

# Leveraging the potential of peer learning for local governments

A review of the Mediterranean City-to-City Migration project

**EIP-UCLG Collaboration**



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Please cite this report as EIP (2023), *“Leveraging the potential of peer learning for local governments: A review of the Mediterranean City-to-City Migration project”*, Effective Institutions Platform Discussion Paper.

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## Contents

Key messages .....	4
<b>1. Introduction .....</b>	<b>6</b>
A collaboration between UCLG and the EIP .....	6
The MC2CM project.....	8
MC2CM objective, structure, and outputs .....	9
<b>2. The background of MC2CM: Migration trends and urban realities     in the Mediterranean space.....</b>	<b>11</b>
<b>3. P2P learning in MC2CM and the role of MEL .....</b>	<b>16</b>
What is P2P learning?.....	16
How MEL can boost peer-learning partnerships .....	17
How peer learning worked in MC2CM .....	19
Learning resources: MC2CM background documents .....	19
Learning exchanges: P2P meetings and interactive learning activities.....	21
MEL observed in MC2CM .....	23
<b>4. Effects of peer learning on responses to migration and refugees .....</b>	<b>24</b>
What challenges were observed? .....	28
<b>5. P2P effects on strengthening capabilities: the Five Core Capabilities Framework .....</b>	<b>33</b>
<b>6. Conclusions: Leveraging the power of peer learning .....</b>	<b>37</b>
Annex .....	39
References.....	45

## Abbreviations and acronyms

<b>EIP</b>	Effective Institutions Platform
<b>EU</b>	European Union
<b>GCM</b>	Global Compact on Safe, Orderly and Regular Migration
<b>GFMD</b>	Global Forum on Migration Development
<b>ICMPD</b>	International Centre for Migration Policy Development
<b>IDP</b>	Internally displaced people
<b>LRG</b>	Local and regional government
<b>MC2CM</b>	Mediterranean City-to-City Migration project
<b>MEL</b>	Monitoring, evaluation, and learning
<b>MOOC</b>	Massive online open course
<b>P2P</b>	Peer-to-peer
<b>PDIA</b>	Problem-Driven Iterative Adaptation
<b>UCLG</b>	United Cities and Local Governments
<b>UN-Habitat</b>	United Nations Human Settlements Programme



This report reviews the Mediterranean City-to-City Migration (MC2CM) project with a focus on its peer-to-peer (P2P) learning component. Starting from the realities of migration and displacement in the Mediterranean, it analyses the nature, quality and effects of the P2P learning and partnerships undertaken in the context of the MC2CM project, and identifies the challenges that might have resulted. This review proposes creation of a monitoring, evaluation, and learning system that would highlight the positive effects of P2P learning and address challenges encountered.

## Key messages

- Peer-to-peer (P2P) learning mechanisms between cities and local governments present a range of opportunities. United Cities and Local Governments (UCLG) and the Effective Institutions Platform (EIP) advocate for such approaches, focusing on learning methods. There is growing interest at state/local government level and in development co-operation in novel ways to engage peers for innovation and impact. Peer learning can foster an environment of trust, facilitating future exchange. This can lead to a virtuous cycle of collective, technical and political co-operation across various subjects, and inspire the formation of thematic networks.
- This report, based on a partnership between UCLG and the EIP, reviews the Mediterranean City-to-City Migration (MC2CM) project, focusing on its P2P learning component. It identifies options for setting up a monitoring, evaluation, and learning (MEL) framework to leverage the potential of P2P learning.
- The MC2CM project connects 22 cities to improve urban migration governance. It is led by a consortium of the United Nations Human Settlements Programme (UN-Habitat), the International Centre for Migration Policy Development (ICMPD), and UCLG. It responds to the urban governance challenges of human mobility across the Mediterranean, which tragically and continuously translate into failed migratory projects.
- MC2CM was structured in three pillars: Dialogue, Knowledge, and Action. P2P learning was the central methodology of the Dialogue component. Throughout 2015-22, 16 peer-learning events were

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implemented using interactive tools such as field visits or games, focused on horizontality (ensuring participants engage as equals) and fostering empathy between participants (allowing participants to connect personal experiences of migration with those of others).

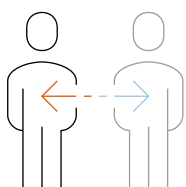
- Observed effects of P2P learning included: (1) cities better equipped to engage in migration governance, such as through better access to data on local migration and understanding of concepts, terms, and migration-policy processes; (2) cities' improved resilience against shocks, such as through better visibility on the roles, activities and expectations of local migration stakeholders; (3) establishment of a platform for new contacts across cities and showcasing practices from different contexts; (4) city-level actions funded by MC2CM or inspired by other cities; and (5) the political empowerment of participating cities, such as by the Lampedusa Charter process, to which MC2CM contributed.
- One challenge observed is the variation in preparedness of local governments, stemming from differences in size, autonomy, and financial and technical resources. Other challenges include agreeing on outcomes when working with a tripartite, consortium-type project governance structure, tracking P2P effects, and increasing engagement with national-level authorities.
- Given the observed effects and challenges, this report outlines building blocks for MEL to track outcomes of P2P learning in institutional development and for use in MC2CM and similar projects, based on the Five Core Capabilities Framework for Capacity Development. These are the capabilities to: (1) commit and engage; (2) carry out technical and logistical tasks, and generate development results; (3) relate to context and attract others; (4) balance diversity and coherence; and (5) adapt and self-renew. Each capability comes with its own indicators.
- The Five Core Capabilities Framework can link project activities and effects to expected behavioural and institutional changes. It can also improve learning impacts and address challenges, such as by tracking the participation and profiles of peer-learning event attendees, promoting mutual accountability among leading organisations, and providing evidence of impact to use in reporting, communications, and advocacy.



## 1

## Introduction

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### A collaboration between UCLG and the EIP

In early 2022, United Cities and Local Governments (UCLG) Learning invited the Effective Institutions Platform (EIP) to review the Mediterranean City-to-City Migration (MC2CM) project in terms of how monitoring, evaluation, and learning (MEL) can help capture outcomes from peer-learning. MEL is an important component of the EIP's work since 2020 (Box 1), and applying it to a city-to-city peer-learning initiative represented a new opportunity for the EIP. For its part, UCLG Learning has a track record of using peer-to-peer (P2P) methods with cities and municipalities (UCLG Learning, 2023).<sup>1</sup>

This report results from the EIP-UCLG partnership to review the P2P learning approaches of the MC2CM project. The partnership gives EIP members insights into the innovative P2P learning models developed by UCLG and lets them consider the modalities and actors that can implement new and learning-based approaches to development co-operation. This report addresses the following questions:

- How did P2P learning take place in MC2CM, and what were the enablers and challenges to using peer learning?
- To what extent did MC2CM adopt MEL principles for P2P learning, and how can this be strengthened?
- How can MEL maximise the effectiveness of P2P learning in MC2CM and similar network-based projects?

Three main sources of information were used to answer these questions: (1) thirteen semi-structured interviews with MC2CM stakeholders (questionnaire in Annex); (2) MC2CM outputs, including P2P learning-event background documents, learning reports and thematic learning reports, city migration profiles, and a UCLG massive open online course (MOOC); (3) secondary literature and data, especially EIP and UCLG publications on P2P partnerships and MEL good-practice principles. Preliminary feedback on the report's approach and results was gathered at the UCLG World Summit in Daejeon, South Korea, in October 2022.

The review focused on how learning took place and how to improve the uptake and impact of that learning, rather than on migration-related policy content. The analysis sought to identify individual learning by participating peers, and how such learning impacted political and administrative operating systems in city governance.

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1. In this report, 'peer-to-peer learning' is used interchangeably with 'peer learning'.

The following sections detail MC2CM objectives, structure, and outputs. Part II of the report summarises migration trends in the Mediterranean and their urban dimension, providing the background and rationale for MC2CM and the use of P2P learning therein. Part III defines P2P learning, clarifies the functions of a reference MEL framework, reviews P2P learning activities as they took place in MC2CM, and assesses the extent to which they correspond to reference MEL practices. Part IV documents the effects of peer learning in institutional responses to migration and refugees, and observed challenges. Part V uses observed effects to propose building blocks for an MEL framework for MC2CM and similar projects, which could expand observed effects and overcome challenges. Part VI summarises and concludes the report.

### Box 1. **The EIP and MEL**

Hosted by the OECD Development Co-operation Directorate until 2023, the EIP is a global knowledge hub for P2P learning and strategies to enable institutional reform. The EIP was born in the aftermath of the 2012 Busan High Level Forum on Aid Effectiveness. Participants in Busan had underlined the importance of P2P learning to develop more horizontal and effective development partnerships. In 2016, the EIP published its *Guide to P2P Learning*, offering methodological guidance to support P2P initiatives in public-sector institutions (Andrews & Manning, 2016). A series of seed-funded partnerships facilitated P2P learning activities implemented by EIP members throughout 2017 (EIP & National School of Government International, 2018).

The EIP then conducted a lesson-harvesting exercise about P2P learning from among its constituents, specifically leading participants of its Advisory Group. Results were compiled in *Lessons Harvesting: Learning from P2P Engagements* (Ørnemark, 2020). The report identifies attributes of effective P2P partnerships and formulates lessons for designing MEL frameworks that enable institutional learning and development. The stocktaking exercise underscored the need for MEL to track the results and impact of P2P learning initiatives. Since 2020, the EIP has worked on pilot-testing and co-creating MEL tools with EIP members and partners, to leverage knowledge assembled in the platform and increase the impact of P2P learning.



### The MC2CM project

MC2CM is a project funded by the European Union (EU) and Swiss Agency for Development and Cooperation, implemented by a consortium comprising UCLG, the International Centre for Migration Policy Development (ICMPD) and the United Nations Human Settlements Programme (UN-Habitat). It connects 22 cities to improve migration governance through evidence-based action and P2P learning.<sup>2</sup> MC2CM contributes to more open and inclusive cities by drawing on migrants' potential to benefit cities and their economies (ICMPD, 2022). This collaboration originated in a proposal by ICMPD, which saw the need for a different narrative on migration in the Mediterranean. As a consortium, UCLG brought its network and experience in city-to-city co-operation through peer learning, ICMPD brought its policy expertise, and UN-Habitat brought its urban and project-implementation expertise. UCLG Learning led the P2P learning component of MC2CM (Box 2). ICMPD had never worked directly with cities prior to the project, thus rendering it unique.

#### Box 2. UCLG Learning and MC2CM

UCLG is the global association and voice of local governments. UCLG Learning is a department that accompanies UCLG members, city associations, and networks in generating effective learning opportunities and enabling sharing of local experiences globally. Its members are local and regional governments (LRGs) that join directly or through the 100 national LRG associations that are part of UCLG. UCLG Learning ensures that UCLG voices are inspired by local practices, policies, or projects. It develops methodologies on the localisation of global agendas and trains a network of trainers to contextualise global policies and knowledge in their territories.



2. Participant cities are Amman, Beirut, Cadiz, Casablanca, Dortmund, the Andalusian Fund of Municipalities for International Solidarity (FAMSI), Grenoble, Irbid, Lisbon, Lyon (City and Metropolis), Madrid, Naples, Oujda, Rabat, Ramallah, Seville, Sfax, Sousse, Tangier, Tunis, Turin (Metropolis), and Vienna (ICMPD, 2022).

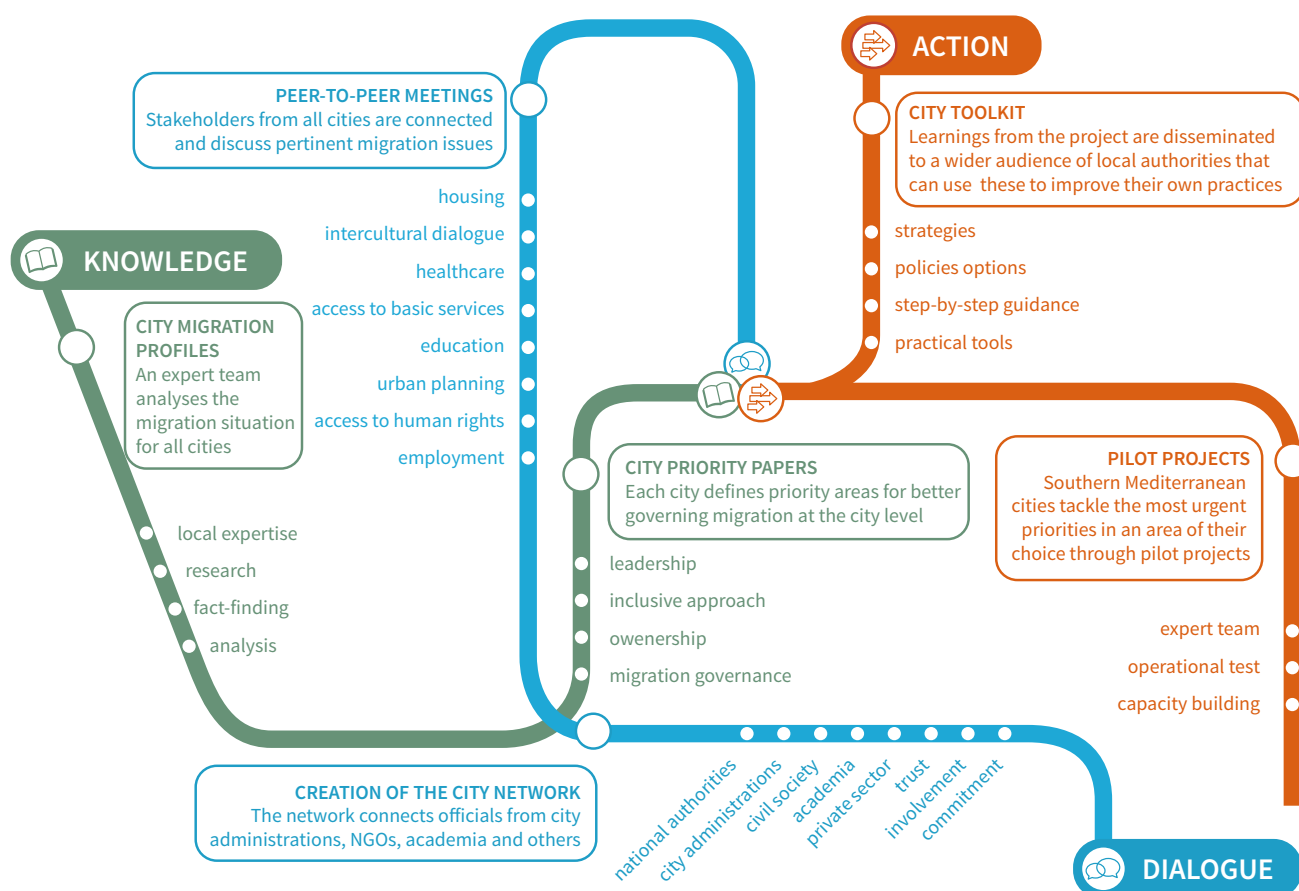


## MC2CM objective, structure, and outputs

The objective of MC2CM is “to discuss about, learn from and contribute to improved migration governance at urban level” (ICMPD, 2022). The project has three pillars (Figure 1):

- (i) **Knowledge**, to enhance the evidence base about the migration situation for all participant cities through migration profiles and city-priority papers.
- (ii) **Dialogue**, to connect stakeholders from all cities around pertinent migration issues through P2P learning events and the establishment of a city network.
- (iii) **Action**, to disseminate learning through city toolkits and tackle the most urgent local priorities through Targeted City Actions: small pilot projects in participant cities funded by MC2CM grants.

Figure 1. MC2CM project components



MC2CM was presented at Habitat III in Quito and will contribute to implementation of the New Urban Agenda

MC2CM had two project phases, 2015-17 and 2018-22. The first involved nine cities, with the objective to create a trusted, close-knit community. Cities were invited to take the lead in peer learning by proposing topics they considered relevant and applying to become host cities for events focused on specific topics.

The second phase involved 22 cities, still with the aim of community-building, but among a wider group of cities and with a stronger focus on the Action pillar. Consequently, this phase added a grant-delivery activity to support city-level actions. At the core of MC2CM are UCLG institutional practices (e.g., use of interactive learning methods, horizontal engagement between peers considered as equals, and the promotion of empathy, such as through learning games) to enable the Dialogue pillar through P2P learning. Box 3 summarises MC2CM outputs throughout the two project phases.

### Box 3. Key MC2CM outputs

Key project outputs include: a policy recommendations note; 12 migration profiles and a synthesis report on migration profiles; 16 peer-learning events (accompanied by 15 background documents and 13 learning reports or discussion summaries); 9 case studies; 8 thematic learning reports, and 21 Targeted City Actions (Annex Table 3 and Annex Table 4) (ICMPD, 2022).

UCLG used MC2CM material to develop a massive open online course (MOOC) titled *Localizing the Global Compacts on Migration and Refugees: Territorial Action on Human Mobility*, released in December 2022 (UCLG, 2022). In addition, following a request by project participants, MC2CM prepared a policy document on COVID-19 responses (Annex Table 3) and a discussion report on women migrants in cities.

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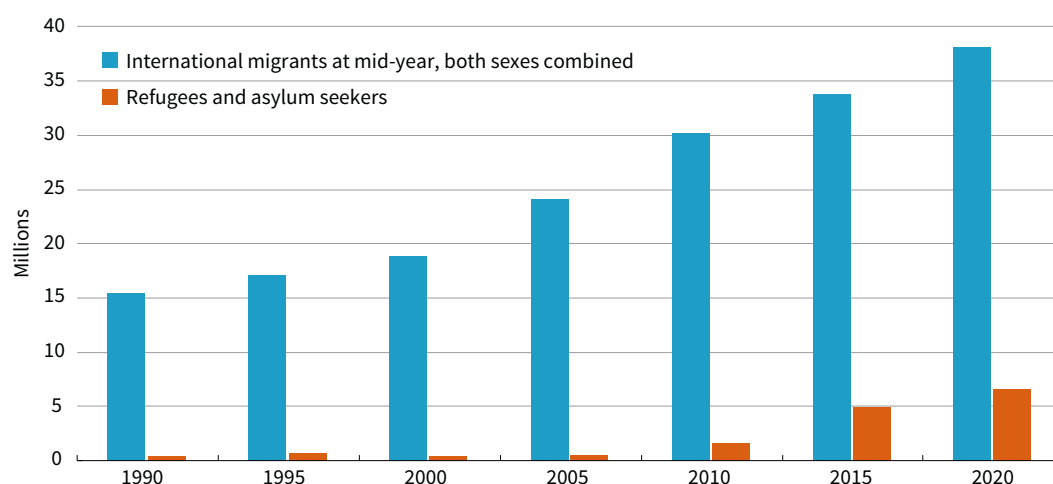
## 2



## The background of MC2CM: Migration trends and urban realities in the Mediterranean space

MC2CM, with its unique character and emphasis on peer learning, was set up in response to the challenge of migration patterns in the Mediterranean space. Between 1990 and 2020, the number of migrants in Mediterranean countries and territories more than doubled, reaching 38 million in 2020 (Figure 2). This regional experience aligns with an increasing number of international migrants globally, though international migrants still represent only 3.6% of the global population and COVID-19 put a brake on migration (IOM, 2022). Shocks such as the 2015 Syrian refugee flows contribute to governance challenges, and cities have long been the primary points of entry for migrants and asylum seekers, with impacts on cities and territories: in the Mediterranean space, “migration, asylum and urbanisation are defining features of local realities” (MC2CM, 2017).

Figure 2. **Migration, refugee, and asylum-seeker trends in Mediterranean countries and territories**



Countries and territories included: Albania, Algeria, Bosnia and Herzegovina, Croatia, Cyprus, Egypt, France, Gibraltar, Greece, Israel, Italy, Lebanon, Libya, Malta, Monaco, Montenegro, Morocco, West Bank and Gaza Strip, Portugal, Slovenia, Spain, Syrian Arab Republic, Tunisia, Turkey, and Western Sahara.

Source: UN DESA (2020), UNHCR (2022).

Migrants, refugees and asylum seekers in the Mediterranean are significant in number and extremely vulnerable. Arrivals of migrants and asylum seekers to Cyprus, Greece, Italy, Malta, and Spain peaked at 1 million in 2015. During 2018-22, they averaged 129,000 per year (Figure 3). The Northwest-African route (arrivals in the Canary Islands via the Atlantic Ocean), and the Western, Central and Eastern Mediterranean routes are particularly dangerous for migrants. In 2022, 1 953 migrants and asylum-seekers died or went missing travelling these routes towards Cyprus, Greece, Italy, Malta, and Spain (Figure 4).

Figure 3. **Migrant and asylum-seekers arrivals in Cyprus, Greece, Italy, Malta, and Spain**

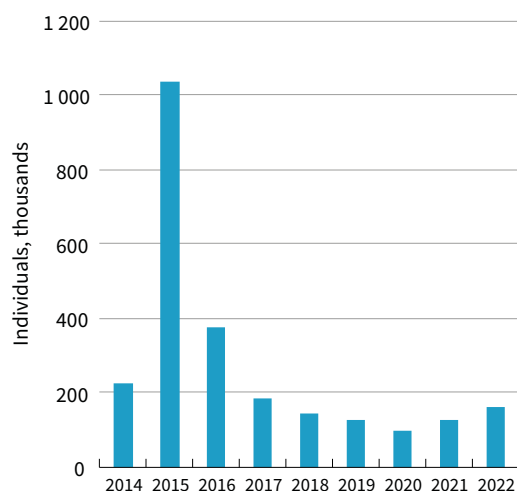
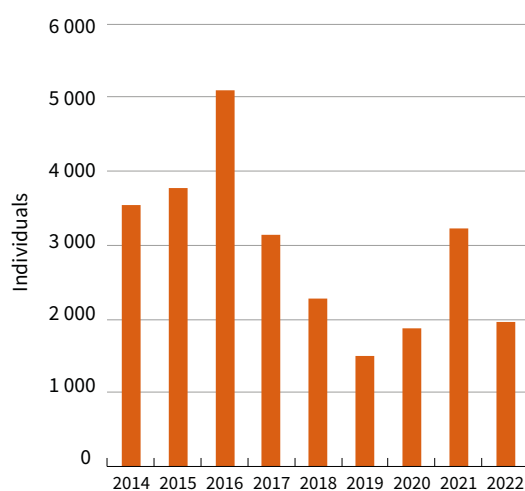


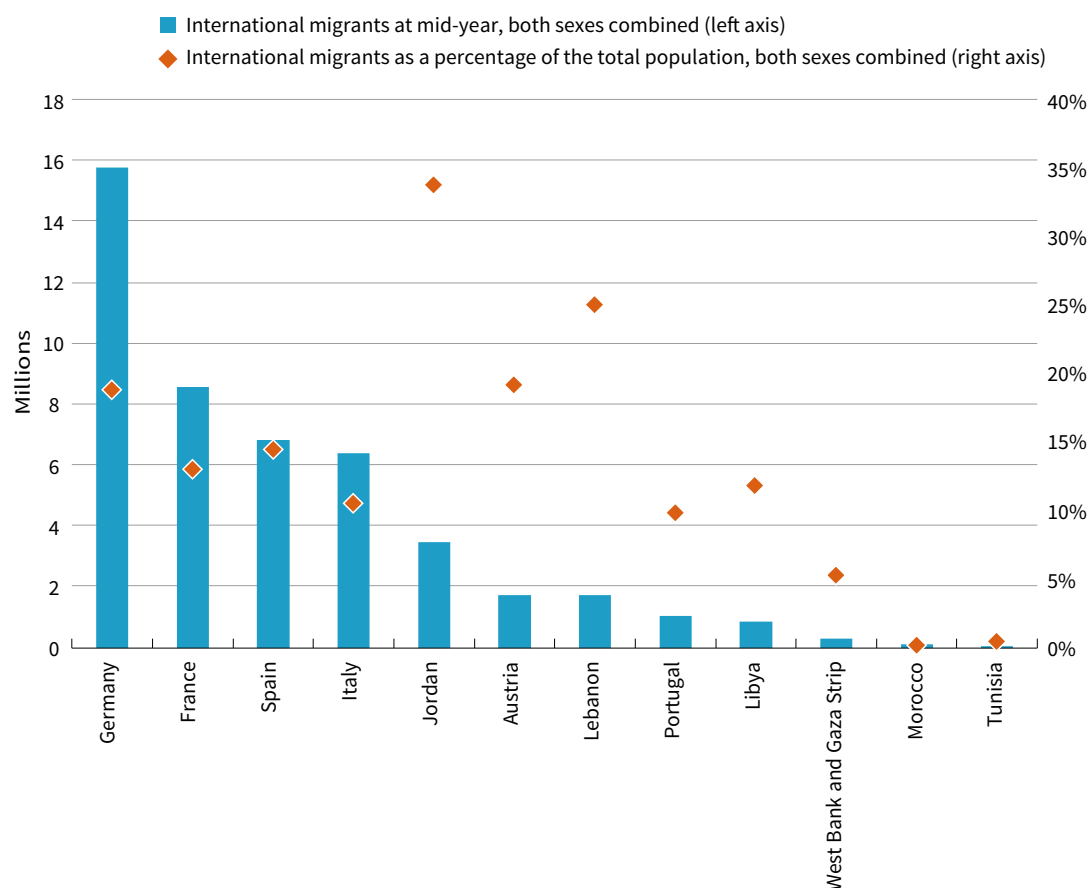
Figure 4. **Dead and missing among migrants and asylum-seekers in Cyprus, Greece, Italy, Malta, and Spain**



Note: Arrivals “include sea arrivals to Italy, Cyprus, and Malta, and both sea and land arrivals to Greece and Spain (including the Canary Islands). Data are as of 31 December 2022 for all countries” UNHCR (2022).

Source: UNHCR (2022).

Figure 5. **Migrant population in MC2CM countries and jurisdictions, 2020**



Source: UN DESA (2020).



MC2CM participant-countries host significant numbers of international migrants. In Germany, the migrant population in mid-2020 amounted to 15.8 million (Figure 5). Migrant population numbers in France, Spain, and Italy were at 8.5 million, 6.8 million, and 6.4 million, respectively. Austria, Jordan, and Lebanon host smaller numbers of international migrants, but their share is much larger in proportion to the national population. The share of international migrants in the populations of Jordan and Lebanon in 2020 was 34% and 25%, respectively.

Migration in the Mediterranean has a strong urban dimension, in line with existing global patterns (Box 4). In MC2CM countries for which data is available, more than three-quarters of refugees and asylum-seekers live in urban environments (Figure 6). The share of refugees and asylum-seekers living in rural, urban, or unknown locations in the MC2CM space stood at 2%, 53%, and 45%, respectively (average for 2015-21), showing that over half are in urban settings\*).

*In MC2CM countries for which data is available, more than three-quarters of refugees and asylum-seekers live in urban environments.*

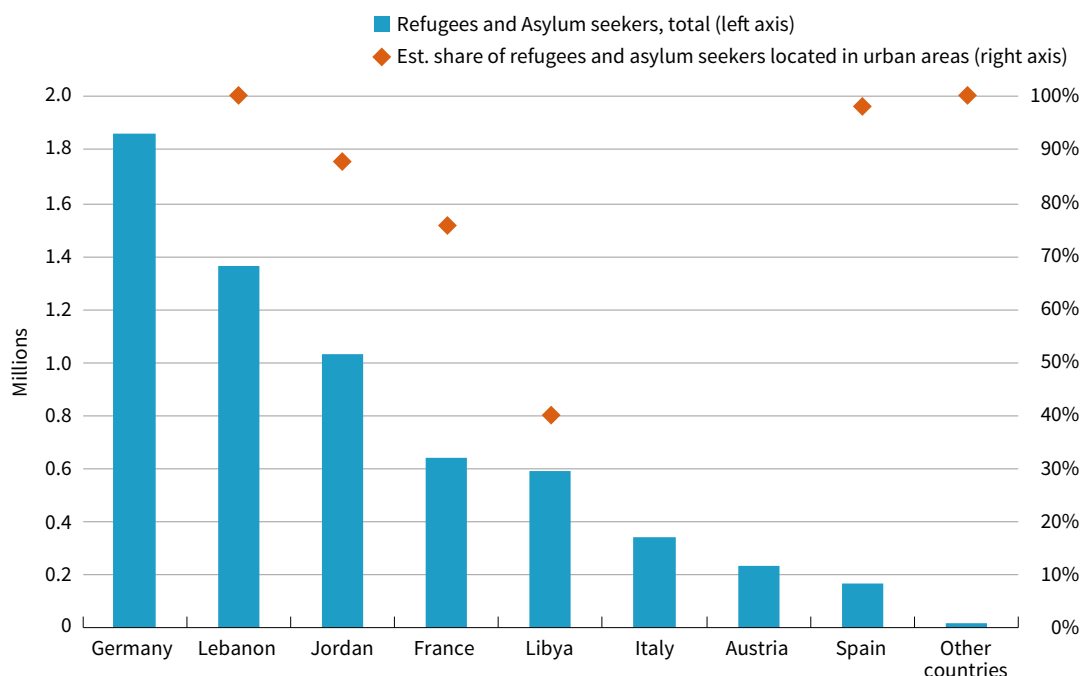
#### Box 4. The urban dimension of migration

The link between urbanisation and migration is a global phenomenon. Approximately 1 in 5 migrants live in just 20 cities globally (IOM, 2022), and 66% of the world population is projected to reside in cities by 2050 (UN DESA Population Division, 2018). According to available estimates, 60% of the world's refugees (UNHCR Innovation, 2016) and about half of the world's Internally Displaced People live in urban areas (Huang & Graham, 2019). Cities are on the frontline of migration, yet their role in migration governance is often overlooked, and greater involvement of cities in migration governance is needed to shift migration narratives, help cities and municipalities improve their migration and refugee policies, support networking, and scale up the most effective responses (MC2CM, 2017).

A corollary of migration's urban dimension is the importance of housing policy to achieving inclusion and social cohesion. Jordan provides an illustration of migration's influence on housing: "after conflicts, the presence of large numbers of displaced persons can drive up housing and basic service costs in cities (...) the influx of refugees is still straining the absorption capacity of the Jordanian housing market affecting low-mid-income Jordanian families (...) Jordan requires new housing solutions" (MC2CM, 2017). For migrants, access to housing is a precondition to accessing jobs and other services, and is therefore key for integration in local life. UN-Habitat helps cities incorporate migration into urban development interventions (EU, IOM, & UN Habitat, 2021).

\* UNHCR (2022) via UNOCHA (2022)

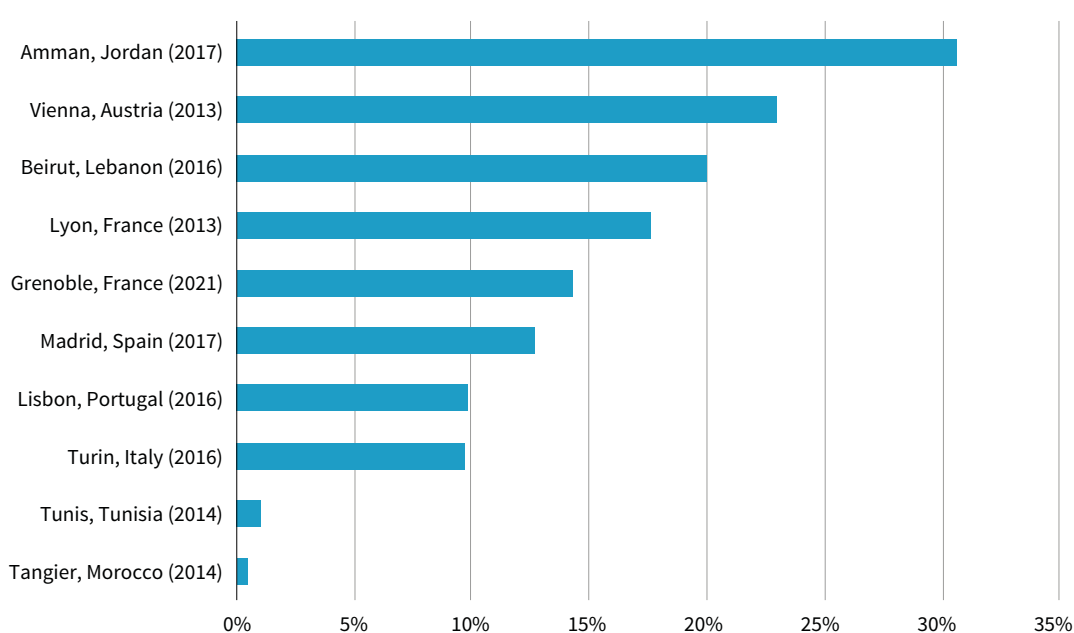
Figure 6. **Refugees and asylum-seekers in MC2CM countries and urban areas, average 2015-21**



Note: Disaggregation of location (urban or rural) was not available for Germany. For Austria and Italy, location was not available for more than 70% of refugees or asylum-seekers. For other countries, the share of unknown locations for refugees and asylum-seekers was below 70%. The share of refugees and asylum-seekers showed in this graph should thus be considered an estimated minimum.

Source: UNHCR (2022) via UNOCHA (2022).

Figure 7. **Estimated shares of migrant or foreign residents in MC2CM cities**



Note: Year of data is indicated between brackets next to city name.

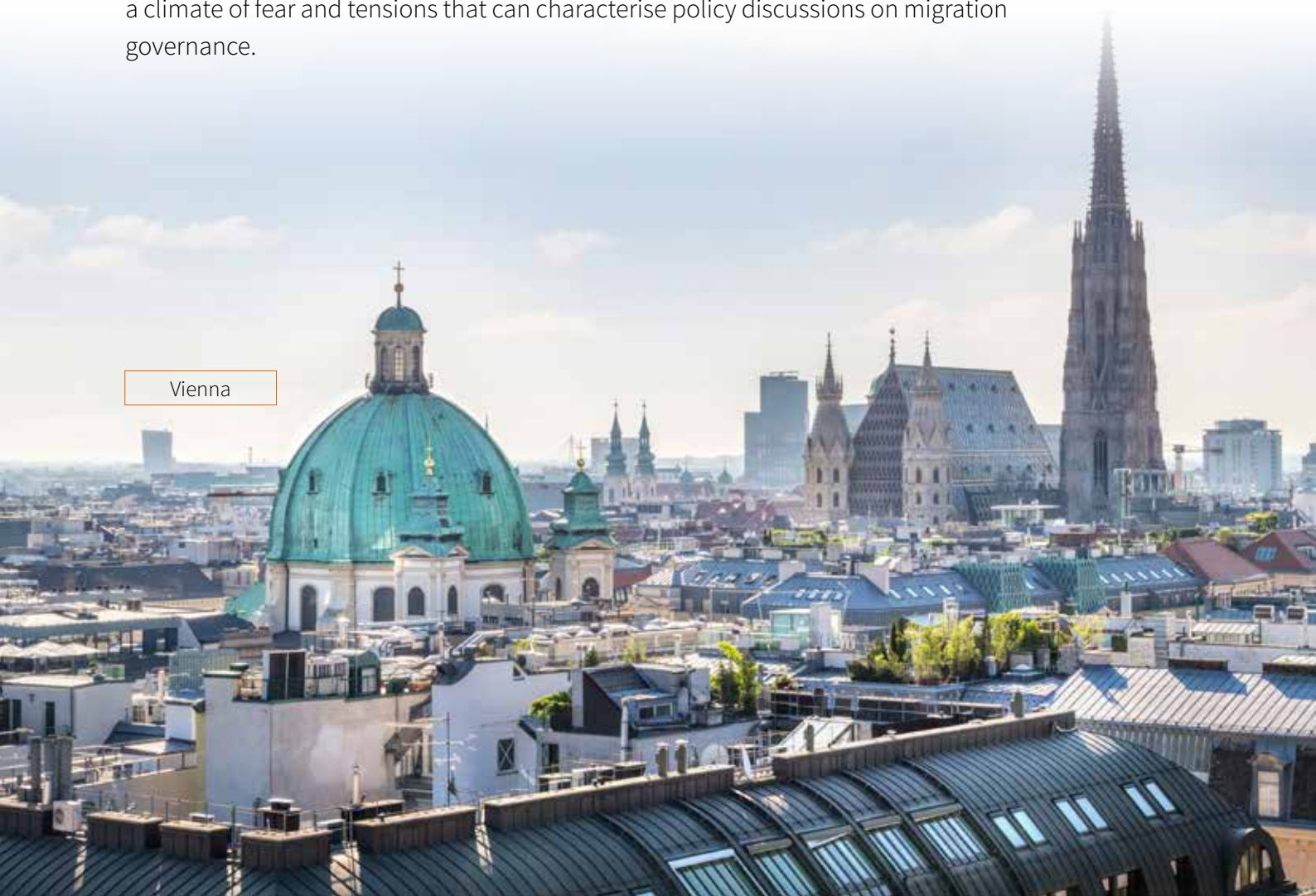
Source: MC2CM city migration profiles sourced from ICMPD (2022).

Migrants are an essential part of the urban landscape in MC2CM participant cities. In Lyon for example, it is estimated that 18% of residents are migrants or foreign (Figure 7). All cities in Figure 7 except for Tunis and Tangier have estimated shares of migrant or foreign residents of 10% or higher. Further, cities of origin, transit (like Sousse or Sfax) and destination face different yet interconnected challenges, such as employment, climate-resilience urban planning, and migrant-integration measures to harness “the positive impact of migration in urban areas” (UNHabitat, 2019), making the case for MC2CM’s network approach.

MC2CM was launched in response to rising migrant and refugee flows, humanitarian crises, and the increasingly urban and interconnected nature of migration governance issues. It acknowledges that cities implement a range of migration responses, covering language-learning, education, labour-market insertion, and health (MC2CM, 2017). In some cases, cities respond daily to humanitarian emergencies. MC2CM approaches migration governance in the Mediterranean with a new angle, focused on setting up the conditions for learning and reform, instead of advocating for ready-made solutions. As argued below, MC2CM also used peer learning to foster a spirit of co-operation, horizontal relationships, and empathy between participant cities. This aimed to unearth inspiring local responses to migration challenges and to move away from a climate of fear and tensions that can characterise policy discussions on migration governance.

**MC2CM  
approaches  
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solutions.**

Vienna

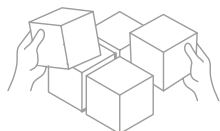


## 3

## P2P learning in MC2CM and the role of MEL

### What is P2P learning?

The EIP *P2P Learning Guide* describes peer learning as a “powerful way of sharing knowledge about doing public sector reform. This learning involves individuals exchanging knowledge and experience with each other and diffusing this learning back to their organisations to ensure an impact – at scale – on reform initiatives... ultimately learning takes place between individuals and it facilitates interpersonal interchanges that are well matched and that are based on trust and commitment” (Andrews & Manning, 2016).



According to UCLG, “P2P learning involves individuals exchanging knowledge and experience with each other and diffusing this learning back to their organisations... the objective of peer-learning is the transfer of knowledge, skills and experience from one municipality to others, understanding the change or reform happening through individuals and leaders... peer learning can entail technical assistance or feedback to solve specific municipal challenges, benchmarking to inspire change, or other forms of peer support relying on continued exchange in networks” (UCLG Learning, 2023). P2P learning constitutes an attractive form of institutional development for cities and municipalities: “sharing practices and experiences as part of a network can improve our knowledge, capacities and confidence in urban management, inclusion, sustainable growth, and governance. Learning and the transfer of practices between cities can be felt in communities, neighbourhoods and regions in the form of improved services and better informed, more responsive civil servants” (UCLG Learning, 2016).

MC2CM used peer learning to create a sense of community and empowerment, identify common points of interest, share experience, and nurture innovation around emerging themes and priorities of participating cities. Given the varied cultural backgrounds and operating contexts of MC2CM participating cities, peer learning was seen as suitable for garnering empirical knowledge and allowing participants to connect with one another horizontally, reducing the frequent North-South biases of Euro-Mediterranean dialogues. In implementing the Dialogue pillar of the project, UCLG adopted its previously tested city-to-city approach, involving a combination of coaching, mentoring, and problem-solving. The main targets of peer learning in MC2CM are participant cities and administrations, although civil society groups, international organisations, and other migration stakeholders take part in peer-learning events.

Problem-solving is an important part of peer learning as used in MC2CM. It has origins in the Problem-Driven Iterative Adaptation (PDIA) approach, which “offers a



framework and a method for the development community to do things differently” (Whaites, Gonzales, Fyson, & Teskey, 2015). PDIA relies on four principles: (1) finding local solutions to local problems; (2) pushing problem-driven positive deviance; (3) trying, learning, iterating, and adapting; and (4) scaling through diffusion (ibid).

UCLG Learning employs a variety of tools – notably interactive events and learning games – to facilitate the learning process. Experience at UCLG Learning showed new tools are required go beyond sharing limited best practices to implementing learning based on questions everybody can benefit from. UCLG Learning’s results-focused methodology implements the steps of the PDIA. First, it helps to unravel and clarify the problem at hand, moving beyond mere curiosity and questioning. Second, it helps peers narrate their practices or experiences in a way that others can learn from. This step-by-step process encourages individuals to rely on their personal experiences, establishing an environment conducive to learning where change or reform becomes feasible.

### How MEL can boost peer-learning partnerships

An effective MEL framework for P2P learning can systematically track the outcomes of learning activities and identify challenges up-front to course-correct as necessary. Box 5 details the functions of a P2P MEL framework. The Five Core Capabilities Framework for Capacity Development<sup>3</sup> provides a baseline to track how learning activities affect institutional capacity to engage in policy reform, innovation or change. The Five Core Capabilities are: (1) the capability to commit and engage; (2) the capability to carry out technical and logistical tasks, and generate development results; (3) the capability to relate to context and attract others; (4) the capability to balance diversity and coherence; and (5) the capability to adapt and self-renew.

Learning projects and MEL frameworks can also benefit from guidelines on how to design and implement co-operation programmes among LRGs. Guidelines include scanning participant intentions, investing in preparation, caring for enabling conditions during implementation, and having an exit strategy for post-implementation. MEL plays a role in this, ideally, fostering continuous learning through information-sharing, communications, reporting, results, and iterative reviews.<sup>4</sup>

*MC2CM used peer learning to create a sense of community and empowerment, identify common points of interest, share experience, and nurture innovation around emerging themes and priorities of participating cities.*

3. Adapted from Baser & Morgan (2008).

4. This process can build on the “suggested framework to guide decentralized cooperation projects” and proposed framework for “communicating, reporting, monitoring and evaluation” in the fourth UCLG Learning Module on localising the SDGs (UCLG Learning (2021): p. 65 and 99).

### Box 5. Functions of a P2P MEL framework

#### Learning

Evidence-based learning (with an emphasis on experiential evidence and exchange among peers) is the most important function of any P2P results framework. “Evidence” should be defined as broadly as possible, from numeric tracking to qualitative analysis of change stories, testimonials, feedback, observations, etc. Importantly, data-gathering should pin down how learning happens and is applied (i.e., whether it triggered action) at different levels: by participating individuals from different peer institutions, at the institutional level in their organisations, and at a broader system/sector level, such as to influence indirect stakeholders. It is important to ask who is included in the learning process, and how, and whether all the actors needed for change are included in experimentation and uptake of learning acquired through the P2P engagement. This can be done by drawing up actors-based theories of change (also called theories of action) at the outset and regularly testing them over time (indicating who needs to learn what, when, and what will trigger action).

#### Mutual accountability

MEL’s accountability function goes beyond upward accountability to donors and supervisors to include mutual accountability and transparency between peers – an important aspect of P2P trust-building. MEL can account for what is being done, by whom, when, and with what effect. It can also check the level of mutuality in partnerships where all parties are expected to bring different experiences to the table. Even in largely unidirectional P2P partnerships (where a “resource organisation” supports a “learning organisation”), the inputs, performance, and perceived relevance of advice must be assessed by all peer partners to ensure mutual accountability for results and avoid using MEL as a mere compliance mechanism solely for controlling uptake by the learning organisation(s).

#### Internal and external communications

Tracking progress at individual, institutional, and systemic levels helps build a case for the experiences, and ways of working that trigger action, and the adaptations needed to make lessons from elsewhere fit the local context. This can sell new ideas to management and other internal constituencies or audiences. A documented track-record of localised change and adaptation can help external communications with other peer groups. However, while this is an important function of MEL, it should not only collect success stories, which are often less relevant for learning than case-based stories of how problems were identified, localised, and overcome. A story-based methodology can be applied, such as through outcome-harvesting, where stakeholders’ testimonies of changed practices, relationships, or behaviours are recorded, systematised, and analysed in relation to intended results.

### How peer learning worked in MC2CM

Sixteen peer-learning events took place throughout the MC2CM programme across nine countries and 14 cities. All participant countries and jurisdictions except Lebanon, Libya, and the West Bank and Gaza Strip had the opportunity to host a peer-learning event. Four of the 16 events were held virtually (from June 2020 to December 2021) (Annex Table 2).

### Theme-selection

Peer learning events in MC2CM covered varied themes related to human mobility, and the approach to theme selection evolved throughout the programme. In Phase I (2015-18), theme selection was “opportunistic”, driven by the expertise and interests of partner institutions and host cities. For example, UN-Habitat expressed interest in Urban Planning and Housing (Amman, March 2017), and UCLG expressed interest in Education (Turin, July 2017). In Phase II (2018-22) theme selection was informed by barriers to migrant integration and recommendations identified in Phase I events and results from city migration profiles. Participant cities also had the opportunity to express their preferences for themes at the Phase II launch event in Vienna (October 2018). Among the themes identified as issues of interest during Phase I and carried forward in Phase II were: Changing Perceptions and Narratives of Migration (Seville, June 2020, June 2022); Housing and Homelessness (Dortmund, April 2021); Language and Culture (Casablanca, December 2019); Local Citizenship (Grenoble, March 2021); and Employment (Rabat, December 2021).

*Peer learning events in MC2CM covered varied themes related to human mobility, and the approach to theme selection evolved throughout the programme.*

### Peer-to-peer learning implementation

P2P learning in MC2CM resulted from the following tasks and activities: (1) provision of learning resources (dissemination of a background document); (2) facilitation of learning exchanges featuring interactive activities; and (3) circulation of learning reports to capture and capitalise on the results (MC2CM, 2021).

### Learning resources: MC2CM background documents

Background documents produced for MC2CM P2P learning events served several functions, including establishing working definitions, locating the theme of the event within the migration-policy landscape, providing preliminary inputs (policy messages, principles, and priorities) for an updated narrative on migration, and setting orientations for learning meetings.

These documents establish a common language among participants (some of whom were new to the area of migration) and reframed crucial terms and concepts through the LRG lens: such as “asylum-seekers”, “refugees”, “Internally Displaced People”, “stateless persons” (Tangier, November 2016; Vienna, February 2017); “irregular

migrant”, “settled minority”, “new migrant”, “settled majority”, “cultural practitioners” (Casablanca, December 2019); “formal education”, “non-formal education”, “informal education” (Turin, July 2017); “social cohesion” (Lisbon, July 2016); “multilevel governance” (Lyon, December 2017); “disinformation” (Seville, June 2020); “urban citizenship” (Grenoble, March 2021); and “homelessness” (Dortmund, April 2021).

Learning in MC2CM related to the following policy agendas, frameworks, and processes:

- **Housing, urban planning, and human mobility** – the New Urban Agenda, the Habitat III Conference, UN-Habitat’s Housing at the Centre approach.
- **Human rights and human mobility** – the Universal Declaration of Human Rights, the agenda of the Special Rapporteur on the Human Rights of Migrants, and the ‘human rights in cities’ and ‘right to the city’ movements (Global Charter-Agenda for Human Rights in the City 2011, Gwangju Guiding Principles for a Human Rights City 2014, Global Platform for the Right to the City).
- **Migration and refugees** – the Global Compact on Safe, Orderly and Regular Migration (GCM); the Global Compact on Refugees; the Mayors Mechanism linking LRGs to the Global Forum on Migration Development (GFMD); the Mayors Mechanism’s Call to Local Action for Migrants and Refugees.
- **Euro-African dialogue on migration** – the Rabat Process for Euro-African dialogue on Migration and Development; the Euro-Mediterranean Migration Narratives conferences.
- **The Sustainable Development Goals** – especially target 11.1: “Access for all to adequate, safe and affordable housing by 2030”, and SDG 4 on education.

Background documents provided policy messages, principles, and priorities to create a new migration narrative. These underline the growing role of cities in the multi-level governance of migration and their unique capacity to foster a “pragmatic, evidence-based debate on migration” (Tunis, September 2018). They also relate to event themes: the need for better data on migration; the crucial role of CSOs in migration governance; the potential of cultural policy for improved migrant integration; the connection between housing, homelessness and poor migrant integration; and the need to partner with the private sector to expand employment opportunities for migrants. Background documents set orientations for learning meetings, such as providing guiding questions for exchange sessions. They contained a preliminary assessment of the challenges and opportunities related to the migration issue at hand, reviewed promising practices or initiatives, and proposed policy recommendations. Some



background documents included policy tools, such as a process guide on hosting refugees (Vienna, February 2017) or a menu of communication activities to shift perceptions and narratives on migration (Tunis, September 2018).

### **Learning exchanges: P2P meetings and interactive learning activities**

Using the resource materials/background documents already provided, P2P learning activities helped participants identify common challenges and opportunities to improve migration governance through a specific thematic angle while defining prospective recommendations together.

The learning events featured presentations by participants to share experiences, good practices, tools and resources. Exchanges were held under Chatham House rules, meaning participants were free to use the information shared but without revealing contributor identities. Guiding questions helped stimulate discussions. Meetings could also include case studies, which could cover “guest” cities not part of MC2CM, such as Douala, Cameroon (Amman, March 2019; Sfax, June 2019), and Malaga, Spain, and Brital, Lebanon (Sfax, June 2019).

In addition, these meetings used interactive tools to promote bottom-up innovation, such as the identification and dissemination of first-hand LRG viewpoints and local solutions that can address common territorial challenges, as well as games to promote PDIA (Box 6). UCLG Learning devised methodologies for these events. In Lisbon (July 2016), participants used an Ishikawa (or “fishbone”) diagram to identify the local-level root causes and effects of a lack of social cohesion between migrant and host communities. In Sfax (June 2019), participants mapped a synthetic overview of needs faced by migrants on the move. In Seville (June 2022), there was a dive-in session about the realities and work of Andalusia with children and youth on the move. There were also role-playing games and, with the help of UCLG Learning, participants could map migrant needs depending on city status (host or departure city).<sup>5</sup> Lastly, some P2P learning events featured field visits (Lyon, December 2017; Sfax, June 2019).

During the COVID-19 pandemic, gaming and interactive learning were key to increasing engagement of participants and promoting a learning atmosphere. This approach served as a basis to develop a MOOC. The MOOC aims to provide students with a better understanding of how LRGs can and do respond to migration and refugee challenges, and how their activities support global goals. It builds on the MC2CM experience and knowledge.

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5. Interview with ANVITA, 9 August 2022.

### Box 6. **Fostering empathy, bottom-up innovation, and policy reforms through games**

Gaming proved helpful for creating empathy among MC2CM participants. Storytelling games were one tool used in that regard (UCLG, 2023). For example, during the Sfax event (June 2019), participants created stories of migrant or refugee individuals using a simple set of features (age, gender, education, family, arrival date, vulnerability) (UCLG Learning & MC2CM, 2019). This exercise let participants focus on individual stories and explore how people are affected by migration realities beyond statistics and policies. This helped identify insights on how individuals call upon their right to the city, and how policies can better meet their needs. Empathy (i.e., allowing participants to connect their personal experiences of migration with those of others) generated through storytelling fuelled collaboration and friendship among peer learning participants. Empathy, mutual understanding, and horizontal exchanges (allowing participants to exchange as equals) are important to creating the conditions for reform and political change, especially on sensitive policy issues, like migration.

### **Learning feedback: Discussion summaries, learning reports, thematic learning reports, and peer learning notes**

After each event, MC2CM produced discussion summaries or learning reports documenting definitions and concepts; listing challenges, opportunities, and good practice examples identified; and laying out principles for future action. For eight events, broader, thematic learning reports were developed in addition to the learning reports (Annex Table 3). Thematic learning reports covered themes like Communication on Migration, Cultural Policies, Local Citizenship and Fostering the Right to the City for

Casablanca





All, etc. The thematic learning reports originating from the Lisbon, Sfax, and Grenoble events were published as UCLG Peer Learning Notes, as they were considered milestones of learning impact.

### MEL observed in MC2CM

As revealed during interviews, no MEL framework was specifically designed for the Learning that sought to capture emerging practices, increased skills, and other innovations from P2P engagements in a systematic manner. At an individual level, user feedback was gathered immediately after P2P events. However, effects were not systematically tracked over time beyond separate events.

P2P learning is seen as a methodology to engage participants in interactive learning based on experience. Interviews confirmed that P2P learning spaces were used to interact and network, and added a dynamic to the programme that was conducive to innovation and willingness to try new local practices and learn from each other – particularly around more difficult or sensitive aspects of migration governance (such as countering negative perceptions around migration, increasing say in migration policy, etc.). As such, interviews revealed increased levels of confidence, legitimacy, and resilience among several participating cities. Such stories were often shared as individual anecdotes.

In other words, while a lot of the learning content was produced in relation to specific peer-learning events, the effects of that learning were harder to track without a specific MEL framework for the P2P component to link softer or emergent outcomes (e.g., innovation, confidence, trust-building, legitimacy etc.) to the outcomes of the programme in line with the overall intervention logic.

*Interviews confirmed that P2P learning spaces were used to interact and network, and added a dynamic to the programme that was conducive to innovation and willingness to try new local practices and learn from each other*



## 4



## Effects of peer learning on responses to migration and refugees

This report identifies five effects of MC2CM's P2P learning on institutional responses to migration and refugees, each of which is contextualised and explained below.

### Effect 1

**Cities were better equipped to engage in migration governance, resulting from the city migration profiles, better understanding of concepts and terms, and provision of new data on local migration.**

Improving migration governance requires improving policy knowledge and knowledge-sharing across cities. MC2CM participants reported that the program made them able to better promote certain policy positions based on facts, and that this led to increased confidence to engage on the issue of migration. City migration profiles, new migration data, and stakeholder mappings at city level – which were key inputs and resources delivered for P2P learning events – improved migration knowledge, built capacities for MC2CM participants, and mainstreamed migration governance locally.<sup>6</sup> Several interview participants (from the Oujda, Sfax, Sousse events) underscored that stakeholder-mapping exercises allowed them to understand migration realities in their municipalities and identify stakeholders of which they had been unaware. In Oujda, the stakeholder-mapping paved the way for the creation of a Migration Coordination Unit in the municipal office. Interviewees reported that some cities, including Grenoble and Rabat, used MC2CM knowledge products and learning to make their policies more precise and provide more visibility and funding for their migration departments.

For several participant cities, MC2CM presented a unique opportunity to focus on migration issues. For example, migration was not high on the local agenda in Tunis prior to 2015, and the project allowed for greater engagement on the topic. Further, MC2CM served staff capacity-building in several participant cities by moving the topic out of the traditional confines of national interior ministries. Through MC2CM and the possibility to mirror LRG realities, cities could re-discover their role and capabilities in tackling migration issues and engage in migration policy-making, not leaving it the prerogative of the national level. While this did not come without resistance from national-level policymakers, it reinforced the strength and legitimacy of cities to engage, particularly when their experiences were evidence-based and had been contrasted and compared against the experience of others. In this way, MC2CM increased attention to issues of migration at the city level and anchored migration as an issue in City Councils despite limited competences, mandates, and resources.

6. Interview with the National Institute of Statistics and Applied Economics (INSEA) of Rabat, Morocco.



## Effect 2

### **Cities improved response and resilience against external shocks, including the Syrian refugee crisis and the COVID-19 pandemic.**

Cities interviewed for this report stated that MC2CM helped them cope with migrant and refugee flows increased by the war in Syria. One explanation<sup>7</sup> derives in part from cities having more reference points and a wider network to consult for innovative solutions. Moreover, being part of the MC2CM network meant there were structures in place to quickly mobilise exchange between cities to engage in joint problem-solving and share response measures in response to external events such as the Syrian refugee crisis or COVID-19. The data and stakeholder mappings produced with support from MC2CM improved cities' resilience to shocks, such as through better visibility of migrant profiles and presence in the cities, and local migration stakeholders, including their roles, activities and expectations. One interviewee reported that data collected in the context of MC2CM helped several cities address migrant needs during the COVID-19 period, also due to better visibility of migrant profiles, occupation status, origins and needs, contributing to more resilient urban migration governance.

## Effect 3

### **Peer-to-peer learning served as a platform to establish contacts across cities and showcase practices from different contexts.**

MC2CM facilitated the creation of a platform and community, shedding light on practices from contexts that lack visibility – typically cities in the Southern Mediterranean (UCLG, 2022). As emphasised during the interview with ANVITA, participating in MC2CM allowed northern cities to reach out to a wider audience and counterparts, especially in the Southern Mediterranean. For Ramallah, MC2CM provided an opportunity to showcase learning and policy work by its municipality despite persistently difficult socio-political, economic, and security conditions. Ramallah's keenness to show it can deliver high-quality public services and engage in P2P learning with foreign municipalities despite difficult conditions is part of a broader desire to alter narratives about urban policymaking in vulnerable contexts that lower expectations for LRG performance. P2P learning provides an opportunity for cities in challenging environments to engage with others as equals and focus on what is possible to achieve. MC2CM also helped municipalities strengthen ties with CSOs. After the Sfax event (June 2019) on the role of CSOs in local migration governance, "participants felt that local government and civil society organizations often share the same objectives, and can work together to achieve these, supporting each other's services, policies and advocacy work" (UCLG Learning & MC2CM, 2019).

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7. Specifically inquired into as part of this review.

## Effect 4

### City-level actions resulted from P2P learning.

P2P learning enabled different types of practical, city-level actions, first through small MC2CM grants, called Targeted City Actions, provided across Phase II of the project. Twenty-one grants were delivered, of which six were awarded by UN-Habitat, and 15 by ICMPD (Annex Table 4). In Sousse, grants were used to fund local associations working on migrant integration through socialisation or helping children with homework. Similarly, in Ramallah, grants were used to fund a range of inclusion-related activities, and the implementation of the Ramallah Mobile App, a digital portal to facilitate access to public services and reduce waiting time for administrative requests at the municipality.

Second, new city-level actions emerged from encounters and knowledge-exchanges during the P2P learning events. In some cases, cities could draw immediate inspiration from other MC2CM participants to trigger change at home:

- Oujda in Morocco has been emulating the policies of Casablanca and Turkish municipalities to incentivise local recruitment of migrants in the public sector and enterprises.
- Tunis reported how Lyon's experience encouraging migrant participation in public spaces through culture inspired them to implement similar policies, including a partnership with the Arab Institute of Human Rights to create a community radio that promotes positive migration narratives.
- Inspired by the experience of Tangier, Tunis also set up a dedicated public office where migrants can meet staff from local authorities. This enabled mutual understanding between migrants and municipality staff. It also helped build local capacity to respond to migrant needs and demands.

Lastly, several cities were able to engage through MC2CM in circular-migration projects, in which migrants stay in another city for a fixed period to acquire skills and increase their employability for when they return to their city of residence. Tunis and Sfax have such partnerships with Milan, Turin, and the Tuscany Region.

## Effect 5

### Cities were politically empowered through the promotion of new narratives on migration, creating a favourable atmosphere for political change and facilitating contributions to international policymaking on migration.

P2P learning politically empowered participating cities through: (1) the development of a common migration narrative; (2) the promotion of horizontal exchanges for collective problem solving; and (3) contributions to international policy dialogue on

migration. MC2CM also allowed participants to agree on key messages regarding the development of a narrative (Annex Box 7).

Horizontal exchanges for collective problem solving were achieved through games, case discussions, and role-play that got participants into a safe space to share experiences, challenges, and frustrations rather than coming only to present successes to ‘look good’ in front of others. This created an atmosphere of innovation favourable to political change and reform because it favoured the emergence of new ideas and promoted co-operative, as opposed to defensive attitudes observed frequently in dialogues around sensitive policy issues, like migration. Positive momentum and trust reach beyond individual participants to a broader network of actors and institutions engaged in migration governance in the Mediterranean. As highlighted during the interview with Grenoble, initiatives like MC2CM help policymakers overcome the climate of fear that can surround international migration discussions, enabling more co-operative models.

Several processes and examples show how P2P learning in MC2CM enabled cities to contribute to international policy dialogue on migration:

- **Localising the UN Global Compacts** – Through the New York Declaration in 2016, UN member states acknowledged cities’ role as “first receivers of migrants and refugees” (GFMD Mayors Mechanism, 2022). In 2018, UN member states adopted the Global Compact on Refugees (GCR) and the Global Compact for Safe, Orderly and Regular Migration (GCM). These provide a framework to enhance international co-operation on migration and refugees, improve governance, and respond better. MC2CM contributed to the 2019 Refugee Forum and the 2022 International Migration Review Forum, helping cities play a role in the implementation of the GCR and GCM.
- **The Mayors Mechanism and the Call to Local Action for Migrants and Refugees** – MC2CM helped bring the LRG perspective to the Global Forum on Migration and Development (GFMD). Together with the Mayors Migration Council (MMC) and the International Organization for Migration (IOM), UCLG is part of the steering committee of the Mayors Mechanism connecting LRGs to the state-led GFMD. In the 5th Mayoral Forum on Human Mobility, Migration and Development in December 2018, organised by the Mayors Mechanism, mayors adopted the Marrakech Mayors Declaration on Cities Working Together for Migrants and Refugees (Mayoral Forum on Human Mobility, 2018). The Declaration paved the way for the Mayors Mechanism’s Call to Local Action for Migrants and Refugees, executed in partnership with UNHCR. The MC2CM experience contributed to the Marrakech Declaration and the Call to Local Action, and MC2CM supported (financially and technically) the participation of mayors in the Mayoral Forums. A Mayors Mechanism report published in

May 2022 provides an overview of LRG actions on migration and recommends how to advance the Call. It emphasises MC2CM as a platform linking LRGs with global partners supporting the Call (GFMD Mayors Mechanism, 2022). MC2CM results were disseminated through the It Takes a Community global digital communications campaign (2020-21) of the GFMD ad hoc Working Group on Public Narratives on Migration, which promotes balanced migration narratives (UCLG, 2021).

- **Euro-African and Euro-Mediterranean dialogue on migration** – In 2006, fifty-five European and African countries created the Rabat Process for Euro-African Dialogue on Migration and Development. It is a platform for consultation and coordination on migration in the Mediterranean. A Rabat Process meeting in September 2021, led by France and implemented by ICMPD with EU funding, highlighted MC2CM as a tool to connect migration governance across scales and enable LRG contributions to national and international migration policy (French Government & Rabat Process, 2021). With ICMPD's EUROMED project, MC2CM organised two editions of the Euro-Mediterranean Migration Narratives conference, a flagship initiative of the European Commission's Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR). The conferences identified communication actions and strategies to accompany EU migration policy, such as the EU New Pact on Migration and Asylum and the New Agenda for the Mediterranean, as part of a renewed partnership with the Southern Neighbourhood (ICMPD, 2021).

*The Lampedusa Charter emphasises that migration is a natural phenomenon and that structural trends, including climate change, inequality, and conflict, lead populations to move.*

- **The Lampedusa Charter** – MC2CM participant cities have been forerunners of UCLG's global advocacy on urban migration governance. A significant contribution of MC2CM to policy dialogue on migration and refugees is its role in creating the Lampedusa Charter. The Lampedusa Charter is "a process, a political vision and an action plan" (UCLG & Global Taskforce of Local and Regional Governments, 2022) outlining principles and priorities to reform the governance of human mobility, based on solidarity and human rights (Box 7).

#### **What challenges were observed?**

Several challenges emerged during MC2CM implementation at the project, national, and city levels. One is the **complexity of migration governance in the Mediterranean as a policy field, coupled with a tripartite, consortium-based leadership structure** involving organisations pursuing different agendas. As a result, it was sometimes challenging to determine and communicate common targets or goals in terms of expected institutional change or policy reforms.

### Box 7. Peer learning, advocacy, and the Lampedusa charter

The Lampedusa Charter is the result of more than a decade of policy dialogue on cities, human rights, and human mobility. The introduction of UCLG's Global Charter Agenda for Human Rights in the City was a first important milestone in 2012. It created a global framework to acknowledge the role and responsibilities of LRGs in providing access to human rights in urban areas without discrimination. Another step was the publication of policy recommendations by the MC2CM project in November 2017 resulting from its Dialogue, Knowledge, and Action activities in the Euro-Mediterranean space. The recommendations aimed to “enhance multilevel governance mechanisms, strengthen dialogue between spheres of government and improve the inclusion of migrants and refugees” (UCLG & Global Taskforce of Local and Regional Governments, 2022). Other declarations were subsequently adopted, including the Marrakech Mayors Declaration on Cities Working Together for Migrants and Refugees (2018) and the Gaziantep Declaration of Local Solutions to Migration and Displacement (2019), consolidating conditions for the production of a broader, more ambitious, and politically stronger policy vision linking cities, human rights, and human mobility.

The idea for a charter became tangible in November 2020, when the UCLG World Council endorsed a proposal by then-Mayor of Lampedusa Totò Martello to set up a UCLG charter on migration, and launched its co-creation process. Preparation of the Charter was led by UCLG: “more than 90 direct contributions have shaped the resulting document, including the engagement of over 300 city representatives and regions from all over the world; the involvement of 20 civil society and international organizations; and the support of more than 30 networks and the UCLG regional sections” (UCLG & Global Taskforce of Local and Regional Governments, 2022). The cities of Lampedusa and Sfax, and MC2CM played leading roles in the preparation of the Charter. In October 2021, UCLG Secretary General Emilia Saiz and Vice-Mayor of Sfax Wjdi Aydi visited Lampedusa for the 3rd October Memory Day Initiative in remembrance of migrants deceased in the Mediterranean.

The Charter was discussed with stakeholders in the International Migration Review Forum at UN Headquarters in May 2022. In October 2022, the UCLG World Council formally endorsed and launched the Lampedusa Charter at the UCLG World Congress in Daejeon, South Korea.

The Lampedusa Charter emphasises that migration is a natural phenomenon and that structural trends, including climate change, inequality, and conflict, lead populations to move. It underlines that migration can be an opportunity. The Charter is structured around seven principles: dignity, equity, recognition, participation, solidarity, community, and resilience. The principles are linked to 35 priorities. Together, they reflect the migration experiences of the municipalist movement, including MC2CM's experience articulated through peer learning. The Charter is now a tool and action plan for cities to promote an urban, territorial, human rights-based approach to national, regional, and global migration policy.



Migration and refugee policymaking involve multiple actors across sectors operating at different levels of government. Covering all migration- or mobility-related policy issues relevant to participants of MC2CM events and in peer-learning engagements proved impossible. Instead, the initiative sought to target actors or processes that offered the most traction for change or interest among participants. Even though this seemed appropriate given the context, this opportunistic, adaptive, and flexible strategy sometimes made it difficult for participants to understand the exact changes that MC2CM was trying to achieve.

This difficulty was compounded by the project's management structure and because monitoring did not necessarily capture synergies between project components. The focus of existing monitoring and evaluation frameworks was also perceived to be partly driven by the need to report to donors on outputs, rather than to nurture internal reflection and learning.

The partner organisations came to the project with different interests and priorities. UCLG focuses on peer learning and harnessing the potential of its member network. As such, the policy agenda oriented towards the global municipal movement and related platforms, such as the Mayors Mechanism. In contrast, ICMPD focuses on Euro-Mediterranean migration dynamics and dialogue, with a strong research and data-gathering component. UN-Habitat typically approaches migration through links with housing and urban-planning issues. While there was a strong case for complementarity between these strengths and interests, differences in prioritisation implied that the organisations leading MC2CM spoke to different audiences and followed different processes and priorities. As reported by interviewees, it was difficult to mobilise the full potential of the consortium due to the absence of formal coordination mechanisms and limited clarity on the roles, responsibilities, and expectations of the three partners.

Another challenge related to the **diversity of participating cities in terms of resources, priorities, mandates, and responsibilities**, and dealing with the COVID-19 pandemic. While an asset, diversity made it difficult to meet everyone's needs when designing events. Some interviewees reported difficulty in identifying a common thread across the project timeline or understanding the project's ambitions for policy change. The COVID-19 pandemic had a strong effect on MC2CM because it required four peer-learning events to be delivered online. Multiple interviewees found the online events to be less powerful in terms of networking and generating a sense of community towards a common cause. Interviewees also mentioned that host cities had a leading role in pre-pandemic events, which helped focus collective attention on specific local migration issues. It was difficult for host cities to exercise that leadership

in digital events. Combined with MC2CM reaching the end of Phase II, the pandemic hampered building momentum around P2P learning events, a trend reverted only by the last event, held in-person in Seville in 2022.

**Tracking participation and capacities to act upon learning after events in cities, and broader monitoring of project performance and participant satisfaction,**

represented a third challenge. Participant cities sometimes changed their delegates in learning events, which caused a break in continuity and follow-up. According to several interviewees, institutionalising knowledge from learning exchanges in municipalities was hard because event attendees would be absorbed by other tasks, with no system in place in municipalities to track the benefits, uptake or impact of MC2CM, or to record progress or changed practices based on new insights. Interviews indicated that several participating municipalities had human resource and financial constraints such that competing responsibilities took priority upon participants' return home. This also limited some cities' capacity to respond to calls for participation in MC2CM. One interviewee reported that the grant application process for Targeted City Actions was particularly burdensome in view of already-stretched human resources.

The issue of tracking echoes the broader challenge of monitoring and evaluation across MC2CM in its two phases, partly due to responsibilities split between the partners co-managing the project. UN-Habitat and UCLG produced monitoring reports in response to internal requests. Through ICMPD, the EU carried out a larger evaluation in early 2021. Yet, as interviewees suggested, it was hard to integrate evaluation results into regular project activities, notably because they were not easily accessible across the three consortium organisations and participating cities.

A final challenge that applies to the overall project beyond P2P learning, is **ensuring that national governments provide adequate support**. Where political support for the project and willingness to apply its recommendations is tenuous, municipalities have little space to change policies. Political volatility in certain countries rendered support even harder to obtain. In Tunisia, migration has been under-prioritised by the national government because of political volatility, which creates barriers for municipalities willing to invest in local-level migration governance and capitalise on MC2CM. Conversely, municipalities typically have a low level of knowledge and/or engagement in national migration policy, with limited horizontal or vertical coordination. Interviewees praised MC2CM's focus on mayors and municipality staff but stressed that more involvement by high-level national political figures could produce greater impacts. Lastly, persistent xenophobia, false migration narratives, and the rise of anti-migrant political agendas – especially in Northern countries – rendered effective city-to-city co-operation on migration difficult.

To overcome such challenges as they emerge, a recommendation for future programming is to develop a P2P MEL framework to **capture and track emergent and innovative practice across participants, priorities, and policies – linking individual peer learning to processes in their institutions**. This MEL of P2P learning would go beyond capturing outputs prepared for or resulting from separate P2P events, to focus on monitoring capabilities both at individual-peer level among participants and in their home administrations/institutions.

Making MEL an iterative process could track how lessons and insights from P2P engagements are tested and adapted by cities over time and in their contexts. This could feed continuous peer engagement on the topic and provide a basis for comparison of how innovations are applied across cities operating in different contexts and under different conditions. A focus on monitoring institutional capabilities from P2P learning would therefore centre on questions such as:

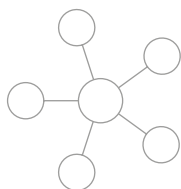
- What can participating cities do now (after P2P learning) that they could not (and/or did not) at the outset of the engagement?
- Who can do things differently or is enabled to act on new knowledge (i.e., are skills transferred beyond one individual to others in the administration)?
- How are P2P insights adapted to and incorporated in the institutional context of the city when it comes to migration governance?

Lisbon



## 5

## P2P effects on strengthening capabilities: the Five Core Capabilities Framework



This section analyses MC2CM's P2P effects in terms of strengthened capabilities (using the Five Core Capabilities Framework for Capacity Development) and provides a basis for developing an MEL framework for P2P learning project.<sup>8</sup> As evidenced by feedback during interviews, several capabilities, particularly at individual level but also at institutional and collective levels (i.e., across the network of participating cities), appear to have strengthened. Further, the P2P component in MC2CM continuously fed participants' overall objectives as it was used to source issues on which they wanted to focus and to mobilise actors for collective action (e.g., around the Lampedusa Charter).

The Five Core Capabilities Framework for Capacity Development can provide a baseline for an MEL framework that helps to leverage positive effects of learning and overcome challenges. The Framework builds on a theory of change according to which these are required for institutional development and effectiveness. This section details examples of recorded outcomes from MC2CM (drawn from the key effects outlined previously), including suggestions for changes to capture in MEL going forward, and which indicators to use.<sup>9</sup>

### 1. The capability to commit and engage

Participants spoke about the importance of exchange with others as a means to gain confidence, especially among technical staff in municipalities. Despite high staff turnover, some municipal focal points followed the process over a long period, indicating a high degree of commitment to the area by their city leadership. It is important that this commitment to engage stretch across technical and political staff for a conducive authorising environment in which to act on insights after P2P events.

#### *What to measure going forward?*

Possible indicators at individual, institutional, and collective levels:

- Building of individual confidence in the ability to affect outcomes and decision-making in migration governance.
- Inclusion of P2P insights in internal strategy deliberations and/or decision-making.
- Emergence of a shared vision for change among technical and political staff, allowing for a conducive operating environment.

8. Adapted from Baser & Morgan (2008).

9. Using approaches and tools like outcome-mapping and outcome-harvesting can help formulate the capabilities to target and how, through learning events so that they can be systematically linked to feedback.

## 2. The capability to carry out technical and logistical tasks and generate development results

Linked to delivery capacity when it comes to implementation, and doing things differently based on new insights, results were mostly recorded in relation to the Targeted City Actions grants (21 grants to support small projects across the MC2CM membership based on P2P insights). For others, lack of resources was an issue, as new practices must often be tested to be widely adopted.

However, there were concrete examples of increased delivery capacity, such as the Oujda example in which stakeholder mapping paved the way to create a Migration Coordination Unit in the municipal office. A stronger evidence-base helped reinforce the capability for evidence-based planning at the institutional level. With much good-practice sharing based on cases and field visits, this was typically the capability focused on during P2P events. However, follow-up could be an issue without funding to test and adapt new practices on the ground.

### *What to measure going forward?*

Possible indicators at individual, institutional, and collective levels:

- Increase in new technical skills.
- Application of new technical skills or logistical tasks in the home institutional context.
- Level of resources mobilised or allocated to test and adapt new practices.

## 3. The capability to relate to context and attract others

Being able to forge, manage, and sustain relationships was essential to add traction and momentum to engage in migration governance, particularly since this was a new or underexplored territory for some of the participating cities. Although sessions were often structured around specific themes, networking was used as a P2P approach in MC2CM. Most exchanges were structured around events and meetings (including field visits for experiential learning), while affective learning (relating to others and emotionally connecting to an issue or situation) proved to be important in addition to sharing good practice, with many examples of strong bonds developing between participants at an individual level.

The networking aspect was central, and some interviewees wanted even more networking around emergent issues and themes that spurred new ideas and innovation. For many participants, migration was a new area, and interviewees pointed out that “initially, we did not necessarily come to MC2CM with a pre-defined problem, but



rather wanted to explore the area and what was possible, based on what others did”.<sup>10</sup> Within this complex domain, the capability to relate to the context, and break the problem down so that it is internally actionable seems to have been an important gain for many of the participants.

At a collective level, the ability of participant cities to speak with a common voice on migration issues and advance global processes like the Lampedusa Charter is another example of how this capability was strengthened. Many interviewees reported that the ability to relate to context resulted from in-person meetings, and that the COVID-19 pandemic was a clear setback to this when P2P events had to happen online instead. UCLG picked up on this and tried to mitigate the setback by providing different scenarios and role-play that tapped into the affective/emotional learning of P2P participants around common problems they had to solve or discuss.

#### ***What to measure going forward?***

Possible indicators at individual, institutional, and collective levels:

- Ability to comprehend complex problems and break them down to actionable parts for the institutional context, including building an authorising environment in the home institution.
- Emergence of sub-clusters of actors around similar contexts or problems.
- Undertaking of collective action (e.g., advocacy) around common positions.

#### **4. The capability to balance diversity and coherence**

UCLG used peer learning to manage diversity and coherence among participating cities. This helped overcome power asymmetries, such as between well-resourced peers and those with fewer resources or who were geographically marginalised. Power asymmetries between peers can also be linked to aspects of gender and/or other intersecting dimensions. Gender and inclusion were dealt with thematically in relation to migration in MC2CM and considered in feedback from participants.

In MC2CM’s peer-based learning approach, using scenarios and games, and putting empathy at the centre of interactions were mentioned as examples of harnessing horizontal exchanges and breaking down power asymmetries between participants. Moving forward, the project could explore including more migrant-departure cities from Sub-Saharan Africa and increasing opportunities for migrants to participate in peer learning activities.

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10. Based on interview feedback.

***What to measure going forward?***

Possible indicators at individual, institutional, and collective levels:

- Perceived level of equality between individual peers, including gender and diversity perspectives.
- Number and diversity of participants and their gender, position (political or technical), area of expertise, origin (departure, transit, or destination city) across P2P learning activities and over time.
- Perceived level of mutuality between peer institutions.
- Degree of perceived openness to different ideas and actors, including migrant groups.
- Extent to which the discourse is accessible and inclusive.

**5. The capability to adapt and self-renew**

MC2CM's intervention logic of parallel pathways – Knowledge, Dialogue, and Action – managed by different programme implementers limited when and how P2P (Dialogue) complemented and fed into the other two. One way was the use of peer-learning exercises in Phase I to select priority areas for city-level Action Grants. P2P learning objectives could be framed around the type of skills (or capabilities) being targeted, for whom, and how these enable other programme results.

A problem-solving approach was essential for UCLG as the facilitator of the dialogue, meaning that, even though specific policy problems varied, the approach of collectively seeking solutions drawing on an established network and emerging skills and relationships among peers was constant during the project. Using P2P to nurture innovation and ideas from participants gradually contributed to making the programme more bottom-up rather than steered by the interests of the implementing institutions.

***What to measure going forward?***

Possible indicators at individual, institutional, and collective levels:

- Engagement in collective problem identification and formulation of clear learning objectives ahead of P2P engagement.
- Consideration of learning objectives in internal tracking or monitoring and evaluation.
- Extent to which the P2P initiative responds to emerging knowledge and practical needs.
- Level of knowledge needed to undertake monitoring and evaluation of P2P engagements.

## 6

## Conclusions: Leveraging the power of peer learning



One take-away from this review is the significance and potential of peer learning and network-based initiatives like MC2CM to contribute to addressing the complex challenges of migration governance. It also underscored the vital role that cities can play in a collective response to the effects of migration in the Mediterranean region. No country or city can respond to migration in isolation; interdependent realities require transnational, co-operative responses, especially for cities on the front line. Horizontality in peer exchanges among participants and the use of games and other innovative learning tools figure among the success factors of P2P learning in MC2CM. P2P learning for cities about migration demonstrated its potential, including for policy dialogue, in view of the momentum around the Lampedusa Charter. More broadly, P2P learning is an attractive tool to create an enabling environment for reform in complex, multi-stakeholder policy areas where theories of change must remain open to bottom-up inputs and initiatives from participating peers.

Another take-away is the need to agree across initiative-leading organisations and participating cities on learning goals or outcomes beyond deliverables or processes. This proved challenging because of the complexity of migration governance, the number of actors involved, and the diversity of project participants – many relatively new to the area of migration-governance and therefore first in need of internal problem-identification and analysis. However, the challenges around setting learning goals are also related to one of the project's strengths: its emphasis on bottom-up innovation, flexibility, facilitation, and letting the network define its pursuits throughout the learning process. Additional details on expected institutional changes and reforms would help coordinate efforts among the leading institutions (UCLG, ICMPD and UN-Habitat) and project pillars, and improve understanding of the project's logic and direction among participants, further strengthening alignment across the network. Target-setting, while it has limitations, is also necessary to track progress. Lastly, reflection on expected outcomes could include strategic thinking on how to increase engagement with national governments to scale-up support and influence.

A third lesson highlights the significance of tracking and the potential of using an MEL framework throughout all project stages to adjust and direct how project strands converge and complement each other. At the project-design stage, learning activities must be embedded into project proposals and differentiated from conventional dialogues and training formats. Implementation needs more systematic tracking and learning from feedback by participant cities and migrants, linking it to clearly communicated, shared objectives. Tracking how learning takes place can help anticipate and enable responses to some of the challenges observed during the two phases, such

as the frequent turnover of participants in peer learning events. An MEL system can improve mutual accountability between peers and between the lead organisations, to gather feedback from participants, course-correct, and disseminate decisions on next steps. It would also create a repository of good practices and innovations that emerged from P2P learning activities that others could adapt. As such, MEL can be powerful for communication and outreach (including to national authorities and other stakeholders in the local context).

While monitoring the effects of network-based initiatives that rely on formal and informal relations among participants, systematically “harvesting” evidence of changes in people (attitudes, behaviours), policies, priorities, and institutional practices can illustrate how peers and the institutions they work in can strengthen their abilities to engage and influence migration governance. As a facilitator of MC2CM, UCLG played a role in creating trust and shared mission for P2P learning and exchange. Going forward, it could take on a bigger role in coordinating an MEL approach to such processes while building MEL capacities among partners so responsibilities for gathering and analysing evidence are dispersed among peers.

A P2P MEL framework can draw on multiple tools and approaches to gather and analyse data, and there is no one-size-fits-all method given that the problems being addressed and the types of P2P arrangements might differ. Most importantly, it should be able to gather meaningful information about (1) the nature of the partnership (to course correct or change the peer composition if needed) and (2) what the peer partnership produces in terms of opportunities or reinforced, unleashed, or strengthened capabilities in participating institutions. The second of these should go beyond a list of outputs (meetings held, visits conducted, cases documented etc.) to track change at the outcome level in behaviours, relationships, and institutional practices that leverage peer organisations’ capabilities in their context. Moreover, a P2P MEL framework should not necessarily seek direct causality (assistance from peer X led to change Y), which will be difficult to prove, but rather acknowledge that multiple influences and contextual factors within and outside each organisation affect its capabilities. Therefore, it is more meaningful to identify and validate the role of P2P learning in a specific reform or change effort and its contribution or additional leverage alongside other actors and efforts.

Evidence assembled in this report can provide a starting point to establish a P2P MEL framework for MC2CM or similar projects. A P2P MEL framework based on the Five Core Capabilities Framework for Capacity Development could be used in MC2CM as either a stand-alone tool or incorporated into existing monitoring and evaluation frameworks at partner institutions, with a facilitator (like UCLG) synthesising information across them.

## Annex



### Questions for informant interviews

1. Which (Peer-to-Peer) P2P activities did you take part in as part of MC2CM? Who were the peers with whom you mostly engaged? Was there a process of matching you with specific peers? If so, how did that work?
2. What problem did you seek to address by participating in the P2P learning activities? To what extent did participating in the UCLG MC2CM help you achieve this?
3. What did P2P learning enable you to do (and/or realise) at an individual level?
4. How did your personal insights and learnings from the MC2CM experience align with institutional priorities in your home city/municipality and/or organisation?
5. How or through what strategies and approaches were you able to integrate or adopt the lessons learned through these P2P processes in your own institutional context? What are some conditions that needed to be in place to enable you to make use of these lessons?
6. What were the barriers you faced when trying to apply your new insights to practical problems you and/or your home institution faced?
7. Did any attitudes, work practices, or behaviours change in your home institution or in your operating context as a result? If so, why, and how do you think these new practices or insights will be sustained over time?
8. Do you have any institutional mechanisms to track the effects of new insights from P2P engagement being put into practice (internally or externally in relation to your constituents)?
9. What do you think could be the ideal role of UCLG, or other partners or external actors in making sure that lessons from P2P engagements between cities are relevant and put to good use?
10. Was there any follow-up support made available to you after you had a peer exchange with other cities? If so, was this/how could it have been beneficial for tracking the effects?
11. Do you have any recommendations in terms of how to track and better demonstrate results from engaging in P2P learning with other cities (and the roles that programs such as MC2CM or actors like UCLG could play in that regard)?



Annex Table 1. **List of interview participant organisations**

<b>Number</b>	<b>Organisation</b>	<b>Cities, countries and jurisdictions</b>
1	Municipalité de Sousse	Sousse, Tunisia
2	Municipalité de Sfax	Sfax, Tunisia
3	Mairie de Tunis	Tunis, Tunisia
4	Municipalité d'Oujda	Oujda, Morocco
5	Municipalité de Chefchaouen	Chefchaouen, Morocco
6	ICMPD Jordan Office	Amman, Jordan
7	ICMPD Malta Office	Valletta, Malta
8	Institut national de statistique et d'économie appliquée	Rabat, Morocco
9	ANVITA	Nantes, France
10	Ville de Grenoble	Grenoble, France
11	UN-Habitat	Nairobi, Kenya
12	City of Ramallah	Ramallah, West Bank and Gaza Strip
13	City of Amman	Amman, Jordan

Annex Table 2. **List of MC2CM peer-learning events**

Number	Date	Country	City	Theme
1	July 2016	Portugal	Lisbon	Intercultural and interreligious dialogue and social cohesion
2	November 2016	Spain	Madrid	Employment and entrepreneurship
3	November 2016	Morocco	Tangier	Access to basic services
4	February 2017	Austria	Vienna	Hosting refugees
5	March 2017	Jordan	Amman	Urban planning and housing
6	July 2017	Italy	Turin	Education
7	December 2017	France	Lyon	Multilevel and multi-actor co-operation
8	September 2018	Tunisia	Tunis	Communication on migration
9	March 2019	Jordan	Amman	Data collection
10	June 2019	Tunisia	Sfax	Co-operating with civil society
11	December 2019	Morocco	Casablanca	Cultural policies as vector for migrants' inclusion
12	June 2020	Spain	Seville	Communication on migration
13	March 2021	Morocco	Rabat	Private sector engagement in migration governance
14	April 2021	France	Grenoble	Fostering the Right to the City for all
15	December 2021	Germany	Dortmund	The link between homelessness and migration: Fostering inclusive neighbourhoods
16	June 2022	Spain	Seville	Tackling xenophobia and discrimination: Cities and youth on the move at the forefront

Source: (ICMPD, 2022).

Annex Table 3. MC2CM knowledge products

Type	Number	City	Title
<b>Policy recommendation note</b>			Urban challenges and opportunities for the Mediterranean region: Policy recommendations
<b>City migration profiles (12)</b>			Amman, Beirut, Grenoble, Lisbon, Lyon, Madrid, Sfax, Sousse, Tangier, Tunis, Turin (Metropolis), Vienna
<b>Synthesis report on city migration profiles</b>			City Migration Profiles Synthesis Report
<b>Case studies</b>	1	Amman	Social cohesion in Badr Nazzal: Bringing the local community and refugees together
	2	Beirut	The Amel House of Human Rights (AHHR): A space of solidarity in Beirut
	3	Lisbon	Refugi.arte em Marvila, Lisbon: Socio-spatial inclusion of refugees and economic migrants
	4	Lyon	Gabriel Péri Square: Mediation activities for sustainable social integration in Lyon
	5	Madrid	Cuidemos Centro: A municipal employment programme promoting migrant integration in Madrid
	6	Tangier	Municipal support to civil society for the social inclusion of migrants in Tangier
	7	Tunis	The revitalisation of Tunis' medina and integration of internal migrants
	8	Turin	A grassroots approach: The Morus Association for integration
	9	Vienna	The 'jugendcollege': Training and education for young migrants in Vienna
<b>Thematic learning reports</b>	1		Going the (social) distance: How migrant and refugee-sensitive urban COVID-19 responses contribute to the realization of the Global Compacts for Migration and Refugees
	2		Communication on migration: Rebalancing the narrative to strengthen local governance
	3		Communication on migration: An Issue of local governance
	4		Cultural policies: A vector for migrants' inclusion in urban context
	5		Social cohesion and intercultural and inter-religious dialogue
	6		Multi-stakeholder dialogue on migrant women in cities
	7		Inclusive local Citizenship: Fostering the Right to the City for all
	8		Thematic learning report on homelessness
<b>MOOC</b>			Localizing the Global Compacts on Migration and Refugees: Territorial action on human mobility
<b>COVID-19 thematic report</b>			Going the (social) distance: How migrant and refugee-sensitive urban COVID-19 responses contribute to the realization of the Global Compacts for Migration and Refugees

Annex Table 4. **MC2CM targeted city actions**

<b>Countries and jurisdictions</b>	<b>Number</b>	<b>Title</b>
<b>Morocco</b>	1	Nador Social & Sustainable (Nador)
	2	TangerAccueil (Tangiers)
	3	Governance & Interculturality (Oujda, Al Hoceima, Fnideq)
	4	Nador an Active City for Living Together (Nador and Oujda)
	5	Building Coexistence in Moroccan Cities (Tétouan, Larache, Alcazar-Quivir)
	6	Increasing the Positive Contribution of Migration in Casablanca (Casablanca)
	7	Towards Evidence-Based Migration Policy-Making in the City of Rabat (Rabat)
	8	Nador Active Citizenship for a More Inclusive and Sustainable City with Equal Opportunities for all: (Nador)
<b>Tunisia</b>	9	Improving the Coordination of Migration of Local Actors in Sfax (ACMALS) (Sfax)
	10	ACMALS II CITY (Sfax)
	11	I-MIGR – Inclusion, Migration, Integration & Governance (Raoued and La Marsa)
	12	I-MIGR II – Inclusion, Migration, Integration & Governance (Raoued and La Marsa)
	13	La Marsa Artistic Cohesion - Strengthening Migrants Social Inclusion Through Arts (La Marsa)
	14	Local Communication Action - Sharing Migrants' Realities (Sfax).
	15	Ne Laisser Personne de Coté: Vers une Participation Active des Migrants dans la Ville Tunis (Tunis)
	16	Inter-culturalism and Inclusion at the Heart of Municipal Policies (Sfax)
<b>Jordan</b>	17	Safe, Inclusive & Accessible Public Space for Social Cohesion in Amman (Marka Neighbourhood, Amman)
	18	Enhancing Social Cohesion in Zarqa through Public Spaces (Al-Majd Residential City, Zarqa)
<b>Lebanon</b>	19	Local Governance of Migration in Lebanon (18 municipalities)
	20	Beirut Social & Protective (Beirut)
<b>West Bank and Gaza Strip</b>	21	Ramallah Inclusion Policy

Source: MC2CM (2023).

### Annex Box 8. Messages arising from MC2CM peer learning events

The need to shift migration narratives, deconstruct myths on migrants, and fight ‘fake news’.<sup>11</sup> As mentioned in the background document of the Madrid event (June 2016), “migrants and refugees should not be seen as a problem for cities but as a solution – i.e., a solution to the ageing labour force in the EU, a solution to skill gaps, and as a solution to diversify the private sector making it more resilient and competitive in a global market” (MC2CM, 2016). The positive contribution of migration in moving towards more balanced, diversified, and interactive societies has also been frequently acknowledged.

The growing importance of cities and local actors such as CSOs in urban migration governance, the need for capacity-building, and the interdependence between cities in matters of migration. The role of cities in urban migration governance has become increasingly apparent following conflicts in Syria and Libya, coupled with economic difficulties in Sub-Saharan African countries. Urban municipalities are on the frontline to handle migrant influxes and address urgent needs, often of a humanitarian nature. As acknowledged by Mayor of Sfax Mouni Elloumi in the learning report of the June 2019 P2P learning event, cities are often unprepared to handle large influxes of migrants, implying CSOs play a significant role in alleviating the suffering of migrants. It also implied that cities need to “build capacities and joint governance with the national government and with the other Mediterranean actors”, considering that “the Mediterranean ... cannot be divided in two” and cities cannot face migration crises in isolation.

Enforcing the right to housing, improving urban planning, and fighting homelessness are critical to support migrant integration and help achieve several interrelated development goals. UN-Habitat and the MC2CM events in Tangier (November 2016), Amman (March 2017), and Dortmund (April 2021) underlined the connections for migrants between access to housing, access to public services, social integration, and access to employment. As indicated in the conclusions of the background document of the Dortmund event, “a city’s ability to respond to migrant fluxes and local governments’ capability to mitigate the rapid changes occurring will depend upon the adequacy of migration policies linked to housing”.

Urban sectoral policies such as employment or education need to engage more closely with the realities and needs of migrant populations. Several incentives for the private sector support good migration-governance, and the MC2CM project acknowledged that local governments should encourage this by building migration-focused partnerships with private actors for migrant employment (background document, Madrid November 2016 P2P learning event). Similarly, migration realities in education call for “the configuration of a broader educational policy, with special emphasis on pre- and post-compulsory schooling educational issues”, and potential to achieve “more equitable, cohesive and multicultural societies” (Learning Report, Turin July 2017).

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11. This message was repeatedly put forward during MC2CM, including in the Lisbon (July 2016), Lyon (December 2017), Casablanca (December 2019) and Madrid (November 2016) P2P learning events. It was also mentioned in several interviews (Tunis, ANVITA).



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## Effective Institutions Platform

The Effective Institutions Platform (EIP) is an alliance of over 60 countries and organisations that support country-led and evidence-based policy dialogue, knowledge sharing and peer learning on public sector management and institutional reform. The purpose of the EIP is to contribute to the achievement of SDG16 and to advance the aid effectiveness agenda by serving as a global knowledge hub on peer-to-peer (P2P) learning approaches, and alternative and innovative approaches to public sector reform and institutional development.

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