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WORLD BANK GROUP

CMI Mediterranean Host Municipalities Learning Network Peer-learning Training Workshop

“Strategic Planning for Local Economic Development”

March 19– 23, 2018

*Le Grand Amman Hotel,
Amman, Jordan*

Concept Note & Agenda

CONTEXT

The theme "Strategic planning for Local Economic Development" was identified by the Mediterranean Host Municipalities Learning Network members (HMLN) as one of the priority solutions for host local governments to improve the welfare of their communities in a protracted refugee crisis context. A strategic planning approach to Local Economic Development (LED) can help local governments to better identify their assets and challenges, arbitrate for better integrated actions - such as providing a favorable business environment for investors, facilitating entrepreneurship and home-based businesses - and ultimately better implement LED actions. Developing LED solutions supports host local governments in responding to the forced displacement crisis by enabling refugees and vulnerable populations to contribute to the local welfare. Municipalities expressed the need to: i) develop LED strategies on the mid-long term; ii) inform their strategies through data collection and needs assessments; and iii) improve their planning capacities and methods.

The CMI is organizing a capacity building workshop “Strategic Planning for Local Economic Development in Host Communities”, targeted at local government representatives, local economic development practitioners and experts, in partnership with Greater Amman Municipality, the World Bank, UN-Habitat, and the German Technical Cooperation (GIZ), and with the support of United Cities Local Government – Middle East and Western Asia (UCLG-MEWA).

The workshop will focus particularly on LED strategic planning processes developed by local governments hosting refugees: participants will focus on economic planning, and learn and work together on improving or developing their local economic development strategies in the context of the refugee crisis.

OBJECTIVES

This training workshop aims at:

- Improving capacities in local economic development planning for communities hosting refugees / forcibly displaced in the Middle East, Turkey and beyond;
- Supporting regional peer-learning among host local governments;
- Strengthening the regional network (HMLN).

With the support of





TARGET AUDIENCE & CONDITIONS FOR PARTICIPATION

It is targeting about 45 staff and elected representatives of local governments from Jordan, Lebanon, Palestinian territories, Turkey, Iraq, with selected participants from other countries, in relevance with the theme. A selected number of Afghan representatives will also participate in the workshop, for cross-regional knowledge sharing. Local Government participants were selected through a “Call for Participants”, based on a few eligibility and selection criteria (including relevance to the training topic, completion of a LED self-assessment questionnaire, and active involvement in the HMLN for existing members).

The LED self-assessment will be used during the workshop as a baseline for participants to receive feedbacks from their peers and experts, adjust it, and develop their local economic strategy, including: i) economic opportunities and challenges; ii) elements of a strategic vision: definition of possible scope of actions which could impact LED (ex: possible incentives for investors, aspect of business and city environment they could improve, comparative advantage, etc.).

CONTENT AND DESIGN

The training workshop will build the capacities of participants in developing LED Strategies through applying existing expertise and analytical tools to their own context, and will inform them on challenges and keys of success for implementation through peer-to-peer exchange of experience. The content and design of the workshop is developed along four main Modules designed in close collaboration with members of the Network * key development partners, and using existing tools in a customized manner. Each Module will use a “simulation tool” (a customized fictional case) to illustrate the methodological approach, followed by methodological and technical presentations and a presentation of existing examples from selected HMLN members and partners. Small working groups (5-6 people from the same country) and twinning activities will enable participants to apply the presented methodology to one of their towns for the whole duration of the workshop, helped by technical support from experts.

Twinning activities will also be pursued after the training workshop using online collaborative tools, e.g. the HMLN’s C4D online platform and ad hoc webinars.

Simultaneous translation in English and Arabic will be provided during all plenary sessions of the workshop.



**to be confirmed*

Day 1

Monday March 19, 2018

18:00 – 21:30	WELCOME SESSION AND DINNER
18:00	Registration of Participants and distribution of Workshop package
18:30 – 20:00	Welcome remarks :
<i>Plenary room</i>	H.E Dr. Yousef Al-Shawarbeh, Mayor, Greater Amman Municipality Ahed Ziyadat, MSSRP Project Manager, Ministry of Municipal Affairs, Jordan* Tania Meyer, Resident Representative in Jordan, World Bank* Michaela Baur, Country Director Jordan, GIZ Katja Schäfer, Human Settlements Officer, Regional Office for Arab States, UN-Habitat Janette Uhlmann, Senior Program Officer, Center for Mediterranean Integration
	Workshop Housekeeping Nicolas Meyer, Knowledge and Learning Officer, CMI
	Agenda, Expectations and Workshop Objectives Doaa Al Sharif, Egypt Urban Training Institute Steve Commins, University of California Los Angeles
20:00- 21:30	<i>Dinner Reception</i>

Day 2

Tuesday March 20, 2018

8:30 -09:00	Welcome Coffee
9:00 -10:30	INTRODUCTION
<i>Plenary Room</i>	<i>Why LED strategies for local government hosting forcibly displaced populations?</i>
	- Keynote speeches Soraya Goga, Lead Urban Specialist, World Bank Maha Kataa, Field Coordinator, International Labor Organization, Jordan
	- Introduction of resources and the 10 steps course structure Doaa Al Sharif, Egypt Urban Training Institute Steve Commins, University of California Los Angeles
	- Introduction of Study Case: Aleksandra Djordjevic, City of Pozarevac, Serbia

This introduction will give an overview on the key concepts of Strategic Planning for LED, including selected case examples, and present the curriculum

- Summary of the rapid Self-Assessment Survey Results and open discussion
Sara Boughedir, CMI

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10:30 – 10:45

Coffee Break

10:45– 12:00

Plenary Room

MODULE 1: “WHERE ARE WE NOW?” - Refining your diagnosis

This Module will illustrate the first steps to build a LED diagnosis, with a special focus on participatory processes and involvement of the different host and refugee communities.

A) Methodological Presentation:

Step 1 – Getting Started

Step 2 – Stakeholders and Participation

Step 3 – Situation Assessment

C) Existing examples and Q&A

Aleksandra Djordjevic, City of Pozarevac, Serbia

Akram Khraisat, Manager of the Amman Urban Observatory, Greater Amman Municipality

12:00- 13:00

Lunch

13:00 – 14:30

*Working group
Rooms*

Break-out Working Groups Exercises

1- Refining one's self-assessment

2- Getting started and Stakeholder Identification

3- Group Discussion: Refugee /IDPs / Migration analysis

4- SWOT Analysis

14:30 – 14:45

Coffee Break

14:45 – 16:00

Plenary Room

Wrap-Up and Review

- Working groups present the results of their work for feedback

- Open discussion

16:00-17:30

Cultural Visit in Amman hosted by Greater Amman Municipality

19:15-:

Dinner (Restaurant Karam, Amman) - (bus departure from the hotel)



Day 3
Wednesday March 21, 2018

MODULE 2: "WHERE DO WE WANT TO GO?" - *Defining your vision and strategic objectives*

This module will help participants set priorities and identify their bottlenecks to achieve their vision while considering all stakeholders including refugees/IDPs, women and youth.

A) Methodological Presentation

Step 4: Visioning
Step 5: Issues and Objectives

8:45 -9:45
Plenary Room

B) Presentation of existing examples and Q&A

Aleksandra Djordjevic, City of Pozarevac, Serbia
Ahmed K.Abu Laban, Ramallah Municipality, Palestine

9:45 – 10:45
Working group
Rooms

Break-out Working Groups Exercises

1- Visioning: "The Newspaper Article"
2- Objectives and Measures

10:45 – 11:00

Coffee Break

MODULE 3- "HOW DO WE GET THERE?"

Defining and prioritizing your strategy options, building your action framework and implementing your strategy

This Module will explain the methodology to build one's strategy, and focus on specific examples of strategy options to attain specific priority objectives such as: attracting investors, creating jobs, and incentivize entrepreneurship. It will have a special focus on enabling environment for private sector investment

11:00 – 12:30
Plenary Room

A) Methodological Presentation

Step 6: Strategy Development
Step 7: Action Planning
Step 8: Organization and Implementation

B) Presentation of existing examples and Q&A

Aleksandra Djordjevic, City of Pozarevac, Serbia
Nisreen AlArjaj & Nisreen Dauod, Greater Amman Municipality

12:30 – 13:30

Lunch



- 13:30 – 15:15 **Break-out Working Groups exercises**
Working group
Rooms
Defining strategy options and actions
- 15:15 - 15:45 *Coffee Break*
- 15:45 – 17:00 **Wrap-Up and Review**
- Working groups present the result of their work for feedback;
- Open discussion
- 19:00 *Dinner at Le Grand Amman hotel – La Brasserie*

Day 4

Thursday March 22, 2018

- 8:45 – 10:00 **MODULE 3 (CONTINUED): “HOW DO WE GET THERE?”**
Plenary Room
Defining your action framework and Implementing your strategy

C) Focus on specific actions: attracting potential investors

- Overview of applied solutions in the Middle East, Turkey and beyond & Panel discussion

John Speakman, Advisor, World Bank

Nael Al Husami, General Manager, Amman Chamber of Industry, Jordan

Fuat Özharat, Gaziantep Metropolitan Municipality, Turkey

Khalaf Alassem, Mayor, Sarhan Municipality, Jordan

- Q&A

- q **Break-out Working Groups**
- Develop action planning

- 11:15 – 11:30 *Coffee Break*

- 11:30 – 13:00 **Wrap-Up and Review**
Plenary Room
- Working groups present the results of their work for feedback
- Open discussion

- 13:00 *Departure for Field visit*

- 14:45 – 18:30 **Technical Field Visit: Sarhan Municipality, Jordan**

- 19:15 - *Dinner at Fakhr El Din Restaurant (Bust departure from hotel to restaurant)*



Day 5

Friday March 23, 2018

8:30 -9:30

Plenary Room

Module 4: "HAVE WE ARRIVED?"

Monitoring and evaluating your LED Strategy implementation

This final Module will illustrate how to monitor, evaluate, adjust, and modify your strategy. It will also set up an action plan for the HMLN on twinning assignments and follow-up for training and networking.

A) Methodological Presentation:

Step 9: Monitor and Evaluate

Step 10: Adjust and Modify

B) Presentation of existing examples and Q&A

Mohammad Zawahreh, Zarqa Municipality, Jordan

9:30 – 11:30

Final session - WHAT DO WE DO FROM HERE? BRINGING THIS WORKSHOP INTO REALITY

9:30– 10:30

Plenary Room

- Introduction & Open Discussion

10:30– 11:30

Working group
Rooms

- Break-out Working Groups

Action Planning in Practice

11:30 – 13:15

Break & Lunch

13:15 – 15:00

Plenary Room

Delivery of training Workshop Certificates

Feedback, final comments and closure