

**MARMARA MUNICIPALITIES UNION
MIGRATION POLICY CENTER**



**STRATEGIC
ACTION PLAN
AND ROADMAP**

This strategic action plan and roadmap has been prepared within the scope of the Resilience in Local Governance (RESLOG-Turkey) Project with support of Prof. Haluk Erkut as the mentor.

RESLOG
Resilience in Local Governance

www.reslogproject.org

About MPC

Migration Policy Center (MPC) was founded in 2015 within the scope of Marmara Municipalities Union (MMU) with the purpose of providing an interworking platform for the relevant stakeholders on the topics such as migration, asylum, social cohesion, and urban belonging.

MPC's activities are shaped by long-term policy recommendations and guidance of the MMU Migration Committee. Having been the first migration committee established at the local level in Turkey, Migration Committee consists of mayors from different cities and political parties which are represented in MMU General Assembly.

MMU has also established Migration Platform in order to facilitate and institutionalize communication among its members. Migration Platform consists solely of representatives of the departments of MMU's member municipalities working for refugees and migrants.

In line with the purposes of MPC, the Migration Platform regularly meets with its members, and:

- Facilitates coordination among its members and lays the groundwork for sharing information and experience,
- Identifies demands and needs of its members and develops solution recommendations,
- Carries out activities aiming to support capacity development of its members.

MPC does not have direct projects for migrants and refugees, but it has responsibilities to support municipalities that are carrying out projects and providing services for migrants and refugees. It organizes national and international workshops and meetings, and publishes research reports in order to support data-based decision-making processes of local governments, especially MMU member municipalities, in respect of migration, and to find solutions to common problems by sharing experience. For these purposes, it collaborates and conducts joint studies with international networks and local government associations, public institutions, non-governmental organizations, universities, research centers, leading experts and academics. Its collaborators, including individuals and institutions, and member municipalities constitute the broad stakeholder map of MPC.

Responsibilities

01 Consultancy	Carrying out activities which aim to develop common policies at the local level and ensuring consistency between the local and national policies
02 Research	Carrying out scientific studies and field research, publishing and sharing them with relevant stakeholders
03 Data management	Acquiring and producing the relevant data, making it usable, analyzing it and obtaining data-based results
04 Knowledge and experience sharing	Being up on national and international developments, sharing and disseminating good practices and experiences with stakeholders
05 Cooperation	Developing cooperation between local governments and relevant stakeholders, creating an environment for cooperation at local, regional, national and global levels, bringing experts and practitioners together
06 Representation	Representing local governments in national and international arena, defending their interests, supporting and announcing their achievements
07 Capacity building	Carrying out training and capacity building activities in order to support the institutional capacity development of local governments

Scope

In the creation of the scope, model and method of the MPC Strategic Action Plan and Roadmap, both the institutional characteristics of MPC and the unique structure of migration were taken into consideration. The purpose of the Strategic Action Plan and Roadmap is “to guide MPC and the work it will carry out, and to ensure that it progresses together with its stakeholders in line with the determined targets”.

MPC evaluates that migration is not a problem to be solved, but it is a phenomenon that should be managed in an inclusive, fair and democratic way. It is a multidimensional and multi-stakeholder field of study that shapes societies and cities, affecting social and economic welfare, and it is as old as human history. Therefore, there are three key features of activities to be carried out in the field of migration and of the strategic action plan and roadmap that will guide these activities:

■ Holistic approach

MPC deals with the phenomenon of migration considering its causes, historical dimensions, and demographic, social, economic and political effects on places of origin and destination, and evaluates it together with its effects on migrants and local communities. It pursues local people, migrants, refugees and asylum seekers live together in respect and peace. It focuses on the technical capacities

and policy development skills of local governments on migration, which is one of the components of sustainable development at local, regional, national and international levels.

■ **Interdisciplinary and data-based approach**

MPC addresses the issue of migration in line with the United Nations Sustainable Development Goals from different perspectives and in different aspects, including social, economic and environmental aspects. It benefits from theoretical knowledge, field experience and practical contributions from different disciplines related to migration (political science, public administration, law, history, anthropology, sociology, economics, urban and regional planning, geography, etc.). The outputs of the activities of MPC, such as policy recommendations, capacity building activities, publications and reports, are prepared and carried out based on data and knowledge.

■ **Multi-stakeholder governance**

MPC aims to go beyond its existing institutional capacity, knowledge and opportunities in order to increase the impact of its work and to make the services and products it offers more effective. Therefore, MPC cooperates with public institutions, non-governmental organizations, professional organizations, private sector, academia, international organizations and relevant stakeholders operating at local, regional, national and international levels in the field of migration. It strives to bring together local communities, migrants and urban institutions to create common benefits for effective migration governance.

Institutional Foundations

Marmara Municipalities Union (MMU) is the first and largest regional Local Government Association in Turkey, being a pioneer in the development of democratic local government understanding, increasing the authorities and resources of municipalities, raising environmental awareness in local governments, protecting the common interests of municipalities and seeking solutions to their problems, and representing municipalities in international local governments networks. MMU's activities include training, consulting, capacity building, awareness raising, supporting scientific research, advocating local democracy, and organizing events and meetings which gather relevant stakeholders.

MPC's mission, vision, key objective and values have been set as follows in relation to MMU's mission, vision and key principles.

Mission

“To turn migration into a common benefit for migrants and local communities by defending the universal human rights”

Vision

“To be a pioneering center on a global scale for building inclusive and resilient cities that can manage the effects of migration”

Key Objective

“To mainstream the institutionalization of local governments in respect of migration governance”

Values

The values that MPC has set as guiding values for its activities are as follows:

- Human rights-based approach
- Participation
- Inclusiveness
- Sustainability
- Fairness

Situation Analysis

The factors that would guide MPC's activities have been addressed in two aspects: environmental analysis and internal analysis.

Environmental Analysis

The environment, which can be defined as everything outside the organization, is considered in two components: general environment and task environment. The aspects and impacts of the environment are analyzed through their links with the issue of "migration" in relation to MPC's field of work.

The **general environment** creates the main effects. MPC cannot control elements in the general environment, but it can predict their effects by analyzing this environment and its elements. The effects of the general environment occur in different aspects. The main aspects examined in this study include:

- Global trends
- Economic aspect
- Social aspect
- Cultural aspect
- Political aspect
- Legal aspect
- Demographic aspect
- Ecological aspect

The **task environment** is the environment that the organization is directly facing and that is related to the factors that directly affect MPC. Within this environment, MPC's task is to act optimally on the external factors that affect it, or to successfully respond to the effects of these factors. In this framework, the task environment is the urban environment in which the municipalities operate. This environment consists of MPC member municipalities and urban institutions, including MPC's external stakeholders.

Internal Analysis

An internal analysis has been carried out to determine the strengths or weaknesses of MPC with the purpose of assessing the capacity of MPC as well as its skills and abilities for using this capacity. These features constitute the capacity and potential of MPC, and they can be changed and affected by MPC. The main features examined in this study include:

- Institutional features
- Institutional management
- Institutional relations
- Service management
- Financial resources
- Human resources
- General resources

The analysis included a number of surveys conducted with the migration research centers of universities, non-governmental organizations, public institutions, international organizations, member municipalities and MMU employees, as stakeholders of MPC. 71 questionnaires were submitted by 32 internal stakeholders, 20 external stakeholders and 19 member municipalities. Five focus group meetings were held to support the survey outputs: one meeting with representatives of public institutions, non-governmental organizations and international organizations, academics and experts; two meetings with MMU Migration Platform's member municipalities; one meeting with the associations established by migrants and asylum seekers living in Turkey; and one meeting with representatives of other units of MMU. In addition, semi-structured interviews were conducted with 16 migration experts.

General Findings

As a result of environmental and internal analyses, the main factors affecting the work of MPC have been identified. The positive or negative effects of these factors on the work of MPC may vary, especially depending on the happenings in the external environment.

As a result of the environmental analysis, the main factors that have been detected to affect the work of MPC are as follows:

- Migration policies of municipalities
- Global connections of cities
- Urban knowledge production
- Economic development of cities
- Power of urban institutions
- Level of society's acceptance of migrants
- Effects of disasters

As a result of the internal analysis, the main factors that have been detected to affect the work of MPC are as follows:

- International relations
- Institutional reputation
- Financial resources
- Human resources
- Diversity of services and their suitability for needs
- Level of institutional authority and enforcement

Key Strategies

The key strategies represent the priorities and preferences of MPC in its migration-related projects and the policies it develops. The key strategies cover all of MPC's responsibilities.

The strategies that guide MPC's activities:

- Supporting local democracy by advocating the interests of local governments at the national and global level
- Addressing and promoting migration movements as a component of regional development
- Supporting knowledge and data based, multi-stakeholder migration governance
- Supporting participatory and collaborative networks
- Strengthening local governments, and supporting the authority and capacity development of local governments
- Supporting the quality of urban life by improving the quality, accessibility and diversity of local governments' services



+90 212 402 19 00

info@mbb.gov.tr

marmara.gov.tr/en

MMUTurkey

user/MarmaraTV

marmarabelediyelerbirligi