

Competitive Cities TDD Action Planning

ARGENTINA

Tokyo
Development
Learning
Center



San Salvador de Jujuy, Jujuy, Argentina

3rd November, 2017

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Government
of Japan



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1. Key takeaways from Competitive Cities TDD

- ANALYSIS AND VISION
- ENGAGEMENT OF STAKEHOLDERS
- EXCHANGE OF EXPERIENCES
- TURN CRISIS INTO OPPORTUNITIES
- THE MEANING OF A COMPETITIVE CITY –
 - GENERATES OPPORTUNITIES AND IMPROVES THE QUALITY OF LIFE OF ITS CITIES



**It is ALL about THE
PEOPLE**

2. What needs to be accomplished

- 
- JOB CREATION:
 - URBAN PLANNING – FOR IMPROVING QUALITY OF LIFE
 - USE EXISTING ASSETS AND BUILD NEW OPPORTUNITIES – e.g. infrastructure and training

3. Actions to be taken with milestones



3. Actions to be taken with milestones

- 6 months –
 - Analysis of the situation of the city, involving all stakeholders
 - Key partnership between local and national government
 - Initiate work – November, 2017
- 9 months –
 - Present results of analysis to stakeholders
 - Kick-off of process to create a joint vision for the city
- 18 months' actions to be taken with milestones
 - 2019 --- finalize vision
 - Identify key investments

5. Support needs

- Sameh – come to initial workshop in Jujuy for engagement!!
- Technical support from Linkedin and the World Bank
- Exchange of experiences with Japan (Kobe)
- Collaboration of Japan for getting private investment and the opening of new markets
- Take advantage of strong alignment between national and local governments to get financial support



CHILE

VALDIVIA & TARAPACA



1. Foster collaboration between stakeholders of the competitiveness ecosystem at the local level

Key takeaways from the technical deep dive

Valdivia: skills retention strategy centered on improving the quality of living failed to take into account the labor demand side from the private sector (lacks an investment attraction policy for large firms that generate quality jobs, allowing to retain talent)

Tarapaca: current innovation strategy too general;

3 key factors for success going forward:

- Action plan should be progressive, with actions at short, medium and long term
- Importance to find a champion (e.g. an institution, a person) that can mobilize different stakeholders
- Importance of citizen engagement to achieve consensus



What needs to be accomplished

Main challenges

Valdivia: attract all stakeholders of the competitiveness ecosystem (highly ranked decision-makers with political and economical power) to achieve consensus on the type of firms that should be attracted; and produce an action plan to design and implement the investment policy attraction for the city.

Tarapaca: produce a detailed and realistic innovation strategy, based on good diagnostics of (i) the private sector capacity to diversify, innovate and be competitive at the national/international level; and (ii) how to link the indigenous communities to the productivity enhancing process. This strategy should be designed in collaboration between all stakeholders of the innovation ecosystem and reach consensus.



Action plan and milestones

Short term: Share lessons learned from this technical deep dive among decision makers (Mayor, Intendent, stakeholders of the local innovation ecosystem) to identify champions interested in supporting the efforts. Milestone: a meeting between high-level policy-makers has been organized

Medium-term:

Valdivia: find a formal mechanisms that will drive the collaboration efforts towards the design and implementation of the investment attraction policy (organize frequent meetings to start the conversation and have financial resources to finance the collaboration process). Milestone: resources to finance the mechanism secured.

Tarapaca: secure resources to finance the diagnosis performed by The World Bank Group that will become the basis of the next innovation strategy for the region. Milestone: diagnosis started.

Long term:

Valdivia: secure financial resources to implement the action plan for attracting investment. Milestone: key stakeholders working in the development of the investment policy attraction action plan.

Tarapaca: use inputs from the diagnosis to design the new innovation strategy and propose Tarapaca as a region to pilot the decentralization process for business support policies; Milestones: drafting of innovation strategy started.

Barriers and opportunities for implementation

Valdivia:

Barriers: circumvent political disagreements, eventually resistance to work on this topic by incoming government in case there is a change in the ruling party (rebuild trust with new leaders can eventually delay the implementation of the action plan).

Opportunities: (i) small city allows to know each other, making it easy to build confidence; and (ii) the region is piloting the decentralization process for the business support policies, making it easier to propose solutions that aim to make Valdivia more competitive.

Tarapaca:

Barriers: resistance from the competitiveness ecosystem stakeholders to engage in the collaboration (mainly the private sector due to a reluctance to go out from their comfort zone and to loose their position as incumbents).

Opportunities: regional government is committed to foster competitiveness and strengthen the collaboration between stakeholders of the ecosystem



Required support

Valdivia:

1. Accountability partner from the WBG to share insights from the implementation of the action plan in order to benefit from external insights, recommendations from best international practices and eventually access to resources/technical assistance if needed.
2. Diagnosis using economic geography tools on competitiveness in specific sectors of Valdivia relative to main international competitors/cities with similar characteristics.



Tarapaca:

1. Support from the World Bank to implement a “Competitive Cities” workshop in the region to identify competitiveness challenges in a participatory manner with stakeholders from the innovation ecosystem, in order to arrive to a consensus on key priorities that should be covered by the new innovation strategy.
2. Diagnosis using economic geography tools on competitiveness in specific sectors of Tarapaca relative to main international competitors/regions with similar characteristics.



#1 KEY TAKEAWAYS FROM JAPAN TDD

- Disciplined mentality and mindset
- Knowing your competitive advantage— and developing it
- Working with people & businesses who know what they're doing!
- Transformation of local economies (for example: from heavy industry to biomedical + research & development)
- Importance of innovation to make successful products
- Having a vision, a strategy and action planning
- ...But... “Don't eat raw fish”

#2 MEETING KEY CHALLENGES IN SLAVONIA

1. Making Slavonia MORE ATTRACTIVE to do business & to live

- Requires real changes—not just sales & promotion.
- For businesses: easier to do business.
- For people: more jobs.

2. USE Slavonia's advantages

- Honey, wine, tourism, tradition & history, culture.

Highest quality in Europe and the world, but.....

- NEED TO INCREASE VALUE: Focus on premium products
- FIND NEW EXPORT MARKETS: Link products to export markets
- IMPROVE PRODUCTS: Investing in research & innovation for food, wine, wood....

#3 ACTIONS

SHORT-TERM (3 months)

- Discuss with Mayors, municipal leaders, local businesses (farmers, processors)
- Increase information on markets and opportunities

MEDIUM-TERM (1 year)

- Marketing:
 - Slavonian brands (honey, kulen, bacon, wine, rakija, pumpkin oil, spices & peppers, green energy)
 - Trade & export advertising & marketing of Slavonian products to new markets
- Product development:
 - Invest in Centres of Competence for wood, wine, food
 - Irrigation for agricultural land
 - Cooperatives & logistics infrastructure

LONG-TERM (3 years)

Work with national government to change national political environment & regulations to provide easier business environment



#4 BARRIERS TO ACHIEVING THE ACTION PLAN

- National-level regulations are an obstacle for businesses
→ So we need to lobby to change laws
- Corruption is a problem
→ So we need to increase transparency
- Working habits, mentality, & self-criticism
→ We need to lead by example. (For example: Antunovac)

#5 SOME NEEDS FOR SUPPORT & KNOWLEDGE

- *KNOWLEDGE:*

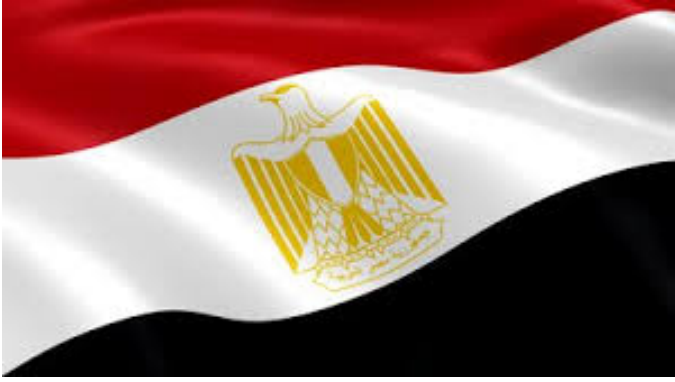
- Technical knowledge on product / regional branding
- Market information to decide which countries to target for exports



- *FINANCING:*

- National support & EU Funds for projects in Slavonia
- Other financing for projects outside EU funds (for example: roads)

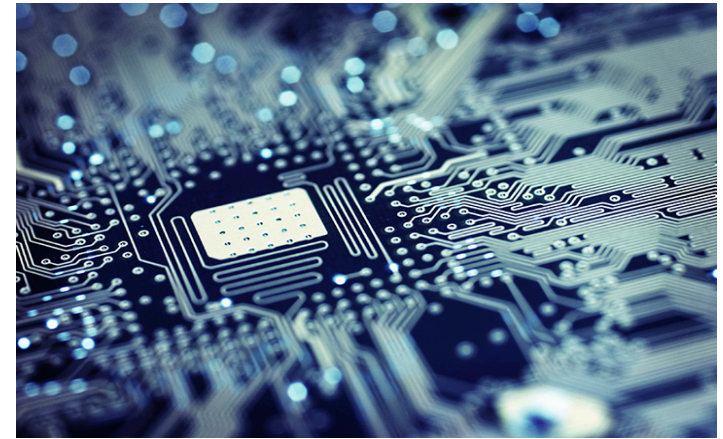




Towards a Strategic Plan for the Governorate of Qina



Egypt's Delegation
WB Competitive Cities Deep Drive
November 2017



Key Takeaways from the TDD

- Creating a vision is the key for developing cities (innovation and outstanding analysis)
- Development vision should mix continuities with changes
- Challenging environments/events could create the momentum for reform and reinventing
- Community participation is a key for success (citizens preferences, tastes, priorities, and buy in)
- City development should encompass leading role for private sector, job opportunities creation, income generation, and economic growth.

What needs to be accomplished in the Governorate of Qina?

- ✓ Eliminate Poverty
- ✓ Reduce level of illiteracy
- ✓ Improve public service provision
- ✓ Create job opportunities
- ✓ Contribute significantly to GDP
- ✓ Enhance institutional and fiscal capacity
- ✓ Empower local government

How to get there?

A balanced governorate development strategy that creates a competitive edge, empowers community and local government, flourishes economy, and advances social capital in Qina

Qina Versus National Median



Indicator	Qina	National Median
Illiteracy Rate	26.2%	17.5%
Contribution to GDP	1.6%	3%
Unemployment Rate	15%	11.8%
Poverty Rate	57.8%	21.6%
Female as % of Labor Force	16%	23%
Access to Sewerage System	5.2%	30%
Doctors for each 10000	5.12	10

Strategic Planning in Qina: An Action Plan

Time Horizon	Milestones	Actions
Short Term (6 months from launching)	Developed and debated SOWT Analysis	Launching the process of strategic planning (political commitment!)
		Developing a qualified and experienced team of outstanding researchers
		Determining stakeholders and create participation mechanism
		Kick off stakeholders workshops (brainstorming style for strategic direction)
		Conducting and verifying diagnostic analysis (physical, human, and institutional)
		Developing and debating SOWT analysis
Medium Term (One year from launching)	Endorsed full strategic plan with M&E tool and implementation plan	Developing and debating strategic goals and policies
		Designing and debating programs and projects
		Deepening the feasibility studies for the selected programs and projects
		Debating and endorsing the governorate's strategic plan
		Conducting cost analysis and preparing financing options plan
		Designing M&E tool including KPIs and measures and collecting baseline data
		Preparing implementation plan for the governorate strategy with phases and milestones
		Realizing quick wins (small but influential)
Long term (two years from Launching)	Completed and launched programs and projects	Developing needed laws and regulations
		Launching big projects

Implementing the Action Plan

Opportunities

- Political momentum and Egypt 2030 SDS
- Diversified financial resources
- Available technical support
- Community interest

Challenges

- Centralization
- Lack of policy continuation
- Weak institutional capacity
- Lack of private sector interest as a result of weak enabling environment
- Lack of policy dialogue platform



Technical Support Needed from WB and other International Partners

- Providing technical Support in developing Governorate's development strategy (identifying relative advantage, building clusters, and establishing M&E system)
- Sharing success stories and lessons learned
- Supporting in developing TORs for PPP project and its contracting process
- Co-financing some projects
- Supporting the efforts of improving business environment





Q & A



Competitive Cities TDD Action Planning Ethiopia



Mr. Feno Fola, Addis Ababa City Administration
Mr. Tmuzghy Fikadu, Ministry of Urban Development & Housing
Ms. Emma Wadie Hobson, World Bank



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of Japan



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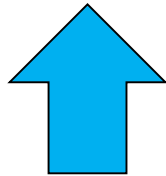
1. Key takeaways from Competitive Cities TDD

- **Land redevelopment experience** – interesting to inform Addis Ababa’s city renewal program, particularly how to reach agreement / consensus with community
- **R&D investment in cities** – and partnering with local academic and research institutions for development
- **Collaboration with citizens and private sector** – experience on working with communities to reach consensus on redevelopment & collaborating with private sector on different initiatives



2. What needs to be accomplished

Job Creation and Poverty Reduction



- **Reducing barriers to domestic investment & linking them with foreign investors**
- **Improving land management system** (e.g. legal cadaster)
- **Critical infrastructure investments** – particularly power, transport, roads and urban housing
- **Capacity improvement** of city government
- **Establishing a shared vision with the private sector** on delivery system for development



3. actions to be taken with milestones

3 months

Dialogue with institutions supporting MSEs to establish common understanding

6 months

Capacity development initiative for local government

Strengthen forums for public private dialogue and partnership

18 months - 2 years

Developing legal cadaster system & improve land management system

Urban renewal and redevelopment program

Linkage between domestic enterprises & FDI

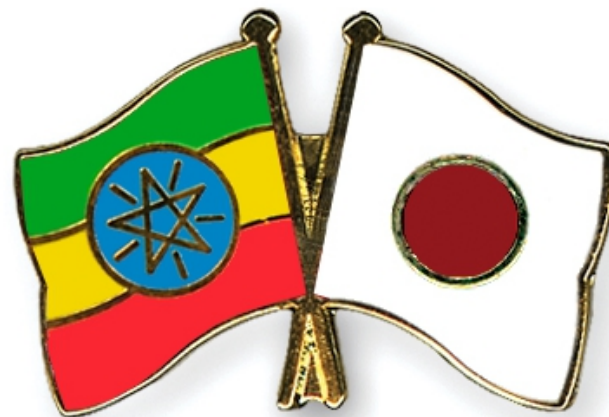
Power, housing, transport & road infrastructure development through public and private investment

4. Opportunities and Barriers

Barriers	Opportunities
Lack of clear guidelines & law on PPP	Vision and commitment of higher officials
Coordination challenges to bring institutions dealing with MSE support together	Growing economy & FDI
Lack of commitment for PPP on both sides	Availability of labor with competitive wages
Lack of financial resources	Ongoing infrastructure investments
Lack of modern technology and IT system in city government and institutional capacity	Growth and Transformation Plan II

5. Needs for assistance

1. **Experience sharing with Japanese cities** and other developed country cities (e.g. land redevelopment, legal cadaster development, technology for municipal service delivery)
2. **Modern technology** and IT system in city government
 - Improving municipal service through modern technology
3. **Financial support for capacity building** of city government, including:
 - Establishing legal cadaster
 - Technology improvements for city government
 - Human resource improvements, skills and knowledge development (e.g. urban planning, urban land information systems, urban financing)





Melaka



► Competitiveness Action Plan

Key Take-aways



▶ How things are done?

1. City doesn't get enough input from the key stakeholders. (top-down approach, no mechanisms for information exchange)
2. Community and public sector have no sense of ownership in the decision made by regional and city governments.
3. It is important to understand where your competitive advantage that you can invest in to support growth in a new industry or innovation in an exiting industry.

▶ What has this resulted in?

1. The state leadership has bought into a port city strategy, we are committed to it, but we haven't really looked into other opportunities. Need to rethink what our strategy is based on a thorough an assessment of our strength.
2. There is a plan to reclaim land, is it validated by the analysis of demand?
3. What is our back up plan?

What needs to be accomplished



1. Improving analytical inputs into decision making

1. Use analytics to identify Melaka's strength (core assets and advantages) and Meaka's weaknesses (what is not working, what are the gaps?)
2. Validate the data that we are using? (are there really 16 million people visiting, do we really have 0% poverty, do we really have 0,9% unemployment)
3. Increasing analytical capabilities, for understanding competitiveness opportunities and challenges.

2. Create a permanent forum for public private dialog, to create city vision.

1. Revisit the Councillor policy of the council. Currently 90% of the local government are political appointees. The structure of the city council should be 20% of political appointees and 80% of representatives of private sector and communities.
2. If that is not politically feasible – organize a council that works as a committee for the city, that will bring different interest groups and will engage them in high level strategic conversations.

What needs to be accomplished

Core objectives

Short Term Actions (3 month)

Middle term Actions (1 year)

Long Term Actions (5 years)

Improving analytical inputs into decision making

- Validating existing data
- Conduct analysis of data collection and sharing capabilities

- Create a system for data collection, analysis and interpretation.
- Set up a dedicated competitiveness analysis unit

Create a permanent forum for public private dialog, to create city vision

- Improving the Government/Community/Private sector "engagement skills"

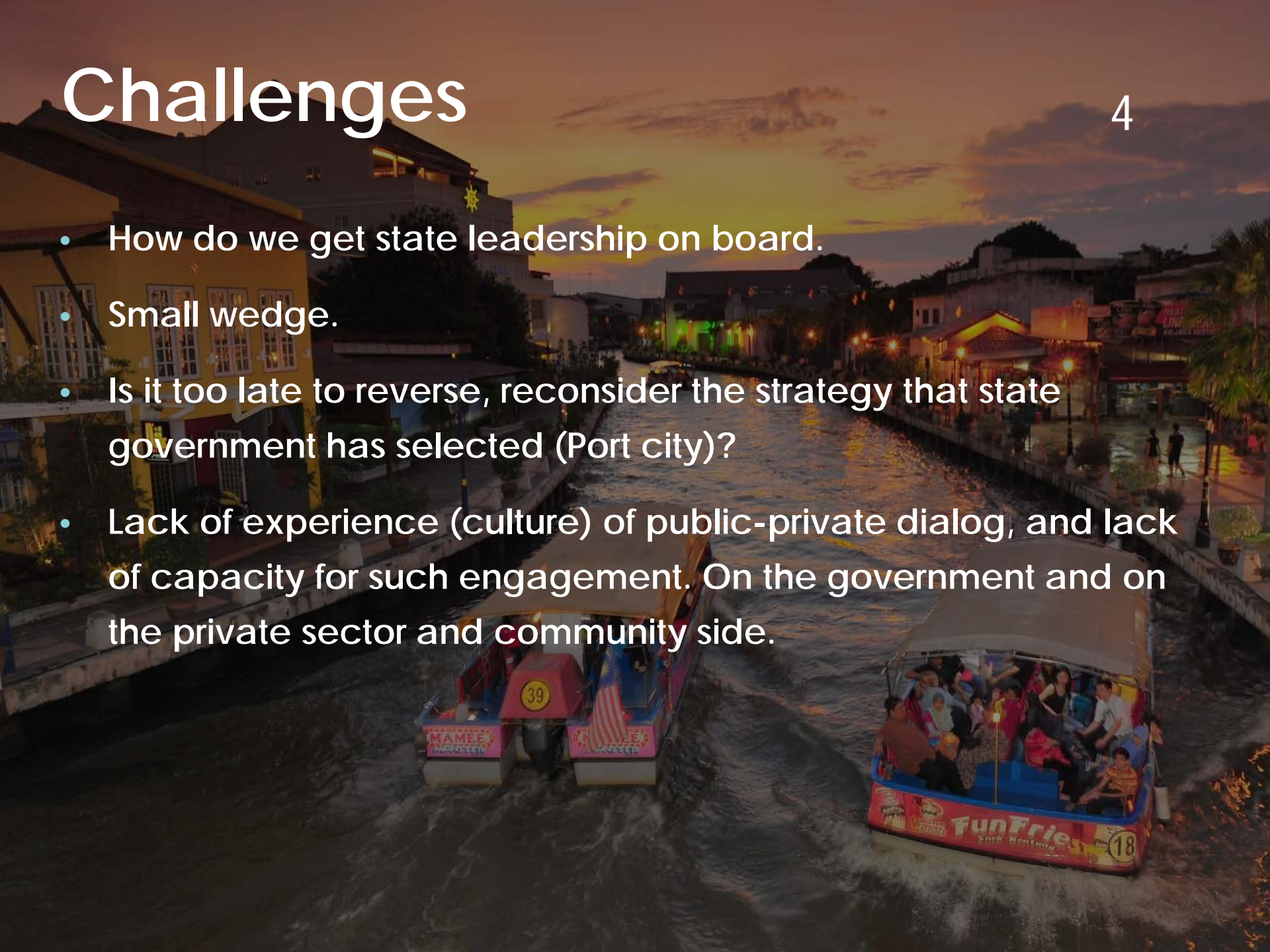
- Identify stakeholders to engage in dialog
- TOR for the committee (objective and arrangements)
- Conduct trial consultations
- Lessons and revision

- strong "NUDGE" capacity - United Voice

Challenges

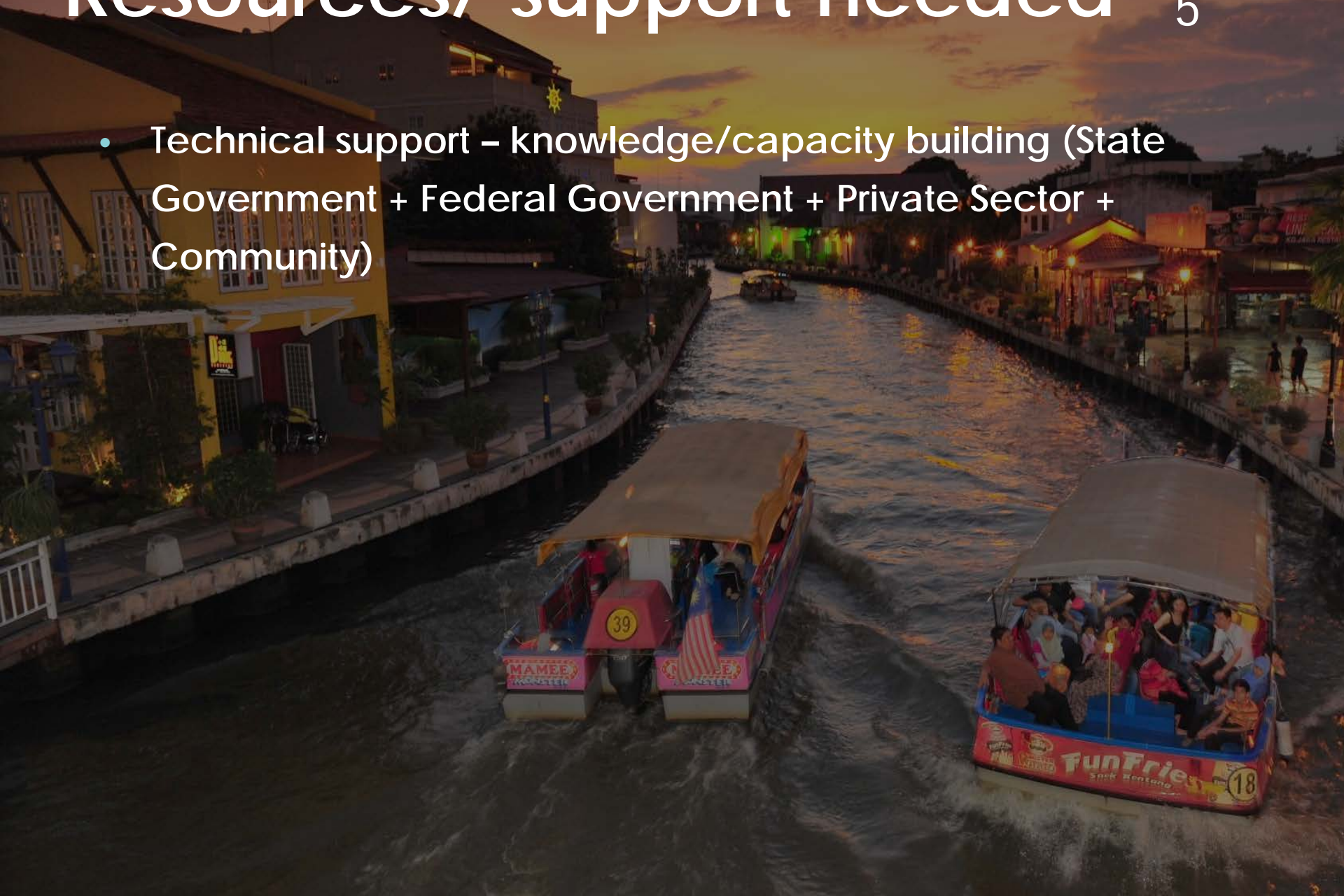
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- How do we get state leadership on board.
- Small wedge.
- Is it too late to reverse, reconsider the strategy that state government has selected (Port city)?
- Lack of experience (culture) of public-private dialog, and lack of capacity for such engagement. On the government and on the private sector and community side.



Resources/ support needed 5

- Technical support – knowledge/capacity building (State Government + Federal Government + Private Sector + Community)



KEY TAKEAWAYS FROM TECHNICAL DEEP DIVE

INNOVATE/DISRUPT!

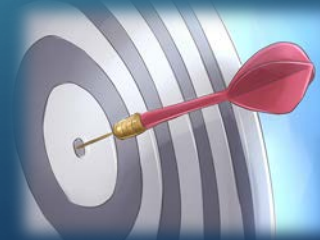


COMMUNITY ENGAGEMENT/PARTICIPATORY GOVERNANCE



POLITICAL WILL/PROJECT CHAMPION

FOCUS! ZERO-IN ON THE TARGET



NEW CLARK CITY

CLARK ECOZONE

Sub-zone
30,800 hectares

NEW CLARK CITY
9,450 HECTARES

Airport Area
2,300 hectares

MAIN ZONE
4,400 HECTARES

Mixed-use are
2,100 hectares



WHAT NEEDS TO BE ACCOMPLISHED

Initial investment in basic infrastructure – doing things right from the start!

- **Going smart, functional and sustainable**
 - May be more expensive initially but delivers premium value in the future
- **Right-sizing to meet initial requirement**
 - Good project preparation and phasing
- **Limited resources, competing projects, need to prioritize**
 - Greenfield, high demand-risk, need to understand the competition (what will attract people/investments)
 - Government will have to absorb initial investment – how much can we afford? How much can we leverage?

SUPPORT NEEDED FROM OTHER DEVELOPMENT PARTNERS

- Expert/Technical assistance in refining the existing master plan
 - Right sequencing of investments, prioritization (Bang for the buck!)
- Building a SMART City – support to build internal expertise

ACTION PLAN - SHORT-TERM

- Partnership with development institutions for technical assistance, project development
- Hiring of technical experts
- Leveraging on company's assets to raise needed financing
- Community consultations (communities bordering the new city, informal settlement, disruption of livelihood)
- Negotiations with private sector partners

ACTION PLAN - MEDIUM-TERM

- Governance structure – preparing the institution to govern a new city
- Develop internal capacity for new skills in managing a city

ACTION PLAN - LONG-TERM

- Keeping the Plan dynamic but sustaining the vision for a SMART CITY
 - Continues monitoring, improving, revising plan to account for new developments
 - Building champions in various sector to sustain long term
- Government commitment

BARRIERS (OPPORTUNITIES)

- Resistance from project affected people
- Demand risk – do we understand the market? Who will invest?
Who are the competitors?
- Opportunity for public and private investors to generate maximum land value
- Ride on the Government's Golden Age of infrastructure (build!
Build build!)

Competitive Cities TDD Action Planning QUEZON CITY, Republic of the Philippines

03 November 2017

ALDRIN C CUÑA, MNSA
City Administrator
Quezon City



Government
of Japan



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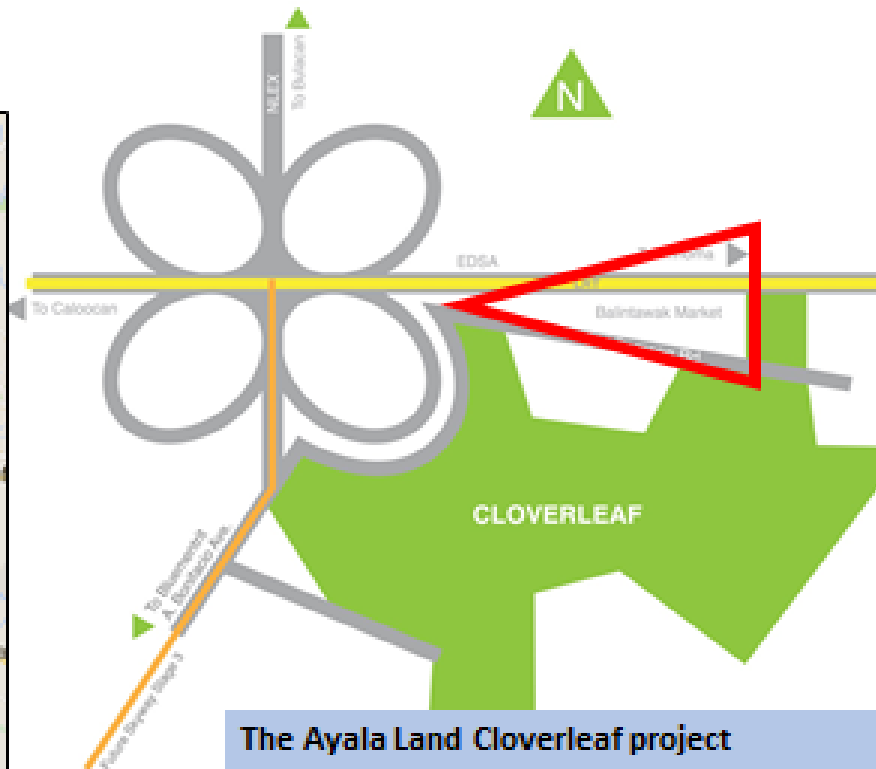
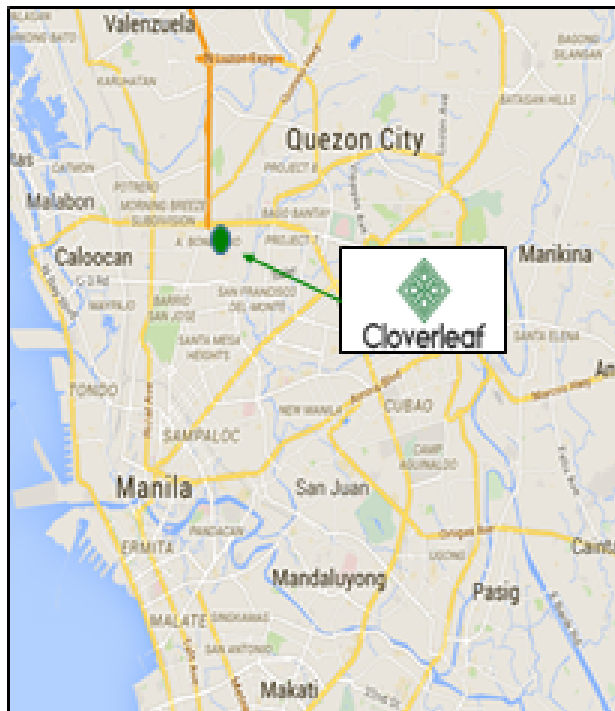




THE PROJECT SITE : BALINTAWAK AREA

Tokyo
Development
Learning
Center

Philippines: Quezon City



The Ayala Land Cloverleaf project
11-hectare mixed use development in what
used to be the Central Textile Mills

KEY TAKEAWAYS FROM COMPETITIVE CITIES TDD



- **Disrupt & Innovate**
- **Community Consultation / Participatory Governance**
- **Political Champion with Political Will**
- **FOCUS! Zero-in on the target!**

WHAT NEEDS TO BE ACCOMPLISHED

- Shared vision – stakeholders (current private market operators & employees) to buy-in on Redevelopment Vision
- Optimizing synergies with existing and neighboring development activities
- Understanding the market size for the Project – within Quezon City and the National Capital Region



ACTIONS TO BE TAKEN WITH MILESTONES

- **Short term (6-12 months):**
 - Buy-in of the redevelopment project
 - Present architectural design concept
- **Mid term (12-24 months):**
 - Complete financial feasibility study
 - Explore the model how to construction and operate the market: a joint venture? PPP? Complete privatization?
- **Long term (24 – 36 months):**
 - Construction and operation of the regional food hub starts

OPPORTUNITIES AND BARRIERS

BARRIERS	OPPORTUNITIES
Project rejected by private market operators / no consensus on redevelopment concept	Strong buy-in from private operators if consensus is reached
Limited financial capacity of private market operators	Quezon City assists private market operators to form a new corporation to improve financial capacity?
Dislocation of current lessees when construction starts	Temporary accommodation in government-owned & operated markets
Monitoring skills by public sector who oversees the redevelopment project	



NEEDS FOR ASSISTANCE

- How to achieve consensus and common vision among the private sectors. e.g., how and why Tsukiji market operators agreed to relocate, how did the government manage the consultation process?
- Explore options/international examples of grouping many individual private sector operators into one corporation



Asante Sana
Hvala Ti
Merci Beaucoup
Muchas Gracias
Terima Kasih

谢谢

どうもありがとうございました

شكرا

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Competitive Cities TDD Action Planning Romania

3rd November, 2017

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1. Key takeaways from Competitive Cities TDD

Kobe after the earthquake



Historic Center of Constanta



2. What needs to be accomplished

Urban Regeneration of Historic Center of Constanta

- Identity for citizens and the city
- Landmark



3. Actions to be taken with milestones

Short term (3 – 6 month)

- **Public debates and consultations**
- **Prepare terms of reference**

Medium term (6 – 12 month)

- **Elaboration of feasibility studies and technical projects**
- **Start public tendering process for construction works**

Long term (12 – 24 month)

- **Construction works on going**
- **Attraction of investors and tourists**

4. Opportunities and Barriers

Opportunities

- Public support for the implementation of this project
- Technic and institutional capacity of the municipality
- Identified source of financing from EU funds

Barriers

- Risk of non-coordination during the construction works
- Entire area is going to become a massive construction area
- Delay in the delivery of the expected outcomes



5. Results

- the CITY will regain its identity
- new point for TOURIST attraction
- new BUSINESS opportunities – new JOBS
- local BUDGET of the municipality will benefit



5. Needs for assistance

Specific support from the **WORLD BANK** *:

- Elaboration of terms of reference, with contribution of international expertize
- Accessing European funds
- Attract foreign investors

* **City of Constanta** signed a **Technical Assistance** contract with **World Bank**

Support from **JAPANESE** partners

- Implement innovative technologies and solutions for smart cities



Thank you!



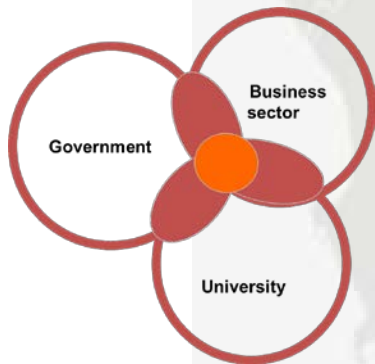
Country: South Africa

Province: Eastern Cape

City: Nelson Mandela Bay

Key take aways:

- Engagement & participation is CRUCIAL to success of any city initiative - this will build long term support BEYOND POLITICAL cycles
- Clear city plan with multi-disciplinary action team, headed by the highest office of the city
- Partnerships



Challenge = Economic Growth

1. Cluster based on current economic base (informed by data!!)
2. Economic Growth & Dev. Strategy (EGDS) with clear implementation plan (process already initiated with University – but use Competitive Cities to inform and improve this process)

Challenge = Jobs

1. Review current trade & investment approach) (sub-set of EGDS but don't have to WAIT for a strategy, some things we can start to work on immediately)

Nelson Mandela Bay will be the best mid-sized city in Africa to live, work, play and grow a business.

Risks

- Political instability
- Political buy-in
- Lack of capacity within institutions (staff skills, financial, etc.)



Action Plan

3 – 4 Months (Nov – Feb 2018)

- Get other senior role players excited about Competitive Cities (event / workshop / something fun) – building on Partnering for Growth event (July 2017) and this TDD
- EGDS process design (what research needs to be done, how are we going to mobilise stakeholders (NOT JUST CONSULT!))

7 – 9 Months (Mar – July)

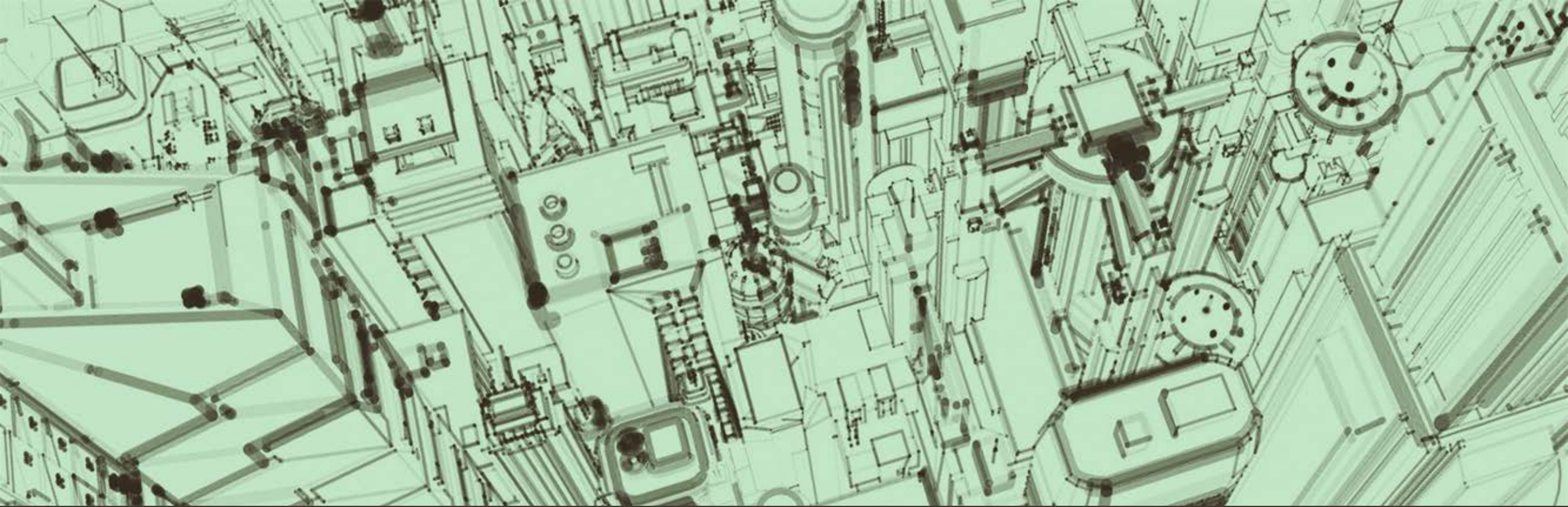
- Review of Trade & investment approach (international best practice, etc.)
- EGDS being developed (consultation, research, etc.)
- EGDS submitted to Council for approval by June 2018

10 - 13 Months (August – November)

- Transitional phase towards full implementation of EGDS - to include capacity building of staff, institutional arrangements (staff establishment, structure, MoU's, Agency, etc.)

Technical support needed

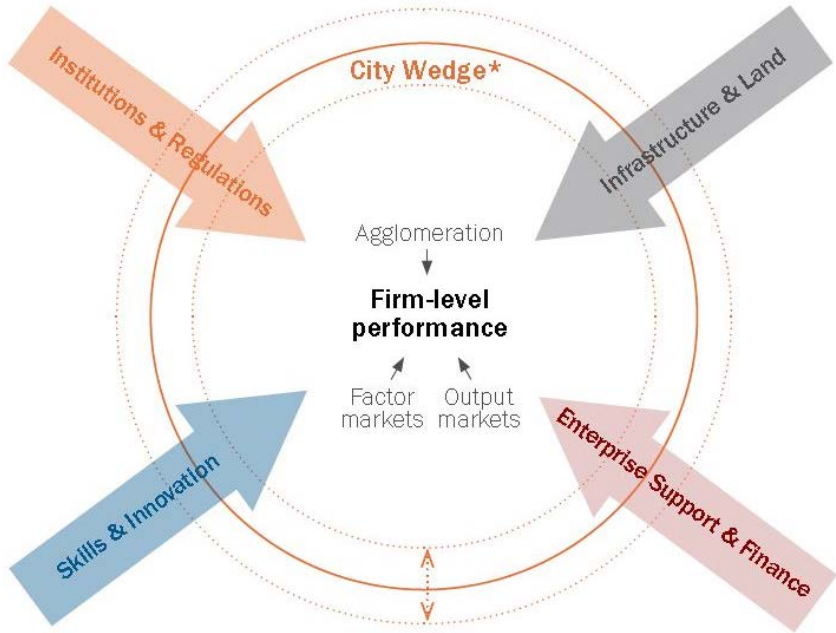
1. Ongoing city level support for local Competitive Cities work groups (experimenting with action)
2. Mandate and role clarification (less duplication, more collaboration!)
3. EGDS:
 - Process design inputs – linking bottom up mobilised groups into strategy process
 - Quality control of outputs
 - Facilitation and convening where required
4. Trade & Investment Promotion:
 - International best practice
 - Process design, guidelines & inputs
5. TDLC specific
 - Nelson Mandela University opening a new medical school in 2019 ... are their linkages / learning from the Biotech cluster in Kobe to explore



eThekwini action plan

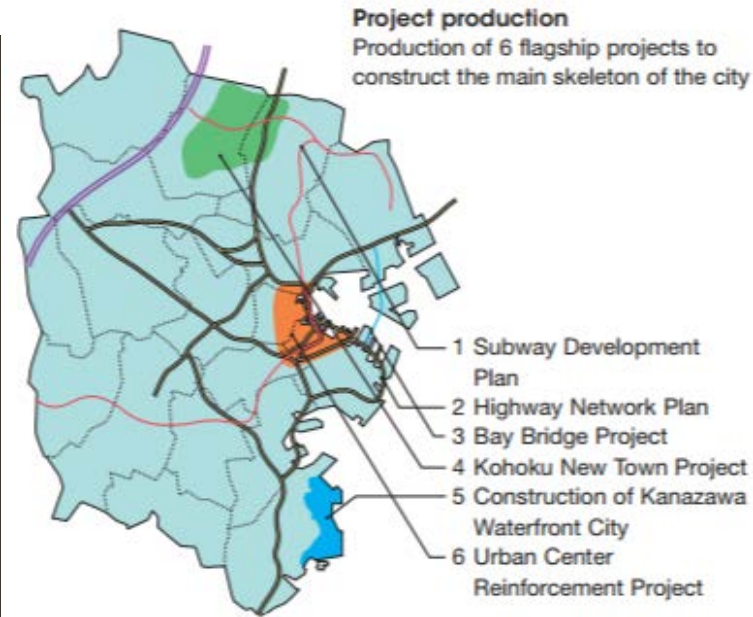
Tokyo TDD on Competitive Cities

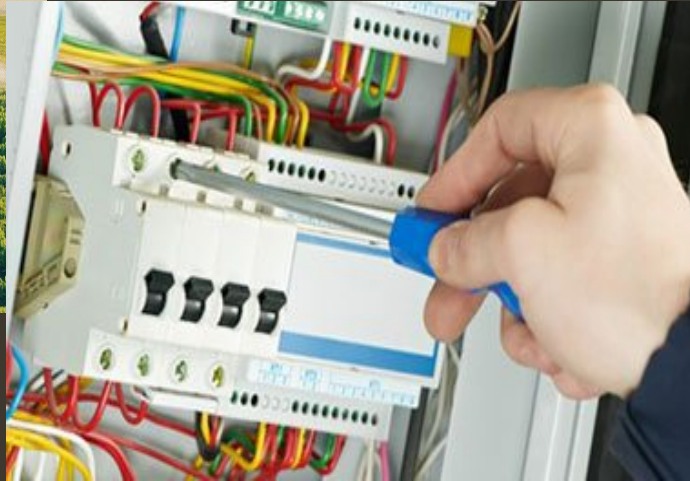




Key Takeaways

- Competitive Cities Model
- Catalytic Projects and Coordinating Teams
- (Collaborative Implementation)





Triple Challenges:

- Unemployment:
(Job Creation & Skills Development)
- Poverty:
(Food Security)
- Inequality:
(Economic Participation)

Action plan

- Project Management Office & Team (address operational efficiencies)
- Build Coalition and sign Co-operation Agreements (CPPP)
- Prioritise Key Catalytic Projects

-
- Community buy-in campaign
 - Free Wi-Fi role-out

-
- Launch Business Incubation Center in Communities
 - Start Priority Catalytic Infrastructure Projects / Maritime / Agri-business (RASET) / Technical Centres / Services Industry Dev (outsourcing)

Short term



Medium term

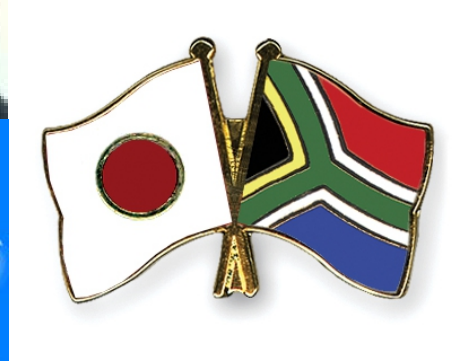


Long term



Barriers and Opportunities

- Political Interference
- Poor project planning, implementation & monitoring
- Convert Red Tape into Red Carpet
- Private Sector Confidence and Investment



Support needed

- SA National Treasury
- Japan - technical skills transfer with TOYOTA
- Operational Efficiencies with World Bank



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most livable and caring city



Competitive Cities TDD Action Planning Sfax, Tunisia

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1. Key takeaways from Competitive Cities TDD

1. **Find your own way to be a competitive city (*learnt from the TDD*):** each city has its specifics and the Competitive Cities approach is a flexible framework focusing on private sector needs to help local governments leaders identifying paths towards increased competitiveness.
2. **Rationalize your local government (*learnt from local partners*):** to avoid engaging in unsuccessful or even harmful policies, it is key that local governments rationalize (i) their decision-making and (ii) their functioning
3. **Challenges faced by local governments show similar patterns across the world (*learnt from exchanges with peers*):** For example, like in Tunisia currently, when the Philippines decentralized in 1991, its local governments were fiscally and technically weak, and not ready to receive important new attributions.





2. What needs to be accomplished

- **Challenge 1: a low added value economy**

How to address this challenge: informed strategy focusing on key sectors and value chains capable of concretizing a qualitative upgrade of the local economy

- **Challenge 2: a limited mayor's wedge**

How to address this challenge:

a- Extend the city's wedge by forming and leading coalitions

b- prepare for the upcoming decentralization



3. Actions to be taken with milestones

Vision Sfax 2035: From a low value added production center to a high value added agribusiness industrial hub*

- Milestone 1 (within 9 months): **City of Sfax G2B services improvement plan is designed**; includes scenarios for impact upcoming decentralization
 - Map, assess and propose improvements of municipal G2B services
 - Identify with the private sector the most urgent services to improve
 - At all stages: Engage Sfax municipal staff for ownership and smooth change
- Milestone 2 (within 12 months): **Sfax G2B services improvement plan is adopted** by the municipal council and implementation launched
 - Launch immediately a set of high priority flagship projects identified with private sector (within 1 month after adoption)
 - Create in the municipal administration a manager position with extended attributions in charge of relations with the private sector
- Milestone 3 (within 15 months): **City of Sfax Development Plan** ; materializing the Sfax 2035 vision into a set of concrete policies and projects; include scenarios for impact of upcoming decentralization
 - Collect and analyze relevant data and targeted private sector inputs and prepare first draft
 - Initiate an a dialogue with municipality's staff, private sector, civil society and local academics to create ownership and initiate a coalition
 - Make institutional and political economy assessments of the plan
- Milestone 4 (Within 18 months): **Development Plan is adopted** by the Municipal council and launched
 - Launch immediately a set of flagship projects identified as high priority

* For the sake of the exercise, we are assuming that this vision has been backed up through relevant data analysis





4. Opportunities and Barriers

- Opportunities
 - **Decentralization reforms:** the upcoming decentralized system will increase autonomy of the local governments and their role in LED
 - **Central government support :** creation of clusters for higher value added sectors is already a priority of the Government of Tunisia who could be supportive of such an initiative and thus facilitate its advancement
 - **Sfax strong entrepreneurial culture:** people from Sfax are known all over Tunisia as hard workers and private sector oriented community

- Barriers
 - **Municipalities capacities:** municipalities in Tunisia have limited role and therefore experience in LED.
 - **Institutional context:** LED institutional ecosystem is very crowded (line ministries, governorates, investment support agencies, state owned companies...) with fragmented responsibilities and often no efficient coordination mechanisms.





5. Needs for assistance

- World Bank : support to collect and make sense out of the data for development plan design
- City of Yokohama support to improve institutional functioning and find ways to implement successfully its development plan
- City of Kobe :
 - support in creating fruitful PPDs and leading growth coalitions
 - Support in engaging dialogue with communities on land management
- City of Quezon: support on how to face decentralization challenges



Action Plan Presentation

Kampala-Uganda



Key Takeaways from TDD

- Identifying the problem
- Adequate consultations – with all stakeholders
- Research and Development as a critical element of city competitiveness.
- Being focused and committed to long term strategic plans
- Leveraging technical and financial resources
- City Competitiveness as a core function

Challenges and What Needs to be Accomplished

Challenges

1. Too many strategies/plans that are not coordinated
2. inadequate stakeholder consultations and engagements
3. Inadequate technical skills
4. Financing

What needs to be done

1. Embrace the element of integrated long term planning and implementation
2. Put in place a framework for stakeholder engagement
3. More Collaboration with Private Sector for Technical skills development
4. Creatively identify financing alternatives for viable projects

Short, Medium and Long Term Actions and Milestones

Actions

1. Clearly establish our competitive and comparative advantages—*(6 Months)*
2. Clearly develop and communicate Private sector support incentives – *(12 Months)*
3. Skills development to address specific Private Sector Needs – *(24 months)*
4. Develop infrastructure in consultation/collaboration with Private Sector that supports and attracts business development—*(2-5 Years)*
5. Implementation of the GKMA Economic Development strategy to facilitate competitiveness- *(2-5 Years)*

Milestones

1. Develop a City Comparative Index - – *(6 Months)*
2. Develop a City Business Development Strategy – *(6 Months)*
3. Support vocation skills development in the City *(24 months)*
4. Review and align the City Capital Investment Plan to Business Development Needs *(2- 5 Years)*

Barriers and Opportunities

Barriers

- Financing of the desired interventions
- Skills gaps
- Potential Public resistance
- implementation gap – many good but unimplemented plans

Opportunities

- Available legal, policy and institutional frameworks in place
- Available BTVET that need to be coordinated and supported to prepare required skills gaps
- Employment Service Bureau is in place
- A large Youth populations – population dividend
- A diversified economy
- Some studies are already in place *LED, Transport Master Plan, etc..*

Support and Knowledge Required

- Support in developing meaningful and quantifiable implementable plans from all the many strategies
- Twinning and exchange arrangements with other successful Cities
- Skills development
- Support national initiatives/programmes aimed at promoting private sector to be more vibrant and competitive
- Organise a TDD in Kampala with key decision makers