



**Sustainable, Inclusive and Evidence-based National Urban
Policies in selected Arab States (UNDA Project 1617P)**

Concept Note for the Regional Training of Trainers

17-19 June 2019

**UN-ESCWA
&
UN-Habitat Lebanon Country Office**

Beirut, Lebanon

1 Background of NUP Process in the Arab Region

Over the recent years, it has been widely recognized that in order to capitalize on the opportunities presented by urbanization, urban policies and planning must embrace a scope that reaches beyond the traditional city. Managing this change in a sustainable and equitable manner means that planning and policy must now address wider-ranging questions, which will inevitably require a broader approach to urban planning and policy and a higher level of vertical and horizontal coordination in the form of national level guidance. This, in turn, implies the need for a coordinated approach and clear policy directions. This is particularly important to the Arab Region, in order to unfold the full potential of development. The **UNDA project** in the four Arab states seeks to achieve *Sustainable, Inclusive and Evidence-based National Urban Policies* towards optimal urban development. The various country and sub-regional contexts need to be taken into consideration, ranging from crisis and post-crisis humanitarian and recovery situations to development related environments.

The new generation of NUPs answers this need for a coordinated response to rapid urbanization. It asserts the power of urban space and territoriality, and the positive role of urbanization in national socio-economic development. It provides an overarching framework to address urban challenges. A NUP is a tool that can be used by government in order to direct and control urbanization. With input from the regional and local levels, a coordinated effort from the national level government through a NUP provides a valuable opportunity for the development of a thorough and coordinated nation-wide urban development plan.

Sustainable, Inclusive and Evidence-based National Urban Policies in selected Arab States (UNDA Project 1617P)

This Project aims to increase knowledge and strengthen capacities of policy makers in four selected Arab States (Jordan, Lebanon, Sudan and Tunisia) for more informed, sustainable and inclusive National Urban Policies (NUP). The stakeholders involved are the national, sub-national and local governments among other relevant stakeholders (governments, professionals, academia and civil society organizations) to strengthen their policy-making processes while promoting a participatory and inclusive approach. The Project will increase awareness of countries in the region about tools and best practices in NUP making and provide platforms for interactions between state and non-state actors as well as between levels of government. UN-Habitat will support countries throughout the policy process (feasibility, diagnostic, formulation, implementation, monitoring and evaluation) while promoting capacity development, participation and acupuncture projects throughout the policy cycle.

A global movement towards a new generation of NUPs has recently emerged and is gaining momentum in several intergovernmental processes. Firstly, improved NUPs have been identified as a key lever of change in the preparatory process for Habitat III and thus a stand-alone Policy Unit is dedicated to NUPs and co-led by the United Nations Human Settlements Programme (UN-Habitat) and the Organization for Economic Co-operation and Development (OECD). Secondly, the *Arab Strategy for Housing and Sustainable Urban Development 2030* recently adopted/ endorsed by the League of Arab States (LAS) is also promoting the engagement in NUP processes. Thirdly, NUP processes in the region are informed by the *Regional Assessment of NUP in the Arab States region* produced by UN-Habitat (published in March 2016).

The UNDA Project was thus conceived to pilot a renewed approach on NUP in the four selected countries that present a diversity of challenges, good potential for implementation and cross-fertilization of experiences and practices. A significant number of country requests have been received by UN-Habitat and other partners for support in managing urban growth in the Arab region, which is one of the most urbanized with 56% population living in cities. While demand for support in this area is vast, UN-Habitat sees itself best capacitated to respond to those through strengthening and integrating national and sub-national urban policy making processes and urban-rural linkages as well as the application of the *International Guidelines for Urban and Territorial Planning*. The participating countries (Jordan, Lebanon, Tunisia, Morocco and Sudan) have expressed interest in strengthening their policy-making capacities and processes through renewed monitoring and evaluation frameworks and approaches. In addition to that, the project aims to exchange learning across the Arab region on NUP processes and will also engage Egypt and the Kingdom of Saudi Arabia in the exchange.

The project implementation entails various activities including the **Regional Dialogue**, **Regional Training of Trainers** on NUP and the **Lebanon NUP Process case study**. This concept note outlines the three events which are key towards achieving objectives of the project. Each of the components will have separate outputs as described below having specific objectives. These activities will be conducted in Beirut, Lebanon at the same period.

2 Regional Dialogue

The objectives of the regional dialogue were partly achieved in the NUP International conference in Paris will be achieved through this activity. This will entail participants from the Arab region discussing about the urbanization challenges and how NUP would contribute towards sustainable urban development in the region. UN-Habitat will start by sharing the state of NUP in the Arab region from the already complete publication. The various countries will share their country context experiences of the challenges and opportunities for NUP. Those with already existing NUP will share the successes and lessons learnt and those without will share their experiences and way forward through NUP. This will be conducted in a half day event, the program of the half day program.

The objectives of the Regional Dialogue are:

1. Understand the state on NUP in the Arab Region
2. Understand the urbanization challenges and opportunities for NUP in the Arab Region
3. Share best practices of NUP in the Arab Region and another from developing countries outside the Arab region in tackling the challenges

2.1 Expected outcomes

The regional dialogue is expected to:

1. An increased awareness of the status of NUP and urbanization challenges and opportunities in the Arab region
2. Shared knowledge, experiences and practices on towards ensuring sustainable urbanization through policy among others
3. Develop general policy recommendations for sustainable urbanization in the Arab region

3 'The Regional Training of Trainers'

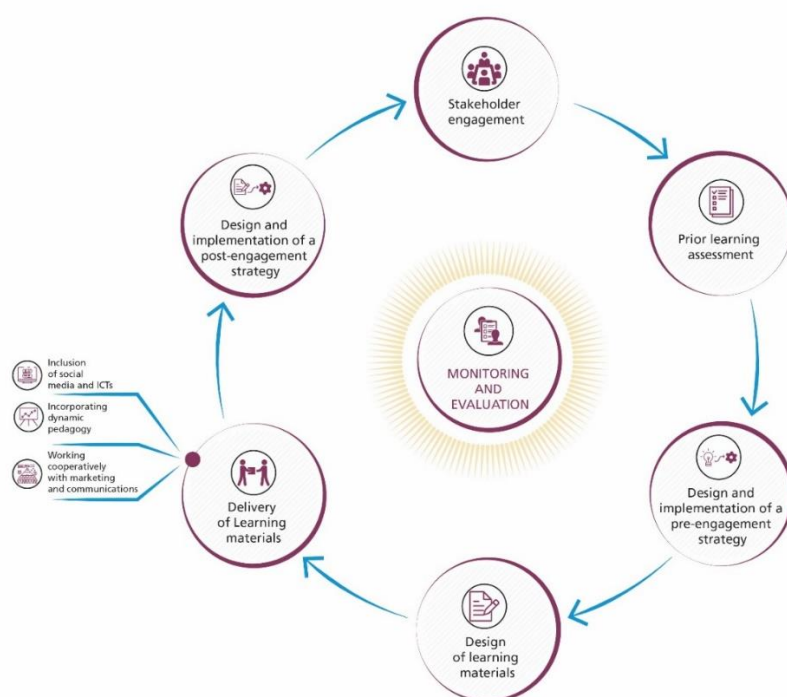
The Regional TOT is aimed at equip the stakeholders from the participating countries on NUP processes and thematic application thereof. The stakeholders will be the national training institutions in the urban development field and the consultants and UN-Habitat staff engaged in the project. The role of the TOT is to enable to training institutions to multiply the knowledge on NUP in the Arab Region. The respective national training institutions will conduct the tailored trainings in each country after the TOT which is targeted at the urban planners and policy makers which includes all the relevant stakeholders in the urban development.

3.1 Methodology of the Regional TOT

Overall, the outcome and impact of the training will depend on the extent to which participants take ownership. The training begins with a one month Pre-Engagement Phase prior to the workshop event where participants –supported by UN-Habitat- prepare themselves for the training event. This phase will include filling in of several pre-engagement forms to understand the background participants but also prepare them for the training. There will be also various reading materials that will be provided to the participants. The Training event itself begins with the participants expressing their understanding of NUP from the materials shared in the pre-engagement phase followed by the overview and introduction of NUP; deep exploration of NUP process and assessment and finally thematic application of NUP. Every part of the training will be followed by an activity for the participants to assess the level of understanding and apply to the local contexts/needs in the region.

Generally, the NUP learning strategy is as represented in figure ...1... involving a series of activities starting with the stakeholders' identification and engagement which the country offices will spearhead ensuring inclusivity of gender and stakeholders. The activities are continuously monitored to ensure the expectations for every activity is achieved. After the pre-engagement phase the trainer can prepare specific training materials and approach based on the nature of participants. Once the learning materials are prepared the actual training event which entails the delivery of the same applying ICT and dynamic pedagogy where possible is conducted. The post-training activities follow which also entail continuous communication with the trainees especially since they are supposed to either apply the knowledge in actual NUP process or train others. The NUP learning process is thus iterative and continuous applying the community of practice; of transferring knowledge to others.

Figure 1: NUP Learning Strategy



However, this NUP learning strategy has been adapted for the Arab states TOT to involve four broad sets of activities which are similar but more specific in figure.....2... The training will be conducted in two days; the first half day will be basic introduction and discussions and about the Arab states as a region; the challenges and possible policy solutions. This will assist in achieving some of the aspects that were not achieved in the regional dialogue in Paris in 2017. These discussions will put lessons of the project for the four countries this far in perspective of their specific contexts and arrive at the comparative understanding of best fit conditions. This session will also facilitate policy transfer and exchanges of knowledge, experiences and practices among the participants from the different countries.

Figure 2: Structure of Training of Trainers Programme

May 2019	June 2019	June/July 2019	July 2019
<ul style="list-style-type: none"> • Identification of participants • Priority assessment of the participants • Skype call with UN-Habitat • Sharing of reading materials • Opening a google drive including the participants • Pre-training communication on requirements 	<ul style="list-style-type: none"> • Pre-training assessment • NUP Learning materials exploration • Study tour Beirut • Stakeholder engagement • Preparing the way forward • Post-training assessment 	<ul style="list-style-type: none"> • Post-training communication • Implementing activities related to UNDA NUP in Arab States • Advisory support by UN-Habitat • Experience sharing among the training participants • Post-evaluation 	<ul style="list-style-type: none"> • National NUP tailored training workshops to replicate what is learnt at the TOT



The stakeholders from the national governments, local authorities, planning professionals and their associations, and civil society and its organizations are considered as the focus for achieving the goals of NUPs and will thus be involved in the TOT.

The Training Programme is planned to include a maximum of 25 participants from the four participating countries, UN agencies and self-financed participants from other Arab countries. Participants should come from either academia, civil society, national government, local government or urban development related profession. The more diverse the expertise, experience and interests among participants are the better it will be for the discussion and the stimulation of transformational change. To support the ongoing UNDA project on Sustainable, Inclusive and Evidence-based National Urban Policies in selected Arab States (UNDA Project 1617P) it is important that activities of participants in the post-engagement phase are linked to the ongoing NUP process supported by the project.

3.2 Objectives of the Training of Trainers

Linking to the RMPU Capacity Development Strategy and the materials being developed for NUP and the International Guideline on Urban and Territorial planning, the following objectives have been identified for the training programme:

The overall objective of the proposed training programme is to build capacities of multipliers (trainers, team leaders, programme managers etc) in from all the government levels, private sector, civil societies and academia to better coordinate, promote and manage processes to develop, implement, monitor and evaluate NUP as a process and product.

At the end of the training the learners should be able to:

1. Understand the role of NUP towards sustainable urbanization
2. Understand NUP Process (Feasibility, Diagnostics, Formulation, Implementation and Monitoring and evaluation) and how this is conducted in practice
3. Understand how to review NUP as a process and product
4. Understand the thematic application of NUP.
5. Replicate the knowledge to others through the national tailored trainings and apply the knowledge in the ongoing NUP processes in the UNDA project

The training will begin by building upon the significance of NUP for sustainable urban development, the process of NUP; moving forward to the application of the respective tools and materials developed by UN-Habitat for NUP assessment and thematic application of NUP e.g. physical planning. All these tools and materials will be piloted during the training from a local perspective. This will therefore assist the stakeholders involved in identifying areas of improvement; for example, in the national planning system from a policy perspective.

3.3 Expected outcomes

More specifically, the Training the Trainers programme is targeting the following expected outcomes:

1. Awareness raised and knowledge enhanced on the role of NUP for sustainable urbanization in the region
2. Increased level of understanding of the process of NUP and the respective supporting pillars
3. Awareness of the process of mainstreaming pressing issues (thematic areas) in NUP
4. Roadmap and plan for the implementation of tailored trainings in the four countries
5. Opportunities and challenges of participating countries in implementation of the concepts established in the NUP learning materials
6. Recommendations and roadmap for the implementation of the NUP process in the participating countries
7. A roadmap leading to the finalising the implementation for the UNDA project in participating countries and to sustain NUP implementation after the end of the project.

Work on the first three outcomes will be introduced in the Pre-Engagement Phase where materials will be shared; however, this will also be the basis of the NUP Learning modules during the Training Event. The Training Event focuses on enhancing participant's ability to understand, apply and replicate the knowledge, testing review tools and exploring how urbanization challenges and opportunities could be addressed through NUP. Finally, in the Post-Engagement Phase participants and the national consultants from the countries participating in the UNDA project should implement the UNDA project by finishing any pending NUP process but also the tailored national trainings and NUP process completion. The participants from the national training institutions should be able to conduct the NUP tailored trainings in their respective countries.

3.4 Venue

**Premises of ESCWA, B-1 Level, VIP Room
Beirut, Lebanon**

4 Overview of the NUP Process Piloting; Case study Lebanon

The event will take place in Beirut, Lebanon after the Regional TOT. This will be a piloting of the knowledge obtained from the training of trainers; but on Lebanon's case on NUP process.

The aim of the piloting is to conceptualize how the global NUP process tools and frameworks from the training apply in the context of Lebanon. It will also be the basis for planning of the tailored national training workshop in the country and other UNDA project countries. The participants from other countries will attend since it will be a guided piloting ensuring that the participants grasp what is learnt in the training. However, the team spearheading this will be the Lebanon policy team who understand the local context including preparing the diagnostic report and the UN-Habitat team for guidance.

4.1 The objectives of the NUP Process Piloting; Case study Lebanon

The objectives of the event will be:

1. Demonstrate the understanding of UN-Habitat NUP process
2. Conceptualize NUP process in the case of Lebanon and use it as an example for all participants from other countries
3. Develop tentative policy options for Lebanon from the existing diagnostic report
4. Develop a roadmap for the tailored NUP national trainings
5. Develop a roadmap for the UNDA next steps and implementation of NUP for the four countries

4.2 Expected outcomes from the event

Based on the objectives of the event the following are the expected outcomes:

1. Report of conceptualization of NUP process the case of Lebanon; any gaps in the previous phases and how to address them based on UN-Habitat process
2. Draft policy options for the Lebanon case based on the diagnostic report and existing situation
3. Draft action/implementation plan for Lebanon NUP
4. Identified thematic area for integration in NUP and the thematic area policy proposal
5. Draft a roadmap for Lebanon UNDA project implementation

4.3 Methodology

The event will mainly focus on Lebanon as the country of reference; however other countries in the UNDA project will develop roadmaps and workplans for the next steps including conceptualizing their country context to the global NUP process. This will already unpack the already gained knowledge from the training. The event will thus be comprised of plenary presentations by the Lebanon team on their context situation and group sessions on defining draft policy options for Lebanon case where the participants from the various countries will be distributed by evaluating the alternative approaches in diagnostic report. There will also be a visit to the ministry offices for a short briefing of the NUP process, progress of NUP Lebanon, next steps in NUP formulation and finally the proposed possible policy options for Lebanon. There will be also a guided tour through Beirut city to have an overview of the urbanization situation in Lebanon. The consultant will put together the feedback received from the ministry officials in attendance for the next steps in NUP formulation.

The stakeholders from the national governments, local authorities, planning professionals and their associations, and civil society and its organizations will be involved in the discussions on Lebanon case. The event will have 25 participants from the participating countries and UN agencies. Participants should be from either academia, civil society, national government, local government or officials from any urban development related profession. The more diverse the expertise, experience and interests among participants are the better it will be for the discussion and the stimulation of transformational change. the case study will take one day; the morning hours will be in detail conceptualization of the Lebanon situation whereas in the afternoon will be a visit to the government offices and a guided tour. The breakdown of the activities in the one day event will be as outlined in the program.

4.4 Venue

**UN-Habitat Lebanon Office
Beirut, Lebanon**

Program of the Regional Dialogue – 17 June

Sessions	
Preliminaries	Opening remarks
9:00-9:30 am	Introductions
9:30-10:00am	The state of NUP in Arab States (regional dialogue) Plenary Presentation of the Global State of NUP with input from participants on the state of NUP in their own country linking to the NUA and SDGs
10:00-10:30am	Group Discussions Defining the urbanization challenges and opportunities in each Arab states; relate to the state of NUP for each country
10:30-11:00am	Plenary presentations of groups inputs
Tea Break	
11:30-12:15pm	Group discussions How would these urbanization challenges and opportunities in the Arab states be addressed through NUP referring to the NUA and SDGs too
12:15-1:00pm	Plenary Presentations of the groups inputs
Lunch time	

Program of the Regional TOT – 17/18 June

Pre-engagement phase

- Priority assessment
- Skype call with UN-Habitat
- Sharing of reading materials
- Opening a google drive including the participants

Training Event

Day 1

Day 2

9:00m-11:00am

11:00 - 11:30 am

11:30 am-01:00pm

1:00-2:00pm

REGIONAL DIALOGUE

- Recap of day 1
- Highlights from day 1

Module 2 cont'd

NUP process: Formulation phases

Plenary presentation

Group discussions and individual assessment activity

Plenary presentations of groups inputs

Coffee Break

NUP Process; Implementation phases

Plenary presentation and groups discussion (including development of action plans)

Plenary Presentations of the groups inputs

Lunch Break

	2:00-3:30pm	Module 1	NUP Process; monitoring and evaluation phases
		Introducing NUP and exercises thereof: Plenary presentation	Plenary presentation
		Introduction to Module 2	Plenary: NUP Assessment; for the various phases
		Overview Feasibility phase- plenary presentation	Case studies practice in groups
	3:30-5:00pm	Module 2	Module 3
		NUP process: Feasibility and Diagnostic phases	Thematic application of NUP: Introduction and the
		(checklists)- Plenary presentation	tools thereof- Plenary presentation
		Group discussions	Group discussions
		Plenary presentations of the groups inputs	Plenary presentations of the groups inputs
		Individual activities	Individual activities
	5:00-5:45pm	Wrap-Up & End of Day session	Drafting way forward for the tailored trainings and implementation of the UNDA project for each country in groups
			Presentation of each countries' work plan
			Conclusion
Post engagement phase	<ul style="list-style-type: none">Participants carry out activities as agreed during the training workshop. Activities should be related to the finalising of the UNDA project in their country and they should include using knowledge they gained during the training.Participants report to UN-Habitat on post-engagement activities.UN-Habitat compiles training report covering the training workshop, the pre-and the post-engagement phases		

Program of the Lebanon case study – 19 June

Time	Activities
9:00-9:30am	Gathering at UN-Habitat Lebanon CO (HQ, ROAS, CO, representatives of participating countries)
10:00-11:00	Meeting with Council for development and Reconstruction (CDR), Dr. Ibrahim Chahrour, Head of the Planning Department
11:30-12:00pm	Focus on Lebanon case Recap (from day 2) the urbanization challenges and opportunities Highlight the alternative approaches to address urbanization situation
12:00-01:00pm	Group work SWOT analysis of the alternative approaches of NUP from diagnostic report Plenary Presentations
01:00-01:30pm	Coffee Break
01:30-02:30am	Groupwork Develop draft tentative policy options from the alternative approaches in diagnostic report and action Plan for Lebanon policy Plenary Presentations
02:30-03:30pm	Identify the priority urbanization challenges and/or opportunities and develop a policy proposal for mainstreaming the issue in NUP Group presentation Conclusion
03:30-04:30	Optional tour in Solidere area, Beirut