

PROMOTING RESPONSIBLE TOURISM FOR BETTER ECONOMIC, SOCIAL AND CULTURAL INTEGRATION OF MIGRANTS



© UNESCO World Heritage site in Kairouan

This exhibition showcases the Promoting Responsible Tourism for Better Economic, Social and Cultural Integration of Migrants in Jendouba and Kairouan (2019-2022) projects that were part of the Cities Alliance Global Programme on Cities and Migration Phase I, which focused on migration management in secondary cities in low-income countries and was supported by the Swiss Agency for Development and Cooperation (SDC).


Kairouan and Jendouba designed projects to test approaches from the tourism sector to increase their attractiveness as places to live, work and invest in. Both projects targeted newly arriving rural-to-urban migrants as well as residents who are dissatisfied with life in a secondary city in Tunisia's marginalised hinterlands and may be tempted to move to the more attractive coastal regions.

The exhibition invites you to explore some of the challenges and opportunities secondary cities of Tunisia's interior regions face and how the projects sought to address those and leverage the cities' potential for more inclusive development.

We would like to thank our national and international partners for the trustful and meaningful collaboration, and in particular our local partners for their continued commitment and engagement to work together to make their cities better for everyone.

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BACKGROUND ON INTERNAL LABOUR MIGRATION **IN TUNISIA**



Housing of rural-to-urban migrants that settled in the outskirts of Jendouba. Accessibility and quality of services and infrastructure are typically much lower in these non-planned neighborhoods. Many of the residents continue to work in the agricultural sector outside of town.

© Peri-urban peripheries of Jendouba

Internal labour migration is a major phenomenon in Tunisia. It is directly linked to the socio-economic disparities between lagging regions of the interior and the dynamic coastal regions. The interior regions have high levels of unemployment and poverty (both at around 30%), with lower standards of living and limited access to basic services and quality infrastructure.

Many young labour migrants from secondary cities in Tunisia's interior – especially the highly skilled, are attracted to the large metropolitan areas in search of employment and opportunities for a better life. Meanwhile, secondary cities are receiving rural migrants for the same reasons. Local authorities are trying to find ways to integrate them economically, socially, and culturally, while at the same time retaining entrepreneurial residents who would otherwise migrate to the primary cities.

PERSISTING **GENDER INEQUALITIES** HINDER REGIONS FROM REALISING THEIR FULL POTENTIAL

Social norms and institutional factors often prevent women from fully participating in economic, socio-cultural, and public life. Reducing socioeconomic disparities across regions is hardly possible without reducing gender inequalities.



© Public space and street life dominated by men



A man can easily make the decision of leaving for opportunities elsewhere, he can even be encouraged by his family. The opposite is true for a woman, this decision does not belong to her.

— Rim from Jendouba



Seeking a job is important but I encourage young women to realise your dreams, express your passion and live the adventure of contributing to the development of your region and change your own living conditions side by side with men (...) Let's change the traditions and social norms in favour of the equality between men and women.

— Masrouf from Kairouan



© Female entrepreneur in Kairouan

A RICH CULTURAL, ARCHITECTURAL AND **NATURAL HERITAGE**



Kairouan and Jendouba have great potential for inclusive and sustainable development. Both cities and their surrounding areas are rich in cultural, artisanal and natural attractions that are largely untapped, and Kairouan is classified as a UNESCO world heritage site.

UNLOCKING THE POTENTIAL OF WOMEN AS AGENTS OF CHANGE



Being a female entrepreneur is a challenge in itself, being a start-up is a challenge on another level, and being an entrepreneur in a disadvantaged city make things even more complicated and requires perseverance and extra effort with regards to networking, mobility, market access, and support services (...) but I want the local craftspeople to commercialise their products and preserve the region's artisanal heritage.

— Ibithel, founder of the e-commerce platform 'Machmoom'



Being a women entrepreneur means independence, without someone imposing orders on me; it means cultivating the fruits of my work. I know it's not easy, but I will bring value to myself and my beautiful Tunisia.

— Sonia, entrepreneur from Kairouan

This can-do culture, paired with a strong will and feelings of responsibility towards the region and the next generations, are the essence of an entrepreneurial mindset that is shared by this new generation of women entrepreneurs across the country's interior regions.



© Founder of Tunaroma in Jendouba

Amal Marzouki – founder of Jendouba-based organic cosmetics enterprise “Tunaroma”. For the ingredients of her cosmetic products she works with rural women who collect herbs like thyme and orange flowers for essential oils.

A customisable, replicable approach piloted in two cities

Cities Alliance piloted a similar approach in two partner cities, Jendouba and Kairouan, so that they could compare experiences and foster learning, exchange, and cooperation. Although Jendouba and Kairouan face similar challenges, there are some differences in terms of composition of assets, potential, and stakeholders, and the project was adapted to the specific needs of each city. It is a solidly replicable and scalable approach that stays adaptive to the context and potential of different types of secondary cities.

RESULTS

The projects were based on three areas of interventions that work together to integrate labour migrants into the city: developing tourism products to provide livelihood opportunities for young migrants; developing strategies to promote these products and raise the profile of Jendouba's and Kairouan's assets; and building capacity among the local authorities to improve their approaches to integrating and managing labour migrants. In the process, the interventions built strong multi-stakeholder partnerships and an evidence base to support inclusive local policies.

Result 1: Responsible Tourism Products to Provide Livelihood Opportunities for Youth

Kairouan and Jendouba have great potential for inclusive and sustainable development. Both cities and their surrounding areas are rich in cultural, artisanal and natural attractions that are largely untapped, and Kairouan is classified as a UNESCO world heritage site. As a result, both designed projects to test approaches from the tourism sector to increase their attractiveness as places to live, work and invest.

The projects analysed the economic and social potential associated with responsible tourism in the cities and their surroundings, including how to integrate youth into the labour market and social life. The cities then used this information to develop tourism products, including supporting youth to develop proposals for their own tourism agencies and educational tours.

Youth-run tourist agencies

118 youth (65% of them women) submitted proposals. The project provided onsite support to selected proposals, guiding the youth through creating their own tourism agency and learning how to manage it independently as a social enterprise. Youth entrepreneurs established a virtual network to share questions and best practices, providing an example for others to follow. The first educational tour (eductour) of the cities' attractions reached a wide audience, with several thousand people following the trip online.

In parallel, the entrepreneurs featured in promotional videos of the region produced by Tunisia's best-known travel blogger and influencer. The videos sparked great interest on social media in the regions as travel destinations and in the entrepreneurs, who received numerous requests and enquiries from potential clients. Complementary to other promotional activities, tourism stakeholders in the region reported a significant increase in the number of weekend visitors in autumn and winter 2021.

Result 2: Strategy and Products to Promote Cultural and Natural Heritage in Both Cities

The project analysed the economic and social potential associated with responsible tourism for both Jendouba and Kairouan and their surroundings, with a focus on how rural-urban migrants can be better integrated into the economic and social life of the cities. The analysis highlighted several opportunities for valorising the region's cultural, architectural, and patrimonial heritage, as well as its agricultural and artisanal goods.

Tourism circuits

The project identified four underexploited sites with high potential and mapped out eco-tourist circuits in close alignment with the Regional Office for Tourism in Kairouan (CRTK). Thanks to this collaboration, the Tunisian National Office for Tourism decided to fully develop the identified tourism circuits in the three communes of Ain Jeloula, Haffouz, and Oueslatia as part of a new programme worth TDN 20 million (ca. \$7.5 million) and expressed strong interest in cooperating with the project's young entrepreneurs. The central government also provided Oueslatia with \$107,000 to improve and construct roads and pathways to develop the circuit in its area.

Artisanal markets

Kairouan built a women-run artisanal market to strengthen the local economy and protect its craft heritage. Five artisanal wooden market stalls were constructed that provide 25 local artisanal entrepreneurs space to market their art and products. The project's implementation partner, the National Union of Tunisian Women, envisions scaling-up the market with more stalls and promoting it across Tunisia for different regional festivities to provide a regular source of income for the artisans and showcase Kairouanese heritage and crafts around the country. Jendouba plans to build a similar market.

Result 3: Local Authorities Develop Inclusive Approaches to Migration Governance and Management

Local and regional authorities play a key role in successful project implementation and ensuring a sustained impact in the long run. Diagnostics helped Jendouba and Kairouan identify their existing capacities and needs for strengthening their approaches to migration governance and management, as well as for integrating migrants economically, socially and culturally.

Both cities established steering committees that generated strong interest among city stakeholders. Considering Tunisia's efforts to promote decentralisation, platforms such as local steering committees can serve as micro-laboratories for city authorities to experience their new role as facilitators of local development in coordination and agreement with the various city, regional, and state actors.

The cities also established multi-stakeholder city forums to ensure an inclusive migration governance regime that builds upon effective partnerships and learning.

I'm excited to develop my business plan and commercialise local organic artisanal food products.

— Khadija, a young graduate and trainee in the project activities

CREATING LOCAL JOBS AND FOSTERING ENTREPRENEURSHIP **IN KAIROUAN**



CitiesAlliance supported creating better livelihood opportunities for young entrepreneurs through the development of tourism products and concomitant training and financial support for tourism-related entrepreneurship. Out of 118 youth (65% of them women), 30 youth were selected to participate in a training cycle and individual mentoring, guiding them through improving their business and creating their own tourism agency and learning how to manage it independently as a social enterprise. Youth entrepreneurs established a virtual network to share questions and best practices, providing an example for others to follow.

PROMOTING HERITAGE THROUGH A CRAFTSMARKET FOR LOCAL ARTISANS



The Kairouan project built a women-run artisanal market to strengthen the local economy and protect its craft heritage. Five artisanal wooden market stalls were constructed that provide 25 local artisanal entrepreneurs space to market their art and products. The project's implementation partner, the National Union of Tunisian Women, envisions scaling-up the market with more stalls and promoting it across Tunisia for different regional festivities to provide a regular source of income for the artisans and showcase Kairouanese heritage and crafts around the country.



Protecting the heritage and leveraging its potential needs to start by educating and raising awareness among the local population, and through that sparking interest in its conservation and promotion.

— Sheyla Belgacem, craftswoman and university lecturer from Kairouan

The Orient Bazar was inaugurated by the mayor of Kairouan, Radhouen Bouden and the director of the Swiss development cooperation in Tunisia, Willi Graf.



The market is the first of its kind in Tunisia and its design inspired from traditional Kairouanese architecture. The opening of the new market was an excellent opportunity for artisans to showcase their work since it coincided with the biggest national holiday: one million visitors from Tunisia and across the Arab world celebrate Mouled (the birth of the prophet Mohamed) in Kairouan. Artisans gained an entrepreneurial space in the most strategic location – a public space next to one of the ancient entry doors to the Medina of Kairouan.

THE STORY BEHIND THE CRAFTS MARKET



Afef Hallous, a young Tunisian architect raised in Germany who returned to her hometown of Kairouan in 2012 after the Jasmine Revolution, shared how the idea for the Orient Bazar came about. Feeling a strong sense of responsibility and activism to make Kairouan more inclusive, she began an exchange with craftworkers on their needs and challenges. Through these discussions, the idea for the market was born. It is part of Ms Hallous' vision for translating the needs and ideas of young people into architecture that serves them.

RAISING THE ATTRACTIVENESS OF KAIROUAN AND ITS SURROUNDINGS THROUGH **NEW TOURISM CIRCUITS**

The development of tourism products along with trainings in the tourism sector have raised the profile of the territorial assets of Kairouan and the surroundings. The project identified four underexploited sites with high potential and mapped out eco-tourist circuits in close alignment with the Regional Office for Tourism in Kairouan (CRTK). Thanks to this collaboration, the Tunisian National Office for Tourism decided to fully develop the identified tourism circuits in the three communes of Ain Jeloula, Haffouz, and Oueslatia as part of a new programme worth TDN 20 million (ca. \$7.5 million) and expressed strong interest in cooperating with the project's young entrepreneurs. The central government also provided Oueslatia with \$107,000 to improve and construct roads and pathways to develop the circuit in its area.



The educational tours (eductours) of the developed circuits helped to finetune the tourism products. They reached a wide audience, with several thousand people following the trip online. In parallel, the entrepreneurs featured in promotional videos of the region produced by Tunisia's best-known travel blogger and influencer. The videos sparked great interest on social media in the regions as travel destinations and in the entrepreneurs, who received numerous requests and enquiries from potential clients. Complementary to other promotional activities, tourism stakeholders in the region reported a significant increase in the number of weekend visitors in autumn and winter 2021.

FOSTERING DIALOGUE AND COLLABORATION FOR **MORE INCLUSIVE CITY MANAGEMENT**



Ms. Badra Jlassi, project manager of the National Union of Tunisian Women, during the 2nd Kairouan City Inclusion Forum which brought together a wide range of stakeholders to discuss opportunities and actions for making the city and its surroundings more attractive for their residents and visitors alike.



Hidden gems and local traditions can turn into exciting and decent work opportunities for young labour migrants in the region. Promoting the region's assets can also help break with the stereotypical images of inland areas like Kairouan and stimulate the sense of belonging of its inhabitants.

— Ms. Badra Jlassi, project manager of the National Union of Tunisian Women



© The cultural heritage of Berber architecture is one of the landmarks of Medenine.

This exhibition provides insights into the work of Cities Alliance and our partners in Tunisia from the past 3 years for more inclusive and climate-resilient cities and territories.

Specifically, the exhibition showcases the work from the Madinatouna II project (2020-22) implemented by Cities Alliance and the SDV-ACT project (2019-2022) which was implemented in partnership with the National Federation of Tunisian Cities (FNCT). The two projects received financial support from the Swiss State Secretariat for Economic Affairs (SECO).


The exhibition invites you to take a journey through Tunisian cities and explore their realities, the challenges they face and the opportunities that present themselves.

It intends to illustrate the power of dialogue and collaboration for realising visions of inclusive development. It wants to highlight the importance of meaningful participation to ensure all relevant stakeholders, including citizens, are part of the process.

We would like to thank our national and international partners for the fruitful collaboration, and in particular our local partners for their continued commitment and engagement to work together to make their cities better places for everyone.

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 **الجامعة الوطنية للبلديات التونسية**
FÉDÉRATION NATIONALE DES COMMUNES TUNISIENNES

THE MADINATOUNA II PROJECT (2020-2022)

COMPONENTS, OBJECTIVES, AND RESULTS

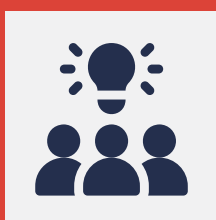


The objective of the Madinatouna II project has been to equip partner cities with planning and management tools, capacities and resources to accelerate inclusive, climate-resilient development for the benefit of all city residents and the environment.

1

PLAN FOR INCLUSIVE AND CLIMATE-RESILIENT DEVELOPMENT

Results:



Technical and financial cooperation **with 4 municipalities to design and operationalise**

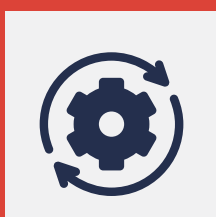
Local Development Plans tailored to their **needs and resources**, & translated into Investment Plans



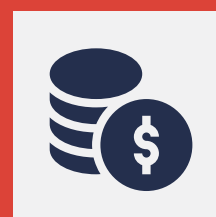
The **Local Development Plans** are in line with other **territorial planning tools**, prepared with the **participation of relevant territorial actors** & their action plan has been spatialised



6,000 people have actively participated in the **design processes** through more than **100 workshops** across the territory of the **4 municipalities**.



Piloted a **gender-sensitive, cross-sectoral collaborative approach** for more **integrated territorial planning** across governance levels



Deep-dive local finance analyses **conducted to improve the financial planning and management capacities** of technical staff.

This will facilitate mobilising both own-revenue and external resources



and a survey among **≈ 3,100 households** and key informant interviews

2

PREPARE AND DELIVER HIGH QUALITY URBAN INFRASTRUCTURE & SERVICES THAT RESPOND TO THE NEEDS OF CITY RESIDENTS

Results:



TANGIBLE LIVELIHOOD IMPROVEMENTS: **4 infrastructure & service** projects implemented **from design to delivery**, benefitting **409,952 citizens**



efficient **street lighting**,



greater access to **inclusive public spaces** in their neighborhoods



and the creation of a **cinema and cultural centre**



REPLICATION AND SCALE-UP OF PROJECTS: Through this process municipal teams *became equipped* **with the technical skills** to **design, set-up, deliver and monitor** similar projects

3

LEVERAGE OPPORTUNITIES AND BUILD PARTNERSHIPS TO ACCESS FINANCING FOR TRANSFORMATIVE MUNICIPAL INVESTMENT PROJECTS

Results:



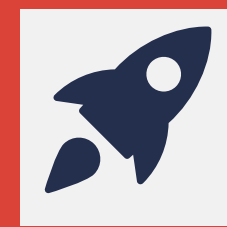
CITY-WIDE ENERGY TRANSITION:
3 deep-dive energy audits conducted
(20,000 light points analysed) which enable



municipalities to make
30-50 % savings on their electricity bill
 amounting to a total saving of US\$ 135-270,000 per city



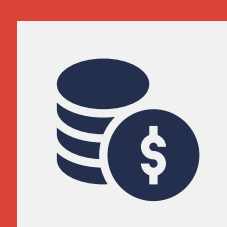
PROJECT PREPARATION FACILITY:
Medenine commercial hub project
 integrated into the online multilateral development
 financing platform SOURCE managed by the
 Sustainable Infrastructure Foundation (SIF)



PROJECT PREPARATION:
 Technical and financial project set-up and **feasibility study for an inclusive commercial hub** in Medenine project to boost local economic development and



create job opportunities
 (worth 5 million USD)



FINANCING MOBILISED:
 to date over **1.2 million USD**
 leveraged in co- and follow-up funding from
cities and partners for infrastructure investment

4

COLLABORATE WITH MUNICIPALITIES & NATIONAL GOVERNMENT STAKEHOLDERS & FOSTER INSTITUTIONAL CAPACITY DEVELOPMENT AND LEARNING

Results:



Improved collaboration &
stronger partnerships between
 national and local government authorities,
 civil society, academia and the private sector
 for greater coherence and impact.



SUPPORTED DIALOGUE AND PEER LEARNING:
HELD MORE THAN 35: workshops, conferences
 and **transdisciplinary forums**
 which are



improving inclusive and sustainable
local development planning
 at national level and within cities.



KNOWLEDGE CREATION: **MORE THAN 15:**
urban development diagnostics, plans,
 assessments and surveys have delivered
 targeted, contextual guidance



SUPPORTED LOCAL AND NATIONAL ACTORS
 TO DRIVE DECENTRALISATION PROCESSES:
Over 400 political leaders
as well as technical staff

from national and local **urban stakeholders, including civil society, gained knowledge and skills** to maximise the impact of their work in one or more of the following areas:

- inclusive, participatory local development planning and city management,
- local financial management,
- investment planning and project packaging,
- investment project financing,
- transparent and efficient procurement processes,
- integrated territorial planning, energy transition, design of inclusive public spaces.

INCLUSIVE LOCAL DEVELOPMENT PLANNING



The 2018 Local Government Code (“*Codes des Collectivités Locales*” - CCL) provides the legislative framework articulating the functional and financial responsibilities and capacities associated with urban and territorial development and reducing developmental inequalities between regions.

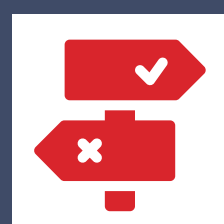
According to Article 105 this Code, a Local Development Plan is “the reference framework for the action of local authorities and the bodies that depend on them for overall development”. The Local Government Code identifies participatory democracy as the foundation of all local development planning processes. If done well, participatory mechanisms can substantially contribute to improving the frictions between local authorities and citizens and can build mutual understanding and cooperation. Meaningful collaborative mechanisms between stakeholder groups and across governance levels and sectors are a prerequisite for effective infrastructure and service investments that respond to citizens’ needs and expectations.

OBJECTIVE // Overall Objective: Partner municipalities adopt a strategic development planning and management tool that facilitates inclusive and sustainable development.

Specifically, the Local Development Plan:



serves as a participatory planning tool that involves relevant local actors, including citizens, in the development process.



facilitates municipal decision-making and investment by providing an action plan that includes a set of concrete development projects prioritised and prepared in collaboration with relevant stakeholders.

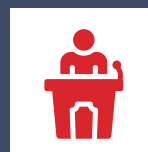


fosters cross-sectoral and multi-level collaborations among development actors and leverages resulting development synergies



enables cities to leverage public and private financing for investment in local infrastructure and services.

APPROACH // The process consists of 4 steps:



1. LOCAL LEADERSHIP:

a Steering Committee drives this process and is composed of municipal council members, the administration, regional state offices, and representatives of civil society.



2. AN EVIDENCE-BASED DIAGNOSTIC ANALYSIS:

A deep-dive analysis of existing studies and data from national, regional and sectoral development actors is prepared. This work is complemented by an official population and employment household survey that collects precise data for the municipal territory. A qualitative diagnostic is prepared through a series of participatory citizen workshops in each zone of the municipality as well as thematic workshops on priority topics such as the challenges and opportunities within the territory.



3. A STRATEGIC VISION:

Formulated through a participatory process, the development vision articulates strategic orientations and objectives for how the city wants to look and what it wants to achieve by 2035.



4. AN OPERATIONAL ACTION PLAN:

An operational action plan: Strategic objectives are translated into activities and projects of different complexities, scopes and in different locations across the municipal territory. These will be implemented within 3 years and included within the upcoming Municipal Investment Plan.

KEY RESULTS

4 CITIES will have completed and operationalised their Local Development Plan, including a communication plan, an operational action plan and a Municipal Investment Plan.



≈ **6,000 PEOPLE** actively contributed to the process through over a **100 workshops** across the territory of the four municipalities and through surveys that gathered socio-economic data from



3,100 HOUSEHOLDS across the municipal territories of **Beja, Jendouba and Medenine**, as well as a number of key informant interviews. Specific workshops for youth, women and handicapped persons were held to ensure their perspectives are included.



Specific workshops for youth, women and handicapped persons



≈ **400 POLITICAL LEADERS** urban stakeholders and civil society gained insights and skills in the following areas: inclusive, participatory local development planning and city management; local financial management; investment planning and project packaging; investment project financing, transparent and efficient procurement processes; and integrated territorial planning.

PARTICIPATORY DIAGNOSTIC THROUGH **CITIZEN WORKSHOPS**



Citizens and public stakeholders engage in rich exchanges. The information gathered during these workshops are part of the qualitative diagnostic and guide the elaboration not only of the strategic vision but also the prioritisation of projects to be included in the operational action plan. The workshops help imagine and build the city by and for everyone.



Citizens now feel that they are partners and that their opinions matter to us. Personally, I learned a lot about development and the power of making citizens participate in the process. Before, youth were often absent in planning. Now they have a voice. Our colleagues from neighboring municipalities are jealous, they want to embark on the same process for elaborating their Local Development Plan.

— Fatma, Member of the Youth Council of the city of Medenine (the first municipal Youth Council of the country)



“

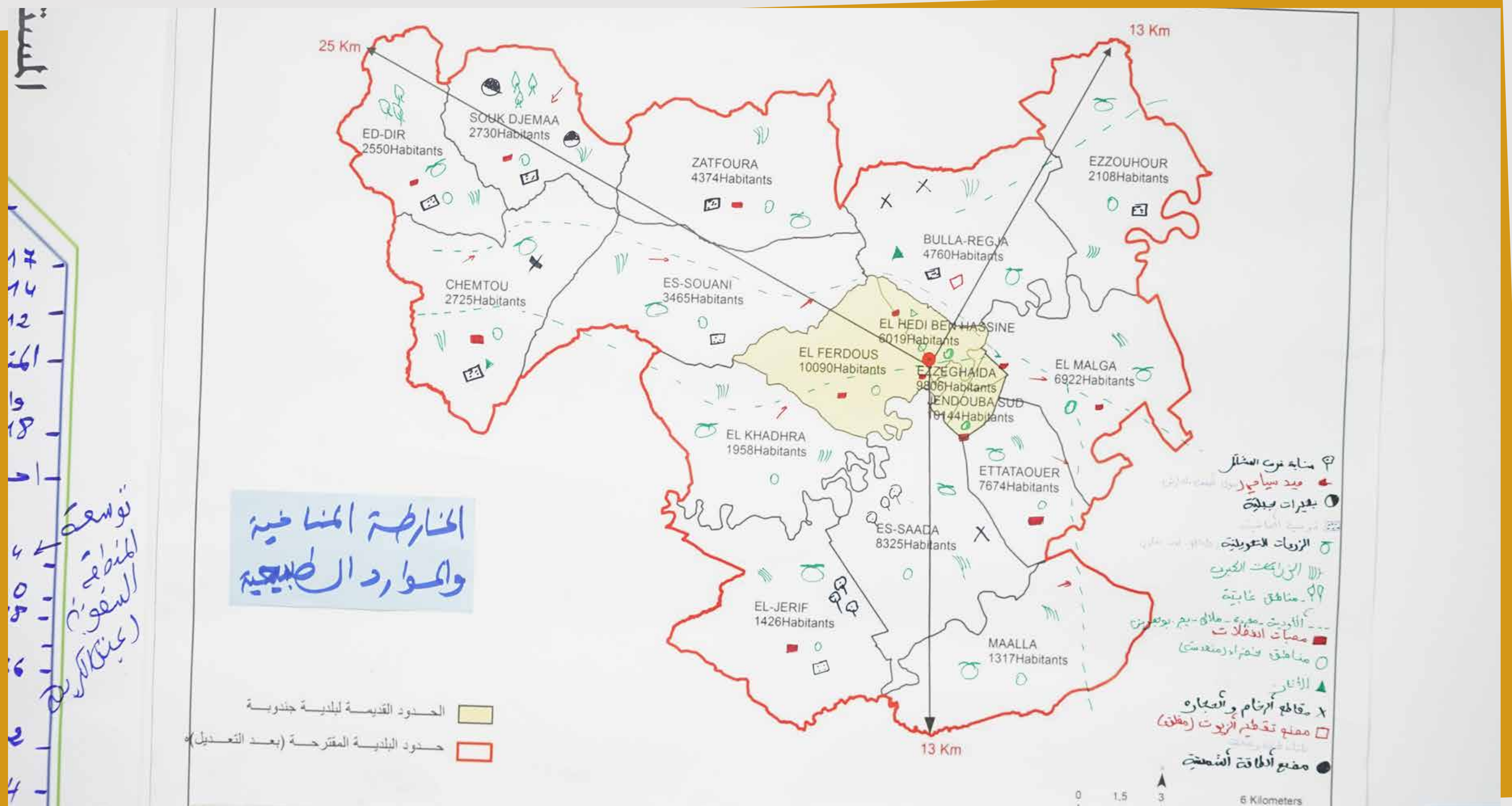
The Madinatouna II project is different: it's not the experts doing the work, it's the work of everyone: the municipal council and the municipal administration, the delegations, the governorate, the deconcentrated state services, civil society and the citizens, academia, and the local private sector. For the participatory workshops we go to the areas where the people live. We listen to them and try to understand their aspirations, their convictions, their expectations, and what they propose for their region. Then we document, analyse and spatialise the information to guide the preparation of the development vision and action plan and discuss its implementation with all relevant actors who will be involved in its realisation.

— Bechir Chibani, Cities Alliance local development expert and former Director of the Tunisian Government's Development Office of the South (ODS)



As technical staff of the municipality, I learnt new techniques and methods for steering dialogues, mediating and managing conflicts and got a better picture and understanding of citizens' needs and perspectives. People in the remote areas of the municipality were surprised and excited: it was the first time public representatives came and listened to them. I feel through the diagnostic workshops we have forged new relationships with our citizens, based on better understanding and trust.

— Farhat Ksiksi, Technical member of the City of Medenine and LDP focal point



© Map of jendouba



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PIONEERING INTEGRATED TERRITORIAL DEVELOPMENT PLANNING IN MEDENINE

A FIRST IN TUNISIA

Territorial planning is a powerful instrument for articulating and mediating between different, sometimes conflicting development priorities and interests, including economic growth, the environment and climate, social inclusion and cohesion. Linked to a joint development vision like the Local Development Plan, territorial planning facilitates the decision-making process by providing a comprehensive decision basis to balance between efficiency and equity considerations, and short- and more longer-term development objectives at the appropriate scale of intervention.

For Medenine, Cities Alliance has pioneered an integrated approach to territorial planning based on three elements:

1. CREATE A SOLID EVIDENCE BASE FOR SOUND INVESTMENT CHOICES:

A spatial analysis of existing data and information of the developmental challenges and opportunities of the territory and of newly identified challenges and project propositions gathered during the participatory diagnostic (see step 2) ensures coherence between the various plans and planning instruments elaborated or in progress.

2. ACTIVELY INVOLVE ALL STAKEHOLDER DURING THE PARTICIPATORY DIAGNOSTIC AT THE LOCAL LEVEL

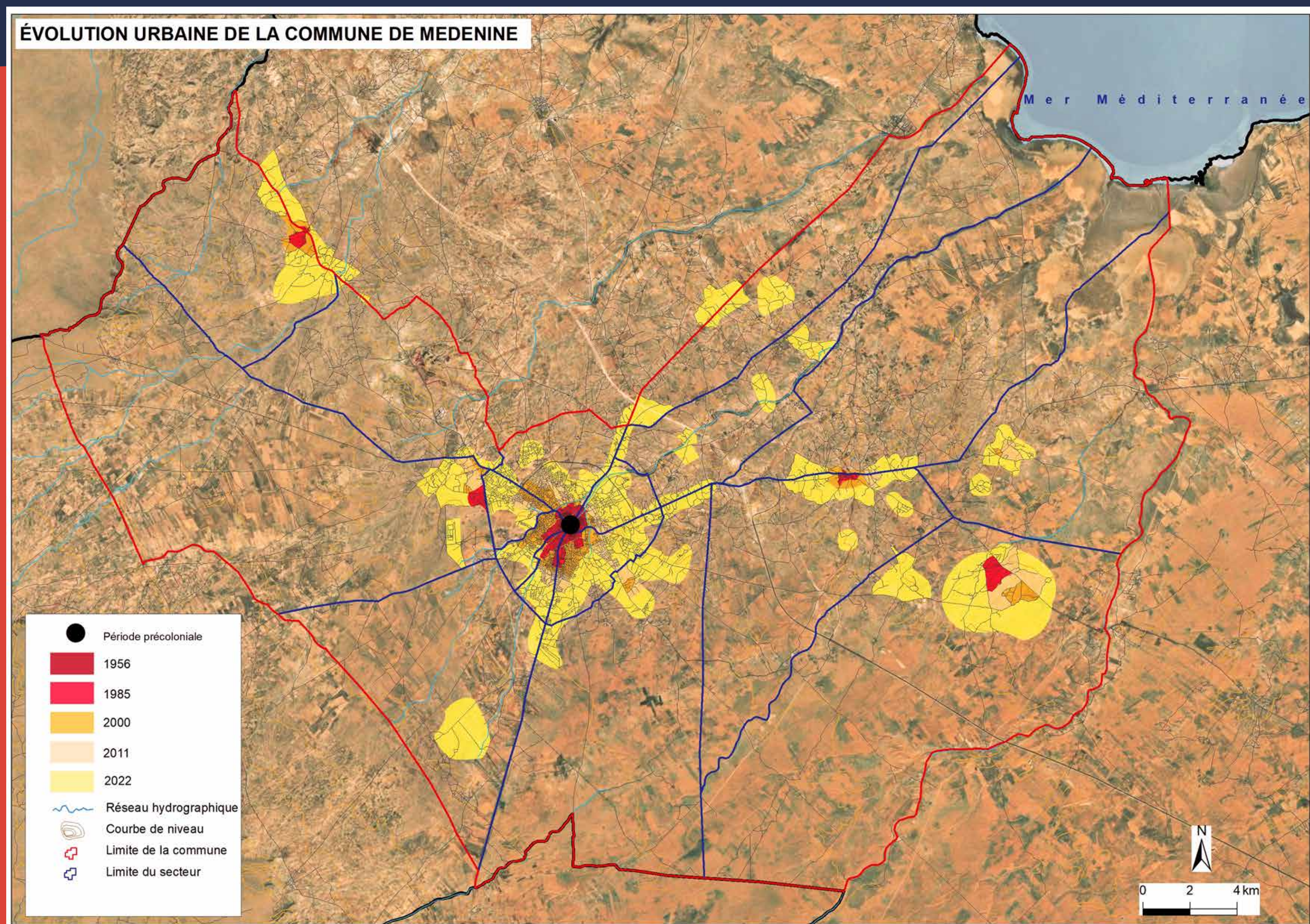
Citizens, civil society and public stakeholders engage in rich exchanges via the participatory workshops. The gathered information is part of the qualitative diagnostic, guides the strategic vision and provides the basis for prioritising projects to be included in the operational action plan.

3. FOSTER MULTI-LEVEL, CROSS-SECTORAL DIALOGUE AND COLLABORATION BETWEEN NATIONAL, REGIONAL AND LOCAL DEVELOPMENT ACTORS

During the LDP operationalisation stage, projects are prioritized and project sheets prepared. Cities Alliance facilitated the collaboration between the national, regional and local development actors to ensure the operability of the LDP action plan. For example, discussions with deconcentrated state services on national development projects and joint projects between national government and local authorities took place.

This integrated approach helps empower local stakeholders and improves infrastructure investment decisions; and thus the impact of infrastructure investments for improved and equitable access to and provision of high quality infrastructure and basic services for all citizens.

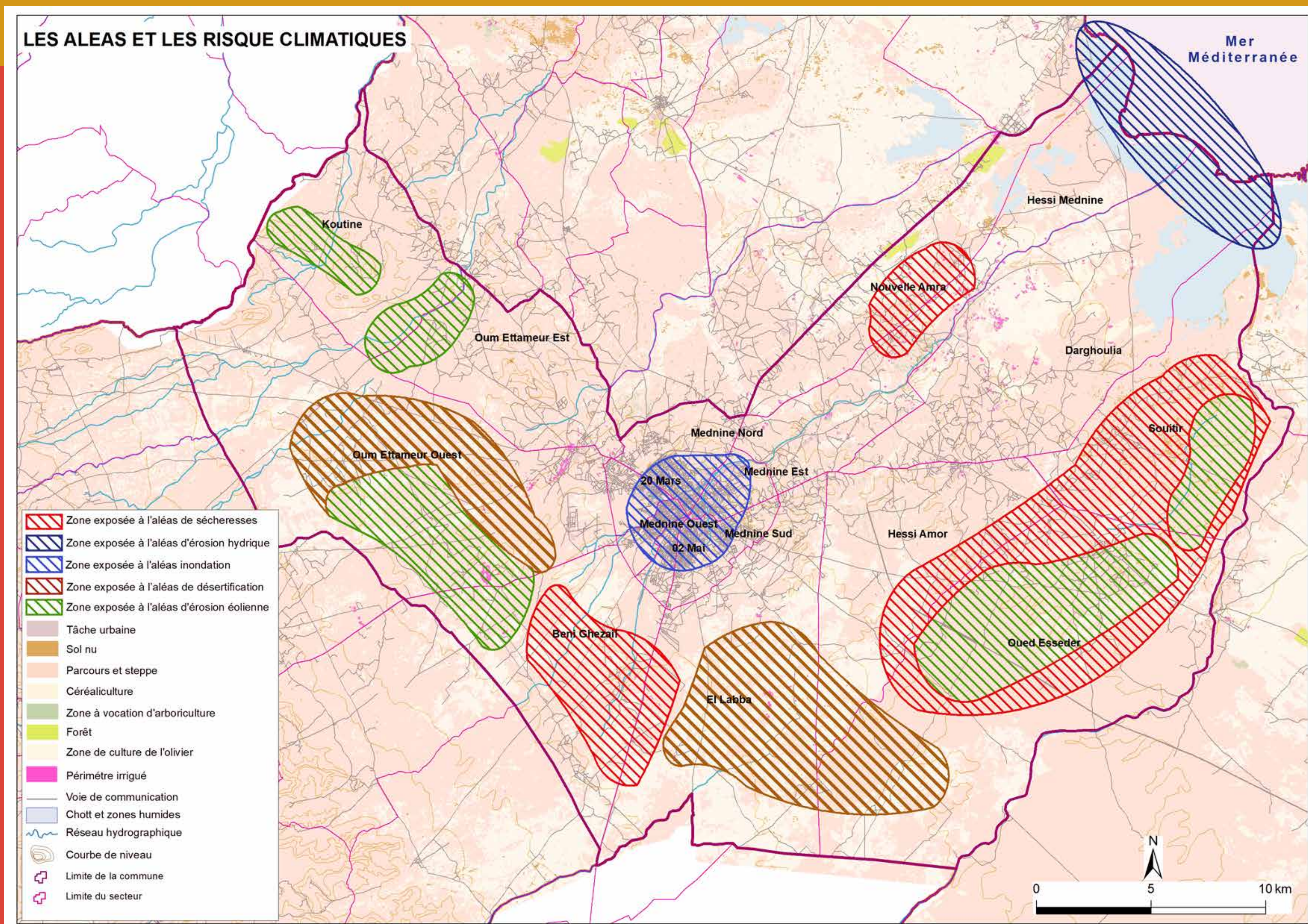
URBAN EXPANSION OF MEDENINE BETWEEN 1956 AND 2022:



Tunisia's 2017 territorial reform resulted in the massive extension of formerly exclusively urban territories across Tunisia. For example, the territory of the municipality of Medenine grew 30 times in surface area, from 3176 ha to 98017 ha. As the map indicates, the built urban environment makes up only a fraction of today's municipal territory. Beyond the urban core, the municipal territory is essentially peri-urban and rural - with important implications for the spatial planning of public and private investments for improved infrastructure and services.

VISUALISING CLIMATE RISKS IN MEDENINE

FOR TARGETED, TERRITORY-WIDE CLIMATE ACTION



Medenine is heavily affected by environmental degradation and climate change. The region is suffering from droughts, water shortages, soil erosion and pollution. This year has been the fourth year in a row with insufficient rain, which is having disastrous effects on agricultural production and local flora and fauna. It is all the more important to map the areas under climate and environmental stress to guide targeted action at the scale necessary.

A VISUALISED SUMMARY OF PROJECT PROPOSALS EMANATING FROM THE PARTICIPATORY WORKSHOPS IN MEDENINE

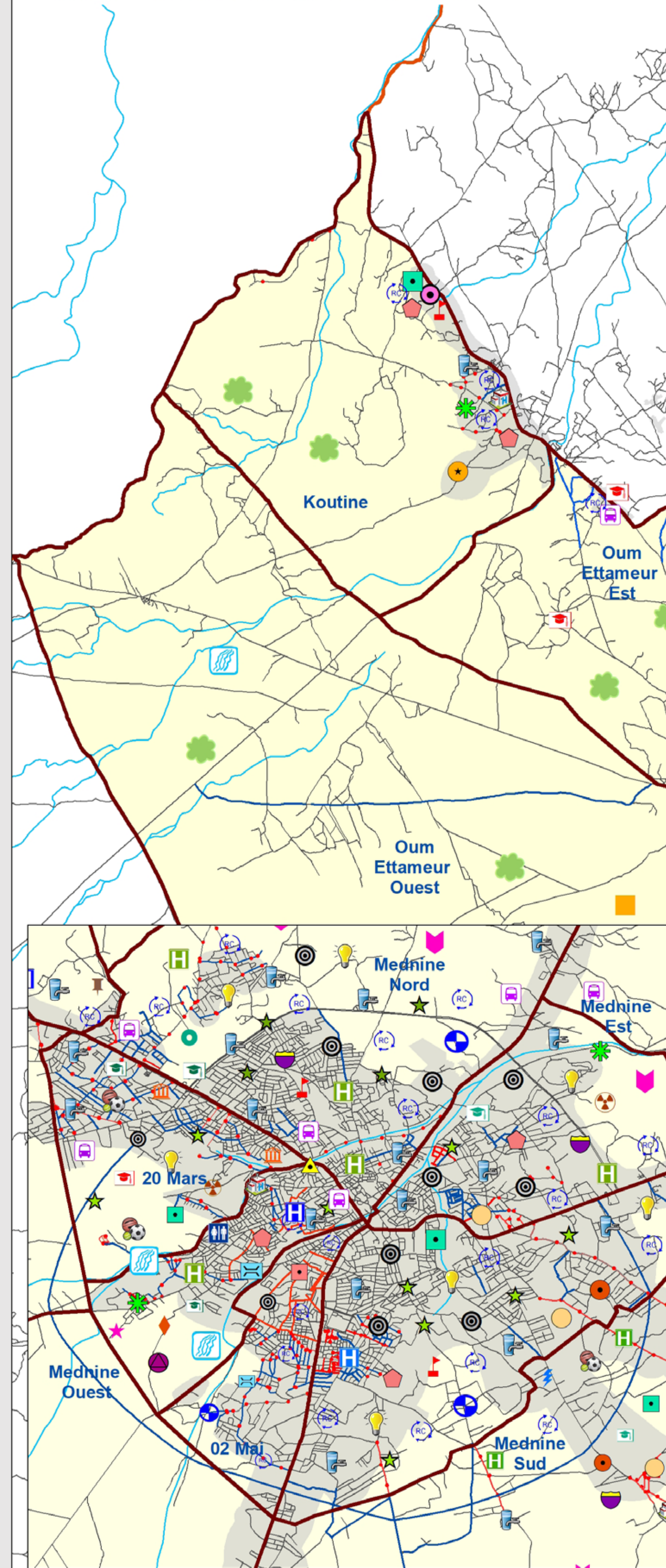
The synthesis map summarises the project proposals emanating from the participatory workshops. A total of 495 proximity projects and 64 strategic investment projects across the territory were analysed and then prioritised in collaboration between local authorities and the deconcentrated state offices according to transparent and common criteria for territorial development and are currently included in an operational action plan and eventually in the Municipal Investment Plan.



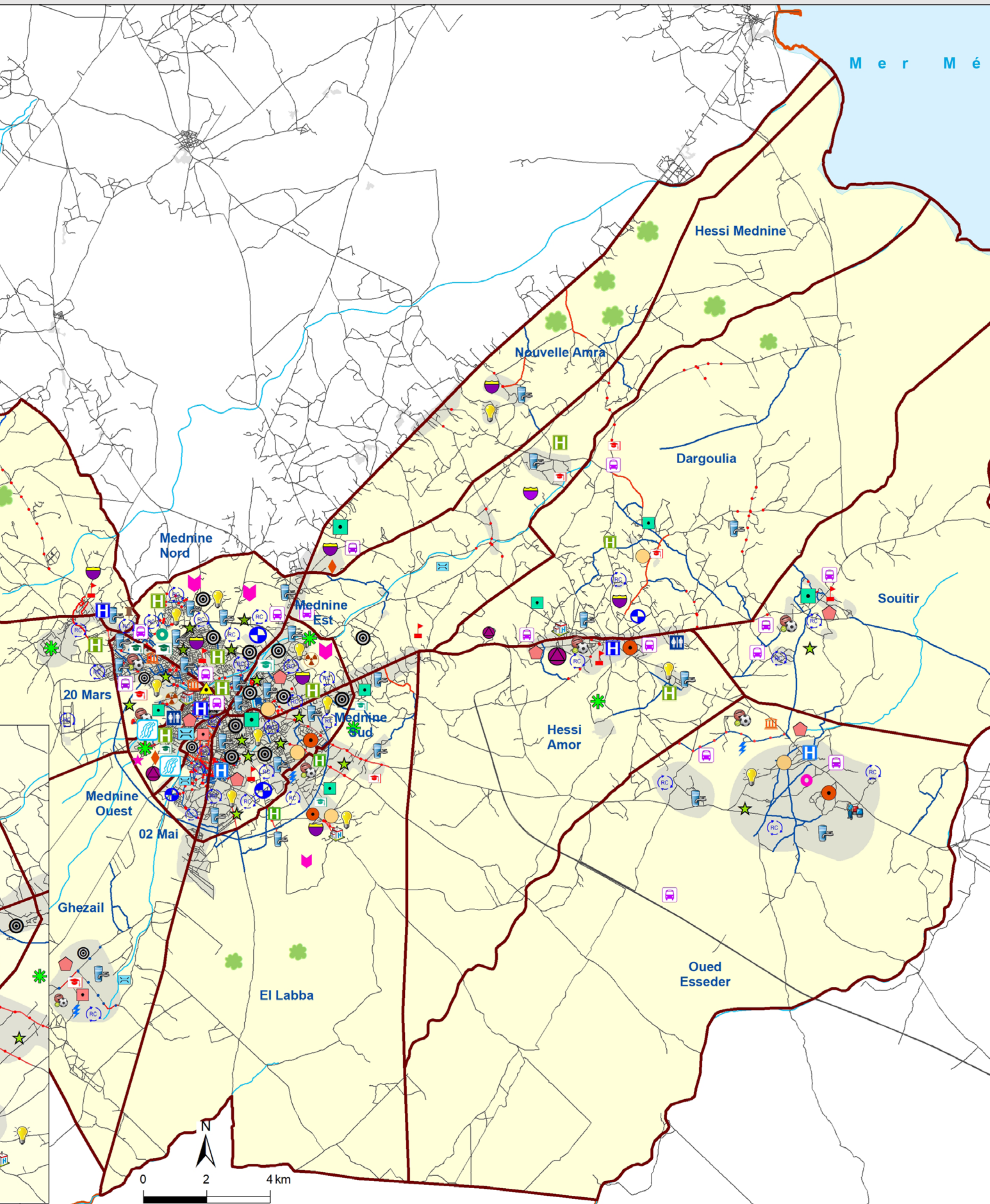
This is the first time we do truly integrated territorial development planning in Tunisia. Spatial analysis based on a rigorous participatory diagnostic process at local level and GIS data is what was missing in the LDP methodology until now. The spatial information turns into a powerful tool for decision-making that aims to foster equitable development across the territory, so that all inhabitants, including those beyond the city itself, can enjoy quality infrastructure and services. And we hope that this approach will be adopted for other LDPs, too.

— Narjes Gaies, Cities Alliance expert in territorial planning and urbanism

CARTE SYNTHESE DES PROJETS



M e r M é d i t e r r a n é e



- Création d'une École primaire
- Réhabilitation d'une École primaire
- Garderie
- Création d'un collège
- Réhabilitation d'un collège
- Centre de formation
- Maison de jeunes
- Création d'un Club d'enfants
- Centre culturelle
- Équipement sportif
- Construction municipale
- Bureau de poste
- Réhabilitation et équipement d'un centre de santé de base
- Création d'un centre de santé de base
- Centre intermédiaire de santé
- Garde nationale
- Zone industrielle
- Création d'un souk
- Réhabilitation du Souk
- Village artisanale
- Parc
- Valorisation du patrimoine
- Aménagement des oueds
- Projet agricole
- Transport public
- Création des voiries
- Réhabilitation des voiries
- Eclairage public
- Entretien de l'éclairage public
- Alimentation de l'eau potable
- Electricité domestique
- Réseau ONAS
- Réseau gaz naturel
- Évacuation des eaux pluviales
- Collecte des déchets
- Réseau internet
- Toilettes publiques
- Ouvrage hydraulique
- Panneau d'affichage
- Plan d'aménagement urbain
- Embellissement de la ville
- Embellissement de l'entrée de la ville



CO-CREATING INCLUSIVE, ACCESSIBLE, SAFE AND CLIMATE-RESILIENT NEIGHBORHOOD PARKS



© School children enjoy coming to the park to do their homework.

WHAT'S THE CHALLENGE?

Like many cities in Tunisia since the revolution, Tataouine is experiencing increased and sustained pressures on land, housing and services. Between 2004 and 2019, Tataouine's population has nearly doubled, from 59,000 to about 91,000. This growth is in part due to the extension of the administrative boundaries following a 2017 territorial reform.

The city's built environment is evolving rapidly. New and often informal housing is being constructed on the city's outskirts and along its riverbeds, and there has been strong land speculation and a proliferation of cars. At the same time, environmental degradation and the negative impacts of climate change are pushing rural residents to migrate into the city and its peri-urban surroundings. This year has been the fourth year in a row with insufficient rain, which is having disastrous effects on agricultural production and local flora and fauna.

These challenges have put pressure on public land and urban green spaces, which are being replaced by buildings used for commercial or residential uses.

At the same time, existing parks are often in bad shape, filled with trash and unsafe after dark. They lack proper equipment and maintenance, including regular waste removal, furniture and seating, spaces where families can picnic and play in safety, proper public lighting so that people can feel safe after dark, and vegetation that provides ecosystem services and that is adapted to the local climate context.

WHAT'S THE OPPORTUNITY?

Following a series of dialogues with citizens, the municipality of Tataouine has prioritised the rehabilitation of green spaces and neighborhood parks across the city. Their goal is to ensure all residents have access to green public spaces within walking distance of their homes.

Already during the participatory diagnostic of the City Development Strategy elaboration process in 2018, residents of Tataouine asked for more green spaces and neighborhood parks that are safe, accessible and adequately equipped for leisure, sports, social and cultural activities for everyone, including children, youth, women and families.

Urban green spaces are a vital common good. Such places create a sense of community and belonging between different groups of people and function as "extended living rooms" that support social inclusion.

Beyond the needs of the community, well-designed urban green spaces provide significant environmental and ecosystem benefits. For instance, natural vegetation offers habitats for birds and insects, provides clean and fresh air for residents, allows water to infiltrate the soil thereby reducing pressure on stormwater drainage systems, and urban trees reduce the impacts of heatwaves by cooling the air and thus creating healthier micro-climates.



© This park is among the most popular and frequented ones in the city of Tataouine.

HOW DO WE GET THERE?

Reaping the numerous benefits of green spaces requires a thoughtful and participatory planning and co-creation process, as well as a solid concept for maintenance.

Although it is the responsibility of local governments to plan, design, develop, manage and maintain city and neighborhood parks, it is through the active involvement of residents, civil society and the local private sector that such spaces maintain their inclusivity, respond to the needs of different groups of users, remain clean and tap their aesthetic, socio-cultural and eco-systemic potential.



Everything the municipality does is for the citizens and done in partnership with civil society. Working through participation, I find that it makes everyone happy.

— Mongi Bouabid, Technical Director of the municipality of Tataouine

This is why the city authorities of Tataouine partnered with local associations, neighborhood representatives and a local gardening firm. Following rounds of dialogue, the city chose to prioritise three neighborhood parks and procure park furniture. Thereafter, parks were rehabilitated by the municipality with its own funds. As a next step, Cities Alliance procured and installed material for new playgrounds, picnic spaces and energy-efficient LED and solar-powered lighting. A collaboration with a landscape architect and a local gardening firm led to the planting of contextually adapted vegetation and facilitated the elaboration of a sustainable maintenance concept to make sure the parks remain clean and in good shape. In one neighborhood park the municipality and the Tunisian SCOUT Association formed a partnership whereby the scouts assumed responsibility to manage the park's maintenance and animation.



We are very proud. Citizens have sent us messages thanking us, and they encourage us to go even further and expand the neighborhood parks so that all citizens of Tataouine, no matter where they live, can easily access these vital spaces for recreation and interaction. I highly recommend visiting the rehabilitated parks in the evening. They are full of people every night. There is no better affirmation of our work than that.

— Touil Mounir, Secretary General of the Municipality of Tataouine



Parks are the best and only places to come and play and meet with friends. We don't have beaches, we don't have swimming pools, we don't have places to play, and the hotels are very expensive and far away. Now we have our own park. I always come here with my family after school. I bring what I want. We have fun, we eat. It's a party in this park. It's a wonderful place.

— Asma, citizen of Tataouine



© The park offers these young boys a great playground in all safety, far away from cars.



The municipality has partnered with a local gardening firm as well as associations. With these partnerships, I hope we can keep the spaces as they are now.

— Touil Mounir, Secretary General of the municipality of Tataouine

WHAT HAVE BEEN THE RESULTS?

Since their inauguration, the three neighborhood parks have been instantly and enthusiastically adopted by the people of Tataouine. School children come to play and do their homework during breaks and after school. Families enjoy the calm in the evenings. They have become spaces where elderly gather throughout the day to discuss local affairs.



TARGET 11.7: By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities



91,000 Tataouin men and women benefit from improved access, quality and safety of public spaces thanks to the rehabilitation and equipment of three neighbourhood parks.

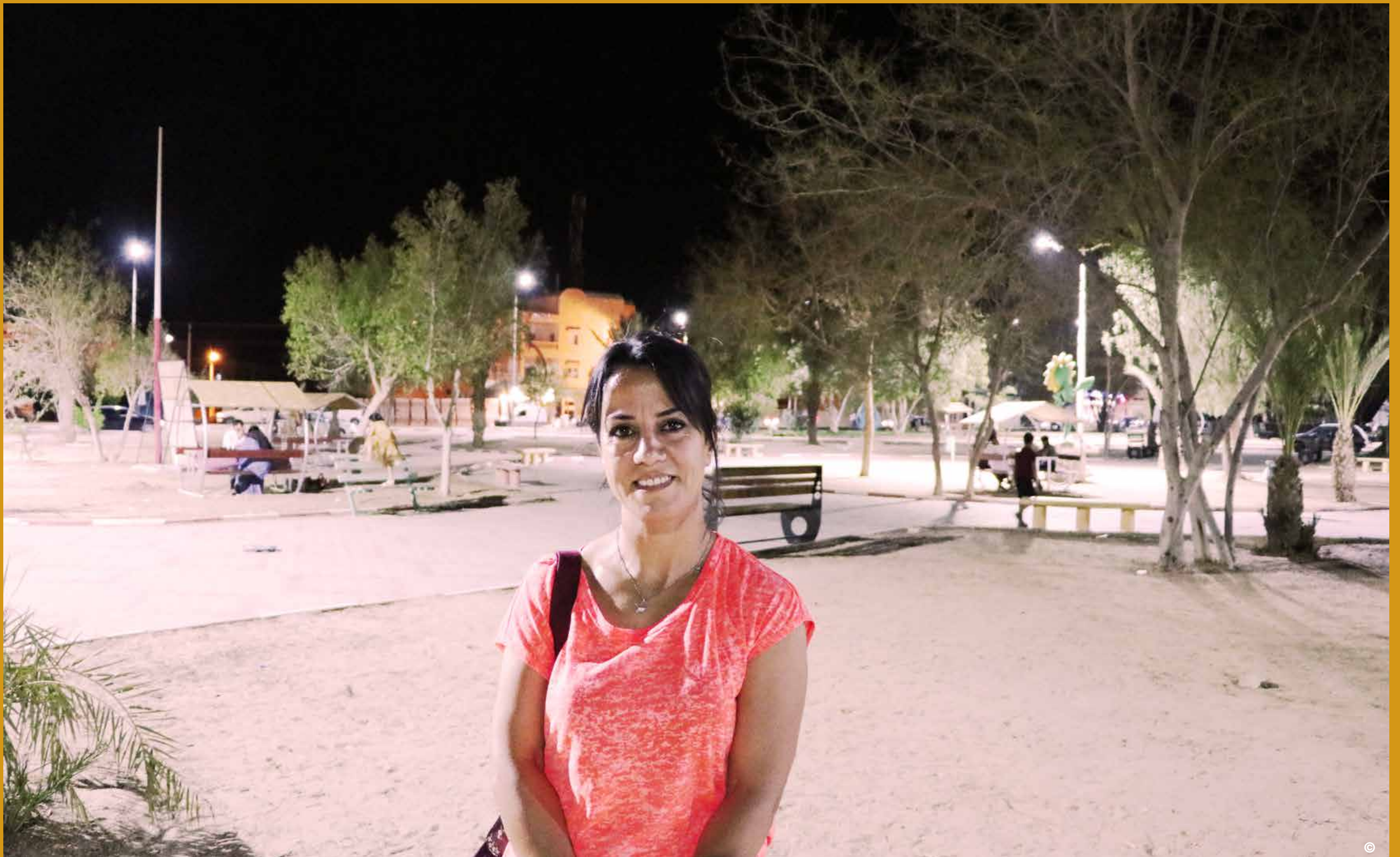
ONE OF THE THREE REHABILITATED NEIGHBOURHOOD PARKS IN TATAOUINE



KHADIJA AND HER FRIENDS AFTER SCHOOL IN THE PARK IN TATAOUINE



WOMEN NOW FEEL SAFER BEING IN THE PARKS IN TATAOUINE IN THE EVENING **THANKS TO LED LIGHTS**



“

I've always had the problem of not having a space where I can take my kids to play. So I'm very happy to have spaces like that, where we can be safe even after dark.

— Ibtissem, mother of two boys and civil society activist in Tataouine

MEDENINE'S REVIVAL AS CULTURAL CAPITAL OF SOUTHERN TUNISIA



Abandoned for more than 40 years, the main cultural centre and cinema of Medenine has finally been renovated in 2021-22. The venue is set to become a vibrant platform for culture, the arts and exchange, not only for the residents of Medenine but for all people in the South of Tunisia. The centre can host more than 400 visitors. The 600,000 USD project demonstrated to the city's residents the importance of engaging themselves in local development affairs and making their voices heard so as to see the city evolve into their city, the place they want to live in.

Cultural associations, the municipality and the regional office for culture have already discussed many ideas for the centre's activities. Among others, the cinema will host an international documentary film festival and will showcase movies during and in collaboration with Tunisia's most important film festival, the Journée Cinématographique de Carthage (JCC).

YOUTH COUNCIL MEMBERS INFORM THEMSELVES ABOUT THE PROGRESS OF THE CONSTRUCTION WORKS AND DISCUSS THE CULTURAL CENTRE'S FUTURE ACTIVITIES



For me, cinema and theater are the best means of entertainment. I'm so happy for our new baby here in the city.

— Kais, civil society representative in Medenine

THE ENTRANCE HALL OF THE CULTURAL CENTRE INCLUDES AN UPSTAIRS OPEN ART GALLERY TO EXHIBIT WORKS OF EMERGING LOCAL ARTISTS



© Entrance hall of the cultural centre



The rehabilitation of the cultural centre is an achievement for the entire region. We have so many talented young artists and creatives that will now have a stage. We are thrilled for the opening.

— Hafidha Lamine, President of the cultural association “Mosaïque” in Medenine

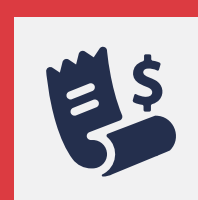
ACCELERATING TUNISIA'S ENERGY TRANSITION

Localising the energy transition holds immense potential for cities to free up resources for investment, provide higher quality, climate-smart services, contribute to national climate targets and improve liveability for their residents, including greater safety for women and girls thanks to more well-lit spaces after dark.

The cities of Beja, Jendouba and Tataouine spend between 15-30 % of their budget on electricity bills, and these costs increase each year.

BEJA, JENDOUBA AND TATAOUINE

( 20,000 light points)



15-30%

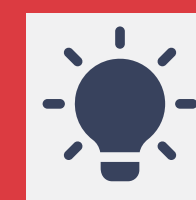
of municipal budgets are spent on electricity bills

↑ costs increase each year

City-wide energy audits of the public lighting network in Beja, Jendouba and Tataouine provide the evidence base for decision-makers and technical staff to budget for and prioritize investments in the cities' public lighting network. Beja and Tataouine already piloted some action on the ground, with energy-efficient LED street lights on arterial roads and alongside public parks. Both cities also opted to introduce an intelligent street lighting control system that allows to further reduce consumption by 15 % through adapted light brightness according to traffic hours and performance monitoring. Savings can consequently be reallocated to other infrastructure investments.

Before Madinatouna II, LED street lighting was already introduced in Msaken and Kairouan as part of the "SDV-ACT" project implemented by the National Federation of Tunisian Municipalities with technical and financial support from Cities Alliance.

KEY RESULTS



municipality-wide audits of a total of

20,000 light points



Technical staff of

3 municipalities

equipped with skills to replicate and scale-up



Saving potential of

30-50 %

of the electricity bill



Savings of

400-800,000 TND

(\$USD 136-272,000) per city



An operational

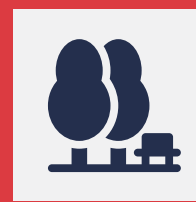
action plan

with concrete targeted actions and financing schemes



Scale-up for a

city-wide energy transition



Improved

quality and safety of public spaces

at all times of the day

For more than

200,000 inhabitants

women and girls in particular.



© LED in Beja at night



Since 2017 we've been wanting to renew our street lights with more efficient LEDs. Finally, thanks to this project we have been able to go ahead. And this is just the start. Encouraged by this pilot experience and equipped with the technical know-how, we recently prepared three additional tendering processes, worth 1.45 million TND (468,000 USD).

I'm particularly proud that based on the initial experience we extend energy-efficient street lighting into the disadvantaged, peripheral neighborhoods of the city, benefiting those that are often left out. The savings will allow us to extend other municipal services into these areas, too.

— Mohamed Salah, Technical director and LDP focal point, municipality of Beja

RESIDENTS ENJOY THE CALM OF THE EVENING NEXT TO THE MEDINA WALLS AND THE GREAT MOSQUE OF KAIROUAN



WELL-LIT PUBLIC SPACES ARE SAFER SPACES, IN PARTICULAR FOR WOMEN AND GIRLS



IMPROVED STREET LIGHTING MAKES STREET VENDING SAFER AT NIGHT, AS THE VENDORS ARE EASIER TO SPOT FOR CARS



© A street vendor enjoys safer streets in Kairouan, as cars detect his cart better after dark.

INSTITUTIONALIZING PARTICIPATORY CITY PLANNING AND MANAGEMENT IN TUNISIA'S SECONDARY CITIES IN PARTNERSHIP WITH THE NATIONAL FEDERATION OF TUNISIAN MUNICIPALITIES

Cities Alliance
Cities Without Slums

Hosted by
UNOPS



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Confederation

Federal Department of Economic Affairs,
Education and Research EAER
State Secretariat for Economic Affairs SECO



الجامعة الوطنية للبلديات التونسية
FÉDÉRATION NATIONALE DES COMMUNES TUNISIENNES

National Federation of Tunisian Municipalities (FNCT)

Created in 1976, the National Federation of Tunisian Municipalities (FNCT) represents the interests of Tunisian municipalities. 300 of them, out of 350, are members of the Federation. The FNCT provides technical assistance that strengthens the capacities of municipalities in the context of decentralised development and cooperation.

Over the past three years, the Federation has undergone a substantial reform process. Since the general assembly in 2020, the organisation has expanded its mandate, articulated a new democratic governance structure, elected a new president, and appointed new executive and administrative committees. The latter determines the strategic orientation of the FNCT and guarantees its good functioning and its alignment with the municipal mandate, the missions, and the interests of the municipalities.

Under the new mandate, the Federation puts great emphasis on empowering members to navigate and drive the decentralisation and local development processes.



"Thanks to the training, I have learnt how to prepare project concept notes and submit them for funding opportunities. It has also become easier for us to prepare investment projects. I'm now in regular contact with colleagues from other municipalities to exchange on the challenges we face and discuss solutions."

Mohamed Salah, Technical Director, Municipality of Beja



© Photo credit: FNCT

Institutionalising participatory city planning and management in Tunisia's secondary cities

With technical and financial support from Cities Alliance and financial support from the Swiss State Secretariat of Economic Affairs (SECO), the FNCT implemented the "CDS-ACT" project (2019-2022) that strengthened, institutionalised and scaled-up participatory urban development planning and management in Tunisia. This was the first donor-funded project to be entirely managed by FNCT itself.

The project has made significant contributions to strengthening the FNCT's role as a technical support facility and advocacy platform for Tunisian municipalities. Throughout the project, the FNCT improved internal management processes, expanded, and deepened its thematic expertise areas, and was able to extend the services offered to its members and enhance its advocacy role vis-à-vis national development stakeholders.

The project contributed to FNCT becoming a central actor in Tunisia's decentralisation process, enabling it to lead large decentralised cooperation projects independently. As a result, the Federation has secured about \$10 million of multi-year funding from the European Union and the Swiss Agency for Development and Cooperation (SDC).



© Photo credit: FNCT

© Photo credit: FNCT

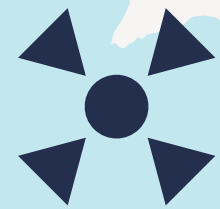


Project results and



Component 1: Strategic urban development planning institutionalised and scaled up

1. The CDS was adopted as the key local development planning tool in 8 cities
2. Established a pool of experts, mentors, and a peer-to-peer learning Network on Territorial Development Planning with 20 member municipalities
3. Generated knowledge resources and created an online repository available to municipalities



IMPACT:

- 80+ representatives of national and local authorities, and civil society, improved their skills in the areas of participatory planning, municipal finance and project development.

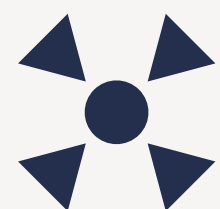
"It's been the first time we have installed LED streetlights. Before, children were scared to go home after school when it was dark along the street. Now they feel much safer, and the shops have more visitors. The overwhelmingly positive feedback of the residents of this neighbourhood encouraged us to extend the LED lights to more areas."

Leila Zina, Municipality of Msaken



Component 2: Strengthened institutional capacities of the National Federation of Tunisian Municipalities

1. Well-staffed and empowered FNCT teams with improved skills in administrative and financial management, procurement, technical advisory and project design
2. Created a corporate contact database of municipal stakeholders and service providers
3. Scaled-up geographic coverage throughout the country
4. Established a welcoming workshop space for municipalities as a place for exchange, debate, and learning



IMPACT:

- Enhanced role and strength of the FNCT as technical assistant provider and advocator of municipal interests
- Acquired experience and skills now benefit other projects.

"Through the project, we were able to test our new rules and procedures. A rigorous and transparent procurement mechanism proved to be the backbone for the success of our quick-win projects. As a result, many of our municipal partners have been able to improve their own procurement processes, so that more projects can be implemented than before"

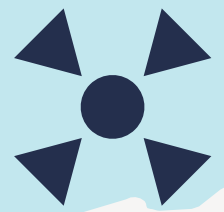
Leila Bel Haj Rhouma, Administrative and Financial Director of FNCT

impact



Component 3: The City Development Strategy put into action

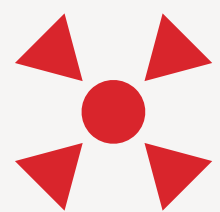
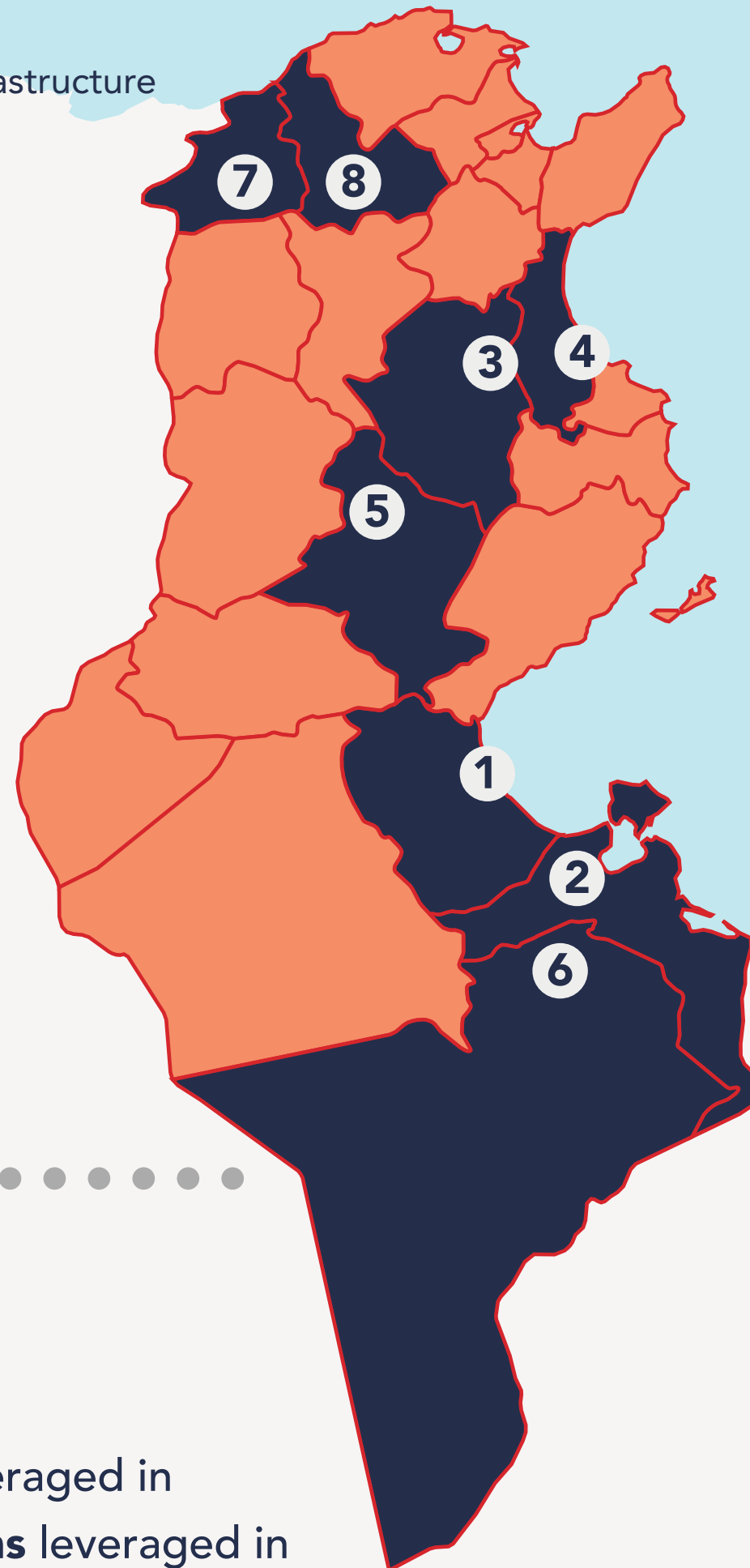
1. 8 projects implemented from the CDS directly responding to citizen needs
2. Prioritisation and co-creation workshops with civil society and local authorities
3. City staff trained on project design, financing and project execution and monitoring



IMPACT:

- 470,000 beneficiaries of improved public infrastructure and services through city investment projects:

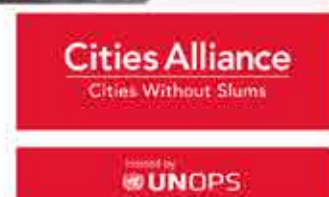
- 1 A new waterfront esplanade for the inhabitants and visitors of **Gabes**
- 2 An inclusive urban park in **Medenine**
- 3 Energy-efficient LED street lighting in a disadvantaged neighbourhood of **Msaken**
- 4 Energy-efficient LED street lighting in two strategic traffic sites of **Kairouan**
- 5 A citizen space in **Sidi Bouzid** is expected to treat over 10,000 citizen requests per year
- 6 A well-equipped public gym in the centre of **Tataouine**
- 7 Improving the stormwater drainage system in **Jendouba**
- 8 An inclusive neighbourhood park in **Beja**



COLLECTIVE IMPACT RESULTING FROM THE 3 COMPONENTS:

- Leveraged funding: over **\$250,000** leveraged in co-financing from the cities, **\$10 millions** leveraged in follow-up funding to FNCT (from EU and SDC), and **\$3 millions** leveraged to strategic city planning across Tunisia
- Improved relationships and greater trust between municipalities and their citizens and civil society
- Enhanced multi-level cooperation between the national government, local authorities, and the National Federation of Tunisian Cities

FOSTERING PEER-TO-PEER LEARNING & KNOWLEDGE EXCHANGE VIA THE NETWORK ON TERRITORIAL DEVELOPMENT PLANNING



A peer-to-peer learning & knowledge exchange *Network on Territorial Development Planning* was set up with the goal to scale-up the Federation's role as technical assistance body, by strengthening members' capacities through training, coaching and mutual learning with the help of a pool of municipal mentors and coaches, provide a platform for consultation and dialogue with national government level stakeholders, and to produce hands-on knowledge for disseminating best practices in the area of territorial development. The network includes a first set of 20 first-mover municipalities that have already a rich experience in development planning, including through the CDS and Local Development Plans.

EQUIPPING THE HEADQUARTERS OF THE FEDERATION OF TUNISIAN MUNICIPALITIES WITH A WELCOMING WORKSHOP & EVENT SPACE



More than 300 Tunisian municipalities are members of the National Federation of Tunisian Cities (FNCT). As a service-oriented organization, FNCT offers technical assistance to its members, including training and workshops to increase municipal skills & expertise in key areas. To do so in a welcoming setting, the project supported renovation works in the headquarters such as adequately equipping a workshop space.