in the future, I would also like to go to university and study psychology. It would be great if I could combine both my work and my studies.

**Thank you very much for taking the time to talk with us. We wish you all the best for your future!**



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## BINAR, SADRIN and FARHAD'S STORY

### The hope of a better life

Article by Dr. Regina Tauschek

 The Kurdistan Region of Iraq/KRI

In the Kurdistan Region of Iraq/KRI, Binar Hassan steps between her two cows, attaches the milking machine to the udders and contently watches as the milk is being pumped out. After a short time, the container is half full. Tonight, it is 15 litres.

Through Quick Impact Projects financially supported by the EU Regional Trust Fund 'Madad' and the German Government and implemented by GIZ, Qudra supports a variety of measures to improve the living conditions of the domestic and refugee population from the rest of Iraq and Syria. One of them is the promotion of small farmers and herders. For generations, agriculture has been the backbone of the Kurds. Until the 1970s, more than half of the Kurdish population depended on it.

Political decisions, resettlement projects, ecological changes and an increasing rural exodus due to the hope of a better life led to a significant decline in agricultural production and at the same time to an increasing dependence on imported goods.

A total of 100 milking machines and 50 shearing machines were distributed to livestock farmers in the Governorate of Erbil. Since milking is traditionally carried out by women, they are increasingly

benefitting from this measure. Binar Hassan lives in Qushtapa, small village 30 kilometres south of Erbil. The family owns a total of four cattle and three calves. Two cows are currently being milked, yielding 30 litres of milk per day. The milk is processed by Binar into yoghurt. Of the nearly 30 kg of yoghurt she produces daily, she sells 25 kg through distributors at markets in the region. With that, Binar earns 35,000 IQD (26 Euro) daily.

The family has been living by means of livestock farming for generations. Binar's mother, Badrya Ali, recalls:

**"Much earlier we had sheeps. But 30 years ago, we bought cows, because they are easier to keep and look after. We have good cows. This one here comes from Holland, and those over there from Iran."**

Sadrin Suleyman also received a milking machine. In the village of Macho Gan, 45 km north of Erbil, she lives with 12 family members in one household. Sadrin has four cows, each producing 15 to 20 litres of milk daily. She also processes the milk into yoghurt and sells it at the local market. In addition, the family has 60 sheep and 50 goats, with which they produce yoghurt, cream and cheese.

"Sheep dairy products are the most lucrative because the people here are more used to the taste. In the late spring, the sheep products sell very well, but in winter, if the sheep do not give milk, it is a good business with the cows", says Sadrin.

Between the summer and winter months, the price for a pot of yoghurt rises from 3,000 to 5,000 IQD. However, animal feed must be purchased in the winter, meaning that often there is very little left over at the bottom line. During the high season, Sadrin earns up to 100,000 IQD (74 Euro) a day in yogurt production.

Rising behind Sadrin's house is a small hill on which her sister-in-law, Farhad Wasman, lives. Her family owns 150 sheep, 100 of which are milked every day during the summer months. Through years of activity, Farhad has contracted a painful chronic tendonitis on her forearms, which she has been suffering from for years.

That's why the milking machine gives them tremendous relief. Not only are they spared from physical strain, the milking process also goes much faster and with the implementation of the milking machine, more milk is also produced.

## AVIN'S STORY

 Erbil

Avin Kakel is a 37-year old married woman with 4 kids. She is an IDP from Mosul.

**"We were doing fine back in Mosul, my husband was a car mechanic, and his customers were mostly expatriates. He was threatened by terrorists many times because he was working with foreigners. His nephew was murdered one day, instead of him, as they couldn't find my husband. Because of that, we had to flee from Mosul, and we moved to Erbil, in the Kurdistan Region of Iraq/KRI".**

Moving from Mosul to Erbil was very difficult for Avin and her family, not only did they face a financial crisis, but they also faced racism from the host community because their origin is Mosul. Avin decided to open a shop, to help her husband financially, but doing that was also not easy.

**"I was one of the first women in Erbil to own a shop, which is not something that people accepted in this culture, and I was getting insulted many times. It was not easy at first, gaining respect from the community one is not part of, it took me years to be accepted as a woman shop owner".**

Avin heard about the Qudra Programme, in which she found the best opportunity to develop her business and increase her clients, thanks to the MSME (Micro-Small and Medium Enterprises) development component of Qudra.

**"This training course helped me a lot to continue with what I'm doing. Besides the curriculum, the business training classes taught me how to run my business. Most importantly, I met a lot of independent women entrepreneurs, who motivated me to continue what I'm doing, and made me feel that I am not alone".**

In the scope of the Qudra Programme, Hungarian Interchurch Aid (HIA) aims to provide at least 450 Micro-Small and Medium Enterprises (MSMEs) to refugees, IDPs and host communities, with a special focus on youth and women. Financially supported by the EU Regional Trust Fund 'Madad' and the German Government, this component is implemented together with local and international partners in three governorates of the Kurdistan Region of Iraq/KRI.



## THE FIRST WOMAN SHOP OWNER IN ERBIL

In Erbil Governorate, 81 beneficiaries are now having their own business after finishing the training course and receiving the non-financial tools worth of 1,880\$ on average, 140 more are already signed up for the trainings.

In Sulaymaniyah Governorate, until now, 60 beneficiaries out of 200 submitted their business plans and now are in tendering process to receive their non-financial tools worth of average 1,600\$. 140 small businesses will be set up by the end of May 2018.

In Dohuk Governorate, 60 beneficiaries are selected to have a training and 30, selected out of these 60, are to get non-financial tools worth of average of 2,800\$.



## MARIAM'S STORY

### Painting Economic Opportunities

*"My neighbour wanted to paint her living room, I am so glad now that I can utilize my professional skills and the provided tools to paint her room. This is a great start for me. I am glad that I am competent and, moreover, I am happy that I can paint the walls of other people's homes; clean and colourful walls bring so much positivity into our lives."*



## PAINTING

A strong cooperation between the EU Regional Trust Fund 'Madad' and the German Government co-funded programme Qudra Module 2 – Skills Development, the EU funded Project Technical Assistance for More Practice Oriented VTE in Lebanon (ProVTE) and the Directorate for Vocational and Technical Education (DGVTE) aimed at offering certified short-term practice oriented vocational training education courses at public TVET schools in sectors with need for qualified skilled labour in Lebanon.

Through this cooperation, around twenty-five vulnerable Lebanese youth and Syrian refugee youth (16-30 years old) from Tripoli and the surrounding villages were enrolled in the CBT on painting indoor walls at Al Saade Technical Institute in Tripoli. Some of the registered youth are from Wadi Khaled, Akkar, where youth unemployment rate is around 58 %<sup>3</sup>.

After intensive practical-oriented training in the school, all trainees went through the formative assessment and the best candidates were placed in companies to complete their on-the-job training. Following this on-site experience, the trainees were assessed by APAVE<sup>4</sup>, a leading professional Lebanese company in quality control and assessment in the construction sector. The approach on including an external professional body related to the occupation is proof that the student has acquired the qualifications necessary to the specific occupation.

<sup>3</sup> Aktis Strategy "Impact Evaluation Report" 2016

<sup>4</sup> www.apave.me

Four young people were assessed as competent to receive a certificate of professional competence from APAVE additionally to the certificate issued by the Ministry of Education and Higher Education (MEHE) on Tuesday, 6 November 2018.

*"As a woman, I am very proud now that I can paint walls, not many women can do this; it is uncommon in Lebanon."*

CBT's approach is an avenue to achieve a highly knowledgeable and skilled workforce. The importance of CBT programmes is the systematic approach to training that is monitored and revised based on performance and outcomes. The European Union (through its agency European Training Foundation), GIZ (through the Qudra and ProVTE programmes) and MEHE (through DGVTE) are working together to promote CBT, help providing the Lebanese market with skilled young people. Conducting CBT skills training in close cooperation with the DGVTE of MEHE in alignment with partner strategies for formal and non-formal education and training, links need-based aid to economic and system development perspectives.

## A COLOURFUL



## SOCIETY

Qudra is not only empowering youth with vocational skills but also fostering the social stability by community events. The graduates who have completed the Competency-Based Training, shared their knowledge and skills with other volunteers and guided them throughout the painting process.

A group of young experts from the CBT together with the volunteers from various NGOs joined their enthusiasm and skills for a refurbishment initiative organised by the Lebanese NGO Live Love Beirut. Around 150 volunteers painted the walls of the playground at the Lebanese School for Blind and Deaf in Baabda, Lebanon in August 2018.

*"Students will start the new academic year with a colourful playground, this is why I am proud and happy to be part of this initiative; moreover, we were able to implement what we have learned during the trainings"*

In accordance with this activity a colourful video was produced and published on Qudra Programme's Youtube channel. <https://bit.ly/2EfjsoV>



# EMAD'S STORY

Only two weeks of course to fulfil a goal

*"It was around 2:00 in the morning when we started hearing gunshots, my father was fighting them, and he came back at dawn and told us that we had to leave immediately. We moved to the mountains, where we spent a week, then we moved to stay in a temporary shelter, a school, in Dohuk."*

Emad Hussein, 20, is a Yazidi young man from Shingal, a district in the Nineveh plains. Emad and his 13 members of the family had to leave their town on August 3, 2014 because ISIS entered their town. They had to flee in less than six hours, taking only what was necessary.

small size generator maintenance, web designing technologies, carpentry and many other courses.

*"It's been only 15 days that I am in this course, and I already learned a lot. Hopefully, this knowledge will help me find a job, and eventually to fulfil my goal to open my shop."*

Emad and his family are still living in the same IDP camp for 4 years now, and their struggle with the shortage of water and electricity is still present. Emad doesn't know much about his town's situation, according to his friends and relatives, his town has not yet been cleared of unexploded mines. Thus, they are not yet allowed to go back.

*"I would love to go back to my town, but it's still not safe, because it has not been completely demined yet."*

Emad has taken part in CNC (Computer Numerical Control) plasma-cutting course organised through the Qudra Programme, at the Polytechnic University in the Dohuk Governorate in the Kurdistan Region of Iraq. The CNC course is one of nineteen courses offered in Duhok. Since the beginning of the training courses, 356 people have completed the 35-day-long trainings like first aid and nursing,

In the scope of the Qudra Programme, Hungarian Interchurch Aid (HIA) aims to provide vulnerable individuals of host communities, IDPs, refugees with vocational trainings so that they can be reintegrated in the labour market. At least 700 participants without income or employment will be supported on getting back to the labour market.

Financially supported by the EU Regional Trust Fund 'Madad' and the German Government, this component is implemented by local and international partners in Dohuk and Sulaymaniyah Governorate of the Kurdistan Region of Iraq/KRI.

In the Dohuk Governorate, Qudra provides vocational training for 400 beneficiaries and 12 weeks on-the-job trainings following the courses. Until today, 356 trainees had been graduated, 168 of them are already in apprenticeship and being reintegrated in the market.



In the Sulaymaniyah Governorate, Qudra provides vocational training for 300 beneficiaries, and at least 150 of them will be reintegrated to the market. By the beginning of November 2018, 106 beneficiaries finished their vocational training course and participated in job facilitation to integrate more easily the market.

The Kurdistan Region of Iraq/KRI

# MARI'S STORY

Fostering positive change through information

Jordan



## COMMUNITIES WITH SKILLS and YET LITTLE ACCESS to JOBS



Fatima Mari arrived in Jordan after fleeing the war that took her husband and ravaged Homs, her hometown in Syria. As a single mother raising a seven-year-old daughter, finding a source of income was a challenge to her. Through neighbours she heard of a training course on plumbing and submitted her application. She was accepted, followed the course for two months and asked for a work permit through the General Federation of Jordanian Trade Unions.

Fatima gained enough skills and confidence to start working as a plumber, going from home to home with her toolbox, fixing leaks from faucets and pipes. Jordanian and Syrian women, who are reluctant to let male plumbers enter their houses while their husbands are away at work during the day, felt safe with Fatima. Fatima thus quickly saw her order book filling up, and she soon became able to support her family and start her life anew.

In the wake of the 2016 London conference, the government of Jordan committed to providing 200,000 work permits to Syrians and set in place many measures to integrate refugees into the workforce. Fatima was well advised, but many Syrians are still unaware of the opportunities that are offered to them, and of the procedures to benefit from them – such as how to get a work permit. They don't know the legal documentation requirements, their rights and sometimes their duties. Information is indeed crucial for many, who can't navigate through a challenging regulatory framework and who are not in the position of taking the decisions most appropriate to them and their families.

Refugees mostly rely on word-of-mouth and live in a world of rumours and misperceptions. In this context, the EU Regional Trust Fund 'Madad' and the German Government are supporting the needs of Syrian refugees by financing the production and disseminating of informative content. The dissemination of the information component of the Qudra Programme in Jordan is handled by CFI, the media cooperation agency from the French government, who crafts communication campaigns on a wide array of topics. The strategy used is a bottom-up approach that features the target audience as the main characters of the video clips. This way, CFI is able to gain the trust of their viewership, who can identify themselves with characters facing similar challenges.

Fatima is the main character of one of the clips produced in the frame of an ongoing campaign on Employment in Jordan. She shared her testimony in front of the camera and encouraged other women to follow her example by taking a course and obtaining a work permit for themselves. At the end of the video, phone numbers appear on the screen to provide further support to would-be candidates. The video clip proved to be very successful, reaching 150,000 views on Facebook and receiving many positive comments such as:

*"You are a great model that every woman should follow!"*

The clip was also broadcasted on television, reaching out to millions of viewers. Check the CFI Facebook page to know more about the communication campaigns in Jordan and see how this can turn challenges into opportunities:

<https://web.facebook.com/TogetherInJordan/>

# SUSTAINABLE DEVELOPMENT

An action in the development arena -whether it be economic, environmental, social or educational- to be sustainable, must meet the needs of the present without compromising the ability of the future communities to meet their needs. This social aspect of endurance and remaining diverse and productive is never easy to maintain since its balance is dependent on environmental protection, social responsibility and economic practice.

In this section, we showcase the regional response of the EU Regional Trust Fund 'Madad' and the German Government to this challenge through the Qudra Programme in terms of conservation and energy, equal access to basic services and technology and innovation for a safe environment and better future.

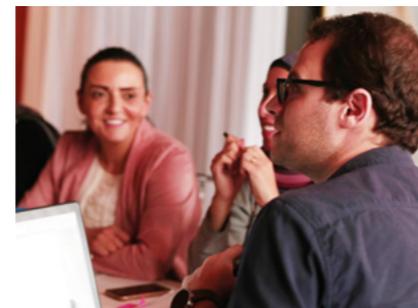
## SOCIAL STABILITY



### OUR WAY FORWARD for SOCIAL STABILITY in LEBANON

The EU Regional Trust Fund 'Madad' and the German Government jointly aim to foster communication and coordination among all parties in the region, encourage dialogue, discuss the programmatic aspect with experts in the field, as well as the logistical part of the planning, implementation, monitoring and project evaluation.

In parallel with this purpose on October 25, 2018, the Qudra Programme initiated a coordination meeting with the implementing partners, Social Development Centre directors and Ministry of Social Affairs (MoSA) social workers in Lebanon, in the presence of MoSA's upper management as well as the Director General.



## MEETING

### Lebanon

In the scope of the Qudra Programme, MoSA and Expertise France are working hard to deliver quality results on the activities as soon as possible. The objective is to provide local and refugee populations a safe environment where they can build their capacity, learn new arts and crafts, receive psycho-social support through counsellors and social workers, and receive case management services, protection, gender-based violence (GBV) and specialised services depending on their needs. Another special component is the reinforcement of local structures through a thorough capacity development plan for 10 MoSA SDC teams, rehabilitation of centres and their equipment.

There were 55 participants from across Lebanon, who attended this exceptional event. They worked with huge enthusiasm together and came up with recommendations and a plan forward during all the phases of implementation.



The main topics discussed were the project sustainability, the support and networking of local structures and the capacity development of the already-existing MoSA staff. There was a visible increase in the motivation and willingness of SDC (Swiss Agency for Development and Cooperation) directors to collaborate with Qudra implementing partner organisations to ensure the success of the project.

The overall objective is to extend the capacity of the Programme to support the local and refugee communities situated in all the hard-to-reach areas in Lebanon, with the help of local NGOs: ABAAD (Resource Centre for Gender Equality), AFEL (Association du Foyer de l'Enfant Libanais), Movement Social and Akkarouna (Sustainable Human Development). These NGOs will operate in Sir El Dennieh, Tikrit, and Chebtine in the north and Akkar; Chmestar, Majdel Anjar and Al Kaa in the Northwest Bekaa; Ain El Remmeneh and Ghazir in Beirut and Mount Lebanon, Ansar and Al Douair in the south.

Qudra is looking forward to achieving another milestone in the hope of making the "worlds" of its beneficiaries a better place to live!

# RIFAT'S STORY

FROM MONITORING THE CLASSROOMS TO A SAFE LEARNING ENVIRONMENT



*"We are very grateful that Qudra took care of all of them by rehabilitating our school and providing the children with a great and safe learning environment!"*



"We faced three major problems at our school: Security, Health and Education", current English teacher and former vice principal of Nezihe Osman Atay Secondary School in Gaziantep, Turkey, Rifat Orhan summed up.

According to Rifat, the school in Gaziantep, where 900 Turkish and Syrian students learn and study together, was really not in a good condition when Qudra started the rehabilitation mission.

*"Because the facilities were posing a risk to students, we had to place teachers on every floor during break times so that we were able to constantly check up on the kids and monitor the classrooms."*

*"When I shared this news with the kids, they got very excited. While we just expected that the most urgent things would be repaired, Qudra took care of all our needs and gave the students a beautiful, new learning environment: Our heating system was renewed, we got a wheelchair ramp which we did not have before, and a toilet for handicapped students. We now have 12 classrooms, a gym, a conference hall, a gymnastics room, an archive, a dressing room and other useful facilities".*

Many other public schools in Gaziantep had to deal with similar issues and there was a long waiting list for schools to be rehabilitated by the Provincial Directorate National Education (PDNE). In a joint effort of Ministry of National Education (MoNE) and GIZ, five schools in the province of Gaziantep were selected along with five schools in the provinces of Şanlıurfa and Kilis each for school rehabilitation in the Southeast of Turkey. Financially supported by the EU Regional Trust Fund 'Mada' and the German Government, all 15 public schools were rehabilitated and approved by the respective PDNE's upon finishing all works.



# S U P P O R T

# NAHIDA AND HOUSNI'S STORY

SCHOOL REHABILITATION SUPPORT FOR COMMUNITIES

*"The rehabilitation will breathe new life into our school. Not just for teachers and students, but also for the community and the people of the Haor Taala village".*



In 2014, the Haor Taala Public School was re-opened by the Ministry of Education and Higher Education (MEHE) after a decade of closure, responding to the community's desperate request for education. Although the opening of the school seemed like a new beginning, the new principal Nahida Masri had to face many challenges: obtaining new furniture, the lack of staff and the poor condition of the school building made it hard to meet parents' expectations and children's needs. This resulted in some parents taking their children out of the school. As private schools are unaffordable for many, children from Syrian communities in the village were left out of school again.

In Khodor village nearby, the principal Housni Ashaal shows huge passion and commitment. Amidst social hardship, Al Khodor Public School started with only one classroom in the mid-1960s and added more classrooms over the years with donations from the local community. However, safety standards have remained an issue ever since.

Despite such challenges, Housni did not waver from his vision of a better school: "The classrooms and the school should feel like 'home'". The students' learning environment could be significantly improved as well as the children's and community's sense of ownership towards their school, according to Housni. This perception is fully shared by Nahida:

*"With the rehabilitation of our school, we will restore the parents' faith in public education again".*

Housni concludes:

*"We want to provide hope for underprivileged students in the Bekaa valley and through the rehabilitation of our school we will achieve this!"*

Haor Taala and Al Khodor public schools are located in the Bekaa Valley, about 85 km from Beirut and 75 km from Damascus, and

# REHABILITATION



# SAWSAN'S STORY

□ Jordan

## “EVERYONE IN THE SCHOOL SHOULD CARE ABOUT FACILITY MANAGEMENT”

Sawsan Ali Abu Hammad is the principal of the public elementary school Dar Al-Arqam in Jordan. Due to the high influx of Syrian refugees, Dar Al Arqam introduced a double-shift system with Jordanian students attending the morning and Syrian students the afternoon shift. The school was selected to undergo rehabilitation by the Qudra Programme including the renovation of the building, reshaping the outdoor area and adding sanitary facilities to be implemented by GIZ. As part of the Programme on extra-curricular activities, a beautiful community mural was painted jointly with Jordanian and Syrian children under the guidance of Artolution.



### What are in your opinion the biggest challenges for school facility management in Jordan?

There are multiple challenges. Of course, it is needless to say that the high number of Syrian students had an impact on Jordanian schools. Since 2013 we have the double-shift system which led to even more over-crowded schools and a lot of frustration among the students. Our teachers and staff are not trained to deal with children who were victims of crisis situations. It all together resulted in an increase of violence and destruction of school property. We are also lacking the necessary funds to employ people to take care of maintaining the schools in a proper way. Just look at the bathrooms of our public schools in Jordan. We need a better system to deal with all of these challenges.

### You recently took part in a study trip on “school facility management” to Berlin in September this year, organized jointly by GIZ ILEPS (Improved Learning Environment at public schools in host communities in Jordan) and the Qudra programme. What impressed you the most?

The study trip was great, and I learned a lot about German concepts for facility management through visiting different schools in Berlin and talking to experts in the field. Facility Management is an issue that everyone should care about. Everybody needs working and clean facilities especially sanitation in schools. But in order for the facilities to stay in a decent condition everyone has to work together. There is a great spirit of volunteerism in Germany that I was impressed by: Parents and older student volunteers for after-school activities. There are a lot of sports programmes for kids and the parents seem very involved in the education of their children. The class sizes are

also a lot smaller than here in Jordan which obviously helps to make all students feel comfortable and create a nice learning environment. One of the concepts that we liked the most in German schools is that of “Hausmeister” – someone who assumes overall responsibility of the facilities in the school and is the right hand of the principal.

### How could a “Hausmeister” or in English janitor be beneficial for Jordanian schools?

First of all, I think it is very important to find someone who is a good fit for the job – someone who is responsible and reliable to be working with and for the community. First, we would need a proper job description, so the tasks are absolutely clear. For every school in Jordan there should be a new person hired to become the Hausmeister. In Jordan we only focus on rehabilitation instead of facility management, which also has a preventive component. The Hausmeister will be an important component in that. But obviously that is not enough.

### What else could the school do to improve the situation and keep the new facilities in a good condition?

We already took some measures after the painting of the mural and the study trip to Germany. We had a meeting with all teachers to discuss how to supervise and maintain the new facilities to enjoy them in the long term. We also started to make checklists of all inventory and facilities in the classrooms. Before and after every class the responsible teacher needs to make sure that everything is clean and in a good condition. This way we always know when something is broken and find the person responsible. We really see that the children start to care now. The students notice that the classrooms are cleaner, and everyone takes better care of the

facilities. We even introduced the “cleanest classroom”-competition. The students that win will get a trophy and a price. This way the kids are motivated to keep the facilities clean – even when someone from the other shift breaks something because now they all have to care for the same classroom. It creates a “WE”-feeling, a sense of unity among students.

### Do you think these measures will be successful in your school?

I can already see a change not only in students’ behaviour, but also in parents’ and teachers’ behaviour. However, we still have a long way to go. We need a change in our culture and take ownership of our public spaces and buildings. But this will take time. My dream is that I won’t have to initiate anymore, and that the community will take care of these things themselves. I want everyone to feel comfortable in the school and I want everyone to realize that in order to be comfortable you yourself have to become active. The theme of my school is that we can only achieve things together.

Financially supported by the EU Regional Trust Fund ‘Madad’ and the German Government, the Qudra Programme, in cooperation with GIZ ILEPS and supported by a professional facility management consultancy, is currently developing a model for facility management at public schools in Jordan to be piloted at selected schools with Dar Al Arqam being one of them. Training modules are concurrently being developed that focus on establishing (1) a general and common understanding of the FM concept, (2) clear roles & responsibilities at the directorate and school level and (3) hands-on practical training for a “Hausmeister” or facilities operatives.

# A STORY OF ENERGY

## FORGING THE PATH OF LOCAL INSTITUTIONS TOWARDS SUSTAINABILITY

Several lessons have been learned in implementing energy efficiency measures in the municipalities of Jordan where Qudra activities are taking place. Municipalities facing several challenges in forging a path to energy sustainability.

Lack of financial resources in order to allow the municipalities to shift from outdated lighting systems into more efficient and long-lasting technologies was earlier identified by the Spanish Cooperation (AECID) as one of the main key interventions of the Qudra Programme in Jordan. Over the course of the implementation, new weaknesses have emerged.

Technical staff members in the municipalities show a remarkable capacity to provide innovative solutions to the ongoing challenges that they face in their daily work, however they still lack the necessary resources and knowledge to carry out maintenance works and minor repairs in the latest technologies.

To address this issue, financially supported by the EU Regional Trust Fund 'Madad' and the German Government, the Qudra Programme team who is providing technical assistance in the Municipalities of Sarhan, Ramtha and Mafraq tailored a training programme taking into consideration the various needs and challenges identified in previous missions.

In July 2018, Qudra hosted two trainings on Energy Saving and Renewable Energy (EE&RE), which count with the participation technical staff members from 21 municipalities located in the Governorates of Mafraq and Irbid. With the participation of 51 public servants, the trainings also enjoyed the participation of representatives from the Ministry of Municipal Affairs (MoMA) in the opening and closing sessions.

The trainings combined theoretical and practical approaches covering several topics such as the electricity billing system in Jordan, an introduction to overall concepts of energy efficiency and renewable energies, the different street lighting systems available. Sessions also included practical information on how to implement energy efficiency measures in buildings and examples regarding how to assess the impact of such measures.



## SUSTAINABILITY



In October 2018 a diagnosis on energy efficiency in municipal buildings in Ramtha and Mafraq was concluded. AECID has approved two new grants to these municipalities to implement the recommendations outlined in the technical report in the beginning of the next year.

Municipalities in Jordan nationwide are facing several difficulties in transitioning to clean energy and modern street lighting systems. By building their capacities and increasing knowledge across local institutions on these topics, the Qudra Programme is seeking to ensure the effectiveness in the implementation of energy efficiency measures in the municipalities in the medium and long term.

# SAMIA'S STORY



*"When I became the principal of this school over four years ago, I had two main goals which I wanted to dedicate myself to: empowering the new generations of children and taking care of the school building which was almost falling apart at that time. Thanks to Qudra, I was able to reach both of my goals."*



Says Samia Khoury, school principal of the Hakour Official School; one of three recently through Qudra rehabilitated schools in the north of Lebanon. Rehabilitating schools is not only about renovating old buildings; it is also about creating a better learning environment for children and providing new opportunities and space for extracurricular activities. Therefore, not only damaged drinking water facilities, wash units and playgrounds are being renewed, but the school building as well. At the newly rehabilitated Hakour Public School this means that now the lower floors are accessible for wheelchair users, the new staircase affords more safety in case of a fire emergency and the playground provides new sports facilities and space for activities such as basketball.

Before the rehabilitation, teachers, parents, students and officials of the Ministry of Education and Higher Education (MEHE) classified the general condition of the school as partly damaged. This was not always the case: when the premises of the school were donated by the local church in 1907, the community was delighted about the new school building. However, over the course of a century, the condition of the building has become more and more critical. Fortunately, Qudra was able to help and started rehabilitating works at the beginning of 2018 through GIZ. After the rehabilitation, the second baseline revealed a major improvement of the school's condition to totally functional, demonstrating the positive change.

During a small celebration with the local community and the Qudra

## OLD SCHOOL REHABILITATION +

## NEW OPPORTUNITIES



team, Samia Khoury thanked the EU Madad Trust Fund and the German Government for their support.

Now the rehabilitated public school will be able to provide quality education to the children of the community, once again with a modern look.



# HAZEM'S STORY

## PUBLIC SCHOOL TRANSPORT: TAKING ON A HUGE CHALLENGE IN JORDAN!

Article by Hazem Zureiqat,  
Specialist on transportation



A minivan with seating in the front and two parallel benches in the back. Young students - sometimes as many as 20 - crammed inside a vehicle that was designed to seat 9 or 10.

This is not an uncommon site on the streets of Jordan. Over two million students are currently enrolled in 3,500+ public schools in the country. Unlike their peers in private schools, these students today have no access to a formal school transport service. They have to travel on foot—often in unsafe pedestrian environments—ride with family or friends or use one of the thousands of informal minivans that provide the service illegally.

The scale of the problem has grown over the past few years with the increasing number of Syrian students in public schools and the addition of a second shift to many schools. Girls and students with disabilities are especially affected by the lack of adequate transport services.

Things may soon change for the better, though, thanks to the financial support of the EU Regional Trust Fund 'Madad' and the German Government and to an effort spearheaded by the Qudra Programme with GIZ in the lead of implementation.

### WHO WOULD OWN AND OPERATE THE BUSES? WHAT LICENSE WOULD THEY HAVE TO OBTAIN?

As part of their efforts to improve schools' infrastructure and improve access to education, the Qudra programme initially allocated a budget to purchase 40 buses for the Ministry of Education to aid in school transport. It soon became clear, however, that there was no structure within which this service would operate. The team quickly shifted gears and began working on a nationwide regulatory framework for public school transport. With support from both Ministers of Education and Transport, committees were formed representing different government entities, and meetings were held with various stakeholders, from parents, teachers, and school principals to informal minivan drivers. Who would own and operate the buses? What license would they have to obtain?

The aim was to provide safe and reliable transport at a minimum cost, ideally through existing minivan drivers that would have to upgrade their service standards to meet safety requirements. Everyone had an interest in making this work: The Ministry of Transport has the overall responsibility to make sure all types of transport services in Jordan are licensed and provided up to standard; the Ministry of Education sees the provision of transport services as a means to consolidate schools and avoid building new ones in remote areas. Many drivers were pushing towards a legalisation to avoid being chased and penalised by the police. Naturally, the safety of schoolchildren was paramount for everyone involved.

The bylaw 129 was drafted and passed by the Cabinet of Ministers on October 17, 2018 and came into force on November 15 creating a new class of transport services in Jordan called 'school transport'. It allows private minivan drivers to offer the service as long as they meet specific requirements for vehicles, drivers and service, much like private car drivers were allowed to offer app-based ride-hailing services earlier this year. The regulation of ride-hailing apps transformed the transport landscape in Jordan and helped set a precedent for the new school transport bylaw.

For the Qudra team, the regulatory framework was only the first hurdle out of many that needed to be overcome. The team will continue to work over the coming period to identify a suitable financing mechanism for the service. As much as the regulations aimed at keeping costs at a minimum, drivers were still required to abide by rather strict vehicle standards to get licensed. With appropriate financing from Qudra, other interested donors and the government, drivers would be able to upgrade their vehicles and some vulnerable students could even get a fare subsidy. The financing mechanism is the key in ensuring the service remains affordable and is sustained over time.

# TRANSPORT



In the coming period, Qudra plans to implement a pilot transport service in some of its schools. The pilot will bring to life the regulatory framework and financing mechanism and will hopefully serve as a launchpad for a nationwide system that can get students to and from their schools in a safe, reliable and affordable manner.

# JOSE JOAQUIN'S STORY



## THE TITANIC EFFORT IN JORDAN ON WASTE MANAGEMENT

Qudra in Jordan through the Spanish Cooperation aimed at identifying and implementing actions targeted to support the municipalities in the north of Jordan that face enormous problems in the provision of public services for their population due to the increase after the Syrian refugee crisis from 2010 onwards. Under a peer-to-peer approach, Spanish civil servants with longstanding experience at municipal level are deployed to implement agreed upon plans on the improvement of public services prioritised by each municipality.

### SUPPORT TO THE IMPROVEMENT OF THE WASTE COLLECTION SERVICE IN SARHAN

Our first story starts with the Sarhan Mayor stressing the problem they are facing in the provision of basic public services such as garbage, schools and medicine. Following their feedback, a set of activities targeted to address and support the municipal civil servants of Sarhan in the improvement of the urban waste collection has been initiated and first mission started on June 20, 2018.

The multidisciplinary team of experts with public servants from the Ministry of Finances and the Provincial Council of Burgos in Spain, has been providing technical support and tailored recommendations to the municipality witnessing remarkable improvements in the overall management of the service since then.

Following the initial works on data collection, experts conducted interviews with municipal staff in charge of the service and made an inventory of facilities and equipment available. By using the Balance ScoreCard framework, the Spanish team together with the municipal staff, developed a matrix with key objectives, indicators and goals to improve the waste collection and management, thereby providing the municipality a solid foundation to build a long-term strategy on.

# WASTE MANAGEMENT



In subsequent visits, the team has monitored the implementation of the suggested measures. Remarkable savings in fuel consumption and work overtime costs are linked to the improvements made in the design of the collection rounds in the different neighbourhoods. A small survey among citizens and local traders regarding the quality of the service and opportunities for improvement, also served to shape solutions to enhance the collection of cardboard from local businesses and shops that are currently being implemented.

#### EXPERIENCE OF JOSE JOAQUÍN SERRANO\*, ONE OF THE EXPERTS WORKING WITH SARHAN

*\*Jose Joaquín Serrano Ortega is Deputy Manager of Financial Relations with Municipal institutions at the General Secretariat of Regional and Municipal Financing at the Spanish Ministry of Finance.*

Even though we already knew Sarhan's government team and different officials of the Municipality, the reception was as always wonderful: full of hospitality and attention, not missing a single detail. One could think that in the present context that this institution receiving so much external consultancy must be desensitized to a certain extent with the visits of experts. But this was not the case; on the contrary, it was very gratifying to see the level of concern and priority they assigned to the project.

The collection of urban waste and cleanliness is one of the priorities of the government team and citizens of the Municipality of Sarhan. From the political perspective they are aware of the social composition of the citizens of the municipality and have a firm will to improve things, which is one of the main levers in being able to generate changes.

This excellent collaboration starts with the Mayor, who channels the resources and oversees the distribution of responsibility and sharing of information to the public managers and other actors in charge of the service. We observed that the management of urban waste collection carried out in the municipality shows similarities with what was implemented in Spain at a given point; therefore, based on our experience, we could share solutions that helped improve the service back in Spain.

We also interviewed municipal employees in charge of the urban waste collection and cleaning, as well as the road cleaning staff, in order to obtain a bottom-up vision. We were surprised by their level of commitment to the service, the identification of the most reactive groups (environmentally speaking) and the titanic effort they made every day. We also observed their frankness in exposing the daily problems that afflicted them and the capacity for empathy they used with citizens in managing their behaviours, to the point that they performed almost a service provision "on demand".

Regarding the financing and provision of the service, both the financial profile and the service manager profile likewise took us by surprise- their commitment, contribution to the public value by gathering the necessary data to activate necessary mechanisms so as to implement as many measures as necessary such as: obtaining more resources, adapting existing ones, organizing new itineraries, etc.

As for the business people, we interviewed the main businesses generating waste (appliance stores, food and beverage distributors, greengrocers, supermarkets) that equally showed their kindness and frankness in their responses, valuing very positively the service provided by the municipality and being very proactive to collaborate on the proposed measures. In fact, many (if not all) were already making a selective collection of cardboard, one of

the levers necessary to begin to improve the management of the waste collection. The evaluation of the cleaning service of the municipality was very positive but they mention that one of the problems was the behaviour of some citizens. However, the majority of citizens viewed the proposed improvement actions positively and were willing to collaborate. This gives us an idea that they see the urban waste collection and street cleaning not as an issue of the municipality only, but as something that concerns everybody.

In short, although the lines of action are prima facie to implement awareness to change certain attitudes and environmental behaviour, we understand that there is a perfect breeding ground to ensure the viability of the recommended actions, which makes the results very likely to be achieved in the very short term.



# WHAT ARE THE NEXT STEPS?

## IMPROVE CITIZEN AWARENESS AND ENVIRONMENTAL EDUCATION

To promote responsible behaviours that directly affect the quality of life of citizens and the improvement in the execution of the collection service. When citizens collaborate, collection becomes faster and more efficient; as a result the municipality becomes cleaner.

RECOVERY OF WASTE  
It will begin with the selective collection of cardboard through specific means; here once again citizen collaboration is essential. The process will begin by means of modifying the existing containers to make available a specific space for the cardboards properly labelled.

## IMPROVEMENT OF THE FINANCIAL SUSTAINABILITY OF THE SERVICE

By investing the income generated by the sale of the carton, the provision of the service would be improved (more litter bins / containers, better means, etc. could be purchased). The reinvestment of the earnings will render the service more efficient, resulting in savings and the provision of a better service to the citizens.

□ Jordan

# E H A B ' S S T O R Y

A TWIN INNOVATIVE APPROACH  
FROM THE EU MADAD LABS IN  
JORDAN



iBada

I am Ehab Kahwati, I am 25 years old and come originally from Syria. I joined the Madad Innovation Lab II in Jordan with a focus on digital innovation, because I am interested in sustainable development, the environment and recycling.

INNOVATION

The EU Madad Labs round II on Youth and Digital Innovation, provided a great environment to interact with like-minded people, brainstorm and further develop ideas. I improved my technical knowledge as well as my presentation and communication skills during the workshop. I was honestly impressed by the dedication and motivation of all participants who came together and identified community challenges and possible digital solutions.

During the Labs, I joined a group of young innovators. Together we came up with the idea of recycling mechatronics. We estimated that about 60 to 80 tons of mechatronics a year is not recycled. Mechatronics include arsenic and lead, that have an extremely negative impact on the environment. Therefore, we thought of recycling mechatronics to use them for educational purposes in the form of a so-called "educational kit". Educational kits can be used in schools during physics class for example, so students can create their own electric circuits and have a better understanding of complicated concepts. Since most parents support this idea, they are willing to donate old TVs, radios, and mobile phones to reuse for this purpose.

I am convinced that our project will be very beneficial for communities. Together with my team and the kind support of Qudra, I am working hard on implementing the mechatronics recycling prototype.



SAWSAN'S STORY

□

QUDRA

# SPECIAL FEATURE



## RENDEZ-VOUS IN PARIS

### QUDRA'S STORY AT THE PARIS PEACE FORUM

The first edition of the Paris Peace Forum gathered the global governance actors under the roof of La Grande Halle de la Villette in Paris from 11 until 13 November. Among 121 projects from 42 countries, the Qudra Programme was chosen by the selection committee to join other governance leaders, civil society representatives and NGOs in creating pathways towards a peaceful and sustainable future.



As an annual event bringing together heads of states, national and local elected representatives, international organisations and actors of civil society, in its first edition the Paris Peace Forum hosted 65 heads of state and governments, 10 international organisations and 121 projects from 42 countries. With a primary objective to foster international, regional and national dialogue and exchange, the Qudra Programme was very privileged to join the convened opinion leaders at this special event to exchange and create cooperation in topics of peace and security, development, digital and new technologies and environment.



November 11-13, 2018  
**PARIS PEACE FORUM**  
A global platform for Governance projects



For three full days of meetings and debates to strengthen multilateralism, this innovative event provided a space for solutions and facilitated networking sessions where the Qudra Team was remarkably lucky to have the optimal opportunity to strengthen the dialogue and knowledge exchange between its commissioning parties, implementing partners and foster the inter-regional exchange of experiences and practices of implementation.

During a special panel titled "The Long Road towards a Comprehensive Approach to International Migration" the Qudra Programme was featured with its comprehensive approach addressing international migration. With the high-level participation of Christoph BEIER, Vice-Chair of the Management Board at GIZ, Qudra was highlighted as a best practice in terms of its regional character.

Under the moderation of Rouba MHAISSEN, Founder and Director, Sawa Foundation, the roundtable speakers Gilles CARBONNIER, Vice-President, International Committee of the Red Cross, Ahunna EZIAKONWA, Assistant Administrator, UNDP, Enrico LETTA, Dean, Sciences Po. (School of International Affairs) and Maimunah Mohd SHARIF, Executive Director, UN Human Settlements Programme, discussed a common and inclusive approach as a global response to the various shapes of international migration such as voluntary or forced, circular or permanent, regular or irregular.

The Qudra Team also had the opportunity for exchange through informal discussion rounds. The pitching of the Programme was given by Dr Günther Taube, Programme Director, where he shared our best practices and objectives but also received suggestions and feedback from the audience at a Q&A session. The inclusive and participatory atmosphere fuelled the enthusiasm of the entire Programme team to continue and move forward concretely in collective action for sustainable peace.

As one of the main partners of the Paris Peace Forum, GIZ was represented with overall three of its programmes which are The Interfaith Dialogue on Violent Extremism (iDove), Research, Training and Policy Dialogue for Peace and Security in Africa (APSA) and the Qudra Programme.

# GOOD GOVERNANCE

Although there is no best practice, one fundamental concept regarding good governance might be named as “a concrete link to principles and rights set out in the main international human rights instruments.” Refugee flows and migration have broken the moulds in almost every host country in terms of current models. The complexity of risks is challenging the respected municipalities to establish new models of governance which might be able to sustainably address this crisis.

From developing ideas to transformation, the Qudra Programme is supporting local administrations to achieve the change they need in their unique context aligned with the response of the EU Regional Trust Fund ‘Madad’ and the German Government to the refugee crisis. In this section, we’ll be telling stories of sustainable good governance samples in the implementing countries.



## VIAN RASHEED YOUNIS'S EXPERIENCE



### SMALL THINGS CAN MAKE A CHANGE

Article by Dr. Regina Tauschek

A slight upward trend is becoming apparent at the local markets in the Kurdistan Region of Iraq/KRI. The print head is rattling over the poster at the small print shop, the sieves are vibrating at the baker's, and the technician is pumping water from the depths into the high tank. Various infrastructure measures are making it possible.

***“The Syrian crisis forced millions of people to flee. In 2014, more than one million people found shelter in the autonomous Kurdistan Region of Iraq. This resulted in a population increase of 30% within just one month. Maintaining the water and the electricity supply were the main issues, especially in the summer months when no rain fell over an extended period of time,”*** explains Vian Rasheed Younis, Head of the Erbil Joint Crisis Coordination Centre (EJCC).

In the Governorate of Erbil, 97% of IDPs and 70% of Syrian refugees in host communities live outside camps. However, most international NGOs and organisations work inside the camps, Vian laments. With the support of the Qudra Programme, a range of infrastructure measures has been implemented by GIZ in the host communities with Quick Impact Projects (QIPs), and the water and electricity supply have been improved to meet the increased demand. In total, more than 400 electricity pylons were replaced, 33 power generators repaired or replaced, 15 wells drilled and provided with a stable power supply to pump water from the depths, and power lines at more than 30 locations renewed. Around 200,000 people profit from these measures.

QIPs are also deployed in the field of healthcare, since capacity was quickly exhausted and further strained by the military operation to liberate Mosul. At the West Emergency Hospital in Erbil, for example, the existing operating rooms were renovated and an additional one was created, a new oxygen supply system installed, and the elevator repaired.

QIPs are community-based and used in a very diverse manner. They include infrastructure measures to improve access to and the provision of basic services (water, electricity, health, education). Equipment and goods are likewise provided to improve livelihoods. These measures benefit internally displaced persons, Syrian refugees and the population in the host communities alike.

A total of 58 Quick Impact Projects will be implemented in all four Governorates of the autonomous Kurdistan Region in Iraq until the end of the project. Each of them is limited to a budget of 50,000 Euros.

QIPs do not replace large-scale projects and the need for strategic planning to provide basic supplies. Vian explains: ***“But they help us fill gaps and maintain basic services. Small things can make a change.”***



## E-DIWAN

□ Jordan

# DIGITALISING LOCAL ADMINISTRATIONS

Identifying windows of opportunity to enhance service delivery in the municipalities through customised, low cost and effective specific solutions has been one of the objectives pursued by the technical support activities provided by Spanish public servants in Jordan since the beginning of the Qudra Programme.

The results of a mapping exercise of the diverse services provided to citizens in the municipality of Ramtha helped to early identify the need of improving the Municipal Registry, in Arabic called "Diwan". Although municipalities have shown a rapid increasing of population since the beginning of the Syrian crisis, documents distribution, archiving and registration, is yet done by hand. Such outdated approach in the attention of the citizens requests is increasing discontent among the population and preventing the municipality to operate in a more effective way.

### E-Diwan

In response to this challenge, a team of Spanish public servants have co-designed the overall shape of a digital application to launch the e-Diwan services

that will allow citizens to receive a copy of all the documents submitted at and issued by the municipality along with the respective registration numbers. This will help monitor the internal management and processes properly and to ensure the highest levels of transparency and accountability towards citizens as well.

The application is being developed in open source allowing thus other Jordanian municipalities to benefit from this service which is expected to be implemented in the Sarhan, Mafraq and Ramtha by mid-January 2019.

ARCHIVE



## ALI NAMIQ'S STORY

**WE WON'T BE RELYING ONLY ON THE RAIN**

Ali Namiq Muhamad was born in 1954 in Tilako Darband, a village in the Sulaymaniyah Governorate in the Kurdistan Region of Iraq/KRI. Ali and his wife had 12 kids, but 4 of them passed due to health problems. Sadly, Ali lost his son in law, a Peshmerga fighting on the Kirkuk frontlines. Most of the people in the village rely on animal husbandry and agriculture to make a living for their families. Ali's family also makes ends meet with animal husbandry, however importing animals and foreign goods from neighbouring countries negatively affected their source of income.

The village of Tilako Darband has 29 families, and most of them relied on the rainy season and did not have stable access to water. The Qudra Programme built an irrigation system for the village, which will help farmers grow their crops and provide water for their animals.

*"We are very thankful that soon we will have our source of water and we won't be relying only on the rain. Building this irrigation system will not only help us to water our farms and to provide drinking water, but it will also help us to save time and fuel as we used to bring water from outside the village. Another advantage of this irrigation project is that it might attract our sons to come back to the village."*

With a goal of supporting altogether 410 household livelihoods, Hungarian Interchurch Aid through Qudra Programme aims to improve livelihood and employment opportunities in the sector of agriculture and animal husbandry to host communities, IDPs and Syrian refugees as well as launch small dam constructions, irrigation systems, kitchen gardens, bee keeping tools, greenhouses and fishery projects in Dohuk and Sulaymaniyah governorates, in the Kurdistan Region of Iraq/KRI.

□ The Kurdistan Region of Iraq/KRI

Involving local people and organisations in the decision-making processes is not a new model but can it make a difference for a better future in the context of crisis?



Addressing the refugee crisis and particularly the needs of host communities and Syrian refugees has been challenging for local institutions, however the role of Civil Society Organisations (CSO) in delivering humanitarian relief services, attending basic needs and most importantly, in building social cohesion has been and continue to be essential. The Qudra Programme promotes the engagement of civil society organisations as well as citizens in a process intended to prioritise and define local development needs in their municipalities through participatory approaches.

In cooperation with the Jordanian NGO Arab Renaissance for Democracy and Development (ARDD), the Spanish Cooperation is building the capacities of seven CSOs in the Governorates of Irbid and Mafrqa to accompany the participatory budgeting process and mobilise host communities and Syrian refugees to effectively engage in the different activities that will be taking place until the end of the year 2018. During the first round, various activities are being conducted to collect ideas and achieve a common ground on a participatory model with a focus on decentralisation, the collaboration between CSOs and the municipalities and strategies for community mobilisation.



## LET'S DO IT TOGETHER

### QUDRA TO SUPPORT UP TO 15 COMMUNITY MOBILISATION PROJECTS

Building on this experience, the second round of this process will serve as a platform to test the collaboration between CSOs, municipalities and citizens. In this new process, the Qudra Programme will fund up to 15 community mobilisation projects led by CSOs. Additionally, the identification of needs will focus on the following axes: women participation, youth empowerment, childhood, elderly people and economic empowerment. On this occasion, nearly 6,000 surveys will be collected in the three municipalities, against the 1,253 that were collected in the first cycle of the process in 2017.

CSOs will play a key role in this new process in translating the community needs and specific interventions in the municipalities.



QUDRA

# CAPACITY BUILDING & DIALOGUE



MUNICIPAL GRANTING

## MUNICIPAL GRANTING MECHANISM TO BUILD CAPACITY ON LOCAL LEVEL

The Qudra Programme is supporting the technical and financial capacities of the municipalities of Sarhan, Ramtha and Mafraq in the north of Jordan, which are hosting large numbers of Syrian refugees who outnumber residents in certain locations. Providing for their needs has heavily affected local finances, increasing government expenditure for public services.

It is a matter of the transfer of power, a two-way participation and mutual dialogue and agreement. Decentralisation often requires the strengthening of policies, regulations and legislations, institutional development, capacity building for operating systems and procedures, as well as smoothly operating monitoring, evaluation and communication systems. But this is not enough. The two-way nature of decentralisation also requires an integrated, multi-actor local development plan which encourages the effective public interest groups and a platform to implement it.

As a response to the highlighted priorities in Jordan, the teams of experts from Spanish Cooperation

realised the importance of promoting the collaboration of municipalities and civil society organisations. This participatory approach has an objective to build sustainable mechanisms for the effective delivery of solutions to local development needs.

### WHAT IS MUNICIPAL GRANTING MECHANISM?

The Municipal Granting Mechanism (MGM) is a pilot project initiated by Qudra to provide the means and expertise required to establish a model of collaborative governance. To develop a working model and the needed structure for the launch of a call for proposals targeting CSOs for the implementation of small and medium development projects in the three municipalities, Qudra is providing financial support and technical expertise.

The MGM is a creative tool allowing municipalities to foster participation of civil society organisations in local governance, enhance their capacities for the identification, design and implementation of local development actors. It also builds the capacities of the municipalities of Sarhan, Mafraq and Ramtha to

effectively design, manage, monitor and evaluate the operations.

The call for proposals will be announced in December 2018 by each municipality looking for projects providing mechanisms and resources to promote social cohesion, with an improved understanding of socioeconomic needs of Syrian refugees and host communities.

Qudra has conducted several consultations on topic identification with the participation of over 100 representatives of the local councils, tribes, youth and women organizations, sportive clubs and Syrian communities. After close communication with the Local Development Unit in each municipality, women and youth empowerment, socioeconomic development, childhood and the needs of persons with disabilities are identified as the key strategic priorities for project proposals. Each municipality will announce a call for proposals for the selection of projects to be funded with a total allocation by municipality of € 100,000.

Reinforcing the capacities of persons, civil society organisations and local administrations plays an active role in the Qudra Programme in terms of sustainable development and social cohesion. Resilience fundamentally concerns the capacities and resources of individual, household, community, society or state to cope with and recover from shocks and stresses. Incorporating dialogue within the Programme activities, with the financial support from the EU Regional Trust Fund 'Madad' and the German Government, Qudra fosters dialogue as a tool to resolve conflicts and deal with differences.

In this section, we will sift through Qudra's capacity building activities through dialogue and design thinking processes.





Here is my story of change! My name is Yazan, I'm 22 years old. I'm a Yemeni citizen who came to Lebanon in 2015, about 3 years ago. I came a long way from a humble family in Yemen to raise Qudra's name at a marathon's finish line. An EU Madad Labs participant is a persistent and successful person, who faces his despair and seeks to achieve his ambitions and goals. Therefore, I consider the Labs participants and myself as successful persons.



## DO NOT LET ANYTHING STOP YOU, YOU CAN DO IT

At first, life was very harsh. When I left Yemen, it was the beginning of the war; so, I had to leave to continue my education, develop myself, and build my life once more. When I left, I discovered that I had many talents, and I was able to find out more about myself.

I come from a humble family in Yemen; I was the only boy with 3 sisters. At the beginning of my journey after leaving Yemen, I received sad news that also became a great motivation for me to continue my path and develop myself to support my family, i.e. my mother and three sisters. The sad news concerned the death of my father, may God rest his soul, which caused me a lot of obstacles at the start of my journey; but despite that I continued my path and reached where I am now.

The first difficulty I faced was being the only boy with 3 sisters, like I told you before; this was a huge obstacle as I had to contact my family, i.e. my mother and sisters, to check on them every day; because they were under bombardment; and so, I had to talk to them and contact them every day. This made me feel a bit stressed; another problem I had was that I could not travel back to them because the airports were closed; and so, I could not go back to my family, and I have not been able to see them for 3 years.

One of the difficulties I have faced as someone who came from a war country is the cost of living and accommodation. Furthermore, among the other obstacles I faced was how to distinguish between sports and studying for I had a very low income.

## YOU CAN DO IT

# CHANGE

First, my message to anyone who suffered or had to leave their country, or to any refugee who reached a certain point in life and came to a standstill:

***"Never stop; you still have a long road ahead of you; you should learn and use your talent; and do not let anything stop you; you can do it, just like I did, or like others did. We can all do it, no one lacks anything, and if we have the ability to think, we have everything; everybody has what it takes in the world; so, keep on going and you will definitely reach your goal."***

When I completed university and I graduated from college, I received a message from my friend at 11 pm:

***"Yazan, I know that you like to participate in such programmes; so, this programme would do you good in your studies and the business that you desire to do"***.

The deadline for the submission was to end in one hour, so I applied for the EU Madad Labs after reading extensively about them and learning that they support the developing and innovative projects. I had the desire to gain experience in this digital place and join Madad Labs and improve my knowledge; and, benefit from it in terms of design thinking and how to meet new friends in other milieus from different cultures. The EU Madad Labs motivated me to continue with my life and work on my project till the end.

I benefited from Qudra and Madad Labs, and the first benefit was the greatest one represented in gaining self-confidence and the ability to face others. I benefited from Qudra through several workshops and

courses that defined the future vision of the project which I intend to initiate and establish.

The workshop that changed my lifestyle and how I communicate with the world is the opening workshop with Mr. Rabeeh, which was a turning point in my life.

We established a prototype for (SafeTalent), and I chose this project and intended to apply it. This project will help a lot of people, refugees and non-refugees, who work in jobs not using their talents; as they must work in other fields to secure their living, and I am one of them. I do sports, and now run marathons, but I do not get the chance to prove my talent in front of others. This platform will help a lot people in the world to prove themselves and show their talents properly to the entire world and obtain the milieu that suits their talents.

We worked on the prototype; the inspiration came from several problems experienced by the refugees and host communities, who must work in domains other than their own talents. Therefore, we established the platform, SafeTalent which allows these talents to shine, and open doors for them to show what they can do in a proper and suitable way to the world, and let others see that they can do much more than their own jobs.

The first time I first decided to participate in marathons was right after I left Yemen and I lost my father. I used to go down to the beach and run for long distances to release the negative energy within me. The first marathon I participated in was in 2016, which was 7 kilometres, it was a big achievement and a turning point for me. The following year, I participated in the Beirut Marathon, which was 21 kilometres, and I also achieved a record, which I am really proud of. Afterwards, I

discovered that I can achieve great records and improve myself in this sport; and so, I participated in several other marathons, such as the Tripoli International Marathon, the Beirut Marathon, the Beqaa Marathon, and others. The latest marathon I participated in was with Qudra, which was the main support and motivator for me, especially Ms. Rebecca, who had given me the chance to raise Qudra's name at the finish line.

***The most important experience I have gained from Madad Lab is the methods of adapting to people of other nationalities; and how to work more seriously on a task or job, how to work with a group or team in an organized manner, how to coordinate time and work, how to properly demonstrate and present the project, and many other countless experiences.***

First, I would like to thank the Lebanese Government for hosting us, which welcomed us like its citizens. Second, I would like to thank all the supporting bodies from the European Union Regional Trust Fund and the German Government for standing by our side and believing in our talents, and for staying with us all the way and listening to our sufferings, and for providing us with such courses to improve our scientific and knowledge level. I would like to thank them from the bottom of my heart and give them this message that their efforts have borne fruit.

After the Labs, we can achieve many of our long-awaited dreams, and we will open horizons that were closed before us for a world that we have long waited for.

The EU Madad Labs participant is a persistent and successful person, who faces their despair and seeks to achieve their ambitions and goals. I consider the Labs participant as a successful person.

# WORKSHOP



# CONNECTING MUNICIPALITIES

## STORY OF MUNICIPALITIES IN GERMANY & TURKEY



Turkey is currently hosting more than 3.5 million Syrian refugees. Receiving the largest number of refugees in the region, Turkish municipalities have experienced significant challenges encouraging the Qudra Programme to conduct a series of Refugee Friendly Municipality dialogues.

The first Dialogue in 2017 organised by the Qudra Programme has revealed the situation of the municipalities dealing with the "glocal" crisis of Syrian refugees by identifying challenges and determining their essential needs after an intensive exchange of knowledge, information and best practices among Turkish and German companions.

As a result, Qudra initiated a "Twin-City Learning Network", which was successfully launched on 24 May 2017 in Ankara, Turkey at the 'Refugee Friendly Municipalities Conference'. 110 participants attended the kick-off conference among which 45 municipalities from Turkey and Europe were present.



## LEARNING FROM GOOD PRACTICES FOR A SUCCESSFUL INTEGRATION

After the successful initiative with "Refugee Friendly Municipalities" workshop last year, Qudra took it one step further to connect German and Turkish municipalities by providing yet another dialogue platform for interactive knowledge sharing, best practices exchange and collaborative learning in a participatory and inclusive manner. More than 50 representatives from several cities in Germany, municipalities and NGOs in Turkey were together in Istanbul from November 8-10 to exchange their experiences and identify successful strategies for common challenges and develop project ideas for local implementation and further collaboration.

The "Municipalities' Options towards Integration of Refugees and Social Cohesion" workshop brought together urban practitioners from 10 German and 11 Turkish Communities and was organised by the Qudra Programme together with UCLG-MEWA, Connective Cities and the "Service Agency Communities in One World of Engagement Global (SKEW)".

## JOINING FORCES TO MEET A SHARED CHALLENGE

Qudra aims at providing various constructive dialogue formats for interactive knowledge sharing, best practices exchange and collaborative learning in a participatory approach. This plays an essential role in developing strategies and possible measures for an appropriate response to the regional refugee crisis. In line with this objective, this international workshop provided a dialogue platform for developing progressive policies conducive to enhanced economic resilience and future perspectives for Syrian refugees and host communities. Different dimensions of the refugee crisis were analysed, and best practices were communicated between urban practitioners.

The conference mainly aimed to outline good practices from different experiences to enlighten more effective ways of a successful integration for refugees. Through the workshop, specific approaches towards social inclusion and cohesion were collected and documented locally, resulting into several concrete project ideas developed by the participating municipalities for future implementation.

# OPPORTUNITY

## FUNDING OPPORTUNITY FOR THE MUNICIPALITIES

Turkish and German municipalities created new project ideas by involving good practice examples, peer-to-peer discussions and action-planning applications in the context of migration and social cohesion. Project ideas developed between a German and a Turkish municipality in the workshop create an opportunity for future joint bi-lateral municipal projects. In the follow up Event in February in Germany those projects will be further developed and can potentially receive advice and funding for implementation through the Organisers.

The participating municipal experts of the dialogue-workshop continue to work on their project ideas until February 2019 with the aim to make existing project ideas more concrete and/or develop new project ideas, which can be implemented by potential partnerships of German and Turkish municipalities.

Outlined by tragic numbers such as over a quarter of a million people dead, 13.5 million people displaced, the civil war in Syria is in the spotlight by causing the most severe refugee crisis since the Second World War. By conducting these dialogue activities, according to its overall objectives, the Qudra Programme has now taken another step forward to achieve its goals by creating a valuable platform where municipalities share their experiences, discuss good practices and disseminate their knowledge.

# AFTER THE EU MADAD LABS

## I'M NOT ALONE ANYMORE

LABS' REGIONAL STORY



THINKDIGITALACTTOGETHER

The pilot round of the EU Madad Innovation Lab focused on the question “How can we improve the skills development measures for youth amongst Syrian refugees, host communities and IDPs?” and was concluded in January 2018, resulting in prototypes ranging from a training system for employees and HR departments to enhance job retention (Jordan) to a multi-step platform to facilitate Syrian refugees’ (Lebanon) access to personalised services. Of the project proposals submitted to the Madad Innovation Fund, four prototypes are currently in their implementation phase in Jordan, Lebanon and in the Kurdish Region of Iraq/KRI.

The second round of the Labs started in March 2018 in Jordan, Lebanon, Turkey and the Kurdistan Region of Iraq/KRI. Under the objective to recognise the approach of “for Youth by Youth”, young people were supported with a platform for exchanging experiences, learning participatory techniques, and developing their prototypes to strengthen the resilience of refugees/IDPs and host communities. Acknowledging that the digital revolution has a huge potential in supporting development by giving people technical skills to access information, engage in political processes and a wide array of other services, the second round of the was Labs built on efforts to enhance the digital literacy made by public authorities and (international) organisations with a motto of “#thinkdigitalacttogether”.

Rama Alshaban is 22 years old and currently living in Istanbul. With her family, she came from Syria to Turkey almost 7 years ago. She has finished high school in Turkey and is now studying software engineering at Manisa Celal Bayar University. She is interested in all activities targeting refugees. She has also taken on a role in an event organized by Turkish Red Crescent for young refugees. Her main figure of inspiration is Halima Aden. Rama is one of the around 100 EU Madad Labs Round II participants.



*“I have tried to do so many things, but I have realised that I cannot do much on my own. I need support or guidance. Then I saw the EU Madad Labs and the headline caught my attention immediately – A Solution for Refugees and Host Communities. I applied right away and started to think of many digital and innovative projects that I could realise with the support of the Labs. I believe that taking measures for the future of the children is a MUST. Now that they are living in Turkey, I think we are the ones who need to explain to them how to embrace each other and integrate in the society. This must be the main objective set to build a common and better future. We don’t know what will happen next in our lives, do we?”*



*“I discovered my passion is ‘seeking a world with equal opportunities and NO discrimination’. I have always wanted to have a role in enhancing the living conditions of my people, of my country and of the whole world. Now after I had to flee from Syria to Lebanon, I still believe in the upcoming Syrian generation. The lab was an inspiring space which gave shape to our innovative ideas and turned them into reality. We created a new prototype for young Syrian refugees in the host communities, to overcome the problem of low retention rate. From drafting a canvas model to learning how to pitch an idea, the Labs provided excellent service to every one of us”*  
~Adel Saltaji, Lebanon

INNOVATION

The LABS entail a sequence of meetings over the course of several months, in which participants within their country groups develop their prototypes. The group work during and between the meetings is facilitated by experienced facilitators and further enriched through input and capacity development from relevant stakeholders. The working groups are invited to hand in project proposals to receive funding and technical support from the EU Madad Innovation Fund in the early stage of the implementation.



*“I am still a student in IT of American University in Sulaymaniyah. I have joined this lab because I am interested in using technology to solve problems facing this region and other countries around us. I would like to thank the EU and Qudra for helping me get to know more people and working on social matters together.”*  
~Przha Jabar, Kurdistan Region of Iraq/ KRI

Another core activity within the Lab dialogue process is the implementation of the so called Design Thinking Method. Design Thinking is an iterative process in which we seek to understand the participants, challenge assumptions, and redefine problems to identify innovative and alternative strategies and solutions that might not be instantly apparent with our initial level of understanding. At the same time, Design Thinking provides a solution-based approach to solving problems. It is a way of thinking and working as well as a collection of hands-on methods.



*"Qudra helps youth to develop their skills and supports them to realise their ideas. The gap between fresh graduates and university students was a local community challenge for us. And the Madad Labs helped us to find solutions."*

**~Mohammad Humsi, Jordan**

## EXAMPLES OF PROTOTYPES DEVELOPED, TO BUILD A BETTER FUTURE

### NIDAA

*"A digital platform which will include events, attractions and opportunities, for refugees and host communities. The platform will provide information about culture, art, education and sport activities. Interactive structure of the platform will also allow users to form groups, organize meet-ups on different topics and share success stories to inspire the community."*

*(Team Turkey)*

*"For me, the EU Madad Labs is the first step in terms of technology. Just a beginning!"*

**Duaa Almuamar, Turkey**

### ROZH SOLAR ENERGY

*Focuses on optimizing the solar energy with two techniques; installation of a rotating panel that rotates the solar panel according to the time of the day to have the best over-all sun facing time from sunrise till sunset and Rozh Energy website specialising in Solar Energy in Kurdistan. The website contains a section for shopping for solar-powered products, like power banks. (Team KRI)*

*"I participated in the Labs to get self-development and more knowledge on my peers. Very appreciated, thank you!"*

**Arpak Rizgar, Kurdistan Region of Iraq/KRI**

### I3ADA

*It's about recycling mechatronics in old and unused TVs and radios and converting these arsenic-containing mechatronics parts. Electronical items, which cannot be recycled or even absorbed by soil or water, affecting nature and its creatures negatively are also a subject of the recycle feature of this application. I3ada team has worked on the idea of using these mechatronics as educational kits in schools, which will help students in getting a better understanding of science, with an explicit focus on electrical circuits in physics classes. (Team Jordan)*

*"Through the trainings we are seeking challenges as well as innovative solutions with the moderation of professionals in this field."*

**Ehab Kahwati, Jordan**

### NEWBIE

*A platform targeting both refugees and host communities to help them find jobs and education opportunities in Lebanon. Newbie will also enhance social cohesion through community events, exchanging services between the users.*

*(Team Lebanon)*

*"I dream of a peaceful world with no borders and no racism."*

**Median AbdelBaki, Lebanon**



# QUDRA

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# QUDRA

Resilience for Syrian refugees, IDPs and host communities  
in response to the Syrian and Iraqi crises

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