MÁLAGA KNOWLEDGE TRANSFER CENTER: WORKED DONE AND LESSONS LEARNED

Final Assembly of USUDS Project

Sfax, 16-17 June 2014

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www.usuds.org
USUDS KTCs

Al Fayhaa (Lebanon), Málaga (Spain) and Sfax (Tunisia)
1. BEST PRACTICES AND CASES OF INTEREST:

DEFINITION AND GOALS
CRITERIA TO BE A BP
IDENTIFICATION PROTOCOL
INNOVATIVE ASPECTS
DEFINITIONS AND GOALS

• A BEST PRACTICE is that action which is executed with efficiency in managing the resources used and with criteria of good governance in its design and development, and contributes significantly to improving living conditions and development in a context determined and it is expected that, in similar contexts, yield similar results.

• OBJECTIVES

  • Improve the performance of urban projects
  • Increase awareness of responsible for the formulation of plans and projects at all levels and of the general public about possible solutions on social, economic and environmental problems.
  • Share and transfer knowledge and experience through learning with experts and a networked system.
# BEST PRACTICES CRITERIA

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>KEY QUESTIONS</th>
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| Innovation     | 1. In what way has there been innovation: the problem statement, in the procedure or resolution?  
2. Does Innovation come from some other pre-existing experience?  
3. What new technologies have been applied?  
4. Have there been any legislative, regulatory, methodological, etc. news? |
| Strategy       | 1. What were the project's goals, they were measurable and quantifiable?  
2. What had been the strategies for achieving the objectives?  
3. Have all stakeholders been involved in the definition of strategies? |
| Consultation   | 1. Who have been the partners?  
2. Have the participants been involved in the develop of the project?  
3. What has been the general division of responsibilities between the parties involved? |
| Impact         | 1. Who have been the direct and indirect beneficiaries?  
2. Over time, which tangible improvements have been observed in beneficiaries and community?  
3. Which tangible improvements have been observed in the scope of the project? |
## BEST PRACTICES CRITERIA

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<td><strong>Evaluation and effectiveness</strong>&lt;br&gt;Creating an systematic for monitoring and evaluation actions and level of compliance of objectives. The initiative or action demonstrates the achievement of objectives by evaluating and documenting the results.</td>
<td>1. What activities have been carried out to achieve the objectives?  &lt;br&gt;2. Compared with the defined objectives, which have been the results of the project?  &lt;br&gt;3. What indicators are used for monitoring objectives?</td>
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<td><strong>Sustainability</strong>&lt;br&gt;The experiences are designed and planned to remain over time: to consolidate forms of relationship and action involving all stakeholders, and to take into account the cost-effectiveness-efficiency-benefits, according to their future maintenance</td>
<td>1. What actions have been over time?  &lt;br&gt;2. Have been evaluated the impacts of actions: on beneficiaries, on community and over time?  &lt;br&gt;3. Has been planned how to finance the running of the project once completed?</td>
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<td><strong>Transfer capacity</strong>&lt;br&gt;Ability to serve as a guide or model to apply the experience in other areas and similar settings</td>
<td>1. Has been applied this action in another area or place?  &lt;br&gt;2. Can be possible to interact with other agencies or programs?</td>
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BEST PRACTICES CRITERIA

Application Form for Implementation of Best Practices Criteria

BEST PRACTICES NAME: Lebanese National Network for Potentially Infectious Health Care Waste Management

ENTITY: ARRICENEL

COUNTRY: Lebanon
Each KTC starts a **search** of Best Practices

**People involved** in the project must fill the first four pages of the “BP Application Form”

**KTC Committee meet** to present all the cases collected and decide what is or not a BP.

If it is a Best Practices, KTC must to ask for to **fill the complete AF** to the responsible of projects or people involve in it

The BP or CI is **uploaded to the Platform**
1. Each KTC starts a search of Best Practices driven by one of these inputs:
   • A demand of a city developing their USDS.
   • The own interest of the KTC to work on a specific topic.
   • In order to identify cases of interest, the KTC or the Network Coordinator will contact different kind of agents:
     • Other cities in its area
     • Experts
     • Agencies, Research centers, other organizations.

2. When KTC identifies a project, people involved in the project must fill the first four pages of the “Best Practices Application Form”, and they can to complete “Project Self-assessment” on the Platform. All the information is collected by KTC.
3. Once a month, a KTC Committee (formed by all KTC and Metropolitan Area of Barcelona) meet to present all the cases collected and decide what is or not a Best Practice.

4. If it is a Best Practices, KTC must to ask for to fill the complete AF to the responsible of projects or people involve in it

5. Finally, once the Best Practice is validated and KTc has all the information, it should introduce it to the Platform, summarizing the information contained in the “AF for implementation of Best Practices Criteria” and filling the corresponding “Platform Best Practice Sheet”. The same applies for other cases of interest

6. When a best practice is uploaded to the Platform, it will be announced in the home page.
BEST PRACTICES AND CASES OF INTEREST CATALOGUE

BEST PRACTICES

1. Ideas contest for Guadalmedina river integration
   Malaga
   (PCD) Tetouan
3. Tripoli Environment and Development
   Observatory TEDO
4. Sustainable energy now. Salerno
5. Distrito 22@. Barcelona
6. Stairs Project. Tripoli
7. Sustainable Development Observatory of the
   Greater Sfax
8. Esto no es un solar (This is not a plot) Zarragoza
BEST PRACTICES AND CASES OF INTEREST CATALOGUE

CASES OF INTEREST
1. Public Garden. Byblos
2. Strategic Development Plan of Jezzine Municipalites
3. Strategic Development Plan of Dannieh Region
5. Women's Contribution in Sustainable Rural Development
6. Local government reinforcement in the city of Grand Sfax
7. MicroGarden Dakar
9. Civilisation, Environment Management, Environment Training. Ios Island
10. Youth and Culture Center (YCC). Zouk Mikael
11. Lebanese National Network for Potentially Infectious Health Care Waste Management
12. WEB PLATFORM of Project SDV of the city of Sousse
2. METHODOLOGY

THEMATICS BLOCKS

LESSONS LEARNED
THEMATICS BLOCKS

Continuous methodological innovation in Strategic Diagnostics processes
• To Identify and evaluate new tools and methods which are proving extremely useful in analysing the internal and external situation of regions

Impulse, Monitoring and Evaluation of Strategic Plans
• To analyse how innovation is being carried out in participation, consensus and resolving urban conflicts.

Tools and Innovation in Participation, Commitment and Governance
• To identify and evaluate the different tools for monitoring and evaluating urban development strategies (indicators, scorecards, econometric methods, citizens’ expectations…)

Design and Management of Strategic Project
• To analyze different project management tools and how to build comprehensive projects, both multi-level and multi-sector.
THEMATIC BLOCKS

These thematic blocks have been developed and analyzed by different tools:

- Online Debates
- Classroom Workshops
- Articles, lectures and publications, contributed by experts
LESSONS LEARNED

Strategic Diagnosis:

1. The diagnosis must be done as rigorously as possible and with maximum participation.

2. Participation is essential at this stage because it allows the integration of the different views of all stakeholders, including external visions to cities, as well as new challenges and horizons, also ensuring a sense of commitment in the subsequent execution of projects.
Tools and Innovation in Participation and Consensus

1. A large involvement from public institutions is essential to efficiently promote the participation through the creation of participatory systems that are politically agreed.

2. Three dimensions of participation must be distinguished: the needs of citizens and society, the methodology and the implementation of the strategy. The combination of these three aspects is key to understanding the real needs of society and the efficient use of public resources.
LESSONS LEARNED

Design and Management of Strategic Plans:

1. The projects need to be well defined and respond to a strategic framework, satisfying the needs of citizens, solve real problems and covers multidimensional aspects, rather than sectorial.

2. The wholehearted involvement of public institutions responsible for the Plan is essential to create and promote a holistic view of the plan to attract investors and stakeholders to projects.
LESSONS LEARNED

Implementation, Monitoring and Evaluation of Strategic Plans and Projects:

1. Political commitment and willingness is vital to create a culture and necessary condition to perform the monitoring and evaluation of plans.

2. The creation of observatories or specialized public institutions in the management and measurement of data is important to obtain economic and social barometers to evaluate projects and the plan as a whole.
3. EVALUATION

RESULTS

ASSESSMENT
**RESULTS**

**EXPERTS:**

13 international experts involved:
- Five debates, three of them ongoing
- 11 articles in our Publication
- 7 workshops leaded

**WORKSHOPS:**

- **Second Seminar in Sfax. July 2013**
  - 3 workshops
  - 7 international experts
  - 20 participants

- **Workshops in 2º Seminar in Souse. April 2014**
  - 4 workshops, one for each thematic block
  - 10 international experts
  - 37 participants
  - More than 10 Mediterranean municipalities represented: Larnaka, Saida, Sosse, Gabes, Gafsa, Izmir, Tetouan, Al Fayhaa, etc..
RESULTS

TOOLBOX:

1. STAGE: DIAGNOSTIC
MACROTRENDS STUDIES
DELPHI INQUIRY
STRATEGIC SWOT ANALYSES
PROJECT SELF-ASSESSMENT

2. STAGE: IMPLEMENTATION AND MONITORING
COMMITMENTS LETTERS
AGENTS RELATION MATRIX
ACTUATION AND CRITERIA/GOALS MATRIX
Project sheets or actions
Project classification by degree of implementation
Project classification by degree of agent implementation
Balanced Scorecard
System of indicators for project monitoring
PROJECT MANAGEMENT IN STRATEGIC PLANNING
Operating programs

3. STAGE: EVALUATION
Evaluation advice
Opinion surveys
Matrix for strategic value of actions

4. COMMUNICATION AND ADVERTISING
Press releases
Press conferences
Working breakfasts
Social networks
Public debate forum
Outils et mise en œuvre de l'Innovation, Suivi et Évaluation des plans et des projets stratégiques.

Ce volet vise à identifier et évaluer les différents outils de suivi et d'évaluation des stratégies de développement urbain (indicateurs, tableaux de bord, méthodes économétriques, attentes des citoyens...)

L'un des aspects ou phases les moins développés et qui possède une plus grande casuistique dans les processus de planification stratégique est le suivi et l'évaluation des plans, précisément parce qu'au moment d'exécuter les actions, celles-ci échappent aux possibilités et aux compétences d'un bureau stratégique.

Nous apprécierions vos contributions à ce débat en Français, et si ce n'est pas possible, en Anglais.

Ce débat est coordonné par M. Antonio Martin Mesa, docteur en économie et professeur d'économie appliquée de l'Université de Jaén. Directeur de l'Observatoire économique de la province de Jaén. Responsable de l'assistance technique à la Foundation "Stratégique pour le développement économique et social de la province de Jaén" pour le développement du II Plan stratégique de Jaén (Espagne).
3. EVALUATION

DEBATES:

Tools and Innovation in Participation and Consultation

The purpose of this block is to analyse how innovation is being carried out in participation, consensus and resolving urban conflicts.

Undertaking city projects that include the participation of citizens and society and not just the authorities is becoming a more frequent practice, and many new tools are being created and many focuses are being applied to obtain the participation of different groups in these planning processes. The incorporation of concepts such as consensus or intelligent governance allow us to redesign our traditional methods of participating in the plan.

We would appreciate your contributions in English, and if it’s not possible, in French.

This debate is led by Mr. Claudio Calvaresi, Director of the Urban Policies Research Unit at JRS. Professor of Analysis of Urban and Territorial Policy at Faculty of Architecture, Politecnico di Milano, Italy.
Diagnostic Stratégique

Ce volet vise à identifier et évaluer ces nouveaux outils et méthodologies qui s'avèrent très utiles à l'analyse de la situation interne et externe des territoires, y compris les techniques de collecte et de traitement de l'information.

Dans de nombreuses villes, de nouveaux outils et méthodes commencent à être élaborés afin de réaliser le diagnostic intégral du territoire. Même l'application des nouvelles technologies (Systèmes d'Information Géographique, par exemple) au l'incorporation des réseaux sociaux sont le support de nouvelles formes d'aborder ce tabou et de découvrir les villes et leurs habitants.

Nous apprécierions vos contributions à ce débat en Français, et si ce n'est pas possible, en Anglais.

Ce débat est coordonné par M. Josep Mª Pascual, Directeur des Stratégies de Qualité Urbaine (EQU), coordinateur de AERYC (Afrique-Amérique-Europe des régions et villes) et consultant pour le développement et l'évaluation des stratégies urbaines de plus de 100 grandes villes et les zones métropolitaines en Europe centrale, du Nord Afrique et en Amérique latine.
RESULTS

OTHER TOOLS:

• CIEDES WEBSITE: www.ciedes.es
• IT PLATFORM: www.usuds.org
• FACEBOOK PROFILE: Fundacion Ciedes.Ktc-Mlaga
• USUDS NEWSLETTER
ASSESSMENT

Involve more experts

Importance of presentational activities

Carry on with Newsletter and other online activities

Improve participation on Debates
4. FUTURE
FUTURE

PARTICIPATION

PUBLIC AND PRIVATE INSTITUTIONS INVOLVEMENT

MANAGEMENT OF PLAN IN PERMANENT CHANGES SITUATION
ÀREA METROPOLITANA DE BARCELONA (BARCELONA-SPAIN)
FUNDACIÓN CIEDES (MÁLAGA-SPAIN)
MUNICIPALITÉ DE Sfax (Sfax-TUNISIE)
URBAN COMMUNITY OF AL FAYHAA (TRIPOLI-LEBANON)
LARNAKA MUNICIPALITY (LARNAKA-CYPRUS)
MUNICIPALITÉ DE SOUSSE (Sousse-TUNISIE)
SAIDA MUNICIPALITY (SAIDA-LEBANON)

Asóciate partners:

Thank you very much for your attention

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This document has been produced with the financial assistance of the European Union. The contents of this document are the sole responsibility of USUDS Network and can under no circumstances be regarded as reflecting the position of the European Union.