

**Regional Joint Work Programme in the MENA region**

The primary objective of this Joint Work Programme (JWP) is to strengthen the process of democratisation through inclusive city governance supported by enabling national frameworks in selected partner countries of the Mena Region. This JWP provides a vehicle for coordination and pooling of the experiences, resources and implementation capacity of the CA members active in the region. A set of principles is guiding the JWP:

1. The Joint Work Programme responds to demand from cities and countries in the region and establish a continued dialogue with partner institutions;
2. All activities undertaken under this programme explicitly seek to engage, involve and empower national, regional and local partners from the region;
3. Wherever possible, the joint work programme utilizes and builds upon the resources and existing or planned activities by Cities Alliance members and partners;
4. In order to leverage a greater impact, joint activities may not replace than add value to members and partner operations (Principle of Additionality),
5. The Joint Work Programme will be collectively managed, and administered by the Secretariats of the Cities Alliance and the Centre for Mediterranean Integration (CMI).

Against this background, any outputs and deliverables funded and produced by the JWP shall be made available to and can be used by JWP members.

**1.) Name of Activity:**

Tunisia – Support to Decentralization and Local Governance

**2.) JWP Members and/or JWP Country Implementation Partners:**

The World Bank

Jaafar Friaa, Lead urban Specialist and Task Team Leader

Urban and social Development Unit

Middle East & North Africa Region   
Sustainable Development Department

Tel: + 1202 473 7124

Fax: +1202 477 1609

E-mail: jsfriaa@worldbank.org

**3.) Grant Recipient:**

The World Bank

**4.) Expected Duration:**

Six months

**5.) Geographic Scope:**

Nationwide activity

**6.) Budget Summary:**

* Amount of total budget requested from Cities Alliance funding: USD $100,000
* Co-financing amount of total budget, including local partners: -
* Total project budget cost: USD $100,000

**7.) Target Audience(s):**

The target audience will include:

* Government officials and municipal and governorate responsible, members of Constitutional Assembly as well as civil society.
* Multi and bilateral donors community
* Bank sector and country management units

**8.) Background**

Tunisia is among the most urbanized countries in the Middle East and North Africa Region (MENA). Currently, 66% of the population lives in cities and towns, the vast majority of which are in cities with over 50,000 inhabitants. The urban population is projected to reach 70% by the year 2020. This demographic pressure is creating further demand on municipalities to improve their basic services. The country is organized into three administrative levels (central, regional, and local). At the regional level, Tunisia is divided into 24 Governorates that are financially autonomous and are run by Regional Councils, under the oversight of the Ministry of Interior. Some of the most pressing challenges in Tunisia’s urban agenda are: (i) moving forward the decentralization process and the strengthening of municipalities; (ii) fostering local economic development and competitiveness within a regionally balanced approach; (iii) preserving the urban environment; and (iv) safeguarding and promoting the country’s cultural heritage.

In the early nineties, a process of reforming the municipal sector was supported by a transfer of responsibilities, and the creation of a specialized financial institution (Caisse de Prêt et de Soutien aux Collectivités Locales – CPSCL) to provide lending and manage central transfers to municipalities. These measures were followed by reforms of local finance, and of the inter-governmental transfer system in the late 1990’s and early 2000. Local tax reforms implemented during the last ten years had limited effects and the financial situation of local governments which requires further consolidation. The financial strengthening of municipalities is a pre-requisite to a municipal development less contingent on central government funding.

Since the revolution, Tunisia has moved steadily towards democratic transition. A Constituent Assembly was elected on October 23, 2011 to write a new constitution. Decentralization and local governance are among the key areas of the ongoing democratic reforms.

Against this new political background and the push towards a reform agenda articulated around greater local governance, accountability and decentralization, there exists a strong rationale to lay the ground for empowerment of local authorities and greater social inclusion. However, one of the key problems standing in the way of promoting this reform is a lack of relevant experience, very low awareness of importance and positive aspects of decentralization, and lack of international benchmark and success stories. In order to avoid the abovementioned reluctance among the decision-makers and ensure effective implementation of the local governance and decentralization reform, there is a need for awareness raising, and knowledge sharing of international experiences and success stories of decentralization, which would contribute to the ongoing policy dialogue about this important reform agenda. Taking into consideration the instrumental role played by Tunisia in the Arab Spring underway at a regional level, strengthening the Tunisian national framework will be provide useful knowledge to the MENA region at large.

**9.) Activity Objective(s):**

The main objective of the proposed activity is to provide technical inputs and policy recommendations on decentralization, and local governance to develop a country policy level intervention.

**10.) Expected Outcomes:**

* Share international experience and enrich the policy dialogue on decentralization in Tunisian
* Inform the design of a national plan towards effective decentralization and local governance in Tunisia

**11.) Main Activities/ Tasks and Outputs/Deliverables– for each Implementation Partner:**

Each activity and task will be implemented based on partnership arrangements as follows:

|  |  |  |
| --- | --- | --- |
| **ACTIVITIES / TASKS** | **OUTPUTS/DELIVERABLES** | **JWP MEMBER and/or JWP COUNTRY IMPLEMENTATION PARTNER** |
| Task1: Review the country context, opportunities offered to promote the decentralization agenda, and review background documentation recently produced  Task2: Prepare and deliver a benchmark note on Best Practices in Decentralization local governance | Report1: Opportunities/challenges/constraints related to the decentralization agenda and international benchmark with focus on success stories | WB |
| Task 3: Prepare presentations for and facilitate a Round Table with Inter-Ministerial working group , highlighting the positive aspects of decentralization, addressing technical/procedural aspects of Decentralization with particular focus on fiscal decentralization | Note to Decision Makers | WB |
| Task 4: Prepare a report with recommendations for policy measures in the area of local governance and decentralization | Report 2: Recommendations on Policy measures | WB |
| Task 5: Activity findings dissemination | One day workshop involving country stakeholders, donors community, civil society | WB and National counterpart (Centre de formation des CLs et appui `a la decentralization) |
|  |  |  |

**13.) How could the project outputs/deliverables be used by other JWP members?**

The Bank team will make sure that the final concept of the proposed activity, the key outputs, and relevant country visits will be closely coordinated with JWP members. The Bank has a solid track record of good cooperation with other donors and agencies in Tunisia and works notably in close cooperation with the Agence Francaise de Developpement (AFD) in the urban sector. Also members of JWP interested on the urban and decentralization agenda in Tunisia will be invited to attend both the inter-ministerial Round Table and the dissemination event.

**14.) How do project activities consider gender issues?**

The activity will contribute in promoting a decentralization process which allows for greater gender equality and participation with a focus on the conditions under which decentralization can “work” for women.

**15.) Timeframe and Activity Plan Summary**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Activities** | **2012 (FY)** | | | **2013** | | | | **2014** |
| **2 Q** | **3 Q** | **4 Q** | **1 Q** | **2 Q** | **3 Q** | **4Q** | **1Q** |
| **Output 1** | | | | | | | | |
| Report 1 |  |  | **X** |  |  |  |  |  |
| **Output 2** | | | | | | | | |
| Note to Policy makers |  |  | **X** |  |  |  |  |  |
| **Output 3** | | | | | | | | |
| Report 2 |  |  |  | **X** |  |  |  |  |
| **Output 4** | | | | | | | | |
| Dissemination Workshop |  |  |  | **X** |  |  |  |  |

**16.) CA Funding By Activity**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Project Activities and Tasks** | **Total**  **(US$)** | **Type of Expenditure** | | | |
| **Consulting Services**  **(US$)** | **Training/ Capacity Building**  **(US$)** | **Dissemination Costs**  **(US$)** | **Other**  **(US$)** |
|  |  |  |  |  |  |
| Task1: Review the country context, opportunities offered to promote the decentralization agenda, and review background documentation recently produced  Task2: Prepare and deliver a benchmark note on Best Practices in Decentralization local governance | 30,000 | 20,000 |  |  | 10,000  (Bank staff : 4K ; travel expenses: 6K) |
| Task 3: Prepare presentations for and facilitate a Round Table with Inter-Ministerial working group , highlighting the positive aspects of decentralization, addressing technical/procedural aspects of Decentralization with particular focus on fiscal decentralization | 20,000 | 15,000 |  |  | 5,000  ( Bank staff: 2K; travel expenses: 3K) |
| Task 4: Prepare a report with recommendations for policy measures in the area of local governance and decentralization | 30,000 | 20,000 |  |  | 10,000  (Bank staff : 4K ; travel and perdiem: 6K) |
| Task 5: Activity findings dissemination | 20,000 | 10,000 |  | 10,000 |  |
| **TOTAL – Partner CA Activity Budget** | **US$**  **100,000** |  |  |  |  |

**17.) Co-Financing:** Not Applicable

|  |  |
| --- | --- |
| **Co-financing Source** | **Amount (***US Dollars)* |
|  |  |
|  |  |
| **TOTAL** |  |

**16.) Costing assumption:**

(For Consultancy budget, specify the number of consultants, fee rate and number of days, and travel and subsistence costs. For training /workshop, the number of events. For Dissemination and other costs, detail the proposed costs).

|  |  |
| --- | --- |
| **Detailed activity/task** | **Amount (***US Dollars)* |
| **Consultancy fees**  Number of Consultants: 3  Daily Rate: USD 700 - 800  Number of days: 100-120 | Total amount: 80,000 |
| **Dissemination workshop**  Number of events: 1 | 20,000 |