

REFUGEE CITIES:

EXPANDING OPTIONS FOR DISPLACED PEOPLE THROUGH SPECIAL ECONOMIC ZONES

A PROJECT OF



IN PARTNERSHIP WITH



CONCEPT PAPER
NOVEMBER 2016

This concept paper has been developed by Refugee Cities, an NGO dedicated to creating special economic zones for refugees. The effort is also supported by several partner organizations, including the Innovation & Planning Agency, Living Design Lab, Human Tech Innovation Lab, and the Middle East Investment Initiative. For more information, contact us at info@refugeecities.org

EXECUTIVE SUMMARY

Refugee Cities is committed to establishing special-status settlements in which displaced people can legally work, achieve their potential, and rebuild their lives. Modeled after the most successful special economic zones (SEZs) in the world, refugee cities work within political realities to create jobs for refugees and their neighbors, while achieving a return for investors. Surrounding communities would enjoy new investment and infrastructure, and governments would welcome refugees as a benefit rather than a burden.

Perhaps most importantly, when the conflicts end and people are able to return home, we'd have a generation ready to rebuild their communities with the advantages and empowerment that come from being a part of the world's workforce. Our team is ready to make this vision a reality and demonstrate the tremendous potential of allowing refugees to work.



CONTENTS

EXECUTIVE SUMMARY	1
1. THE CHALLENGE	3
2. OUR RESPONSE	4
3. THE RATIONALE	6
4. OUR TEAM	8
5. OUR PLAN	10
6. CONCLUSION	19



THE CHALLENGE

Why refugee cities?

65.3 million people were displaced as of the end of 2015, with many living in countries unprepared to host them.¹ Lebanon's 1 million Syrian refugees amount to a quarter of its population. Jordan's 660,000 refugees are straining its housing market and water resources. 90% of refugees in these countries are living below the poverty line and about half are under the age of 15.² Meanwhile, migration to Europe is straining the fabric of the continent's political union.

Current responses to these challenges are inadequate. Most avoid or even flee from camps because of the limited work opportunities there and attempt to live and work illegally in the cities. Despite their best efforts, the resources of the UN High Commissioner for Refugees (UNHCR) consistently fall short of its requirements to meet peoples' basic needs, let alone to achieve any long-term development goals. Most refugees are capable of working and providing for themselves, but many host countries restrict their rights to work. The result is an inefficient aid-based approach that wastes talent, drives people to the informal sector, and entrenches isolation and dependency.

This situation will likely grow more extreme over time. Over the coming decades, the World Bank and IMF estimate that worldwide displacement and migration will rise due to global inequality, labor shortages in low-skilled sectors in developed countries (combined with population growth in developing countries), increased mobility, and climate change.

To address these urgent challenges, we need a self-supporting, politically feasible solution that allows refugees to shape their own social and economic destinies.

¹ UNHCR, Global Trends 2015.

² World Bank Group & UNHCR, *The Welfare of Syrian Refugees: Evidence from Jordan and Lebanon* (2016). Measured by the poverty lines established by the host countries.

OUR RESPONSE

What is a refugee city?

A refugee city is a special-status community for displaced people. Utilizing best practices of special economic zones (SEZs) from around the world, a refugee city would be a special migrant community allowing displaced people to find legal employment and operate their own businesses. A refugee city would attract investment and residents through high-quality infrastructure, private-sector financing, and a streamlined administrative system. Its legal and institutional framework would optimize the city's business environment, expand residents' opportunities, and improve host countries' economies. **Simply put, a refugee city would unleash the potential of displaced people for the benefit of all.**

Who are the beneficiaries?

Our primary beneficiaries at this stage are displaced people currently living in the Middle East, North Africa, and broader Mediterranean region who are predominantly from Syria, Iraq, and several Sub-Saharan African nations. Our secondary beneficiaries are the surrounding communities hosting these refugees.

If properly located, a single refugee city should create hundreds of thousands of jobs for both refugees and the surrounding population within 10 years. Because they will be based on a self-sustaining business model, refugee cities should continue to grow and reproduce in other locations on their own without much reliance on aid.

What is the evidence for success?

The refugee cities concept is supported by two phenomena observed over the last few decades. First, **refugees have spurred economic growth in host communities despite immense barriers.** Research indicates that over the medium to long term, they tend to raise wages and create more jobs than they take.³ Even in camps, refugees have created internal economies⁴, and even attracted international businesses.⁵

Secondly, several **SEZs have become engines of economic growth and incubators of innovative policies.**⁶ SEZs like Shenzhen (China), Aqaba (Jordan), Jebel Ali (Dubai), Masan (South Korea), have provided unparalleled opportunities for millions of people and introduced beneficial reforms to their host countries. The primary factors in their successes are their locations, policies, governing institutions, and infrastructure.

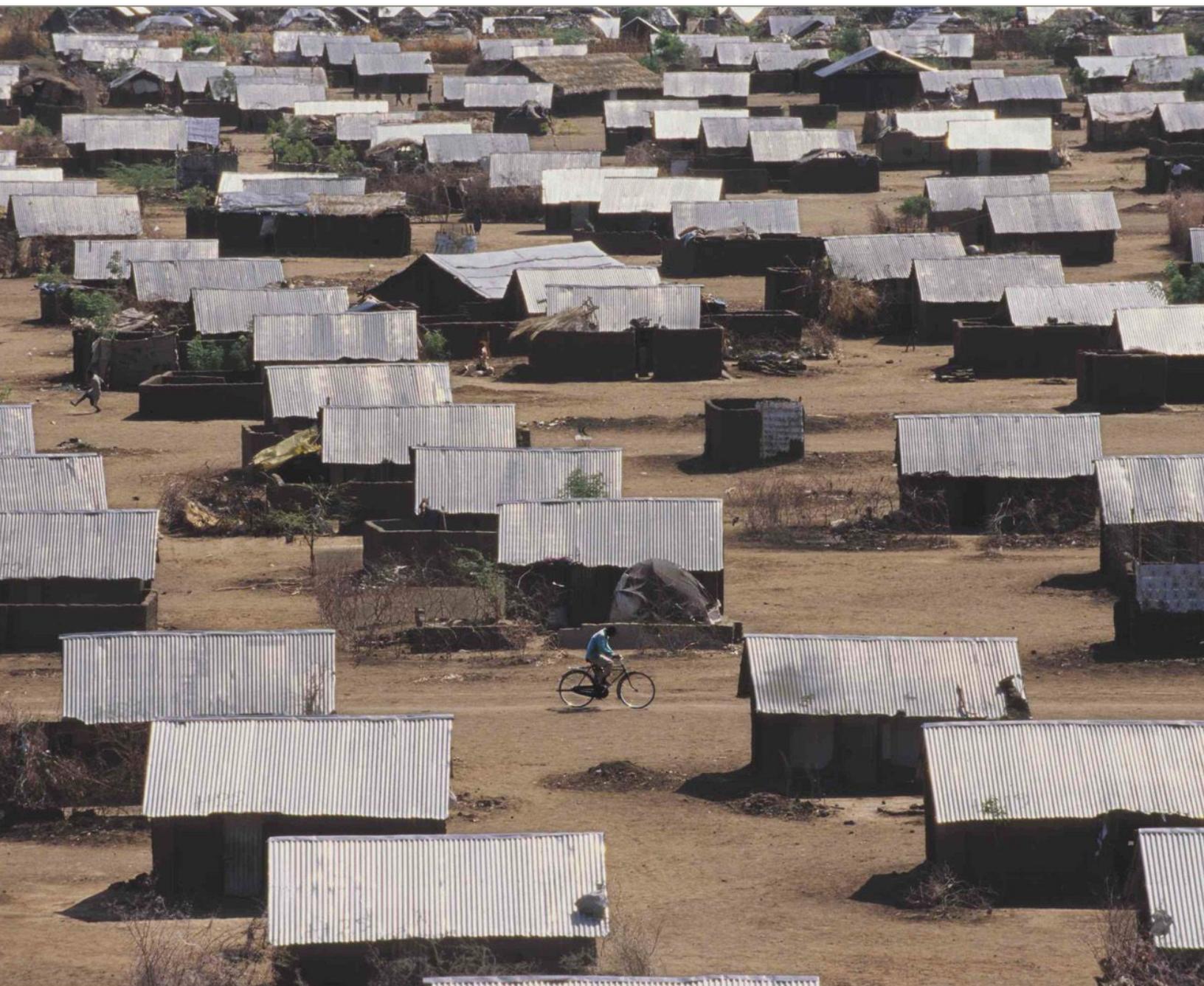
³ See, e.g., OECD *Migration Policy Debates*, "Is Migration Good for the Economy?" (May 2014); Alexander Betts, et al., *Refugee Economies: Rethinking Popular Assumptions*, University of Oxford, Humanitarian Innovation Project (2014).

⁴ Examples include Dadaab, Kenya; Za'atari, Jordan; and Kilis, Turkey.

⁵ As one example, Silicon Valley firms have trained and hired camp residents for computer programming jobs.

⁶ See, e.g., Thomas Farole & Gokhan Akinci, *Special Economic Zones: Progress, Emerging Challenges, and Future Directions*, World Bank (Aug. 2011).

Recognizing this success, major international financial institutions such as the World Bank have recently committed to support refugee-inclusive SEZs in Jordan and Ethiopia.



THE RATIONALE

What are the benefits for stakeholders?

Host Countries: Refugee cities convert a perceived problem into an engine of economic growth for host countries. Currently, many countries throughout the Middle East, Europe, Africa, and East Asia are hosting refugee populations far beyond what many officials and citizens think their societies can bear. Because keeping refugees outside the border is difficult both practically and politically, they are often forced to host the refugees whether they like it or not.

The question for these countries is how to respond. If they house refugees in camps, the refugees become a drain on public resources and possibly more prone to radicalization. Also, the refugees will typically find ways of leaving the camps and working in the informal sector where they have a less positive impact on the economy than if they are allowed to work legally⁷. On the other hand, if countries allow large numbers refugees to live and work anywhere in the country, they face overwhelming political resistance.

Economists have known for years that allowing refugees to work legally normally benefits the economies of the countries hosting them. **A refugee city allows the country to capture some of the benefits from allowing these migrants to work while hosting them.** Allowing refugees to use their skills and engage in rewarding work will lead them to think more favorably of their lives and surrounding communities, making them better members of society.

Refugee cities are also better tools for accomplishing the goals of refugee camps. Host countries often use refugee camps to keep refugees in clusters where aid can be distributed, where they will not compete for jobs in the major cities, and where they can be more easily located and eventually repatriated. Because camps provide few opportunities, however, most refugees avoid them and scatter throughout the host country. As newly created places of opportunity, refugee cities would reverse this trend by attracting refugees rather than repelling them, and would bypass political contestations over existing resources by creating new jobs in new cities.

Donors and the International Community: Refugee cities provide a more cost-effective response to the refugee crisis than existing efforts. The current aid-based approach drains public resources, fails to address basic needs, and too often prevents refugees from being agents of their own development. It also fails to stem the flow of undocumented migrants.

By tapping into the productive potential of migrants themselves, refugee cities would deliver a far greater development impact at a much lower cost. Rather than

⁷ Alexander Betts, et al. *Refugee Economies: Rethinking Popular Assumptions*, Refugee Studies Centre, Oxford (June 2014).

relying on aid for perishable tents and food rations, refugee cities rely largely on private investment in revenue-generating assets. Revenue is generated from the businesses that grow in the area and the residents who work in those businesses. **Governments and donor institutions, therefore, need only to facilitate and abet this growth**, such as through trade-barrier reduction, financing, technical assistance, and monitoring and evaluation.

Refugee cities also ease pressure on developed countries weary or fearful of migrants. Campaigns to keep migrants out of countries are politically and practically challenging, costly, and normally ineffective. Refugee cities can bring opportunities to the migrants to support themselves, which creates incentives for host countries to allow them to stay in the region.

Foreign Investors: Refugee cities open up access to markets and underutilized talent. By adopting the principles of successful SEZs, refugee cities would attract businesses by offering **beneficial policy reforms; high-quality infrastructure, facilities, and services; and an efficient regulatory regime.** Major markets may offer preferential access to goods made in the refugee cities, such as the EU has done with Jordan. In addition, businesses would be able to employ talented and motivated workers who would otherwise be excluded from the labor market.

Why not another approach?

Current alternatives to refugee cities tend to be either inadequate in the long-term or politically unrealistic in the short-term. The traditional aid-based approach fails to address refugees' long-term economic needs. At the same time, efforts to allow refugees to live and work throughout host countries face overwhelming political resistance. While these integration efforts advance, refugee cities provide an urgent response that adapts to existing politically realities.

OUR TEAM

Who makes up the Refugee Cities team?

Refugee Cities is an NGO consisting of dedicated lawyers, economists, and policy makers experienced in special economic zones, international trade and investment, and business environment reform. It is a U.S.-based 501(c)(3) charitable organization that works to **expand opportunities** for displaced people by promoting **special-status settlements** in which they can engage in meaningful, dignifying, and rewarding **work**, thereby **providing for their families** and contributing to the **economic and social development of their hosts and homelands**.



To fulfill its mission, Refugee Cities has brought together several partner organizations based on their commitment to our vision and their ability to fulfill key components of it. Refugee Cities will provide overall supervision of the project and technical assistance on its legal, policy, and institutional aspects. Our partners include:



The **Innovation and Planning Agency (IPA) / Switxboard** creates global networks that connect knowledge and ideas to refugee communities. IPA will help engage stakeholders in government, international organizations, and the private sector. It will also help develop policies and institutional frameworks for refugee cities.

The **Human Tech Innovation Lab (HTiL)** gathers data on migration and integration on a collaborative platform. HTiL utilizes its extensive network of humanitarian organizations working in the field to gather data that will help us study the potential impact and needs of proposed refugee cities in various locations.



The **Middle East Investment Initiative** designs and deploys finance and technical assistance programs to entrepreneurs and small- to medium-sized enterprises, as well as other financial inclusion and private-sector growth programs. It will help implement similar programs for businesses in refugee cities.

The **Living Design Lab** is a design firm that strengthens communities through urban planning based on data-driven analysis drawn from community engagement and research. It will help draft preliminary designs for refugee cities.



Together this team brings together the experience and skill of a number of individuals uniquely qualified to accomplish our vision. Below are just a few.



Michael Castle-Miller, who leads Refugee Cities, is a legal and policy consultant who has helped develop special economic zone programs in over a dozen countries. Over the course of his career, clients in the Middle East, Southeast Asia, Latin America, and Africa have relied on his advice to draft laws, establish administrative agencies, introduce investment climate reforms, structure public-private partnerships, and promote socially and environmentally responsible development projects.



Kilian Kleinschmidt, who leads IPA, managed the 84,000-person Za'atari refugee camp and has over 25 years of hands-on experience with the UN and NGOs on emergency responses to refugee crises, resource mobilization, international development, and political and regional cooperation. Before managing Za'atari, Kilian served as Deputy Humanitarian Coordinator for Somalia, Deputy Representative for UNHCR in Kenya, Deputy to the Special Envoy of the UN Secretary General for Assistance to Pakistan, and many other roles.



James Pickup, who leads MEII, has extensive experience using finance to foster economic growth and job creation. In addition to founding MEII in 2005, he has served as General Counsel of the Aspen Institute, Co-founder of Impact Capital Strategies, and Partner at DLA Piper, where he specialized in federal law and policy and international development.



Jean-Paul Gauthier, who serves as a senior consultant for Refugee Cities, has advised on over 40 SEZ programs, working with organizations including the World Bank, Deloitte Consulting, KPMG, and AECOM International Development. As an attorney and economist, he has assisted clients in almost 100 countries over the past 25 years with regulatory reform, trade and investment policy, competitiveness, industrial zones, governance and administrative reform, and public sector institutional development.



Davin Hong, who leads Living Design Lab (LDL), has designed numerous award-winning urban development projects through LDL, as well as global design firms RTKL and KlingStubbins. Davin places particular emphasis on the creation of vibrant public spaces, premised on the belief that good design can create better communities and social interactions.

For additional personnel and board members, please visit our website at www.refugeecities.org.

OUR PLAN

What services do we offer?

The Refugee Cities team offers four services:

Site Exploration and Evaluation – Selecting an optimal location is critical to the success or failure of any major real estate project, and the same is true for refugee cities.

To ensure the project succeeds, our team will identify the most suitable locations for a refugee city based on an evaluation of economic, physical, and political factors. Our evaluation will culminate in a conceptual policy and institutional framework, spatial design, and preliminary cost-benefit analysis adapted to each location.

Engagement – Refugee cities depend upon commitment from government, international organizations, and the private sector.

Our team will engage potential stakeholders in government, NGOs, IGOs, domestic business associations, and potential foreign investors. Our engagement efforts will culminate in broad-based stakeholder support and commitments from private-sector firms to establish operations in the cities and invest in a development fund.

Implementation Assistance – Drawing from its knowledge of best practices for SEZs, refugee settlements, and other development projects, our team will provide specialized assistance to governments creating refugee cities.

We will help draft refugee city laws and regulations, form government agencies, establish funding vehicles, structure public-private partnerships, procure developers, and provide various other implementation services upon request from the host country government.

Monitoring and Compliance – We are committed to ensuring refugee cities achieve their goals.

Our team will develop a set of standards for the management of a refugee city and assist with compliance with those standards so that the cities benefit refugees and surrounding communities to the maximum extent possible.

How will we help establish refugee cities?

The success of a refugee city hinges on the strength of its location. Before any city is established, we must find locations that are well positioned to attract a substantial number of businesses. Otherwise, a refugee city is likely to produce few benefits for either refugees or host countries. **However, many of the most optimal locations will be unavailable**, because of either existing claims to the land or a government's unwillingness to allow a refugee city to be developed there.

To address this problem, we must cast a wide net from the beginning and assess the entire MENA region for the most promising locations. Locations will be evaluated and shortlisted based on **preselected criteria that measure the likelihood of both attracting investment and of acquiring political support for a refugee city in the**

area. Once a select number of the most promising locations have been rigorously studied, we will be able to move forward with implementation on a much stronger footing.

Therefore, we propose to carry out to the following project plan:

Track 1: Evaluation and Contextualization:

Overview: Identification of best practices and evaluation of potential locations, resulting in conceptual designs and rationales for the most promising locations.

Duration: Months 1 - 12

Explanation:

Track 1 will identify the most suitable locations for a refugee city based on the likelihood of:

- (1) Attracting businesses
- (2) Generating spillover benefits to the host-country economy
- (3) Generating a return on investment for the developer
- (4) Acquiring political support for the project.

The track will also include an identification of best practices for a refugee city, drawn from international experience with both special economic zones and displaced communities. It will culminate in a conceptual design and rationale for each of the 3 to 5 most promising locations. The conceptual design and rationale will consist of (1) a proposed institutional and policy framework customized to the locational context and (2) a preliminary cost-benefit analysis of building a refugee city in each location. The cost-benefit analysis will estimate the net impacts for the host country, investors, and refugees.

Team Resource Requirements for Track 1:

Economics Team: Focused on analyzing the suitability of sites based on their potential to attract businesses and on assessing the potential economic and financial benefits for the host country, businesses, and refugees.

Architecture, Engineering, and Physical Planning Team: Focused on assessing the physical suitability of a potential site and drawing a preliminary overview of potential construction needs.

Law, Policy, and Institutions Team: Focused on developing best practices for a refugee city, conducting a legal analysis, and proposing policies and institutions (government, private-sector, inter-governmental, and non-governmental) based on each site's legal and political context.

Track 1 Elements:

- Identification of best practices for special economic zones (SEZs), with a focus on their policy and institutional framework
- Identification of best practices for economic development projects in displaced communities' settlements, including interaction with host community, internal business environment, role of aid, policy facilitation, etc.
- Development of a “model refugee city policy and institutional framework” based on best practices identified above
- Selection of evaluation criteria for selecting locations and refinement of methodology
- Evaluation (stage 1): Analysis of spatial economic patterns in MENA / Mediterranean regions, including analysis of existing and planned major infrastructure, freight flows, natural resources, economic hubs, consumption markets, linkages, sector-locational specializations, etc. – primarily by off-site/desk research.
- Evaluation (stage 2): Study of 20-30 locations in the MENA / Mediterranean region - primarily by desk research and communication with on-site contacts. Shortlisting of 10-15 sites.
- Evaluation (stage 3): Conducting site visits to study physical characteristics, political feasibility, difficulty of acquiring land, socio-cultural context, security factors, and other data not obtained in the initial evaluation stage. Selection of 3-5 optimal sites.
- Contextualization: Adapt model refugee city policy and institutional framework to the legal, political, institutional, and cultural context of each country, working in coordination with local stakeholders
- Rationale: Conduct a preliminary cost-benefit analysis that includes a rough assessment of physical development needs and the potential competitiveness of a

Sample Evaluation Criteria

- Distance by road from nearest international airport
- Distance by road from the nearest seaport
- Cargo capacities of nearest airport and seaport
- Presence of major roads in the area
- Presence of other transportation infrastructure in the area
- Presence of existing buildings, infrastructure, or facilities where the site would be designated and levels of spare capacity
- Level of existing economic activity in a 15km radius (numbers of businesses, investment levels, level of exports, and any other data that can be obtained at this stage)
- Existing population (permanent and displaced) in 15km radius and demographic characteristics (age, occupations, levels of education, etc.)
- Presence of existing social infrastructure (i.e., schools, hospitals, hotels, retail businesses, etc.) within 50km
- Approximate level of local consumer purchasing power
- Approximate assessment of security threats
- Perceived openness of the host government to the refugee city concept
- Likelihood of clarifying and acquiring land title

refugee city in the location for attracting businesses. This analysis should arrive at a projection of the net economic and financial benefits for the host country, surrounding community, investors, and refugees.

- Coordination with Track 2 efforts, which will help provide inputs to the above elements.

Track 1 Outputs:

Inception report (Month 3), including:

- List of criteria chosen to evaluate the potential of locations for success as a refugee city
- Description of methodology for data collection to evaluate locations

Model Institutional and Policy Framework for a Refugee City (Month 5), including:

- Description of best practice features observed from relevant special economic zones
- Description of best practice features observed from refugee settlements
- Design for coordinating functions among host government, property developer, service providers, businesses, aid organizations, etc.
- Policy principles for a refugee city

Conceptual Design and Rationales (Month 12), including:

- Proposed policies for each selected location
- Proposed institutional framework for each selected location
- Preliminary cost-benefit analysis of projected economic and financial impacts
- Annexed report on other locations evaluated, with description of why they were not chosen

Track 2: Engagement

Overview: Consultation with local and international stakeholders and promotion of refugee cities projects.

Duration: Months 1-30

Explanation:

This track will consist of consultations with leaders in government, NGOs, civil society, domestic private-sector business associations, IGOs, and potential foreign investors in the cities.

During the first 12 months, a partial team of engagement specialists will conduct initial meetings with these entities. The aims of these initial meetings will be:

- (1) To facilitate site visits for the Track 1 teams and obtain inputs useful for the Track 1 activities
- (2) To promote understanding and cooperation from potential host-country governments
- (3) To generate general interest in the concept

After month 12, the full engagement team will be deployed to conduct more focused meetings pertaining to the 3 to 5 sites selected during Track 1. The aims of these more focused meetings will be:

- (1) To secure potential stakeholders and “champions” in government, domestic private-sector associations, local civil society, etc.
- (2) To acquire commitments from investors in the potential cities, including financial investors in the development of the city, multilateral donors and aid organizations, and businesses that would move into the city once it is built.

Team Resource Requirements for Track 2:

Engagement Team, consisting of two divisions:

- Public-sector / government
- Private-sector marketing (reaching out to potential employers and financial investors in development of the city)

Track 2 Elements:

Months 1-12 (select members of Engagement Team):

- Develop initial engagement strategy and materials to promote concept to government, domestic businesses, foreign investors, donor orgs, etc.
- Introduce concept to government officials, local industrial park operators, and business associations in host countries under evaluation in Track 1
- Facilitate introductions and tours of sites evaluated in Track 1
- Begin holding meetings with potential foreign investors to generate interest, especially:
 - Large potential “anchor tenants” of a refugee city (i.e., large multinationals with a strong brand and reputation, corporate social responsibility program, and with labor-intensive factories or suppliers that might establish operations in the city)
 - Social enterprise investors (e.g., tech / computer programming companies, etc.)
 - Potential financial investors in a development fund (for initial construction costs of a city)

- Hold meetings with inter-governmental organizations and bilateral and multilateral donors (e.g., the World Bank, DfID, European governments, USAID, OPIC, etc.) to present concept and strategy and to develop interest
- Solicit feedback from meetings and report to Track 1 teams on key inputs for site evaluation, such as the likelihood of government support for developing refugee cities in studied locations, assessment of business environment, political openness to the concept, and performance of current industrial parks and zones.

Months 13-30 (full members of Engagement Team):

Public-sector Engagement:

- Develop full public-sector engagement strategy for each of the countries in which the top 3-5 sites are located
- Identify project “champions” in government, civil society, and the private sector for each location and involve them in the engagement effort.
- Lead workshops in the country explaining the conceptual designs and rationales (including the cost-benefit analyses) for the relevant sites and solicit more detailed feedback, which is reported to Track 3 team.

Private-sector (Business / Investor) Engagement:

- Identify target businesses most likely to move to each particular location
- Determine the unique selling proposition (USP) of each proposed location and establish a positioning statement associating the refugee city with its competitive advantages
- Develop marketing strategy, including all the methods by which potential financial investors and potential employers will be reached
- Secure commitments from businesses to rent property in the city and financial investors to invest in a development fund

Track 2 Outputs:

Inception report (Month 3), including:

- Initial engagement strategy
- Timeline of potential meetings to schedule

Public-Sector engagement strategies (Month 14), including:

- Description of strategy for meeting with governments of the top locations and obtaining feedback and inputs

Marketing Strategies (Month 14), including:

- Determination of target audience, USP, positioning statement, and marketing methods for each of the top locations

Track 3: Implementation Support

Overview: Helping a host country implement a refugee city

Duration: Months 16 – 36

Explanation:

Based on the response to the engagement efforts undertaken during Track 2 over the preceding 5-6 months, the Refugee Cities team will deepen its engagement with those countries that have made the most progress toward embracing the establishment of a refugee city. Efforts will then focus on helping those countries implement the program through their laws, policies, and institutions; through establishment of funding vehicles; and through selection of a developer / management company for the refugee city. The Refugee Cities team will mainly serve in an advisory capacity during this track, guiding implementation and filling in gaps not being addressed.

Team Resource Requirements for Track 3:

Law, Policy, and Institutions Team: assisting government with the development of laws, policies, and institutions needed to implement a refugee city. During this Track, this team will need to add the following individuals or firms:

- Socio-cultural and refugee specialists – critically analyzing social impact assessment conducted for the site and assisting with the development of a social services strategic plan
- Transaction specialists – advising government on its selection and contracting of private-sector engineering firms and a master developer
- Financial advisor or fund manager – focused on establishing a development fund for the refugee city

Economics Team: critically analyzing economic and financial feasibility study conducted for the site

Architecture, Engineering, and Physical Planning Team: critically analyzing the environmental impact assessment and master plan conducted by a separate engineering firm

Track 3 Elements:

- Select one or more countries that appear to be making the most progress toward developing a refugee city based on the engagement efforts undertaken in Track 2 and re-focus efforts on implementing a refugee city there.
- Review relevant legal and policy framework affecting refugee cities implementation, including immigration, foreign investment, zones laws (i.e., SEZs, industrial zones, freeports, etc.), trade agreements, labor laws, economic development strategy, etc.

- Researching previous studies of the selected locations, such as feasibility studies, geological surveys, social and environmental impact assessments, etc.
- Evaluating the general business environment in the location (e.g., ease of doing business)
- Assessment of existing zones programs to determine what elements should be transferred to the new refugee city program and which can be improved
- Development of a funding vehicle for the city
- Establish an infrastructure development fund that finances costs of developing initial infrastructure and structures with the assistance of major donor organizations (e.g., World Bank, etc.). Contribute portion of Refugee Cities funds as a grant to the development fund.
- Assist government with the drafting of policy documents, laws, trade agreements, and regulations to launch a refugee city program
- Help establish an authority / local government to regulate the refugee city
- Develop a social services strategic plan for the refugee city (e.g., micro credit, cash transfer program, SME support, emergency assistance, health care, education, etc.)
- Help coordinate functions of the various private, public, NGO, and inter-governmental entities involved in implementation
- Procure a consulting firm to conduct a social and environmental impact assessment, economic and financial feasibility study, and physical master plan
- Critically evaluate the consulting firm's studies
- Assist government with the bidding and selection processes of a master developer for the first phase of the refugee city
- Once a master developer has been selected, marketing efforts shift over from Track 2 team to the developer of the city
- Assist government with oversight of master developer's activities, to ensure timely delivery and quality control

Track 3 Outputs:

Implementation Roadmap (Month 18)

- Assessment of the existing laws, policies, and institutions affecting the implementation of a refugee city and its investment climate
- Recommendations on modifications to the legal, policy, and institutional framework

- Develop procurement strategy for engineering firm to conduct a social and environmental impact assessment and master plan

Formation of an infrastructure development fund (Month 21)

Procurement of engineering consulting firm (Month 21)

Development of draft legal and policy instruments and strategic plans (Months 23-38)

- Draft Law establishing a refugee city
- Modifications to other legal and policy instruments as needed
- Draft regulations for a refugee city
- Development of a social services strategic plan

Formation of a regulatory authority / city government (Months 26-32)

- Formal legal creation
- Capacity building and training of staff

Selection of developer of first phase of refugee city and commencement of construction (Month 30)

Completion of construction and businesses and residents lease property and start operations (Month 36-42 – exact date depending on level of development needs at location)

Track 4: Management Assistance, Monitoring and Evaluation, and Replication

Overview: Developing standards for the management and service provision of a refugee city, assisting with and certifying compliance with those standards, and helping implement refugee cities in other locations. This track will involve repeating tracks 1-3 in other locations.

Duration: Month 37 – ongoing

CONCLUSION

Refugee Cities was born out of a vision for releasing immense talent, ambition, and creativity in displaced people to meet the development needs of their communities, families, host countries, and homelands. This is a crucial time for this effort. Mass migration is growing at unprecedented levels, provoking both sympathy and fear from the international community. Now, more than ever, we must find creative solutions that enable host countries to benefit from refugees, while not alienating their own people. We believe Refugee Cities can do exactly that.

