

# URBAN SUSTAINABLE DEVELOPMENT STRATEGY (USUDS) FOR SAIDA CITY



Green / Open Space Networks



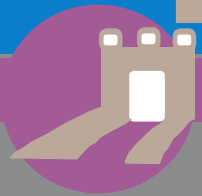
Local Economic Development



Institutional and Legal Frameworks



Urban Infrastructure



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Employment in Traditional Industries and  
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Project  
funded by the  
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ENPI  
CBCMED  
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IN THE MEDITERRANEAN



مؤسسة الحريري  
للتنمية البشرية المستدامة





## What is the Urban Sustainable Development Strategy (USUDS) for Saida city ?

Urban Sustainable Development Strategy (USUDS) for Saida city is a Euro-Mediterranean project implemented by Saida Municipality in Partnership with Hariri Foundation for Sustainable Human Development. The project is an implementation to the agreement signed between Saida Municipality and Entidad Metropolitana de Servicios Hidraulicos and Tractament de Residus de Barcelona, under the “Mediterranean Network for the Promotion of Sustainable Urban Development Strategies and three new UDS” project, funded by the European Neighborhood Policy Instrument – Cross Border Cooperation (ENPI CBC).

The project’s overall objective is to promote sustainable development and social cohesion in Mediterranean Cities and it has two specific aims. The first of these is to focus on the creation of three new Urban Development Strategies in the cities of Sousse (Tunisia), Saida (Lebanon) and Larnaka (Cyprus). The second one is the promotion of a network of cities interested in building and implementing urban sustainable development strategies. The partners in the project are Entitat Metropolitana de Serveis Hidràulics i Tractament de Residus de l’Àrea Metropolitana de Barcelona, Saida Municipality, Sfax City Council, Fundación CIEDES, Sousse City Council, Larnaca City Council, Urban Community of Al Fayhaa, and Hariri Foundation for Sustainable Human Development.

Urban Sustainable Development Strategy of Saida city is not a project but a process that has been introduced to the city in order to have a holistic development approach in all the development projects and priorities set in the city. This will shift the role of Saida Municipality to be a local authority that plays a major role in the development process of the city; and thus, Saida city will be on the map of modernization and development with the preservation of its historical identity. Such process has been adopted by Saida Municipality to enhance the transparency and accountability with the community through the effective participative approach used. Such participative approach will be the key to build the ownership of all inhabitants in Saida that will guarantee the sustainability and implementation of the strategy within a generated institutionalized dialogue and shared vision.

Saida has been able to set its vision, mission, strategic framework including 26 strategic objectives, an action plan of 27 projects, and indicators system based a scientific base and effective community participation.

## Methodology and Phases of USUDS

Saida Municipality in partnership with Hariri Foundation for Sustainable Human Development has been implementing the USUDS based on the active participation through five phases as the following:

1	Descriptive Memory (Pre-diagnosis)
2	Strategic Diagnosis
3	Strategic Framework
4	Action Plan Phase
5	Indicator System

The participative approach adopted to engage all stakeholders in the city is to ensure the sense of ownership among them to commit to implement the strategy. Several entities were created within the strategy to enhance the community participation at all levels of the project. In addition to the technical team responsible of the project’s management and the local team of experts that is designing the strategy, a steering committee comprised of key stakeholders in the development of the city is established. This committee is the decision making body that approves the experts’ reports by the end of each phase and oversees the flow of activities in the project. A consultative committee is also created of more than 200 members representing almost all stakeholders in the city, and six working groups were created according to the identified transversal issues that included more than 95 participants and conducted around 20 meetings.

Several forms of meetings were conducted all

through the USUDS such as the steering committee meetings; working groups meetings, public meetings, workshops with youth, focus groups with specific entities, as well as public campaign using social media and formal media to raise awareness and promote USUDS. All this process of community participation has been the key for USUDS success in Saida city.

## Phases of USUDS

**1**

### Descriptive Memory (Pre-diagnosis)

The descriptive memory phase is a pre-diagnosis that doesn't include comprehensive analysis but provide a descriptive analysis to identify Critical transversal Issues for development which will subsequently be analyzed in depth in the following phases. This phase is based on available data gathered in preparation for this report, direct knowledge of Saida and additional inquiries pursued with Saida residents and local experts. The six transversal issues identified are as the following:



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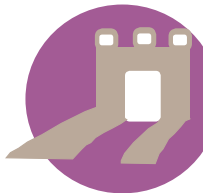
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## 2

### Strategic Diagnosis

This phase is devoted to the strategic diagnosis of the six transversal issues identified in the descriptive memory phase. A cyclical process of reworking and reformulation of data and of positions as new material is collected or offered. The strategic diagnosis therefore involved great deal of collecting data, consulting with working groups, validating positions and revisiting initial readings. The diagnosis also addresses the concerns raised by the Steering Committee across all the transversal issues; particularly their primary concern with the issue of poverty.



Due to the absence of some critical data, the diagnosis process involved basic field work and conducting of surveys, besides processing secondary sources triangulating several quantitative and qualitative sources of data from different years. Bench marking with other cities is also an important exercise, particularly those with a similar profile

## 3

### Strategic Framework

The Strategic Framework is largely based on the Strategic Diagnosis of the six transversal issues generated by Descriptive Memory of the city of Saida. The diagnosis of each transversal issue generated a number of specific strategic objectives. The strategic objectives that resulted from the six tracks of investigation were grouped into clusters under the heading of more general objectives. The shared vision and mission for Saida city are also articulated in this phase with the consensus of the community.

During this phase assessment missions were conducted by Barcelona Municipality and Saida Municipality on the Old City Water Front and Fishermen Port renovation initial proposal where several technical workshops were conducted in Saida and Barcelona. Another Assessment is conducted by Area Metropolitana de Barcelona and Saida Municipality on the green and open spaces in the city. In addition, the team of experts and the Municipal team, initiated a number of small projects under the umbrella of the USUDS that are small steps but are certain to pave the way for the Action Plans, in the next phase of the USUDS project, and are also certain to pave the way for long term civic engagement and partnership building in the city of Saida.

The projects were:



“Baher EL Eid” project that granted the children of Saida, especially underprivileged children, a special event over the Adha Eid with a better more secure space and a more enhanced entertainment program;



“Let’s Imagine Saida” project that was conducted in 34 schools with 400 students of grades 8 to establish a dialogue among the students about their perception of the city of Saida through visual means;



The Green Railway Tracks project that was an environmental campaign on greening of the old railway tracks to be a recreational space in the city. This project was a product of the ideas shared by the Saida USUDS Strategic Diagnosis report and by the “Shajar wa-Bashar” NGO in Saida.

#### 4

#### Action Plan Phase

The action plan of the strategy is elaborated based on the set strategies that are generated by the strategic framework for the city of Saida, and a report is submitted composed of the twenty seven projects that are aligned with the vision and the mission. The proposed projects are diverse and range from soft to hard and from short term to long term.

In addition, the experts reviewed evaluated the fifty projects that were under way, partially financed or proposed for the city of Saida at the time of the USUDS launching. During this phase also a pilot project is implemented in this phase focused on poverty alleviation in the old city of Saida.



During this project a pilot project of poverty alleviation in the old city was planned to be conducted in the last two phases of the project with the craftsmen in the old city of Saida. The project aims to preserve the traditional hand crafts and improve the socio-economic conditions for the craftsmen and their families through improving their work conditions and branding their products to increase their sales.

## 5

### Indicator System

The experts set an efficient monitoring system of Saida's development on a local and regional scale where it covers three types of indicators: permanent indicators, city performance indicators, and policy and program indicators. During this phase, the team of experts derived indicators for the evolution of the city based on national development plans but tailored them to the specificities of Saida. Another set of indicators is developed and is largely based on the proposed action plans and their respective strategic objectives as defined in the Strategic Framework Report.

The indicators are also intended to evaluate the future evolution of the city and its level of alignment with the strategic objectives and vision set for it by the USUDS strategic framework.







The 2007-2013 ENPI CBC Mediterranean Sea Basin Programme is a multilateral Cross-Border Cooperation initiative funded by the European Neighbourhood and Partnership Instrument (ENPI). The Programme objective is to promote the sustainable and harmonious cooperation process at the Mediterranean Basin level by dealing with the common challenges and enhancing its endogenous potential. It finances cooperation projects as a contribution to the economic, social, environmental and cultural development of the Mediterranean region.

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