



# Tunis, Tunisia

## City Development Strategy Report

November 2001



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### A: Basic City Information

City, Country:	<b>Tunis, Tunisia</b>
City population and Greater Tunis population country population:	720 000 inhabitants (year 2000) 2 053 000 inhabitants (year 2000) 9 562 000 inhabitants (year 2000)
Population density within the city:	112 hab/hectare
City growth rate: Greater Tunis growth rate	1.2% a year 2% a year
City's main function:	<p>Tunis has been the political, cultural and economic capital of Tunisia for 13 centuries, Tunis is the main economic and industrial pole of the country Tunis plays a major role in the activities of the third sector : 69% of job opportunities, 43% of which are for trading services and 26% for administration :</p> <ul style="list-style-type: none"> <li>➤ Main financial place of the country (65% of the financial companies)</li> <li>➤ Half of Real estate agencies are in Tunis,</li> <li>➤ The 2/3 of collective and social services companies are settled in Tunis.</li> </ul> <p>Tunis is the 5th tourist zone in the country in terms of accommodation capacity: 19 000 beds (Business hotels down town and sea side resorts in the suburb).</p>
Economic / Poverty profile:	<p>unemployment rate: 16% unemployment rate of young people (age 18-24 years): 35% 4% households below poverty line 95% households with access to basic services 30% working in informal sector 25% households in informal settlements, 4% in squatter settlements Adult literacy (male: 12% and female: 27%) 20% population with a higher education (university) child mortality rate: 25 %</p>
Administrative structure:	<p>As with all the Tunisian municipalities, Tunis is headed by a municipal Council elected for a period of 5 years through universal direct voting.</p> <p>The municipal advisers are all volunteers, and they elect among them a Mayor. The Mayor usually has a full time job (paid by the Municipality) for the municipalities with a certain number of inhabitants or a budget over the threshold defined by law for each mandate (presently 150,000 inhabitants or 4 million dinars); which is the case of the Municipality of Tunis.</p>
Focus of the CDS:	<p>The 2010 Tunis Action Plan is meant for :</p> <ul style="list-style-type: none"> <li>- A competitive economy</li> <li>- Resources and services open to all citizens</li> <li>- A healthy environment and urban landscapes in harmony with nature</li> <li>- Performing and participatory urban management</li> </ul>
CDS start date	December 2000

CDS Completion Date:	June 2002 (expected)
Key stakeholders involved:	<ul style="list-style-type: none"> <li>- Elected people and heads of municipal services (urban planning, social affairs, environment, culture, youth...),</li> <li>- Representatives of central and regional administration as well as public institutions,</li> <li>- Representatives of private sector, (tourism, industry, transportation operators, urban planners...)</li> <li>- Representatives of other stakeholders of civil society (university, associations, community organisations, media, etc.)</li> </ul>

## B. Narrative of the city situation - national context

Since the beginning of the 1990's, Tunisia has been engaged in a process of integrating its economy in a regional and global system. Tunisia is middle-income country that aspires to join the ranks of emerging countries and is undergoing numerous socio-economic transitions. Tunisian cities have become the main centres of development in the country and two thirds of the population of 10 million is currently urban.

Within the framework of Euro-Tunisian agreements, the agglomeration of Tunis has a central contribution to make to the country's economic competitiveness, social cohesion and the reinforcement of civil society. Greater Tunis is composed of four governorates, namely, Tunis, Ariana, Ben Arous and Manouba). Over 2 million inhabitants live in the approximately 300,000 hectares of Greater Tunis, or one fifth of the national population.

The city of Tunis is an engine of economic integration. Already the country's economic and political capital, Tunis now aspires to become a regional crossroad within the context of increasing regional integration and globalisation.

Greater Tunis represents 37% of the national economy and Tunis itself approximately 25%. The trend is toward a decrease of the relative economic importance of the city and an increase in the role of neighbouring governorates. The service sector plays an increasing role in the city's economy and represents 80% of all employment today. Tunis is also the financial heart of Tunisia with 65% of financial enterprises located within its boundaries.

Despite its dominance of the nation's economy, Tunis has not been in a position to attract its "fair share" of foreign investment. Only 10% of foreign companies choose to locate in Tunis, and their combined investment represents 13% of all foreign investment in the country. This is partly due to the fact that industrial areas in Tunis are saturated and neighbouring governorates are attracting the bulk of foreign investment (26%). Although Tunis has the best educated workforce in the country, high unemployment rates for university graduates indicate that their skills and qualifications are not adapted to the demands of a modern economy.

In terms of sustainable human development, Tunis has symbolized the aspiration for social mobility of millions of migrants over the past decades. Today, much of the country's wealth is concentrated in Tunis though this wealth is not equally distributed. Tunis provides access to basic services with over 90% of the population having access to potable water, sanitation and electricity and only 0.4 of housing units being insalubrious. Nationwide unemployment varies between 13 and 16% and Tunis is

within this trend. In Greater Tunis, over 35% of the youth between the ages of 18-24 are unemployed. This situation has been gravely deteriorating since 1994.

The city of Tunis has invested USD 10 million in informal housing upgrading conducted in 23 low-income neighbourhoods. Informal housing continues, however, to spread rapidly. Tunis spends approximately \$10 dollars per year per habitant on social infrastructure, which is very low compared with other cities of the Mediterranean. Combined green and open spaces in Tunis total 750 ha or 8.71 square metres per inhabitant. This relatively high ration masks important disparities and the near absence of any green areas in low-income neighbourhoods.

The picture that emerges from this brief description is that of a city with tremendous potential to become an important centre for economic development in the Mediterranean region. While social problems in Tunis may seem mild compared with other cities of the developing world, the consequences of having a large segment of the population (youth and residents of informal areas) with limited access to key services and employment on the city's potential should not be underestimated.

### **Decentralization**

The decentralization process of central government skills in terms of planning and urban management for the benefit of municipalities has progressed since the promulgation of the local authorities law in 1975. There are 259 municipalities today, and they have wider responsibilities in the field of town planning of public utilities. Their scope in urban planning was strengthened in 1994 thanks to the new urban planning and land use code. They now have a performing structure for communal financing and investments. This is the “Caisse de Prêts et de Soutien aux Collectivités Locales” (Municipal Fund), created with the support of the Municipal Development Program (PDM), co-financed by the Tunisian Government and the World Bank, which contributes more than 60 % of the financing of municipal investments.

In parallel, the training of municipal agents and elected representatives has improved, as a result of the new Training and Recycling Centre for municipal agents. Many training sessions are held within the Municipal Development Program (PDM) and other training and cooperation programs.

However, despite the evolution of their scope and their managing capacities and despite the activation of municipal investments, the communes remain structures with limited decision-making power in the Tunisian institutional landscape. They suffer from a lack of both financial means (municipal finances represents 5% of the government budget) and human resources in order to fulfil the missions devolved by the law and to deal with the growing needs of the urban population, the challenge of economic competition and the requirements of social cohesion. The city of Tunis does not have any special status, as its position of a capital should allow, but the Mayor of Tunis has a rank of Secretary of State.

The production, management and financing of public urban services are strongly centralized. Tunisian cities must work with national public companies such as the National Office for Sewerage, the National Company for Gas and Electricity, the National Company for Water and land management agencies that meet the needs of urban population and economic agents. The growing participation of the private sector in the management of the public urban services is a solution for which the Government and the communes opted for the past few years in order to guarantee a better response to the needs of the urban population, and the results seem to be encouraging.

The contribution of NGOs, presently low in urban areas with the exception of the « Associations de Sauvegarde des Médinas » and the Associations for the Protection of Environment, is improving. The cities, the urban communities and the local Authorities will all benefit from further NGO involvement in urban development.

### **Economic Situation and Poverty**

Tunisian cities produce more than 80 % of the national wealth, and are home to about two thirds of the national population. They will be more and more relied upon not only as places of production or residence but also as places for cultural and intellectual growth and expression, with the ultimate goal of offering a better quality of life to their inhabitants. Tunisian cities have made remarkable progress, but huge efforts are still required in order to improve the efficiency, competition and conviviality of Tunisian cities.

Like other cities and villages of the country, Tunis has witnessed important economic and social development during the last forty years. The population of Greater Tunis has reached 2 million inhabitants. The demographic weight of the city of Tunis and Tunis Gouvernorat are changing: the population of Tunis Gouvernorat represents less than 10% of the total population in 2000.

The city of Tunis is participating in a substantial way in the national effort in the field of school education and literacy of the population. As a center of power and capital of culture and knowledge, Tunis plays a first rank role in the training of Tunisian elites. Despite the progress made in the education field, literacy remains a relatively important area to address. In 1994, about one Tunisian out of three aged more than 10 years knew neither reading nor writing. This proportion is more significant among women (42 %). The Gouvernorat of Tunis shows the highest rate of literacy in the country: 73 % for women and 88 % for men (respective national average of 57,8 % and 78,9 %).

More important than the demographics, however, is the economic impact Tunis has on the country of Tunisia and on the city itself. The city produces the quarter of the national wealth, making its economic weight 2.5 times greater than its demographic weight. Greater Tunis is the leading industrial and economic centre of the country. In late 1998, there were approximately 134,000 companies, 34% of the total number of the companies established in the country. The Gouvernorat of Tunis contains 59% of these companies. Therefore Tunis has the most important concentration of companies at the national scale.

While poverty has reduced in Tunisia, it has become a more and more urban phenomenon. Since 1985, the poverty rate has been higher in urban surroundings than it is in the rural areas. At the same time, Tunis remains an advantaged area compared

to the rest of the country. The indicators for household (domestic) equipment, housing characteristics and economic conditions of the population of the Gouvernorat of Tunis show a higher living standard in Tunis than in other gouvernorates.

Unemployment is a determining element of poverty and social exclusion. Since the 1960s, the unemployment rate in Tunisia has changed very little, remaining at between 13 % and 16 %. The unemployment rate is generally higher in rural areas. Women and young people are the two most vulnerable categories in the society. They are twice exposed to unemployment: they find it more difficulties to get a job, and then they are the first to be made redundant in the case of economic difficulties. Young people are particularly concerned with unemployment: 1 in 3 Tunisian youth is jobless.

### **Opportunities, constraints and major challenges**

The integration of Tunisia in the global economy provides opportunities as well as risks and challenges. With globalisation comes the need for job creation and the struggle against social exclusion, as globalisation intensifies international competition and the acceleration of technical progress. While this encourages economic growth, it can also lead to an increase in unemployment, which particularly concerns under-qualified men, women and youth seeking employment.

In terms of social action, the budget for the city of Tunis is modest. The municipality of Tunis allocates 2.4 % of its budget to social expenses. Nevertheless, it should be noted that the municipality of Tunis plays a major role in urban poverty reduction through the implementation of programs aimed at improving the environment and the living conditions of the inhabitants of the commune. There are two types of means for action used by the municipality:

- A pilot project for urban renewal and rehousing of poor families, the Oukalas project: 1,645 Oukalas upgraded 2000 families relocated;
- An intervention for the upgrading of popular neighbourhoods. 23 neighbourhood are involved and it represents a global investment of 11 Million Tunisian Dinars. This will allow improvements in the living conditions for the inhabitants of 12,000 houses.

### **Governance**

Tunisian municipalities and the municipality of Tunis are exclusively devoted to daily management: civil status, local tax, public roads and traffic management, cleaning and health, building authorizations, etc... Their skills in terms of planning are very limited, and they generally delegate the studies of urban policies and land planning to the government or the private sector. This delegation means they are not in a position to pilot such projects. The communes undertake few activities or plans to tackle global and future options for development. It is difficult for Tunis to escape from its limited role in this regard. The Tunis City Development Strategy process suffered from this reality, and its implementation has been particularly slow and difficult as a result. On the other hand, local democracy is being slowly established in Tunisia, but communes remain minor entities in the process of decision making. Though some attempts are being made to develop the participation of citizens in the management of the City, these attempts are sporadic and have not been institutionalised.

## C. Description of the CDS process

Given the integrated methodology adopted for the implementation of the CDS in Tunis, different levels of consultation were required. Three pilot institutions, namely, the Municipality of Tunis, the National Federation of Tunisian Cities (FNVT), and UMP-Tunisia, were the main actors in the CDST. The FNVT and UMP-Tunisia have a successful 5-year history of partnership, and they have implemented jointly a number of city consultations (youth, poverty, inter municipal cooperation, access to land for the poor, among others). The Municipality of Tunis was itself the partner of a few of those programs.

For the needs of the CDS, a joint project team was set up to coordinate and monitor the implementation of the project, presided over by the Mayor of Tunis. This team met on a monthly basis, and its main task was to coordinate and assist the two main consultation bodies. These bodies were the Municipal council, a basic decision making organ of the CDST process, which was kept informed and provided feedback to the experts on general orientations, and the monitoring committee. The monitoring committee was composed of representatives of the municipal technical services, as well as of all public institutional partners of the City such as ministerial departments and specialized public agencies. This committee is an enlarged decision-making body, integrating input and feedback on general orientations from the main non-municipal actors of the city.

A team of six high level experts/consultants was involved in the CDST process from the outset. This included one expert for each of the thematic areas identified for the CDST, namely:

- Economic development
- Environmental protection
- Transportation
- Municipal development and finance
- Urban and regional planning
- Communication (both the CDST and the municipality's communication strategies)

For each of these thematic areas, a working group was set up. Working groups met on a bimonthly basis and were coordinated by the expert concerned. Each working group brought together around 30 people, representatives of the City and ministerial departments but, more importantly, resource persons from civil society, universities and the private sector. Based on the technical notes drafted by the experts, the set up of these groups allowed for the enlargement of the debate to actors outside of the public institutions networks, thus bringing in other types of interests and strategies.

In addition to these different mechanisms, the CDST project team is working, in the coming months, to increase the mobilization of different actors who are not usually involved in the urban debate, such as entrepreneurs associations, journalists and professional organizations. These groups will be mobilized through their representative organs, federations, and associations.

### **Consultation structures**

The FNVT, the Municipality of Tunis and UMP-Tunisia have established a project team, chaired by the Mayor of Tunis, who is also the President of the FNVT. This team is assisted by six experts in the fields of economic and social development, environment,

transportation, municipal finance and development, urban planning and communication.

Different structures are responsible for the implementation of the consultative process of the CDS. The Tunis Municipal Council and its Committees are fully involved. The Steering Committee, presided over by the Mayor of Tunis, is the main forum for dialogue and has the responsibility of gathering all key stakeholders. The project team ensures the coordination of all CDS-related activities and provides a secretariat. It is composed of local elected officials, municipal staff and representatives from the FNVT and the UMP.

The working groups were created along the main themes defined by the project team. They are composed of approximately 30 persons each that represent the municipality, national ministries, media, NGOs, and the private sector. Stakeholder groups were organized along sectors: industrialists, tourism professionals, civil society, urban planners and journalists.

The project team met, under the chairmanship of the Mayor of Tunis, once a month on average during the first six months in order to organize and support the different working groups. One of its main tasks was to ensure the cohesion of working groups and provide a synthesis of their work. Working groups met every other month. The work of the team was impeded by the lack of availability of municipal staff between May and September 2001 as a result of the organization in Tunis of the Mediterranean Games. The experts did, however, continue their work throughout the process and provided continuous technical assistance to both the working groups and the project team. Their role consisted of consolidating information into working and communication documents, preparing memoranda on the six principal themes and developing the methodology for the working groups.

Six working groups met twice each between January and May 2001 to discuss the themes proposed by the Project team. These themes were as follows:

1. Cultural policy and communication strategy
2. Municipal management and finance
3. Environment, infrastructure and environmental services
4. Social and economic development
5. Urban transportation, traffic management and communication and telecommunication infrastructure
6. Large urban development projects

Following the meetings of the working groups, a diagnostic report on "The status of development in the city of Tunis" was developed in June 2001 and approved by the Steering Committee in July 2001. The Steering Committee also discussed the preliminary axes of the Strategy report of the Tunis CDS, which was approved. This report covers development orientations for the city of Tunis until 2010. In addition, a communication strategy was developed to accompany the preparation of the strategy and the Action plan.



## D. Outcomes and Results of the CDS process

The CDS process in Tunis is not yet fully complete. Much has been achieved, however, in the process thus far. The diagnostic was completed in July 2001 and the Livre Blanc (White Book or Strategic Plan) in February 2002. This was discussed with the City Council and various stakeholders from public, private and NGO sectors in March 2002. These outputs are the fruit of several months of consultation undertaken with the different groups of stakeholders and dozens of meetings headed by the Mayor of Tunis or his representatives (municipal advisors) held during 2001.

The "Strategic Plan" of the city of Tunis formalizes the general outline of the vision of Tunis 2010. This document contains the strategic outline of the vision of the city resulting from the consensus developed throughout the CDST.

Meetings of global or thematic focus (transport, economic and social aspects, environment, urban planning, communication) were held. These gathered between 30 and 100 participants: elected people, representatives of administration, journalists, urban planners and architects, Town planning agencies, transport, companies and NGOs. Technical notes, methodological notes and thematic diagnoses were compiled into synthesis reports and submitted for discussion by the monitoring committee. These documents were drafted by the team of consultants.

Many articles were published in the local written press on the process, the targets and the output of Tunis CDS. This communication process sets the stage for expanded consultations in the future, and for the debate to include the citizens of the city at large.

Additional efforts are now required in order to mobilize economic actors and involve them in the process, especially the managers of services companies, industrials, hotel managers and traders. Plans are underway to target these stakeholders specifically.

In order to complete the CDS process, the following activities and outputs are scheduled for April through June 2002:

- A seminar for the validation of the Strategic Plan
- A press campaign on the Strategic Plan and the Tunis CDS Process
- Publication and broadcasting of the Strategic Plan
- Training and sensitisation of people from municipal services on the Strategic Plan and the conditions of its implementation
- A display in order to present 2010 Tunis Agenda
- A Priority Action Plan (2002-2005) for the development of the city of Tunis. This plan will be developed in consultation with all institutional partners of the municipality of Tunis and will stand as a formal agreement between them ("contrat programme"). The exact modalities of this plan remain to be finalized.
- A Priority Plan of institutional development for the Municipality of Tunis
- On the basis of the Priority Action Plan, 2 to 3 pre-feasibility studies for priority actions will be undertaken through the CDST. These will also serve as a basis for the mobilization of potential national and international donors, on the basis of a donor meeting before the end of the program. Pre-feasibility studies will be undertaken for the three projects:

- A plan for the economic and social development of the Medina (historical centre);
- A local development chart to restore and value the suburb of Sejoumi;
- A comprehensive plan for the new city centre, for the Kasbah and Berges du Lac areas.

The two main outputs of the CDS process are the Strategic Plan (vision for the city) and the Action Plan. The Strategic Plan is currently finalized and the main actions and strategic projects of the action plan have been identified. The investment packages for the action plan are being developed and will be finalized by the end of June 2002.

### **Vision for the City**

The vision for the city was presented to the Tunis Municipal Council in March 2002. The strategic orientations of the vision are currently being discussed in order to identify priority actions for the municipality of Tunis and its partners to begin technical, financial and institutional prefeasibility tests.

Five major challenges have emerged from the consultative process:

1. Propelling Tunis to the rank of a competitive and attractive Mediterranean metropolis
2. Transforming Tunis into a city for all where each can express his/her right to citizenship
3. Developing the historical and cultural identity of Tunis
4. Enhancing natural assets and preserving the environment
5. Providing Tunis with enhanced capacities to plan and manage its development

### **Key strategic orientations of the City vision**

The Strategic Plan represents the principal output of the second and third phases of the CDS. It was developed using a participatory approach with the following objectives:

- Translating strategic choices into specific objectives
- Defining the place and role of the City of Tunis in the implementation of the objectives
- Translating the objectives into performance indicators, projects and priority actions

During consultation meetings organized since July 2001, the five strategic choices were translated into a number of priority actions that could accelerate the implementation of the city vision. The concerned authorities are now studying the feasibility of these actions.

#### **1. Strategic Choice: Propelling Tunis to the rank of a competitive and attractive Mediterranean metropolis**

This first choice will be translated into specific objectives around the following axes:

- Development of economic monitoring to better anticipate, and adapt to, economic mutations.
- Development of international support and advisory services for enterprises.
- Urban marketing and positioning of Tunis as a competitor to other Mediterranean metropolis.

- Improving the quality of the urban and economic infrastructure, with a focus on foreign investment.
- Modernizing administrative services, particularly those of the city of Tunis.
- Enhancing skills and know-how.

## **2. Strategic Choice: Transforming Tunis into a City for All**

This strategic choice revolves around a number of specific objectives, including:

- Strengthening social cohesion by implementing urban poverty eradication policies.
- Reinforcing spatial cohesion by:
  - Ensuring better access for all to urban services (transport, entertainment, culture, information) and to public spaces (urban parks, public gardens, main arteries, lake shores),
  - Making the city safer for women
  - Integrating underprivileged areas into the city. Efforts will in particular focus on the Séjoumi area, which suffers from difficult economic, urban, and environmental conditions. The development of environmental services and green spaces is particularly needed in this area.
  - Developing a city-wide development strategy that addresses new challenges: youth unemployment, aging of the population, marginalization of peri-urban neighbourhoods, and the increase in the number of poor women heads of households
  - Strengthening the public transportation system

Action 1: Participatory strategy for social development and poverty eradication at the metropolitan and municipal level with the participation of NGOs and community organizations.

Action 2: Implementation of participatory plans bringing together the State, the city, and local populations in poor neighbourhoods.

Action 3: A campaign to increase safety in public spaces and to promote the role of women in the city.

## **3. Strategic Choice: Strengthening Tunis' historic and cultural identity**

In order to reinforce cultural identity of the citizens and build the image of Tunis for 2010, the following objectives are proposed:

- Define the values and core concept of Tunis
- Develop Tunis as a Mediterranean, Arab and Muslim, Maghrebian and African city
- Building a new image: economic and commercial prosperity, opening to the sea, a city for all, a sustainable city
- Preserve and revitalize the médina
- Develop a dynamic cultural life

Action 1: developing a medium term cultural strategy for Tunis with an emphasis on the city centre and peri-urban neighbourhoods.

Action 2: initiating the development of a participatory plan for the upgrading and revitalization of the medina.

Action 3: A landscaping and cultural equipment plan.

#### **4. Strategic choice: A more rational organization of urban space and of environmental management.**

As far as the urban and environmental strategy is concerned, the following is proposed:

- Reinforce the economic and cultural importance of the city centre
- Create a "window" of the city on the lake and the sea by creating a new alliance port-lake-city centre emphasizing functional, cultural, architectural and urbanistic cohesion
- Improving circulation in the city centre and the periphery at a lower economic and environmental cost and making the public transportation system more attractive.
- Improving natural and green spaces, environmental and aesthetic quality and strengthening the capacity of the city in urban environmental management

Action 1: Developing a coherent project for the city centre within the new médina-hypercentre-port-lake perimeter.

Action 2: unifying large urban project implementation structures for the city centre.

Action 3: Placing the process of "metropolizing" Tunis within the context of an economic and institutional strategy.

Action 4: implementing a programme to improve and enhance natural and green spaces, including the restoration of the Sekha Séjoumi, the updating of Tunis' Green Plan, the creation of a large urban park to the west of the city that will serve poor areas, the creation of a committee for beautification gathering a wide range of stakeholders.

Action 5: Implementation of a sustainable solid waste management plan.

Action 6: Development of a circulation plan favouring pedestrians, public transport, attenuating transit traffic on main arteries and increasing parking space.

#### **5. Strategic Choice: What new capacities for the city of Tunis?**

New urban challenges in Tunis call for:

- Cities and institutions that are able to implement a city vision and strategy in the context of increased globalisation and strengthened local dynamics
- Approaches that anticipate future trends and promote collaboration. Inter-municipal collaboration becomes of strategic importance and new tools and capacities must be developed at all levels.
- Strengthening urban citizenship: urban development is not only a matter of concern for urban experts and elected officials. Achieving a consensus for tomorrow's city presupposes the participation of citizens through organized civil society structures, the dissemination of information, and mechanism for communication and consultation.

An institutional development programme for the city Tunis has become a necessity. Its objectives are to endow Tunis with the capacities necessary to face new urban challenges, including: spatial and economic marketing; reinforced capacity to manage large urban development projects; capacity to develop new partnerships, support to provide to enterprises; and the progressive creation of institutions and planning tools at the inter-municipal and metropolitan levels.

## **E. Reflections on the CDS Process and Lessons Learned**

The City Development Strategy of Tunis (CDST) has proved to be a particularly innovative initiative, mobilizing many institutional actors usually not involved in this type of debate, and certainly not used to working together with other institutions. The CDST has been rightly perceived as allowing a strategic debate that no single institution had managed to launch in the past, based on a holistic approach to the City. City consultations implemented by UMP in the past had not brought such interest from the media or the general public.

However, the innovative dimension of the process has also been source of difficulties. First, there is no municipal tradition for inter-sectoral / integrated planning. The deeply sectoral working habits of the municipality have required a tremendous amount of work and capacity building, mostly with the technical staff of the city, but also with municipal council members who were not familiar with such an approach.

There is no single institution responsible for "thinking" of the city development. This makes partnership building a particularly lengthy process. Many of the thematic areas of the CDST are not even dealt with by the municipality (although they fall within municipal prerogatives), and most of those areas concern a multiplicity of institutional partners with no tradition for cooperation. This process has been all the more difficult because of the metropolitan scale of analysis required by the strategic nature of the CDST, beyond the city scale per se. No metropolitan planning institution exists.

The CDST process has shown the weakness of the non-governmental sector in the city. There are almost no urban development associations in the capital city. This situation clearly puts a limit on civil society involvement for any consultation process, but also makes it rather difficult for municipal actors to find adequate partners to work with for the definition and implementation of local strategies.

The CDST process has definitely shown there is a high demand placed on this type of strategic planning process from municipal institutions throughout the country. In the past weeks, formal requests for technical assistance were received from the city council of Sfax (the second largest Tunisian city), as well as from the metropolitan area of Nabeul, for CDS to be conducted.

There was difficulty in bringing the Municipality of Tunis into piloting a dialogue process on the options for the development of the City as while the municipality was mobilized by national projects such as the Mediterranean Games (September 2001) and the upgrading of the main street of the city centre (from December 2000 to July 2001).

The dysfunctions observed in the organization of municipal services and in the coordination of the action of these services have not only made the implementation of the Tunis CDS difficult, but could also be a major obstacle for its implementation if a institutional development plan is not elaborated and if immediate measures are not taken regarding:

- The development of planning and communication functions,
- The Institutionalisation of the relationships with the citizens
- The establishment of an "urban workshop" can function in an independent way

It was difficult to involve businessmen in Tunis CDS, and a targeted strategy of these actors should be developed. In addition, the press broadcast data on Tunis CDS but without real added value. It would be useful to consider sensitising the media on urban

questions and challenges so their reporting would be more meaningful and could contribute to achieving the goals of the CDS.

This issue of gender is at the centre of the target “Tunis, city for all, men and women”. The particular situation of poor women, in both the medina and the suburbs, has a major place in the action plan and in priority actions in the Medina and in Sejoumi zone. The differential practices (men and women) in public spaces, such as downtown streets and coffee shops, are also part of the debate.

On the periphery of the Tunis CDS, a spectacular action was organized on the 3rd of November 2001, in the city centre, where a group of fifty women participating in the CDS process (elected and municipal leaders, city planners, architects and others) invaded coffee shops where usually few women are present. This practice was renewed once a week after Ramadan. Their slogan was “the re-appropriation of the City”.