

REPORT

In his introduction to the meeting, Patrice Fonlladosa, President of (Re)sources, highlighted the following proportions regarding the world population living in the cities at different times: 1800: 8%; 1900: 18%; 2015: 55%; 2030: 65%. In Africa, the urban growth is + 4% per year, what engenders an enormous need in terms of infrastructures. The choice to be made is to ascertain whether the response to this need is to be made in the form of networking solutions, individual solutions, or a mix of both, and based on which proportions?

Michel Rocard, Former French Prime Minister, Honorary President of (Re)sources first saluted the Kingdom of Morocco whose dynasty is one of the longest reigning in history, older, for instance, than the ruling family in the United Kingdom.

He recalled that city has always been a difficult subject for the central government. The history of relations between central and local governments is one of misunderstanding. The first cities emerged during the 3rd millennium BC in Mesopotamia. The logics of city growth are differentiated and the relationship between the central government and the cities are often difficult. Tangier was prejudicial to the central government and was punished on this ground by the great-grandfather of King Hassan 2.

The search for security for the people and their economic activities is one of the characteristics of the cities of today. From the perspective of the central government, the status of a city differs depending on the history of its emergence and development. If there is an expression of a city's desire for control over a territory, the confrontation with the central government becomes then inevitable.

It is difficult for the central governments to get out of the distrust of territory. Cities are capable of either anticipating or simply reacting. The current situation is that of a swelling of cities in the developing countries without any worthy hosting capacity, that is without a capacity to guarantee to everyone access to basic urban services. There is a need to reflect on the identity of cities through access to basic services. There is a need to consider things not only in technical terms, but also vis-à-vis the support territories of these services.

Experts generally identify three management methods of these services: public management (central or local authority); private management (using the market logic); or community management (through regrouping the users). This way of thinking overshadows a key dimension: the symbolic dimension of cities as places of history and creation of identities, which deserves also to be elevated to the rank of essential service.

Round Table A: Urban growth, a disaster or and opportunity?

Charles Josselin, Former Minister of Cooperation, Honorary Member of the French Parliament, moderator of the round table, recalled that there was a need to consider things at several levels: international, national, local; and proposed that this should be the order of the presentations by the panelists.

G rard Payen, Water and Sanitation Advisor to the UN Secretary General, pointed out that the international community is lagging behind in terms of action. But the governance of basic services such as water is essential. Water crises are crises linked primarily to the crisis of governance of services.

OECD has just adopted the guidelines on water governance. However the international community has started taking action with the adoption of a global goal on access to drinking water, part of MDGs and SDGs. It noted that the international goal has structured the definition of national goals. The SDGs laid down 14 goals in the field of water. Josselin said he distrusted a bit the language of international expertise with effects of mimicry not always respectful of contexts. G rard Payen said that the central governments at the authors of definitions such as the adoption of SDGs whose discussions started at Rio + 20 in 2012.

The big issue is the rate at which these goals would be integrated into the national policies. In the field of water, the sustainable development goals have integrated all water-related issues such as pollution, water related disasters, resource management, relationships with users. As goals are already laid down, there is a need to find the necessary resources.

Charles Josselin wondered if by raising the standard, the international community was not shying away from its effective implementation. In some areas the standard is raised, whereas in others one notes a

decline. He also wondered whether the choices of central governments were influenced by the goals of the international community.

Gilbert Houngbo, Former Prime Minister of Togo was of the view that the influence of the international community is a fact, and now requires agreements concluded at the international level with a moral obligation to compare oneself with the others. The civil society monitors the implementation of goals agreed at the international level. But the implementation must take into account national ownership and circumstances. There is increasingly a societal pressure to integrate into national policies all the SDG targets.

At the national level, this raises an issue of arbitration and definition of the necessary resources. This also requires the mobilization of resources. According to Charles Josselin, the setting up of goals, forces the central governments to act. How is this expressed at the local level and how is this managed between the central and the local levels?

Mohamed Idaomar, Mayor of Tetouan, Morocco recalled that the urbanization rate of Morocco is 66%, and this percentage would rise to 80% by the year 2050. The issue of access to services must integrate waste management, mobility, and the organization of space. There is consequently a need for the setting up of a predictive governance. In Morocco urban growth is addressed within the framework of an integrated national policy structuring carefully the different levels of governance. It requires an international know-how in the context of multi-stakeholder contracts of delegation of services. Over the past 10 years, 170 000 houses were connected to sanitation, and 22 000 to drinking water. And this was only possible with a collaboration with the central government.

For the panelists, it is necessary to: 1. Develop multi-stakeholder partnerships, especially at the local level; 2. Promote a responsible resource management, in view of the scarcity of resources, by educating the population and adapting the technologies; 3. Adopt a "Smart City" approach, to ensure a proper management of resources and a "circular economy" approach, by ensuring for example the link between the waste policy and the energy policy; 4. Broaden the debate on basic services so as to embrace the other components of city sustainable management.

During the debate with the participants that followed, Charles Josselin asked whether networks of cities addressed when they meet, these issues including relations with the central government.

The Mayor of Tetouan explained that the approaches were the same though the contexts might be different. The concept of multiparty agreements is applied everywhere, but by taking into account the priorities of the different territories. Everywhere there arose the issues of resource management and the behavior of citizens with respect to the use of water and its conservation. Everywhere there arose also the issue of city planning to ensure cities are more efficient in their water and energy consumption. Charles Josselin addressed the issue of cooperation between cities, and specifically between French and Moroccan cities in the field of delivery of basic services.

In response Bertrand Gallet, Director of *Cités Unies France* (CUF, United Cities France), announced the organization in May 2016 in Marrakech, of the Franco-Moroccan meeting on decentralized cooperation. In the area of cooperation between local authorities, the request for cooperation in the field of basic services is an important marker. However one notes also a rise in importance of social and health services: early childhood, old age; and quality of life: sports, leisure, tourism; plus decentralization and understanding of the dynamics of globalization.

Local authorities are at the epicenter of the three usually identified actors as the key stakeholders in the area of access to basic services: central government, market, and users. The dual nature of cities leads to a marked inequality in access to services. Local authorities are in favor of an smart alloy between the public and private sectors though the coupling is often unequal due to the difference of capacities and knowledge of the sector between the private operators and the local governments.

The example of Morocco which set up at the Ministry of Home Affairs a department of transferred Services, responsible for supporting the local governments in organizing and negotiating PPP contracts should be considered. Investment programming and financing requires a true partnership work to achieve a clear definition of the powers of everyone. We realize that the delay in the field of competitiveness is correlated to the delay in the access to basic services, and to the delay in the implementation of decentralization and organization of multi-level management.

According to Charles Josselin, he who means governance means acceptance of the legitimacy of the system of governance and organization of solidarity. He also wondered if digital is not a basic service, in view of the role it may play in improving governance. He also wondered about how to address the issue of access to digital services outside the urban space, and specifically in rural areas. Finally, he raised the problem of the capacity to attract digital companies with regard to their tax obligations.

In response, the panelists were of the view that digital could improve effectively services, communication, transparency and relations between the elected officials and the citizens. Digital should also contribute to the setting up of mechanisms for evaluating and encouraging peer review. It should contribute to the information on the efforts deployed and the results achieved. A challenge for all elected officials is to succeed in bringing the people to integrate themselves into the digital era in order to start a different view of city management and accelerate the practice of shared management.

The Mayor of Chefchaouen, President of the UCLG Committee of Intermediate Cities, raised concerns regarding the place which is reserved for intermediate cities in the strategies on access to basic services.

Pierre Jacquemont wondered whether the example of Morocco was illustrative of the situations encountered elsewhere in Africa. The reality in these countries is the one of a world of slums, where water is bought 10 times more expensive than in the rest of the city, a world of urban sprawl. A world where citizenship is struggling to emerge.

At the end of the debate, recommendations were formulated by the panel:

1. Promote the adoption of a manifesto that commits the central governments to mainstream their commitment in the field of access to basic services by highlighting the distribution of responsibilities between the central government, the local governments and the sector.
2. Develop an urban component (large cities and intermediate cities) and a rural component regarding the national policy in terms of access to essential services.
3. Advocate for the central governments to account for their performance in terms of delivery of basic services before their peers.

Round Table B: Delivery of basic services within sprawled and fragmented urban areas

For Guillaume Josse, Director of Group 8, the first thing to consider is the volume. Lagos has over 500,000 inhabitants every year. Paris took 100 years to grow from 500,000 to 1 million inhabitants, New York, 50 years, Lagos 25 years. Migration is an integral part of this dynamics. There is a need to consider the city as a territory which must be planned, equipped with networks which are properly set up, and the institution in charge of managing it, is endowed with the technical and governance means, as well as adequate financial resources to take on the challenges.

To illustrate, Ouagadougou the Capital City of Burkina Faso with a population of 1.5 million inhabitants, has an annual budget of Euros 1.5 million, equivalent to the budget of the City of Noyon that has only 15,000 inhabitants. There is a need to start from the real city and the real stakeholders and to ascertain whether they have the capacity to act. The notion of formality and citizenship is a political matter. The question is not urban form but much more the creation and development of citizenship.

Houria Tazi Sadeq, lawyer at the Bar Association of Casablanca acknowledged that an effort was made in Morocco to ensure the effectiveness of the access to water. The fundamental right of all to access to public service, the general interest, and the continuity of service still need to be confirmed in practice for all.

The example of the slums of Casablanca and the debate that existed on the fact to connect them or not to the water network shows that the universality of access still poses problems even in a country such as Morocco whose policy in favor of access of all has never wavered.

Many slums are built around sandpit or quarry and on the ground they lack a property title, the dominant approach has been not to connect them to the water network. No population census has been conducted, and we have to take time to build trust with the people and identify the stakeholders.

We began by demonstrating to the people and the authorities the relationship between water and waterborne diseases; and after 6 years, we succeeded in providing a water meter to the people against the

commitment of the people to accept relocation if such an option were offered to them. The intermediation function is important for work in the slums. The issue of slums is not integrated into the urban policies. Morocco chose to deal with it through the action of the National Human Development Initiative (INDH).

For Claude de Miras, Economist and Director of Research Emeritus, IRD, the Moroccan know-how is applicable in many cases. Morocco comes from a long way and its experience is worth exploring and considering. How was this done? First through the political and institutional support of INDH. In 2005 Lydec set up a department to connect shantytowns, and intervened in the slums within the framework of the program of cities without slums.

The funding method of the project which was estimated on average at DH 20000 per housing, was supported as follows: 25% by the household; 50% (from tax on cement) by the central government; 25% from international funds (World Bank, AIMF). Equalization was widespread. The policy was implemented within the framework of a specific timetable (2005/2009) which laid a great emphasis on the consideration of time, even though delays were noted.

G rard Payen raised the issue of universal access to safe drinking water. The experience of many operators is that in some situations the public authority is reluctant regarding the access of some specific people such as the ones of slums.

De Miras pointed out that Morocco made a proposal to set up temporary and revocable contracts. It was the authority that was responsible for the fact that the connection was not effectively carried out. In Maputo, it was the petty operators that formed an association to sell their water and build the networks, but with unequal quality standards. Guillaume Josse said that apart from situations of war, he was not informed of any turning back. It was understandable that the authorities were reluctant to set up water in areas where the inhabitants would be removed.

Houria said that we should not persist on denying access. The problem is illegal occupation. Re-housing programs are successful only for those who work and practice among themselves social ties and solidarity and their implementation may take place over more than a decade. Can we leave the people without access to water for such long periods?

Guillaume Josse dit qu'il n'y a pas de fatalit . Au Maroc c'est la vision politique qui a  t  le guide de l'action. Au terme des pr sentations et discussions des pan listes les recommandations suivantes :

Guillaume Josse said there was no fatality. In Morocco, it was the political vision which was the guideline for action. At the end of the presentations and discussions, the panelists made the following recommendations:

1. Integrate systematically the informal settlements into the city plans of development and planning
2. Set up transitional systems for access to basic services in the informal settlements
3. Give prominence to neighborhood associations and the intermediation stakeholders engaged in the work of social project managership between the people, the operators and the authorities
4. Encourage public authorities to organize the coordination of all stakeholders involved in the access to basic urban services.

Mr. Filali, Head the Environment Department of the region of Tangier/ Tetouan, stated that the program of cities without slums was a success. Currently 51 out of less than 80 cities have been declared without slums. Slums do not pay for access to these services. It is a mistake for having granted to the slums access to water and electricity.

Alain Gouannet warned that in spite of everything, interruptions could occur with the possibility of turning back. Today there are 60 million refugees, including 95% from countries in crisis or war. SDGs should consider the areas not connected to the networks. Are we assured of a universal access in 15 years, how to take into account these failure situations?

Jean Pierre Elong Mbassi suggested the identification of the essential elements of the Moroccan experience and the consideration of how these elements could be applied to the context of SSA? For Guillaume Josse the process was not linear. Can the Moroccan experience be replicated?

There is a need to lay a greater emphasis on the context and the conditions to ensure the success of any policy. In the area of access to essential services, the integration of long time is essential. The funding issue

of the operation and maintenance of the service and not merely the first investment is critical to ensure the sustainability of the system.

Houria said this was the discourse of truth on the situations experienced by the people, driven notably by the King, who gave an impetus to the policy practice in Morocco. This was what inspired the legislation on the environment and sustainable development.

De Miras said that building takes time, and there is also a need to take note of which services should be embedded in the societal realities. There are probably specificities to consider. But the political will remains a key issue.

Round Table C : Funding access to basic services

Etienne Giros, Acting President of the French Council of Investors in Africa (CIAN), admitted that the businesses are aware of the importance of investment in the delivery of basic services. Money is not lacking. Bank resources are in surplus. Donors have money for sound projects. Venture capital funds also exist. We should not overlook either the 60 billion sent annually by the diasporas. Where does the shoe pinch?

The first difficulty lies in the fact that money is mobilized against a guarantee. The large groups can provide a letter of guarantee, but not the least important stakeholders. The second hitch is the foreign exchange risk: loans are given in foreign currencies whereas the revenues are in local currencies (thus, the Ghanaian Cedi was devalued by 4 over the last 10 years). Foreign exchange risk hedging is usually expensive.

The third issue relates to the return on investment. The public services should be subject to the payment of a fee. If there is no billing there will be no maintenance. Billing can be paid via fees. But this solution has a limit in the fact that the majority of people work in the informal economy

Service coverage through pricing is almost impossible for the services which may, on grounds of urban operation and public health, cut for a user without impacting other users (roads, sanitation, waste and partially drinking water). On the other hand, pricing can bear the 2/3 of the cost of electricity and 100% of the one of phone.

Alain Ries provided information on a study conducted by the World Bank which reviewed thoroughly the balance of the management of water cost between taxation, tariff and transfers (3T) in three countries: Ghana, Morocco and Brazil. It is noted that in Ghana only 39% of the costs are collected, Morocco 62%, Brazil 78%. Obviously, it is not possible to collect the entire operating costs from only tariff.. The basic question is how to finance the initial investment?

In a logic of access, one realizes resources are scarce. The investment needs for basic services are about 60 billion dollars a year whereas the official development assistance is capped at 6 billion dollars annually. It is therefore necessary to make better targeting of interventions, for example by funding economic connections.

The first solution to the problem of access to resources for investment is the mobilization of domestic savings through taxation. The second solution is to capture better the created land rent through the sale of rights to the investors. The third solution is to facilitate local governments' access to capital markets and borrowing, particularly in local currency. But access to borrowing poses the problem of the existence of guarantees to be able to raise such loans.

To the question of whether non-network models could constitute an innovative solution Alain Ries said that there exists no perfect solution. But we can learn from the successful experiences of some countries. In Bolivia, a project proposes the wholesale purchase of water to be stored in water tankers and redistributed to the users through a mini network consisting of hosepipes. This system has a low capital cost (about \$ 35,000).

It is set up in some outlying districts in cooperation with the official operator and the local authorities. In Manila, Philippines, the model implemented is that of a BOT. The operator builds and operates the network for 35 years and transfers subsequently the management to the municipality. The water price is fixed based on the relevant network operating account to reflect the economic reality of each context. The price of water is 2 to 3 times cheaper than elsewhere because it is not burdened with the obligation to contribute to the balance of the operating account of a centralized network. This type of solution is suitable especially in the

peripheral areas of big cities, pending the extension of centralized network, but dense enough to justify the development of a mini-network.

For a mini-network to be profitable, provisions should be made for six meters of pipe per house.. The success of such decentralized systems requires compliance with a number of conditions: 1. strong local ownership by the concerned communities; 2. a good cooperation with the official operator of the service and with the local public authorities; 3. managerial practices adapted to local socio-economic contexts; 4. A pricing reflecting the reality of the costs of investment and maintenance of the service.

Etienne Giros recommended not to multiply the mini-networks that could become an obstacle to the development of large infrastructures which are necessary to enjoy the benefits of economies of scale. To the question to find out whether the decentralized solutions are still relevant in the strategies on access to basic services, Alain Ries replied positively if these are the emerging solutions of field operators.

AFD set up for instance a credit line with Cambodia's commercial banks to encourage them to provide finance to small independent operators in the water sector. This support consisted of: a) the aid given to banks to enable them to analyze the funding applications from the operators; b) support for operators during the elaboration of their requests for funding; c) the training of operators in the management of water businesses. AFD also provided to the banks a portfolio guarantee.

Olivier Kayser explained that this kind of operation is complex to set up for the banks and for the local governments. That is why we must focus more on creating clusters of operators between whom synergies and pooling of resources can be developed by a benevolent third party, a role that AFD played in the case of Cambodia. This role must be extended to embrace project ownership assistance for the local governments, the provision of specific funding for the various links of the operation, control of pricing and performance of operators, the search for additional funding for the scaling up of projects.

Etienne Giros explained that the key word for this kind of project is governance.

There is a need, in as much as possible to: 1) rely on the intervention of private operators to ensure an efficient management of the service; 2) set up at the same time an efficient public regulation that defines in a transparent and acknowledged manner all priorities and stable rules of the game, to be applied fairly to everyone; 3) organize coordination between the involved stakeholders; 4) integrate maintenance into the evaluation of the service cost and in pricing; and 5) establish institutional, legal and appropriate financial arrangements.

Alain Ries laid emphasis on the stability of the rules of the game. Maintenance is bound up with the continuity and quality of service. When the benefits are good and assured continuously, the people are generally willing to pay a fair price for water.

Etienne Giros was of the view that the difficulties to overcome, lie in the habit of applying a uniform tariff across the national territory. In fact, a single tariff is the best way to kill tariff. An operator agrees to be punished if the tariff is fair, in the sense that it allows him to recover his costs. This is why tariff should be differentiated based on the geographical areas served in order to reflect the local context and promote local accountability.

Regarding the sanitation service, Olivier Kayser reported that a set of multinationals involved in the chain of sanitation service and including producers (such as Unilever) of pipes, toilet paper and deodorant; associated themselves with aid donors to provide market solutions to the sanitation crisis. The interest of large groups in the sanitation sector is a good news and it augurs well for the search of solutions which are more sustainable as they are based on market commercial approaches.

The Round Table C formulated the following recommendations:

1. Resort in as much as possible to the intervention of the private sector to ensure an effective response to the challenge of access to essential urban services.
2. Establish a differentiated pricing system based on a logic of areas.
3. Propose alternative models to the network where its establishment is difficult or delayed.

4. Organize dialogues between the stakeholders and the coalitions of operators to discuss options, service levels and the necessary synergies and complementarities between operators.

During the discussion that followed the presentations by the panelists:

Pierre Jacquemot, Former Ambassador of France and president of GRET, confirmed that entrepreneurship is probably the best method for organizing access to essential services. He also agreed on the deleterious effects of free service, notably on the maintenance of service. He wondered, however, if it would not be appropriate to involve better the micro credit organizations in the funding of investments in basic services.

Benjamin Ribot wondered whether "crowd funding" could not also contribute to the financing of "micro utilities". Should we consider in the future developing this type of platform and can they address the challenges?

Olivier Kayser commented that there was effectively philanthropy appetite for this kind of investment. But this appetite must relinquish the illusion of disintermediation because it is not credible that small investors are losing interest in the security of their investments. Intermediation serves to reassure regarding the reality and the robustness of the project in which the investor intends to invest his money. Alain Ries insisted that crowd funding poses itself a problem of governance. The question from Patrice Fonlladesa, President of the Think Tank (Re)sources, was to find out the view of the panel regarding cross-financing.

For Olivier Kayser, cross-financing between water and sanitation is justified. Actually, he who drinks contaminated water is impacted himself whereas he who pollutes the environment impacts others and not himself, and notably through a possible pollution of water resources. On the other hand, there is no direct relationship between water and electricity though many local governments consider that a surplus must be generated from electricity bill to subsidize access to water. This funding of the water sector by energy sector may be unfair and counter-productive. There is a need to be cautious not to give a moral response to a question requiring an answer in terms of efficiency.

For Hougbo, Former Prime Minister of Togo and deputy director general for external programs and partnerships at ILO, cross-funding are useful and even inevitable. Of course we should avoid its abuse. But it is difficult to finance investments in the area of the environment without tax if we do not set up cross-financing mechanisms based on fees paid for other more profitable services such as electricity, telephone or water. We must not overlook the need to integrate the capacity of the people to pay for such services.

To this concern, Etienne Giros warned that one should be careful while taking money from a sector that works well to another sector which is not functioning properly, as it entails the risk of ruining the two sectors. For him, cross-financing does not promote transparency. If a sector is not doing well, it is its regulation and pricing that should be improved instead of leaving them as they are and rely on another sector to cover deficits. The most correct behavior is to go through the budgets of the local government and the subsidies they define after the deliberations of the elected councilors.

Etienne Giros acknowledged that there was a need not to conceal the moral and responsibility issue arising from delegated management contracts. There is a need for transparency at all levels: transparency regarding the cost elements which are taken into account; transparency regarding the allocation of these costs between taxes, tariffs and transfers; transparency regarding the remuneration of the operator's services; transparency in the items which are taken into account in the tariff revision formulas and the operator's remuneration; transparency in the choice and measurement of performance indicators; transparency in the way of taking into account the protection of resources and the adaptation to growth and climate change.

There is a need to have effectively the courage to address the problem of corruption, bearing in mind that its first victims are the operators and the users. But the existence of corrupt practices should not deter action.

Olivier Kayser said we should not, in the name of reluctance vis-à-vis cross-financing, close the possibility of relying on the sectors that work well to expand their interventions beyond the sole concern of efficiency. For instance, in Columbia, the power corporation realized that a part of the electricity overconsumption was coming from the consumption of old household appliances which are not energy efficient. To encourage the purchase of high-performance new-generation appliances to ensure energy efficiency, the power company proposed to the vendors of household appliances to accept to sell their appliances on credit to the users who pay back via electricity bills.

Such an enlargement of missions can prompt the power companies to play a role of bankers in a range of essential services, for both users and local governments. Such arrangements can also be envisaged for the mobile phone corporations or the cable operators.

Etienne Giros reiterated that there was no shortage of money to be invested in the area of access to basic services. What is lacking are bankable projects and guarantees to mobilize the available funding. Gérard Payen, water and sanitation advisor to the UN Secretary General, confirmed his acceptance of the proposal of the first round table calling for the various countries to publish the percentage of their budget, earmarked for the implementation of essential services.

Round Table D : Consideration of the risk of climate change: take into account climate in the policies on access to basic services and provide solutions through innovation

Pierre Victoria, Director of Sustainable Development at Veolia, the moderator of the round table first informed that the climate issue was brought back to the fore with the Paris Agreement signed at the end of COP21. However this agreement still has to be ratified by 55 countries representing at least 55% of the world population.

The year 2015 was also marked by the adoption of important international agendas: Addis Ababa Action Plan on Development Financing (July 2015); Sustainable Development Goals adopted by the United Nations in New York (September 2015); Paris Declaration on Climate Change (December 2015); and will be the focus with the adoption of the World Urban Agenda at the Third United Nations Conference on Human Settlements in Quito (October 2016).

What the discussion of all these agendas has shown is that the demarcation lines are blurring between what comes under international, national or local governance; and what comes under the public sector or the private sector. Adaptation to climate change will require an investment effort between 2020 and 2050 evaluated at \$ 71 billion per year, including 20 for water supply, 14 for sanitation.

For the Northern Africa and the Middle East Region, in the field of water, the investment effort for adaptation to climate change is estimated at \$ 2.5 billion per year. Pierre Victoria recalled that climate change is not at the origin of the urban crisis but is exacerbating it. Climate change exacerbates inequalities between countries and between territories that do not have an equal reaction and adaptation capacity. A question is raised: in the face of climate change in such a context, what to do to have everywhere safer, smarter cities, for, they are considerate and safer?

Xavier Crépin, architect/ town planner and secretary general of '*ADP-Villes en Développement*' said there was a need to be equipped with the means to consider a city based on its own risks. There is a need to go back to the analysis of what is happening effectively in the field when disaster crops up?.

There is a need to move from a policy of gray investments (in reaction to disasters) to a policy of green investments (anticipating disasters). However above all, there is a need to have a better understanding of the vulnerabilities of the various constituent areas of a city. Once the knowledge of the areas at risk is acquired, we must share it with the people and discuss with them how to protect oneself in case of disasters. We must consider the people as the heart of the solution in terms of territorial resilience.

Franck Galland, Director of Environmental Emergency and Security Services said that the Mediterranean area is one of the regions of the world where the index of the impact of climate change is the highest. This area had in 2015 a population of 280 million inhabitants, which will rise to 360 million inhabitants in 2030. This area is experiencing a strong pressure on the resources and it is noted there a cannibalization of resources by the most favored.

Extreme phenomena will increase with frequent floods and we will experience the occurrence of "Na Tech" phenomena where a natural disaster causes a technological disaster. It appears increasingly necessary to create rapid response forces involved in operational emergency, based on a continuation plan of services and assistance, all supported with appropriate technical and technological resources. One of the concerns in the event of disasters is how to warn quickly the people to adopt cautious attitudes so that they can protect themselves or be rescued in time.

The use of social networks can be beneficial if these networks remain functional when disasters occur. The resort to the accounts of personalities who have many followers can be a means for the rapid dissemination of information. For instance, during the last storm that struck the city of New York, the city authorities used

the Facebook account of the singer Lady Gaga for disseminating prevention information and advice on what to do during the storm.

One of the weak links in the implementation of effective responses to disasters is that of human competence. Human expertise cannot be improvised in the management of emergency situations. We must lay in this respect an emphasis on the experience feedbacks collected from the people that experienced situations of disasters. They have a lot to teach us about how to anticipate the major disruptions for the sensitive territories and customers (water supply sites, power plants, Datacenter, hospitals, orphanages and hospices, transport hubs, etc.).

These experience feedbacks must be used to design relief organization plans (ORSEC plan) and simulation exercises of mobilization and organization of the people in case of disasters. In view of the magnitude of crises in fragile urban areas, there is unquestionably a need to decompartmentalize the organization of rescue services, and encourage coordinated actions between the army, the operators of services, the organizations of civil society and the public authorities. Many technological advances can reinforce our initiatives: the use of drones for fire or pollution monitoring; the use of robots for rescue in case of earthquake or nuclear accident; or 3D printing to manufacture the missing parts to for the restoration of networks.

The public authorities were encouraged to integrate risk into the planning and management of basic urban services. Thus, under normal circumstances, all the Gulf countries are just in time for the access to drinking water. For example, Qatar has only two days' supply of drinking water. This situation is absolutely untenable with the prospects of the organization of the Soccer World Cup. The authorities undertook therefore to develop emergency responses and to set up a strategic storage of about 10 million cubic meters of safety stock by connecting through a "water grid" different storage tanks.

Xavier Crépin was of the view that the planning and forward thinking declined in many developing countries due to the implementation of structural adjustment policies that paid only a scanty attention to the long term which is the prime consideration for planning and spatial planning.

Franck Galland said that another explanation for the decline in anticipatory thinking is the habit adopted by the various urban departments to work in isolation one from another. There is a need to break the silos to foster interdependencies, for instance, between energy and water. Without electricity, the processing and distribution of drinking water cannot be carried out. Without networks of telematics, the operation of most basic urban services will collapse. This is why the risk-based approach requires the decompartmentalization of design, planning and operational organization of the access to essential urban services.

In disaster situations, it is necessary to move away from the logics of opposition between public action and private action, between civil and military, between national sovereignty and international action. At the European scale, we must use the comparative advantages developed by the different countries in the field of disaster management. Thus, Germany is probably the best experienced in water management in situations of disasters; France in the management of fire and marine pollution; the Netherlands in responses to flooding.

In US, the City of New Orleans has become expert in the organization of responses in the field of urban resilience. The City of New York specializes in green responses in anticipation of risks of disasters. Thus, it encourages the adoption of roadway and porous concrete to prevent and minimize soil sealing, and the creation of sponge parks.

Pierre Victoria explained that one of the explanations for the new emphasis on planning and forward thinking is probably related to the fear that the increase of the extreme climate phenomena has been creating among the citizens and the politicians. The fight against floods, for example, brought to the fore the obligation to identify flood-prone areas based on the frequency and intensity of storm phenomena.

Jean Pierre Elong Mbassi wondered whether it would not be appropriate to involve better the insurers who are the professionals in the anticipation and coverage of risks, and to prompt them to better integrate the climate risks into their calculation.

Franck Galland welcomed this proposal and added that we should not forget the world of standardization. He noted the development of a ISO 11830 standard that addresses more specifically the resilience of economic activities and businesses to crises.

He recalled in this respect that the floods that struck the Netherlands in 1953 caused over \$ 13 billion in damage. The country had to design and implement a Delta Plan to teach people to live on water. As, like in the future, most of the urban dwellers of the planet will settle in coastal areas and we know the sea levels will rise, the use of Dutch expertise in this field will be essential, just like the Japanese expertise in the management of the monitoring of seismic area and the organization of relief operations following an earthquake.

Houria Tazi emphasized that a lot of hopes were created with the announcement of the establishment of a support fund for adaptation to climate change with 100 billion dollars per year from 2020. She wondered how this fund would be allocated, who would have access to it, and based on which procedures?

To this question, no clear answer could be given as at now. This would be one of the items to be discussed at the COP22 in Marrakech, next November 2016. As should also be addressed the issue of the setting up of intervention procedures in case of disasters.

The Director of Amendis informed that in this respect in 2013, a pipeline supplying drinking water to the City of Tangier was broken, what led to an interruption in water distribution for 93 hours. This was managed thanks to the proper organization of communication with the users and a coordinated team work between the private operator and the public authorities. However this incident helped to realize that in Morocco there was not strictly speaking, no ORSEC plan for situations of interruptions in the access to basic urban services. This question is now on the agenda of public authorities.

Pierre Jacquemot asked whether urban agriculture and green city as a means to improve the resilience of cities are a solution or a gadget.

Xavier Crépin said that it was a real issue. Actually it is noted everywhere a rise in importance of urban agriculture. This issue is really sensitive, including in the cities of developed countries. It is noteworthy that the first point of Anne Hidalgo electoral manifesto in Paris was urban agriculture.

For Franck Galland, it was not surprising because it goes hand in hand with the spread of ideas such as food self-sufficiency or the preservation of purchasing power. But the options in favor of circular economy can be motivated by a concern for resilience and reduction of the ecological footprint of urban areas. This is clearly the case in Singapore, but also to some extent in New York, Montreal or Vancouver. Paris has launched the green roofs to reduce soil sealing and save in the drainage investments.

Pierre Victoria summed up with three quotations the exchanges that took place during the presentations of the panelists and the discussions that ensued: 1) not planning amounts to preparing to start groaning; Climate change is perhaps what awakes in us the surges of solidarity between territories and internationally, which were dormant in recent years; 3) in substance, responding to the climate challenge may be cheaper than what we fear.

Round Table D formulated the following recommendations:

1. Consider the level of local territories as the relevant scale and put it at the forefront with the appropriate means to define and implement the adaptation policies to climate change.
2. Integrate systematically the risk dimension into the planning of basic urban services, with a special emphasis on the interventions in emergency situations to maintain continuity and quality of services
3. establish communication with the affected people as a critical component of education for the prevention and management of risks, as well as organization of relief operations in cases of disasters
4. Decentralize the design, planning and operational organization of access to essential urban services to ensure a greater efficiency of action in case of disasters. In disaster situations, there is a need to move away from the logics of opposition between the public action and the private action, between civil and military, between national sovereignty and international action.

In his closing remarks at the end of the proceedings of the meeting, Patrice Fonlladosa, President of (Re)sources noted that:

1. There is need to vest local authorities with powers for, they are at the forefront in the organization of the access to basic urban services
2. There is a need to start from the real city, including the informal and outlying areas, for the planning and programming of investments for the access to essential urban services
3. Management of basic urban services should not be an issue of experts but should concern instead all the relevant stakeholders, notably the people, both users and taxpayers.
4. The resort to private operators should be the first option, provided that the private sector is not construed to mean only the international operators but also the national and local operators who should be structured in clusters of operators in order to make the best use local know-how.
5. Communication with the people is a key element, especially in situations of interruption of service or in situations of disasters. The use of social networks should be able to contribute to improving this communication.
6. There is a need not to neglect the weight of innovation in the search for more resilient solutions. In this regard, a partnership with the universities and the research institutions should be encouraged.

Established in Tangier, February 11, 2016

Jean Pierre Elong Mbassi

Secretary General, UCLG Africa.