Addressing the Challenges of Territorial Cohesion and,
Promoting the Role of Cities in the MENA Region

Relever les défis de la cohésion territoriale et
promouvoir le rôle des villes dans la région MENA

Villa Valmer
May 4-5, 2017 / 4-5
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Rationale

The MENA region is facing a context of demographic pressure and rapid urbanization: while the region is currently 60% urbanized, it will experience a projected 45% increase of its urban population by 2030 (equal to 106 million additional urban inhabitants). Concentrating people and resources, cities in MENA have largely contributed to the improvement of standard development indicators, which showed a constant decrease in absolute poverty in most MENA countries over the past decades. Yet the urbanization process has also contributed to concentrate and exacerbate socio-economic inequalities within growing urban territories, between larger and smaller cities, as well as between cities and their hinterlands. Generated and anchored in Arab cities, the Arab Spring uprisings were also fueled by significant regional disparities in access to basic services and to opportunities, as well as by growing demands for bringing the State closer to citizens through improving decentralization and encouraging accountability mechanisms.

Addressing social disparities and spatial inequalities has become a political priority for several countries in the region, which have expressed clear political will to better encourage local and regional development and to enhance spatial integration. For example, inclusive and sustainable development has become a core value of the 2014 Constitution in Egypt. Regional development has also been defined as a priority issue in Tunisia, and a significant part of the budget for the 5-year national plan under preparation will be allocated to lagging regions. Through renewed analytical frameworks and the development of new initiatives, donors have also highlighted the importance to promote a more balanced yet sustainable territorial development and the key role of cities in operationalizing local and regional development.

Motivation and Objectives

Territorial cohesion and inclusive development were endorsed as one of the five CMI focus themes during the CMI Annual Meetings in December 2015. Following the finalization of a Stocktaking paper in December 2016, the CMI Urban Hub members decided to convene an inaugural workshop focused on the challenges of regional development and the role cities (can) play in fostering territorial cohesion in MENA. This workshop will have the following objectives:

- to identify the key levers of territorial cohesion and regional development and to advocate the key role of cities when designing and implementing territorial policies;
- to promote knowledge sharing through encouraging exchanges on good practices and lessons learned from the ground and discussing how they could be adapted to different contexts;
- to encourage multi-stakeholder networks (including policy makers, practitioners, academics, etc.) to inform policy-making.

1 According to WB projections.

2 One of Egypt’s poorest regions, Upper Egypt, is home to about 38% of Egypt’s population and 67% of its poor. (WBG, Egypt Systematic Country Diagnostic, September 2015). In Tunisia, there is almost a 20% point gap between unemployment rates in leading and lagging governorates. For access to public water networks, it varies from 61% in the North West to 97% in Tunis (WBG, Tunisia Urbanization Review, June 2014).
Participants

The workshop will primarily target MENA government representatives that play a leading role in regional and urban development policy and program formulation and/or execution. The workshop will also target stakeholders active in the (re)definition of local policies and development strategies in the framework of the onward surge of participatory governance processes. This will comprise primarily representatives from national, regional and local governments as well as other active stakeholders including CSOs.

Participants from the MENA region will be coming from the following countries: Algeria, Egypt, Jordan, Lebanon, Morocco and, Tunisia. Decision-makers and practitioners from countries outside MENA (Brazil, Spain, France, Belgium, etc.) have also been invited to present relevant successful examples and lessons learned in comparable contexts, along with development partner representatives.
Workshop Agenda

May 4, 2017

8:30-9:00AM  WELCOME COFFEE AND REGISTRATION

9:00-9:30AM  INTRODUCTORY SESSION – TERRITORIAL COHESION IN MENA: INITIATIVES AND ISSUES AT STAKE
- Opening remarks: Mourad Ezzine, Manager, Center for Mediterranean Integration (CMI)
- Ebba Augustin, Workshop Organization
- Janette Uhlmann, Presentation of the CMI Urban Hub Approach
- Lamia Zaki, Presentation of the CMI Urban Hub Stocktaking Paper on Territorial Cohesion

9:30-10h45AM  PLENARY SESSION 1 – IMPROVING OUTCOMES FOR RESIDENTS OF LAGGING AREAS (CO-ORGANIZED WITH THE WORLD BANK)

In several MENA countries, regional disparities in access to basic services and opportunities are substantial and limiting shared prosperity. Most governments in the region have tested a range of policies and programs to improve outcomes in lagging regions with mixed results. During this session, the World Bank Global Solutions Group representative will present lessons learned from several decades of World Bank accompaniment of governments around the world in improving outcomes in their lagging areas. She will share a framework for diagnosing the constraints to improving outcomes in lagging regions and designing interventions to relax them in a manner that allows governments to balance the tradeoff between equity and efficiency. Responding to that presentation, session panelists will share lessons from their respective countries’ experiences responding to the development needs of people in lagging areas.

Chair: Hedi Larbi, Associate, Belfer Center, Harvard Kennedy School; Former minister for Economic Infrastructure, Spatial Planning and Sustainable Development of Tunisia; World Bank Expert

Speakers:
- Diagnosing the Challenge and Designing Interventions
  Nancy Lozano Gracia, Global Solutions Group, World Bank
- Assessing the Governance of Local Service Delivery: the Experience of the Local Development Observatory
  Khaled Abdelhalim, Assistant Professor of Urban Policy, AUC; Former Executive Director of the Local Development Observatory, Ministry of Local Development, Egypt
- Operationalizing a National Strategy: Tunisia
  Samir Lazaar, Director General, Ministry of Development, Investment and International Cooperation, Tunisia

10:45-11:00AM  COFFEE BREAK

11:00AM-12:15PM  PLENARY SESSION 2 – CITIES AND LOCAL ECONOMIC DEVELOPMENT

Based on an analytical approach and a practitioner perspective, this session will explore the extent to which Local Economic Development Tools and Practices can contribute to increasing territorial cohesion. Local Economic Development is understood as those “development strategies that are territorially based, locally owned and managed, and aimed primarily at increasing employment and economic growth”. This decisive shift from a sectoral focus on industry development to the institutional enabling environment of localities to attract and foster businesses, poses various questions on the planning environment, on partnership and governance practices and the way in which locally-tailored public goods and services can be planned, produced and financed to foster inclusive growth by local authorities. The session presentations will henceforth contribute to a better understanding on how Local Economic Development approaches can be undertaken by Cities. It provides an overview of current practices and concrete experiences from cities in the MENA Region.
Chair: Rene Hohmann, Senior Urban Specialist, Cities Alliance

Speakers:
- **Tools to foster Local Economic Development in Cities**
  Nancy Lozano Gracia, Global Solutions Group, World Bank.
- **Towards a Better Contribution of Cities to Local Development**
  Claire Charbit, Senior Project Manager, Regional Development Policy Division, Center for Entrepreneurship, SMEs, Local Development and Tourism, Organization for Economic Cooperation and Development (OECD).
- **How to Foster Territorial Development through Economic Partnerships: the case of Chefchaouen**
  Dalila El Harras, Director of the Municipal Agency for Development of the Municipality of Chefchaouen, Morocco.

12:15AM-2:00PM **LUNCH**

2:00-3:30PM **PARALLEL SESSIONS A**

**A1. STRATEGIC PLANNING AND MULTILEVEL GOVERNANCE (co-organized with MedCities)**

This session aims at identifying innovative planning initiatives and development strategies. The examples presented highlight the importance of including different categories of stakeholders and coordinating different levels of decision-making (including that of local governments) to identify the driving forces of future development, build commonly shared visions and, enhance their operationalization. Against the background of the decentralization process in MENA, they also show how bottom-up and inclusive approaches to planning can inspire/ feed into regional and national policies to promote sustainable development. The Barcelona example will show how the governance of the metropolitan area has been structured around the setting up clear institutional arrangements and planning instruments as well as the development of more flexible and inclusive tools.

Chair: Oriol Barba, MedCities Technical Director

Speakers:
- **Coordinating development planning at different scales: the preparation of the Tunisia 5-year national development plan and the regional plans.**
  Nadia Gouta, Senior Manager & Head of department, General Directorate of Regional Development at the Ministry of Development, Investment and International Cooperation, Tunisia.
- **City Development Strategies: from planning to implementation, the case of Saida (Lebanon)**
  Mustapha Hijazi, Council Member of Saida Municipality, Lebanon
- **Metropolitan Governance: Institutions, Instruments and Processes. The Case of Barcelona**
  Oriol Estela, Director of the Metropolitan Strategic Plan of Barcelona (PEMB)

**A2. IMPROVING SERVICE DELIVERY THROUGH MULTI-LEVEL GOVERNANCE AND INTER-MUNICIPAL COOPERATION (co-organized with GIZ)**

The rapid growth of cities in MENA concurrent with a change in the urbanization pattern has led to a “metropolization” process on ever-larger territories. Multilevel governance and inter-municipal cooperation thus appear as key decision-making tools to coordinate spatial planning, as well as to (co)finance and ensure efficient delivery of public services, especially in light of the challenges faced in terms of social and territorial cohesion. This requires the development of new structures and policies to allow for effective coordination and organized communication between different governance levels. This session will focus on successful examples of multilevel governance and inter-
municipal cooperation at the local scale (Morocco, Tunisia and Lebanon), as well as in cross-border areas (European Union). It will also highlight how networking and peer-to-peer exchange contribute to more coherent forms of territorial development.

Chair: Meinolf Spiekermann, Program Director CoMun, Gesellschaft für Internationale Zusammenarbeit

Speakers:
- Building Inclusive Networks of City Leaders and Practitioners and Promoting Peer-to-Peer Learning: Lessons from the CoMun Program (Morocco, Tunisia, Algeria)
  Mohammed Idaomar, President of Tetouan Municipal Council
  Mohammed Riahi, Former Mayor of La Marsa
  Mohammed Saadieh, President of the Union of Dannieh Municipalities
- Lessons from the European Grouping of Territorial Cooperation (Committee of Regions, EU).
  Slaven Klobučar, European Grouping of Territorial Cooperation Platform and Cross-border Cooperation, COTER Commission Secretariat, European Committee of the Regions

3:30-4:00PM COFFEE BREAK
4:00-7:00PM FIELD VISIT TO THE EURO-MEDITERRANEE PROJECT (co-organized with Avitem)
7:00PM DINNER

May 5, 2017

9:00-9:30AM Recap of the Debates from Parallel Sessions (A1 and A2)
9:30-11:00AM Parallel Sessions B

B1. Building Inclusive Cities (co-organized with Cities Alliance)

While urbanization has largely contributed to boost national and local economic development, MENA cities are also faced with rising inequality and exclusion. This session will focus on the achievements and constraints of the public policies set in place in the region to promote urban inclusion, highlighting the complexity of the challenges to be addressed and the need for developing multi-sectoral and integrated approaches to fight against social and economic exclusion. It will also highlight the need to encourage the participation of marginalized/ disadvantaged stakeholders (including youth) to the definition and implementation of urban development policies.

Chair: Serge Allou, Lead Urban Specialist, Cities Alliance

Speakers:
- Lessons from the Cities Without Slums Program (Morocco)
  Olivier Toutain, Urban Development Consultant, Rabat.
- Promoting Youth Participation in City Development, the Case of Tunisia
  Sabrina Chikhaoui, Civil Society, Youth and Gender Project Manager at CILG-VNG International, Tunis
- Promoting Urban Inclusion in São Paulo - Brasil: Experience from South America
  Joao Sette Whitaker, Former Secretary for Housing, Municipality of São Paolo.
B2. Enhancing Urban Accessibility and Mobility to Improve Territorial Cohesion in Mediterranean Cities (co-organized with AFD and Codatu)

Access to opportunities within cities is a key element of social and economic inclusion. Pressures on the land market and lack of appropriate planning have often led to rising spatial inequalities within growing urban areas. Access to jobs and other amenities (including education, health, training, etc.) is often out of reach for poor households living at the city outskirts, in areas with poor transportation system/connectivity. On the other hand, MENA cities are increasingly suffering from excessive congestion, including because of the sharp increase in motorization rates and the lack of public space for further infrastructure development. This situation feeds into the development of new business districts concentrating job creation and high added-value services in suburban locations often poorly served by public transport (thus impeding employment accessibility for non-motorised citizens). This session is based on the premise that relevant urban mobility policies, combined with land-use control and more balanced urban development, can contribute to the development of more inclusive cities. It will focus on the main achievements, but also the constraints and limits of the projects and policies launched in MENA cities/countries over the past decade to improve urban connectivity and promote territorial equity.

Chairs: Reda Souirgi, Project Manager, Agence française de développement (AFD) and Lorenza Tomasoni, Project Manager, Codatu

Speakers:
- Urban Transport Development Strategy in Rabat-Sale: Dealing with Inclusivity
  Loubna Boutaleb, Director General of STRS (Tramway of Rabat-Sale), Morocco
- Coordinating Between Transport and Land-Use Policies to Build Inclusive Cities: the Case of Greater Amman Transport Master Plan
  Ayman Smadi, International Association of Public Transport, UITP
- From Connectivity to Accessibility: Improving Access to Jobs and Services and Fostering Social Inclusion Through Integrated Urban Policies. Examples from the Mediterranean Area
  Benjamin Fouchard, Head of the Prospective Analysis and Mobility Planning Department (Mediterranean Directorate), Centre d’études et d’expertise sur les risques, l’environnement, la mobilité et l’aménagement (CEREMA)

11:00-11:15 AM Coffee Break

11:15 AM - 12:15 PM Plenary Session 3 – Monitoring and Evaluating Cohesion Policies and Regional Development (co-organized with EIB)

This session focuses on the added value provided by M&E tools in support of policy development and implementation as they help set clear baselines and targets and allow to measure progress made towards these objectives. The set of indicators defined should reflect the governments’ priorities not only at the national but also at the local level, thus the need for coordinated approach. Although disaggregated data at the local and city scales is scarce in the MENA region, presentations will show that indicators do not have to be very ambitious to inform policy-making. International examples will show how M&E systems can contribute not only to measure/frame economic development but also to improve policies/strategies at different scales.

Chair: Edgardo Bilsky, Director of Research at United Cities and Local Government World Secretariat

Speakers:
- Measuring Local Economic Development: Coordinating Between National and Local Governments to Frame Indicators and Collect Data
  Holger Kuhle, Manager of the Sustainable Development Solutions Network (SDSN)
- Towards a Better Assessment of Regional Policies at the Macro and Micro Level
  Alexandros Karvounis, Sector Economist, Regional Development Specialist, European Investment Bank (EIB)
2:00-3:30PM  **Conclusions from the Sessions, Feedback from Participants and Ways Forward**

The session will first focus on the key take-aways of the event. Based on the presentations and exchanges held throughout the workshop, the chairs will highlight the main conclusions of each session as well as the main recommendations for policy-making suggested by the different participants. They will also suggest potential concrete activities to structure the CMI urban Hub initiative on Territorial Cohesion and regional development, before opening the floor for a concluding discussion with all participants. A wrap-up by CMI organizers will allow to agree on next steps.