METHODOLOGY AND BEST PRACTICES
IN URBAN STRATEGIC PLANNING IN THE MEDITERRANEAN

Al Fayhaa  Barcelona  Larnaka  Málaga  Saida  Sfax  Sousse

KNOWLEDGE TRANSFER CENTER MÁLAGA
CREDITS

Editing:
CIEDES Foundation

Writing Team:
Débora Salafranca Vázquez
Mª del Carmen García Peña
Oriol Barba Suñol

Coordination and review Team:
KTC Málaga Team, CIEDES Foundation
USUDS Coordination Team, Metropolitan Area of Barcelona

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1. PROLOGUE

Urban strategic planning has been the subject of many publications and papers since the late twentieth century, the city of San Francisco will adapt this purely business tool, and prior to that military tool, to cities.

Cities around the world and of all sizes have relied on this type of planning to adapt to increasing changes in the environment and to emerge stronger.

Although the ultimate goal remains the same as does the methodological foundation of this type of planning (analyze, design, implement and control), the tools and methodologies that have been used throughout almost half a century in urban strategic planning have varied widely. The use and mixture of all disciplines and science at various stages of the planning process is its main feature in recent years, to the point that there was talk of first and second generation strategic plans.

The experience gained by multiple city networks that have been created over the last ten years, confirms that this instrument has shown that one of its main virtues has been its adaptability and flexibility to adapt to time and space.

The USUDS project (Urban Sustainable Development Strategic) has created a network of Mediterranean cities in which three Knowledge Transfer Centers (KTC) have been working to identify the main methods, the tools and best practices that are emerging in the Mediterranean, alongside some of the international experts who have worked within these processes.

The work that is included in the following chapters is not intended to be exhaustive or scientific, quite the opposite, it is intended to highlight the tools most used tools and the most common methodologies, aimed at presenting widely contrasting products and out of which come benchmarks and success stories.

Moreover, identifying good practice is the creation of a proprietary methodology to identify both the internal criteria for selecting cases, with a consensus character. All practices presented have been proposed, studied and assessed by a multidisciplinary and international team of experts from three countries (Spain, Lebanon and Tunisia) and the cities which have been studied have themselves completed all the information collated in this publication.

In Chapter III we learn more about the work that KTC Malaga has done and the main results thereof together with experts who have supported this work, in Chapter IV, and the methodology used throughout the process, in Chapter V.

In Chapter VI we consult the catalogue that contains both good practices and the cases of interest that have been studied and evaluated.

Chapters VII and VIII compile the main methodologies used by Mediterranean cities, as well as a toolbox that briefly describes the tools that these cities have used to support their planning processes.

Finally, Chapter IX briefly mentions the actions that are being planned for the future in order to be able to continue maintaining a stable network, research and innovation.

Thanks therefore go to the USUDS project and especially to its KTC and coordination team within the Metropolitan Area of Barcelona, and for the support that they have provided to KTC Málaga for previous work and in the preparation of this publication.

Mª del Carmen García Peña
Managing Director
KTC Málaga Coordinator
CIEDES Foundation
2. USUDS PRESENTATION

USUDS is an initiative of MedCities, a network of 47 Mediterranean towns created in Barcelona in November 1991 at the initiative of the Mediterranean Technical Assistance Programme (METAP), established in 1990 by the World Bank, the European Investment Bank, the European Commission and the UNDP (United Nations Development Programme).

USUDS gathers together Mediterranean cities interested in building and developing strategies for urban sustainable development. It is one of the results of the USUDS Project, launched in October 2011 and funded by the 1st call of standard projects of the program ENPI-CBC-MED, the Spanish Agency for International Cooperation and Development (AECID), Diputació de Barcelona, the Municipality of Barcelona and the Hariri Foundation as well as by its members, among which the Metropolitan Area of Barcelona, acting as the General Secretariat of MedCities, is the project leader.

The elaboration of urban sustainable development strategies (UDS, also called City Development Strategies - CDS) in the Mediterranean region has acquired momentum in the last few years as a powerful instrument to promote growth, stability and development. By enhancing local authorities and fostering participation, City Development Strategies contribute to the consolidation of democratic transition processes, balancing territorial development and empowering citizens.

The Mediterranean region has become a region essentially urbanized. Most of the population lives in cities and this trend will continue, if not increase, in the coming years. This fast urban growth has led to significant imbalances and dysfunctions at multiple levels: territorial, economic, social and environmental. In this context, the preparation of strategic plans for sustainable medium and long-term urban development of cities and their metropolitan regions is a growing need in order to effectively meet the challenges created by changes in the production and consumption system and the spatial extension of the area that is functionally urban.

In recent years, several Mediterranean cities have been putting together efforts in order to share knowledge and expertise and guarantee the promotion of new city development strategies and their implementation. Based on horizontal cooperation and networking, USUDS is fostering best-practices sharing and joint cooperation to promote the cities capacity to design and implement their plans for the future.

The Conference on Urban Development Strategies in the Mediterranean which took place in Barcelona, 14th-15th March 2011, organized by MedCities and relevant national and international institutions was a milestone in this respect. The cooperative approach of this network and its explicit willingness to generate positive synergies with other stakeholders working in the region seeks to guarantee that all efforts are efficiently distributed in
order to achieve the common goal to empower and promote Mediterranean cities in the new era the region is facing.

The overall objective of USUDS is to promote the sustainable development and the social cohesion of Mediterranean cities through the use of urban sustainable development strategies (UDS) and networking.

2.1. Objectives and Participants

The constitution of a network of cities in the region interested in Urban Development Strategies has been carried out on two parallel fronts: the cities that have already developed Strategic Plans and those cities that wanted to develop them, and looked toward the network assistance. One of the networking main activities has been the creation of specialised centres for the transfer of knowledge (KTC) based in Málaga, Sfax and Al Fayhaa.

Objectives:

The USUDS Project has had a twofold objective. On the first hand, it aims at creating and consolidating a network of cities interested in building and developing strategies for urban sustainable development. To this end, the USUDS Platform (www.usuds.org) is a virtual space for P2P learning and best practices sharing in order to empower cities in the development of their city development strategies. Its objectives are:

1. Identify, collect and put at the service of partners a “box of tools and methods.”
2. Identify, organize and disseminate best and worst practices in processes, and learn by modelling the strategic projects.
3. Create a space for joint work of qualified professionals with long-term vision.
4. Incorporate new technologies to the work of the network and its projects.

On the other hand, USUDS seeks to increase the number of Mediterranean cities
developing their city development strategy. During the USUDS Project, three new cities have developed their Strategy as part of the project. Namely, they are Saida (Lebanon), Sousse (Tunisia) and Larnaka (Cyprus). The USUDS Platform is also an instrument for cities to achieve their goals and it offers, both in the public area and community area, resources and working spaces adapted to the needs of cities developing a CDS.

Participants:

USUDS entails cooperation between cities to strengthen their medium and long-term management capabilities. The main participants are local authorities in the Mediterranean. Thus, the organization of USUDS is based on a decentralized structure of management based on networking and cooperation.

Cities participate sharing their best practices while creating and developing their city development strategies. Three of these cities act as Knowledge Transfer Centers (KTC), collecting best practices and promoting debates among experts and practitioners on different topics identified as particularly interesting. They also disseminate the methodology of urban strategic planning, providing assistance and advice to those cities interested in launching their own strategy.

The USUDS Project had the following Partners:

- Fundación CIEDES - Málaga
- Urban Community of Al Fayhaa
- Municipality of Larnaka
- Municipality of Sousse
- Municipality of Sfax
- Municipality of Saida

Currently, there are three Knowledge Transfer Centers:

- The city of Sfax (Tunisia), for the Maghreb region.
- The Metropolitan Union of Al-Fayhaa (Lebanon), in the Middle East.
- The city of Málaga (Spain), focused on methodology and best practices collection.

On the other hand, the cities of Larnaca, Sousse y Saida are developing within the USUDS methodological framework, its Strategic Urban Plans.

And the Metropolitan Area of Barcelona (Spain), which acts as the General Secretariat of MedCities, currently operates as the network coordinator.
The project also has the following Associates:

- Barcelona Provincial Council
- Hariri Foundation for Sustainable Human Development
- Municipality of Ancona
- Municipality of Marseille
- GIZ
- Municipality of Tirana
- Izmir Metropolitan Municipality
- Municipality of Barcelona

And Project Funders are:

- European Commission - ENPI-CBC-MED Program
- Spanish Agency of International Cooperation for Development (AECID)
- Metropolitan Area of Barcelona
- Municipality of Barcelona
- Barcelona Provincial Council
- Hariri Foundation for Sustainable Human Development

### 2.2. USUDS Platform

The USUDS Project has built a technological platform (www.usuds.org), developed under a free code; it is offering on-line services to elaborate Urban Development Strategies
through expert virtual support and different resources available to all users.

This technological platform is a core instrument of the network since it facilitates technical assistance available, and P2P learning on urban sustainable development strategies. The platform is also a source of news and events on urban strategic planning in the Mediterranean.

The Platform also promotes South-to-South relations, and promotes a networking approach in which all partners learn from the others.

Local administration management deals mainly with the short-term issues which may not seem compatible with engaging in local sustainable development processes. However, the UDS is a tool for institutional strengthening and to increase in the capacity of local administrations, the USUDS Platform is a valuable tool to that end.

The Platform is a product of the USUDS project but it constitutes a tool of the future for the cities and institutions of the Mediterranean which work in strategic urban planning.

For the Fundación CIEDES, as a Knowledge Transfer Centre (KTC Málaga), the platform is an extremely useful tool to develop its main activities. It represents an effective way of disseminating best practices and cases of interest, because it includes all the relevant information on the same, as well as contact details of project managers considered best practices or cases of interest.

Equally, through the online development of methodological discussions, our Strategic Planning experts have been in contact with all our partners and cities that are developing their strategic plans, as well as with members of the public interested in the subject.

Finally, a section has also been developed on the platform for the Methodological Tools, where all the tools that can be useful in the development, monitoring and evaluation of strategic plans, have been set forth. There is also a section with the profile of the Experts who have contributed to the project.

Each one of these sections is thoroughly developed in the following chapters of this publication.
3. KNOWLEDGE TRANSFER CENTER: KTC Málaga

3.1. Introduction

USUDS has three Knowledge Transfer Centers based in the cities of Málaga (Spain), Al Fayhaa (Lebanon) and Sfax (Tunisia).

The three cities developed their City Development Strategy in the past and have a strong background in strategic planning in the Mediterranean.

Their mission is to identify Best Practices in the implementation of the strategy or their projects, so other cities can learn from them in a P2P learning approach, and disseminate and promote city strategic thinking in the region. They are responsible for keeping the debates active and expand the network of practitioners and experts of the USUDS Community.

A part from these common objectives, KTC Málaga works specifically on CDS methodologies and innovation and on providing tools to those cities developing their strategy. KTC Sfax and KTC Al Fayhaa work on the dissemination of the City Development Strategies approach in their sub-region (Maghreb and Middle East) to those cities interested in undertaking their own strategy.

3.2. Mission

CIEDES Foundation leads the development of the Knowledge Transfer Centre of Methodology and Best Practices in Strategic Planning in the Mediterranean (KTC Málaga).

Ini March 2012, KTC Málaga Launch Seminar held in Málaga, attending the ceremony many of the network partners and some of the experts and professionals already identified working or collaborating with participatory urban strategic planning.
Mission, vision, values and strategic work of KTC Málaga was agreed on in that Seminar.

About *vision*, KTC Málaga must be a reference entity in USUDS network, with a broad technology base and at the forefront of strategic urban planning governance, based on a subnet of cities, experts and partners, serves plans and strategic projects of the municipalities and territorial.

Our *mission* is to understand, analyze, maintain, increase and disseminate methodologies, tools and practices of strategic planning processes in the Mediterranean, encouraging the creation of stable subnets to exchange experiences and knowledge, within USUDS network, and the alliances for the formulation and implementation of strategic projects shared between cities.

Therefore, KTC Málaga has created a stable group of experts on sustainable urban development and social cohesion strategies to facilitate the knowledge sharing of methodology and best practices, and to promote cooperation projects on urban strategic issues; and it has created working groups on specific issues in order to develop new methodologies that are being collected and disseminated to all the interested groups.

From there, it has been published materials and guidelines, trained technicians and managers, and we have personalized advice for those responsible for urban strategic planning processes.

It has been identified four blocks of work to discuss and work:

- Continuous methodological innovation in Strategic Diagnostics processes
- Impulse, Monitoring and Evaluation of strategic plans
- Tools and Innovation in Participation, Commitment and Governance
- Project Management: Building tools for urban transformation

### 3.3. Objectives

As well as the agreed admission and definition of its main strategic concepts relating to that work, a set of fundamental objectives have been agreed on in order that KTC Málaga is a useful tool for the members of the USUDS network, as much in the short term as in the long term.

Main goals necessary to achieve our mission are:

1. **Identify, collect and put at the service of partners a “Tool and Methods box”**.

   Often technicians and managers of strategic planning processes find it necessary to conceive new methodologies in response to the needs of the participatory process,
for which they turn to the study and investigation of other sciences to locate the tools that can help. In this box (available on the USUDS web platform) a set of distinct methodologies have been compiled that have already been used for other strategic plans, indicating the phases and stages of the planning process in which its use is recommended.

2. Identify, organize and disseminate best practices and cases of interest in processes, and learn by modeling the strategic projects.

One of the quickest ways of learning how to approach a strategic planning process or the management of strategic projects is through the example of others. KTC Málaga has focused on compiling best practices and cases of interest of cities and territories as much in the north Mediterranean as in the south. Their own criteria have been established, agreed upon by members and experts, in such a way that those cases that do not fulfill all the requirements are included as cases of interest. The detail of the work carried out will be seen in the following chapters.

3. Create a space for joint work of qualified professionals with long-term vision.

In order to carry out the work previously indicated, KTC Málaga has identified experts and professionals connected to strategic planning in the Mediterranean. Debates online have been maintained with them, as much through the KTC Málaga Facebook page as the USUDS platform, once operational.

4. Incorporate new technologies to the work of the network and its projects.

Some of the tools indicated are computerised and allow the work to be organised more easily. Equally, the geographic information system is one of the best for analysing and monitoring what is happening in the city and territories.

3.4. Actions

In order to fulfill the objectives previously indicated, a set of actions or action plan have been designed for the period 2013-2014. These actions have tried to specify and impose time and order on the activities that KTC Málaga develop. The actions have been the following:

1. Creation of the tools and methods box for responsible local government, experts and professionals.
2. Selecting a first group of best and worst practices that help cities beginning its strategic planning and flagship projects.
3. Using the method of case with different practices carried out in either partner cities and in other cities, to analyze and draw conclusions. Prioritize the needs of USUDS cities performing strategic plans (Sousse, Saida and Larnaka) and KTC Sfax and Al Fayhah.
4. Identification of a group of cities and professionals who can add value to networking.

5. Animation online discussions and reflections on the four thematic blocks (Constant innovation in the processes of strategic planning; Monitoring, evaluation and reformation of strategic plans; Strategic alliances and public-private; Project Management: Building tools for urban transformation) and some of its key elements.

6. Developing a joint publication.

7. Presentation of publication at Project Final Seminar.

3.5. Dissemination, transfer and participation

During the project, it has been organised and participated in various activities of dissemination and knowledge transfer.

Here are the seminars held by KTC Málaga, as well as meetings and workshops in which we have participated, and finally, the tools that we have used for communication and dissemination of knowledge.

SEMINARS AND MEETINGS ORGANIZED:

KTC Málaga has organised, according to the objectives of the project, two seminars and various workshops. The latter have been complemented with online debates.

1. Launching Seminar of KTC-Málaga

Place: Málaga, Spain
Date: March 22th and 23th 2012

CIEDES Foundation has been designated Knowledge Transfer Center in Methodology and Best Practices in Strategic Planning (KTC). The launch of the KTC was held in Málaga, where 13 experts in strategic planning in the Mediterranean area participated and the cities of Lebanon, Turkey, Tunisia and Italy were represented.

During these two days, some examples of best practices were presented and the work to do in Málaga for the consolidation of KTC launched. (http://www.usuds.org/en/web/ktc-Málaga/-/event-launch-seminar-ktc-Málaga)

Sixty-five people attended the seminar, members of various organizations and institutions, such as RADEUT, SOPDE, Medcities, University of Málaga, Málaga City Council OMAU, MADECA Foundation, Provincial Council of Málaga, Andalusia Economic Analysts, etc., as
well as representatives from different cities and municipalities: Barcelona, Antequera, Rincón de la Victoria, Alhaurin de la Torre, etc...

2. Debate workshop. Critical aspects about Strategic Planning

*Place:* Sfax, Tunis  
*Date:* 2 and 3 July 2013

KTC Málaga, during the Seminar on dissemination of urban sustainable development strategies of the Knowledge Transfer Center of Sfax (Tunis), developed three workshops on Strategic Diagnostics, Participation and Coordination Tools, and Implementation and monitoring Tools with experts invited and the public of the Seminar. The conclusions enriched the knowledge on this matter and this publication.


*Place:* Sousse, Tunis  
*Date:* April 10th and 11th 2014

The meeting, which brought together experts of the USUDS project and cities from MedCities network, was focused on the discussion of methodologies, strategies and best practices in Urban Strategic Planning.

There was the opportunity to know the different situations and processes of the three cities of USUDS project that are running their City Development Strategy: Larnaka, Saida and Sousse.

Following our four blocks of works, four experts gave some theoretical notes on Strategic Diagnosis Phases and Participation Phase, Impulse, Monitoring and Evaluation of strategic plans and Project Management and tools for urban transformation, that gave place to the workshops sessions, where participants discussed limitations and innovations on these phases of a CDS. (http://www.usuds.org/en/web/ktc-Málaga/-/events-ciedes-seminar-april-2014)

Thirty-seven people attended the seminar, members of various organizations and institutions, such as University of Sousse, Medcities, University of Jaén, IRS Milán, EQU,
etc... as well as representatives from different cities and municipalities: Sousse, Sfax, Izmir, Larnaka, Tetouan, Málaga, Barcelona, Al Fayhaa, Saida, Gafsa, Gabes, Tunis, etc...

4. Second dissemination seminar for the cities of Maghreb in Málaga

**Place:** Málaga, Spain

CIEDES Foundation, as a final activity of the project, will organize a seminar where the future lines of finance will be presented in order that the project continues. Round tables will also take place to discuss the future of Urban Strategic Planning.

**MEETINGS ATTENDED AND ORGANIZED BY OUR PARTNERS:**

KTC Málaga has participated actively in the work of other members of the network and has been present in a large part of the work seminars and the diffusion conferences that have been organised.

1. **Training workshop for Saida USUDS Steering Committee, Local team and public presentation Sustainable Development Strategy of Saida:**

**Place:** Saida (Lebanon)

**Date:** September 11th and 13th 2012

The city council of Saida invited all the main city representatives, who were willing to participate in the strategic planning that was being launched. Senior public and private city managers were present, as well as member representatives of the USUDS network, who could share experiences in strategic planning and offer KTC services.

2. **Training Workshop on the Strategy of Sustainable Development.**

**Place:** Sousse (Tunisia)

**Date:** September 26th to 28th, 2012

This seminar was used to present to the participants what KTC-Málaga is, what its objectives are, and how the search for methodologies and good practices could affect the development of their Strategic Plan.
3. Workshop in the frame of USUDS project

*Place:* Larnaka  
*Date:* December 14th and 15th, 2012

This workshop was used to present to the participants, KTC Málaga, its mission, vision and objectives, and how they could use the search for methodologies and best practices in the development of their Strategic Plan on behalf of KTC.

4. Training Seminar of IT Platform Manager

*Place:* Barcelona  
*Date:* April 10th to 12th, 2013

The objective of this training was to provide the necessary skills to manage the Platform and to get in touch with the others nodes of network. A practical seminar took place with computer equipment for all the participants where all the tools of the platform, both public and private, were tested. Each city could update all its information in this seminar, as well as create contact and discussion groups.

5. First Dissemination Seminar City Development Strategies

*Place:* Sfax, Tunis  
*Date:* 2 and 3 July 2013

Several Tunisian cities, who experienced their first introduction to strategic planning, participated, as well as Mediterranean cities with some experience such as for example, some cities in the north of Morocco. KTC Málaga attended the Seminar as part of its actions as Knowledge Transfer Center of the USUDS network, and used the seminar to carry out three participatory workshops led by three of our international experts.
6. General Assembly of Medcities:

Place: Barcelona, Spain
Date: 21st November 2013

KTC-Málagas accompanied the representative of Málaga city council to the General Assembly of the Association of Medicities (www.medcities.org), in order to request that the city of Málaga be an official member of this association. The objective of this meeting was to consolidate the collaborative links already established with other Mediterranean cities and to secure the commitment of sustainable development from the institutions with its citizens.

7. Seminar of the implementation of Urban Development Strategies

Place: Barcelona, Spain
Date: 21st and 22nd November 2013

CIEDES foundation attended as speaker at the Execution of Urban Development Strategies, organised by Medicities, for its General Assembly. Within the block “Urban Development Strategies” as catalysts of socioeconomic projects, the foundation presented the project “Participatory process of designing the integration of Guadalmedina River in the city of Málaga”.

8. Public presentation of the City Development Strategy of Sousse

Place: Sousse, Tunisia
Date: 12th April 2014

Last April, the city of Sousse proceeded with the public presentation of its City Development Strategy. This presentation has been an opportunity for the local technical team to make public the future vision of the city. Similarly, during the conference, the aims and objectives of the strategic framework for the development of the city had been announced, as well as the projects to be included in future action plans. KTC Málaga, as USUDS partner, attended this Presentation.
9. Final Assembly of USUDS project

Place: Sfax, Tunisia
Date: 16-17th June 2014

KTC Málaga attend the Final Assembly, where the USUDS team present the outcomes of a study carried out the last two and a half years related to the making of sustainable urban strategies in the cities of Sousse, Larnaka and Saida and also of the dissemination work on USUDS methodology done by the three KTCs.

TOOLS TO COMMUNICATE, TRANSFER AND DISSEMINATE:

Throughout the project, the different communication and participatory tools in the work and investigation carried out, have been:

• KTC Málaga Website
• KTC Málaga Facebook profile
• USUDS IT Platform
• USUDS Newsletter
• Skype
• Local Press
Website (www.ciedes.es): we have developed in our website a section with all the information about KTC: what USUDS is, what KTC is, Criteria to identify Best practices, Catalogue of best practices, Tools and methodologies, Experts, How to participate on the network, Events: meeting, seminar, documents, etc. It is in English and Spanish and the Facebook page and USUDS platform can be accessed from it.

Facebook: We have created a Facebook profile to discuss with experts from our partner cities and other cities: we ask for methodologies and best practices in accordance with the interest of our partners, share information, etc... so that we can provide our partners with real best practices cases.

Platform: On the IT Platform, all the information about Málaga and KTC, Málaga can be found, including a link to our Facebook and Twitter pages, and a link to the good practices etc.

KTC Málaga has also developed an online self-assessment to evaluate cases, so that anyone interested can evaluate if their project is a good practice or a case of interest.

KTC Málaga is responsible for animation online discussions and reflections on the thematic blocks and some of its key elements; for this purpose, it has developed three debates about three methodological lines on the Platform, with the coordination of three international experts. These methodological debates are completed with a “Toolbox” with tools for each of the development phases of the Strategic Plan.
**USUDS Newsletter:** The work of finding best practices and cases of interest, as well as new tools for strategic planning and methodologies, has had an ongoing reflection on the dissemination on online USUDS Project Magazine, which has provided a wide publicity.

**Skype:** It has been the latest communication tool incorporated into the work of KTC. It is used within the study and best practices agreement protocol. At least once a month, coordination meetings are held with the two other KTCs, Al Fayhaa and Sfax, and the Metropolitan area of Barcelona, acting as General Secretary of MedCities and as principal project coordinator.

**Local press:** All the events organised by the KTC Málaga have been picked up by the local press.
4. INTERNATIONAL EXPERTS

A selected group of international experts have participated in the project by assisting cities developing their CDS and contribute to the successful development of their initiatives on this domain.

Furthermore, we have identified experts who are working with KTCs and cities that are developing their strategic plans.

In addition to this group of experts, there are numerous others in Strategic Planning who could contribute their vision through USUDS project.

In order to have everyone interested in participating in the network, a series of criteria have been established which the experts must fulfill:

- Have been responsible (internal or external / advisor) for any urban strategic plan or projects with strategic vision
- Have made contributions to the development or implementation of strategic projects.
- Have made contributions from the University or other institutions to the body of theory or critical analysis of urban strategies.

A protocol has been defined with the objective of facilitating the identification and integration of new USUDS experts. This protocol contains the following stages:

- Based on the established criteria, all partners can:
  * Propose experts, defining the strengths of their experience
  * Send the information to the KTCs and the Network Coordinator.
- The Network Coordinator or the KTCs contact these experts to explain the project to them. If they want to be involved, they can send a brief CV and apply to join the USUDS Community.
- The Network Coordinator analyzes the proposal and, if approved, publish the CV on the IT Platform (and confirm with the experts).

Once identification has been made, experts are asked to submit articles, papers, conferences, etc. ... confined to the working areas (thematic blocks) and depending on the experience of the expert.

This work will be given the widest possible circulation among all our partners who are developing strategic plans, through the publication of the USUDS Newsletter, in the Facebook profile, as well as inclusion in this Final Publication.
Equally, for each of the working areas, a debate is opened on USUDS website, where experts are asked to participate and contribute with their ideas and point of views.

The experts who have worked throughout the USUDS project to date are detailed below.

**List of Experts**

**Abdallah Abdul Wahab**


**Josep Acebillo**

International Consultant of the City Development Strategy of Larnaca. Graduate in Architecture and Art History at the “Escola Tècnica Superior d’Arquitectura de Barcelona” (ETSAB) in 1975, he is currently a Professor at the Accademia di Architettura di Mendrisio (AAM – USI) in Switzerland and Principal of Architectural Systems Office in Switzerland. From 1981 to 1987 he was Director of Urban Projects of the City of Barcelona, and from 1988 to 1994 he was the Technical Director of the Olympic Holding of the city of
Barcelona. In 1993 he created Barcelona Regional (BR), the Metropolitan Agency for the strategic development of urban projects and infrastructure of the city. In 1998 he became Commissioner of Infrastructures and Urban Planning of Barcelona and in 1999 he is promoted to Chief Architect of the city of Barcelona and became honorary member of the Royal Institute of British Architects (RIBA). As an international expert in urban strategies, he is frequently called on to assess other cities in their urban transformation. Recently he founded Barcelona Strategic Urban Systems (BcnSuS), an interdisciplinary consortium with technical experts from Barcelona Regional (BR) and other public and private agents.

Joan Campreciós i Hernández


Claudio Calvaresi

Director of the Urban Policies Research Unit at IRS (Istituto per la ricerca sociale). Claudio holds a Degree in Urban Planning (1992) and a Ph.D. in Urban Planning (1996). He is currently Director of the Urban Policies Research Unit at IRS. He is also Professor of Analysis of Urban and Territorial Policy at Faculty of Architecture, Politecnico di Milano. His main fields of interest are: urban regeneration, strategic planning, community planning and evaluation of territorial policies. He has been in charge of several relevant research project in the field of local development processes: strategic planning (the design and day-to-day coordination of strategic planning processes); urban planning (technical assistance in
INTERNATIONAL EXPERTS

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designing urban regeneration and development programmes for small and medium-size municipalities); territorial development programmes and policies (conducted in itinere and ex post evaluations of development programmes that used structural funds); community planning (the design and management of group processes for public participation and citizen involvement in projects, plans, and policies, at local, urban and territorial level). He has been a member of research teams involved in research projects funded by the European Commission: 5th FP, 6th FP, Espon, for DG Regio. He is also an evaluator of the Transnational cooperation programme South-East Europe. He is the author of articles and reports on planning processes and policy analysis.

María del Carmen García Peña

Managing Director of CIEDES Foundation. Degree in Economics and Business Administration, specializing in Regional and Urban Economics at the University of Málaga. Master in Business Administration (MBA Plus Executive), by the Institute of Business Practice (IPE). Multiple expert courses in areas such as urban planning and Real Estate development, management of foundations, legal status and funding, instruments for measuring sustainability, quality in organizations, etc. Seventeen years experience in strategic planning and in the foundation sector. Since 2001, she has been Coordinator of the Strategic Plan of Málaga and since 2007, Secretary of CIEDES Foundation. Collaborates with numerous networks of cities and groups of experts on urban development, planning and sustainability as the Latin American Centre for Strategic Urban Development (CIDEU), the Andalusian Network for Urban and Land Development (RADEUT), the European Association of America regions and Cities (AERYC), the Latin American Union of Municipality (UIM) and the network of Mediterranean cities (MedCities). Author of numerous publications, lectures at various universities and educational institutions, as the Chairs of Strategic Planning of Málaga and Jaén, Andalucía International University and the International University Menéndez Pelayo.
Pedro Marín Cots

Head of European Programmes, Director of the Urban Environmental Observatory (OMAU) Málaga City Council. Pedro Marín Cots is an economist who has specialised in territory planning and city planning. He is in charge of the European Programmes Service which forms part of Málaga City Council (Spain) and is also Director of the Urban Environment Observatory. Since 2000, he has coordinated the URB-AL Programme’s network no. 6 of the European Commission and from 2005 onwards, the URB-AL Documentation Centre, grouping together projects from 1,500 European and American cities. In 2009, he was responsible for the project CAT-MED, the “Platform For Sustainable Urban Models” and the European Pilot Project “Green Apple”. Since 2011, has been responsible for Málaga’s Energy Efficiency Refurbishment pilot project in Social housing as part of the EU (MED) Strategic project “ELIH-MED”. Also since 2013, he has been responsible for the Capitalization Project “Urban Empathy” on Urban Sustainability. In 1985, he received the National Award of Urbanism, and in 1998 was the editor of the project that received the Best Practice award from the United Nations, “Programs to Improve the Urban Environment of Málaga”.

Antonio Martín Mesa

Professor of Applied Economics and Director of the Department of Strategic Planning, Local Development and Governance. University of Jaén. Degree in Economics from the University of Málaga (1976), PhD in Economics from the University of Alcalá de Henares (Madrid, 1986), Professor of Applied Economics at the University of Granada (1991-1993) and Jaén (since 1993) and Profeesor of UNED (since 1984). Also, he was a visiting professor at the Université de Liège (Belgium) during the academic year 1989-1990. In his role as investigator, he is Director of the Research Group “Applied Economics Jaén” (SEJ-142), recognized by the Andalusian Research Plan (1989-present), Director of the Sustainable Development Plan of Sierra Magina (1989-1999), Director of the Economic Observatory of the province of Jaén (since 1996), Technical Director of the Tourism Observatory of the province of Jaén (2002-2008), Director of the First Strategic Plan of the Province of Jaén (1998-2008), Responsible for technical assistance to the “Strategic for economic and social development
of the province of Jaén” Foundation for the development of the Strategic Plan II of the province of Jaén (since 2009). Other academic and institutional responsibilities to highlight are the following: President of the Futures Market of Olive Oil (MFAO) (2004-2009), Counselor of the Institute of Jaen Studies (since 1992), President of INVERAJAEN, Society of Risk Capital (1993), counselor ESECA (1990-1993), Member of the Editorial Board of the Journal of Regional Studies (since 1994), Member of the Advisory Committee of Andalucía Económica (1995-2004), Member of the Editorial Board of Ciriec - Spain, Journal of Public Economy, Social and Cooperative (since 1996), Member of the Committee of Experts of Andalusia Horizon 2000, External Evaluator of the General Council of Universities in the I and II Universities Quality Plan. Author of a dozen books and over 50 scientific articles on the Spanish and European markets and financial intermediaries, the regional economy and territorial strategic planning.

Taoufik Megdiche

Doctor in Geography and Planning and degree in Town Planning from French universities. Lecturer at the School of Architecture and Town Planning, Tunis and many other universities. He has participated in the development of numerous schémas directeurs d’aménagement et plans d’aménagement for several Tunisian cities and carried out the joint management of the Retail Plan d’Aménagement study in the Taparura area (2002-2004). As part of the project «Integrated Management Strategy of the southern coastal area of Sfax» (Project SMAP III Tunisia (2006-2008) he carried out «Study on the Islands Kerkennah» and a «Study of the promotion of viable tourism on the south coast of Sfax».

He has carried out the technical coordination of second phase development strategy of Grand Sfax SDGS 2 (2008-2010). He has participated in numerous studies on planning in coastal areas. He has especially participated in the capacity of town planner in the formulation of a «Methodological Guide for the adaptation of the Tunisian coast through climatic change» (APAL-PNUD-IH Cantabria 2012-2013).

He is the author of various articles published in scientific journals in Tunisia, Morocco, France and Canada. He is currently the local expert of KTC Sfax (project USUDS)
Josep Maria Pascual Esteve

International Consultant of the City Development Strategy of Sousse. Graduate in Economics, he has broad experience in territorial strategic management and public policies. Currently, he is director of “Estrategias de Calidad Urbana” (Urban Quality Strategies), he is also the president of “Fundación Ciudadanía y Buen Gobierno” (Citizenship and Good Government Foundation) and founder member and coordinator of “Movimiento Internacional América – Europa de Regiones y Ciudades” (AERYC, International America – Europe Movement of Regions and Cities). He has been coordinator of the Social Welfare Department at Barcelona’s Town hall (1987 – 1988) and Technical Coordinator of the Strategic Plan of Barcelona’s Town hall (1989 – 1992). Since then, he has worked in a wide range of issues related with Cities’ Strategic Planning. He has managed and advised more than 100 cities and metropolitan areas of Europe, Latin America and Africa.

Joan Parpal Marfà

Delegate for Urban Development projects at Barcelona Metropolitan Area. General Secretary of Medcities, network of Mediterranean towns, which is active on urban sustainable development decentralised cooperation from 1991. He is also Delegate for Urban Development projects of the Barcelona Metropolitan Area. He has managed the design and implementation of many cooperation projects of Medcities in the fields of sustainable city development strategies, urban environment assessments and strategies, integrated coastal zone management, slum upgrading, solid waste, water, air quality, mobility, floods prevention, etc. He is involved in several international initiatives related with the sustainable development of the Region as ARLEM, CMI; Mediterranean Commission of Sustainable Development, Mediterranean Action Plan, Horizon 2020, UCLG-Med, European Sustainable Cities and Towns Campaign, etc. He was the Director of Environment of Barcelona Metropolitan Area from 1979 to 1993.
Maravillas Rojo Torrecilla

General Secretary of CIDEU (Centro Iberoamericano de Desarrollo Estratégico Urbano). She has a Degree in Political Science, Economics and Business from the University of Barcelona and Senior Executive (General Management Program) from ESADE. The various executive responsibilities she has developed throughout her career stand as expert in the design and implementation of active employment, growth of enterprises and promoting innovation policies. Director of INEM (National Employment Institute) in Barcelona between 1991 and 1995. Deputy Mayor and Councilor of the City of Barcelona from 1995 to 2007, responsible for the areas of economic development, employment, trade, tourism and innovation. President of Barcelona Activa, the Local Development Agency of the City of Barcelona from 1995 to 2007. Since participation in management bodies and institutions related to economic development, such as the Port of Barcelona, Mercabarna, Metropolitan Strategic Plan of Barcelona, the Metropolitan Industrial Covenant, the Barcelona Trade Fair, the Consortium of the Zona Franca, the district innovation “22 @ Vallès Technology Park” or venture capital “Barcelona Empren” among others. She has led and influenced innovation policy, economic promotion and employment in the city of Barcelona. In the international area, since 2004 she has been General Secretary of CIDEU (Latin American Centre for Strategic Urban Development), where she shares concepts and methodologies developed throughout her career with different environments in Latin America. She has chaired the international network “Cité des Métiers”, which incorporates innovative vocational guidance systems and, in 2001, she was selected to participate in the program of the “German Marshall Memorial Fellowship” leading an interdisciplinary team in the field of economic promotion and employment. She has taught numerous courses, seminars and conferences in the field of local development, employment, entrepreneurship and innovation.

Alfons Segura Urroz

International Consultant of the USUDS Project. Graduate in Geography at Universitat Autònoma de Barcelona in 1982. Currently working in the Barcelona City Council and freelance consultant, he has worked also at the Sevilla City Council and as a public management strategy consultant in companies as TUBSA, GFE, SOCINTEC and ALG. He has always been linked professionally to the territorial strategic planning processes, design and
Farouk Tebbal

International Consultant of the City Development Strategy of Saida. His current position since January 2011 is chief at Shelter Branch in UN-HABITAT. In this position, he is in charge of the supervision and orientation of the normative activities related to the Global Campaign for Secure Tenure, including the Housing Rights Programme, the Global Land Tool Network, Access to Land for Women, Tenural Systems, etc. His major practices are slum upgrading policy and programmes, housing policy, housing finance, land use and infrastructure planning, construction practice and construction materials and reconstruction in post-conflict societies. He has been part of the Algerian government from 1978 to 1993 in the fields of Housing, Equipment, and Urban Planning. As an independent consultant, he has completed assignments for the World Bank including studies of Algerian private sector and housing sector policy (1994-1995), Algerian social safety net (1995), Moroccan social housing strategy (February 1998 to June 1998) and The Organizational assessment of the Palestinian Ministry of Housing structures (January to May 1999).
METHODOLOGY FOR BEST PRACTICES IDENTIFICATION
5. BEST PRACTICES FOR STRATEGIC PLANNING PROCESSES

5.1. Definition

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.

Therefore, best practices are those which:

• Have a demonstrable and tangible impact on improving people’s quality of life
• They are the result of collective effective working between different sectors of society: public, private and civic
• Are socially, culturally, economically and environmentally sustainable.
• Can be adapted in order to be replicated in similar contexts

Best practices pursue the following objectives:

• Improve the performance of urban projects based on what works
• Increase awareness of responsibility 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.

5.2. Criteria for identifying Best practices or Cases of Interest

It has been analyzed different criteria for identifying best practices used by various agencies specialized in locating and cataloging best practices.

Based on this analysis, it has been defined the criteria that USUDS uses to identify Best Practices:

Some interesting and successful projects cannot fulfill all criteria to become Best Practices; however, they are knowledge assets which urban specialists can learn from. These cases will be considered as Cases of Interest.

5.3. Search of Best Practices or Cases of interest

Each KTC starts an active search of project to be considered as Best Practices/Cases of Interest driven by one of these inputs:

• A demand of a city developing their USUDS.
• The own interest of KTC to work on a specific topic.
<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>KEY ISSUES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Innovation</strong></td>
<td>1. In which aspects has innovation been generated in focusing on the problem, procedure or decision?</td>
</tr>
<tr>
<td></td>
<td>2. From what other pre-existing experience does this innovation come?</td>
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<tr>
<td></td>
<td>3. What new technologies have been applied?</td>
</tr>
<tr>
<td></td>
<td>4. What new legislation, regulations, methodologies, etc. have been generated?</td>
</tr>
<tr>
<td><strong>Strategy</strong></td>
<td>1. What were the project objectives? Were they measurable and quantifiable?</td>
</tr>
<tr>
<td></td>
<td>2. What were the strategies for achieving the established objectives?</td>
</tr>
<tr>
<td></td>
<td>3. Did all the agents involved take part in defining the strategies?</td>
</tr>
<tr>
<td><strong>Cooperation</strong></td>
<td>1. Who were the project partners?</td>
</tr>
<tr>
<td></td>
<td>2. What is the general distribution of responsibilities among the parties involved?</td>
</tr>
<tr>
<td></td>
<td>3. How did the beneficiaries participate?</td>
</tr>
<tr>
<td><strong>Impact</strong></td>
<td>1. What tangible improvements have taken place in the beneficiaries?</td>
</tr>
<tr>
<td></td>
<td>2. What tangible improvements have been observed in the community?</td>
</tr>
<tr>
<td></td>
<td>3. What changes have been produced by the project with respect to regulations, legislation..., applied in this scope of action?</td>
</tr>
<tr>
<td></td>
<td>4. Has the project led to changes in the methodology?</td>
</tr>
<tr>
<td><strong>Evaluation and effectiveness</strong></td>
<td>1. What were the results of the project, compared to the defined objectives?</td>
</tr>
<tr>
<td></td>
<td>2. Has any system been designed or used for measuring, monitoring or evaluating the project?</td>
</tr>
<tr>
<td></td>
<td>3. What indicators are used to monitor objectives?</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td>1. What actions have lasted over time?</td>
</tr>
<tr>
<td></td>
<td>2. How will the project and its results be financed in the future?</td>
</tr>
<tr>
<td></td>
<td>3. What agents will intervene in its operation and maintenance?</td>
</tr>
<tr>
<td><strong>Transfer capacity</strong></td>
<td>1. Has this action been applied in any other scope or place?</td>
</tr>
<tr>
<td></td>
<td>2. Is there a possibility of other bodies or programmes using this practice?</td>
</tr>
<tr>
<td></td>
<td>3. Is there any characteristic that does not allow its transferability?</td>
</tr>
</tbody>
</table>
Taking account that only these cases are considered:

- Finalized Cases within a Strategic Plan or with and strategic vision, and that time enough has passed since its ending to be evaluated
- Well-defined Cases (only-one-project or group-of-projects, or one program, or one plan)

In order to identify cases of interest, KTCs or the Network Coordinator contact different kind of agents: Other cities in its area, Experts and Agencies, Research centers, other organizations, etc., in order to identify project in several areas and themes.

5.4. Identification and publication of Best Practices or Cases of interest

Once KTC receives or identifies a possible best practices, it applies the different criteria and decide if it can be considered a best practices, or only a case of interest, and the protocol is putting into action to identify and evaluate Cases:

   - If the result of Self-assessment is not considered best practice, it will be a Case of Interest
   - If the result of Self-assessment is considered best practice, all the details of the “Best Practices Application Form” must be filled
   In both cases, all the information is collected by KTC.

2. 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.

3. Each KTC completes the “Best Practices Application Form” of the projects it has identified as best practices, and enter the information on the Platform.

When a best practice is uploaded to the Platform, it is announced at USUDS home page and at the USUDS Newsletter to give the maximum possible dissemination among our partners and the interested public.

With all the Best Practices and Cases of Interest analyzed, two catalogs have been created as set out in the next chapter, and are available online:

BEST PRACTICES: IDEAS CONTEST FOR GUADALMEDINA RIVER INTEGRATION

ENTITY
Ciedes Foundation / www.ciedes.es

CONTACT
fundacion@ciedes.es

COLLABORATORS/FUNDERS
Málaga City Council

LOCATION
Málaga, Spain

DATES
Since 3/02/2011 to 10/07/2012

BUDGET
300.000€

THEMATIC BLOCK
Strategic alliances and public-private participation

SECTOR
Urbanism, Sustainability and environment
**PROJECT DESCRIPTION**

The river Guadalmedina runs from the north to the south of the city of Málaga, which until 1918 periodically flooded in the city center. There were two hydraulic interventions to prevent the swamp of the Agujero and the Limonero Dam, who since 1980 have turned the river into a dry riverbed that is only used to relieve the dam waters when there is rainfall and to collect the run-off of streams. The use of the urban channel for public use has been claimed since the late 80s, but because it is a complex project with multiple administrations skills it has not been resolved so far.

The Málaga’s II Strategic Plan picked it up as one of their star projects, understanding that it had to be a strategic project to transform the city agreed by all, as it represents one of the biggest urban transformations in its history.

Starting situation:

The starting point was the agreement of the Council, the CIEDES Foundation (driving the Strategic Plan) to head up the project between all administrations with economic competence and cultural and social agents of the city.

It was decided by all to start with the completion of a public contest of ideas, led by multidisciplinary teams with recognized professionals, with the aim of proposing different solutions for the integration of the river and city.

Activities and outcomes:

The contest rules were drafted by experts from the four administrations concerned and were formed of a jury and an Advisory Committee with representatives from all of them and the main agent in town (employers, unions, neighbors, college, financial sector etc). This Committee and the Jury analyzed the 16 proposals submitted and awarded prizes to 10 teams.

The proposals were presented at the Contemporary Art Center with over 7,000 visits in less than a month, and were associated with more than 20 activities along the river with a public of 6,000 people. Then, they will sign a memorandum of understanding between all administrations to define the road map to follow for the integration of the river. A working group has been created in Municipal Planning for the project proposal and two commissions between administrations, and a political official, to take decisions.

**USED RESOURCES**

<table>
<thead>
<tr>
<th>Economical and Financial</th>
<th>Human, technical and infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>The budget managed:</td>
<td>CIEDES Foundation has used own human and technical resources, hiring no one specific to the project:</td>
</tr>
<tr>
<td>• 80,000 Euros in performing activities.</td>
<td>• 1 representative of the project.</td>
</tr>
<tr>
<td>• 220,000 Euros in prizes.</td>
<td>• 3 technicians.</td>
</tr>
<tr>
<td>CIEDES Foundation, the city of Málaga, the Andalusian Government, the Provincial Government and the private sector Unicaja have participated in funding the project.</td>
<td>• 1 Administrative.</td>
</tr>
<tr>
<td></td>
<td>• two fellows.</td>
</tr>
<tr>
<td></td>
<td>Material resources are available at the offices of the Foundation. However, each of the four administrations (state, regional, provincial and local) that have driven the project also provided two technicians specialized in this area to carry out both the definition phase of the competition and the assessment proposals and ideas. Likewise, the 13 Patrons of the Foundation have contributed to at least one person to participate in the Contest as Judges.</td>
</tr>
</tbody>
</table>

**BENEFICIARIES**

The direct beneficiaries of the Contest have been the winning teams and administrations that now have many ideas of how to achieve the integration of the river.

Everyone from Málaga is the indirect beneficiary, as they get closer to obtaining civic use of the river.
STRATEGIC CONTRIBUTIONS: LESSONS LEARNED

- Convert a strategic project in a city with everyone participating and agreeing upon the project.
- Generate a way of working between governments based on governance and strategic management.
- Create bridges between the public, private and the government together in a city project.
- Enthusiasm and allow citizens to participate in defining the future city.
- Move from the Municipal Council of the City to a private foundation with specific responsibilities in the city building.

CHRONOLOGY OF THE GUADALMEDINA COMPETITION

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>19/09/2011</td>
<td>END OF ENROLLMENT</td>
</tr>
<tr>
<td>26/09/2011</td>
<td>PUBLICATION OF REGISTRATIONS ON THE WEB AND AVAILABLE INFORMATION</td>
</tr>
<tr>
<td>21/12/2011</td>
<td>CLOSE THE PERIOD WHERE CONTESTANTS CAN ASK QUESTIONS</td>
</tr>
<tr>
<td>11/01/2011</td>
<td>PUBLICATION OF ANSWERS TO QUESTIONS AND SETTING UP OF TECHNICAL COMMISSION</td>
</tr>
<tr>
<td>03/02/2012</td>
<td>SETTING UP OF JUDGING PANEL AND NAMING OF TECHNICAL COMMISSION</td>
</tr>
<tr>
<td>10/02/2012</td>
<td>HAND IN PROPOSALS</td>
</tr>
<tr>
<td>13/02/2012</td>
<td>FORMALMELY ESTABLISH TECHNICAL COMMISSION</td>
</tr>
<tr>
<td>14/02/2012</td>
<td>OPENING OF ENVELOPES BY JUDGES</td>
</tr>
<tr>
<td>06/03/2012</td>
<td>15 DAYS TO CLARIFY DOUBTS AND SEND DOCUMENTATION TO THE TECHNICAL COMMISSION</td>
</tr>
<tr>
<td>04/06/2012</td>
<td>DEADLINE FOR TECHNICAL COMMISSION’S REPORT</td>
</tr>
<tr>
<td>10/07/2012</td>
<td>DEADLINE FOR JUDGE’S DECISION</td>
</tr>
<tr>
<td>JULY</td>
<td>PUBLICATION OF PROPOSALS</td>
</tr>
</tbody>
</table>

CIEDES internal work
Informative moments
**INNOVATION**

Innovation has come primarily in approach and procedure:

- In the approach: the City Council, with the agreement of all political parties, decides that a private foundation will lead the city project.

- In the process: it is a participatory process, where citizens can also comment on a major development project, for which it generates a methodology of participation and consensus of all administrations, the main actors economic and social, and the citizen himself. For this, we took examples from other cities and generated our own model.

- In terms of applying new technologies, a citizen mailbox was set up on the CIEDES Foundation website where you can post pictures, videos, projects, comments, to include digitized historical documents and citing technicians on the river, creating the largest existing digital library on the Guadalmedina and freely accessible to all.

- Regarding methodological innovation it should be noted that a jury was formed with 13 CIEDES patrons, representing all players in the city. They created contest rules agreed with the four competent authorities in the river through the work of a Technical Committee with members from all of them.

- The Technical Commission also incorporated the four administrations and a person chosen by the participants and two by the jury. The foundation devised a method of participation and consensus specific to each of these groups.

**STRATEGY**

The objectives were:

1. Remove a strategic project for the city from political debate and electoral processes.
2. Receive the best proposals (understood as those that provide better urban environmental quality, and water) for the integration of the river into city life.
3. Designing the project comprehensively with a view of the river as a whole, even outside their urban section.
4. Disseminate and publicize citizen’s proposals to ensure their involvement.
5. Increase the evidence they had to support decision-making by the relevant actors in the integration of the river.

The strategies developed were:

- Involvement of the four authorities with responsibilities in the river through a Consensus Statement and participation in decision-making forums (Jury and Technical Committee).

- Search for consensus and unanimity among all governments and main economic and social agents in decisions on the next steps.

- Creation of a representative figure for the contestants, who participated directly, as a member in the Technical Committee.

- Publication of the Rules of the Contests and invitation for the participation of multidisciplinary teams.

- Public presentation of all proposals and direct work with the media to give the widest possible dissemination.
CONSULTATION

Project partners were:

- City of Málaga
- Chamber of Commerce of Málaga
- Unions (Comisiones Obreras y U.G.T.)
- Employers Confederation of Málaga
- Delegation of Government Junta Andalucía
- Provincial Council of Málaga
- Provincial Federation AA.VV.-Unit
- Technological Park of Andalusia
- Port of Málaga
- Prefectures
- Unicaja Bank
- University of Málaga

All partners involved in the project through their participation in the Jury and the Technical Committee:

- The Committee met 4 times to evaluate the various proposals and make a decision on the winners.
- The Technical Committee met 6 times, analyzed and evaluated the projects, and proposed the winners to the jury.

CIEDES Foundation, conducted coordination among all participants.

Also those who helped to finance the proposals: City of Málaga, Andalusia, Provincial, Unicaja bank, private entities and the Foundation.

IMPACT

The main findings with respect to objectives are:

- 16 projects that propose a solution to the integration of the river.
- The largest digital library on the river
- “Guadalmedina Mailbox” with all the suggestions of citizens
- Open the way for dialogue and consensus between the competent authorities (public-sector) and economic and social actors (public-private), out of political debate.

Moreover, the city has managed to gain a permanent permit for use of the river with the Junta de Andalucía for various activities and are preparing small interventions to improve it (cleaning, greenways cyclist paths), while still agreeing the final route of the river.
**EVALUATION AND EFFECTIVENESS**

As part of the financing of the contest came from public funds, a system of monitoring and evaluating the activities and results was set up from the outset.

Results Indicators:
- Creating a Guadalmedina Mailbox
- Agreed preparation of tender documents
- Call Contest
- Advertising Contest
- Public failure Contest
- Mounting exhibition proposal
- Media involvement
- Activities at the river

Impact indicators:
- Mailbox views
- Participants in the drafting of tender
- Participants in the Technical Committee and the Jury
- Number of teams presented
- Appearances in the media
- Exposure visits proposals
- Participating in the activities of the river

**SUSTAINABILITY**

CIEDES Foundation is still in charge of driving the project so it is still alive and still involves the same agents. The Guadalmedina Mailbox is operating and receives input and consultation on the river. It has created a task force in the Town Planning Department of the City Council to submit proposals agreed to reach the final definition of the project selection.

Moreover, different administrations have created a platform for political and technical decisions to sign a memorandum of understanding and agreement on the river.

On this platform are: City of Málaga, Andalusia Government, Central Government, Provincial Government and the Port Authority. In addition, the 13 patrons of the Foundation periodically review the project’s progress.

At the moment, the Foundation assumes the labor costs of coordination and consensus, but the labor and administration costs must be established for each group to assume in the future.

**TRANSFER CAPACITY**

This action is perfectly replicable, there will always agreement between the administrations on the issues affecting the future of the city. It is fundamentally in agreement with various government and representative bodies of the city in connection with more global projects that benefit the entire population.

In Latin America there are cases of strategic projects that have benefited from the participation and agreement of all administrations, the main actors and the general public.
BEST PRACTICES: MUNICIPALITY PLAN FOR DEVELOPMENT 2011-2016 (PCD)

ENTITY
Municipality of Tetouan / www.tetouan.ma/fr

CONTACT
webmaster@tetouan.ma / azizmary15@hotmail.com

COLLABORATORS/FUNDERS
DGCL - Maroc (Direction Générale des Collectivités Locales)
Programme ARTGOLD du PNUD, Maroc
AMB - Àrea Metropolitana de Barcelona, Medcités

LOCATION
Tetouan, Morocco

DATES
2011 to 2016

BUDGET
3,546,46DH

THEMATIC BLOCK
Monitoring, evaluation and reformulation of strategic plans

SECTOR
Urbanism and consultation
The chosen EDP (Events, Challenges, Projects) approach consists in:

- Identifying the principal events which affect the city
- Identifying the economic, social, territorial and environmental challenges
- Formulate the future projects while taking into account those already in progress, or scheduled and/or programmed up to 2016

Starting situation:

Its importance consists in that it should convey the new conception of authority, of decentralization and the directives of the Speech of His Majesty the King Mohamed VI at the occasion of the national Colloquium on local authorities, on the 12th of December 2006 in Agadir. During which he states: « Our ambition is great to make cities and local authorities, together with the State, the private sector and civil society, true partners in the process of general development of our country, and a creative force, in order to implement the different national strategies »

The CDP of Tétouan originated in a program of the Ministry of the Interior, which stated that the city (Municipality or City Council) should produce a five-year plan, which would only affect the communal (municipal) authority, in order to identify the projects to be undertaken by the Mayor, and also its implementation over the five-year period.

In other words, the Ministry wanted a clear definition and a precise temporary implementation of the investments which the Communal Council was to make in the city.

The President of Tétouan and his governmental team decided that the CDP would definitely not be an exclusively technical and professional process, with an eventual final political decision. On the contrary, the CDP was to answer the needs of the population, and this was to be clearly expressed in a vast process of community participation which was to be carried out in parallel, and not including the principal specialized primary material on which the technical team would rely on.

Basic Objectives:

The Communal Development Plan is characterized by two essential points:

1. First a methodology based on establishing the territorial, economic and social Events and Challenges according to a participatory approach in connection with the Projects already in progress, programmed or proposed.
2. Then the openness of the Municipality by way of the CDP towards local actors and civil society.

The importance of the Communal Development Plan of 2011-2016 (CDP) is that it opens the way for local authorities and local actors to act according to the rules of good governance and to avoid anarchy and improvisation in the choice of development projects, and also the activation of the role of the Municipality in economic and social development. It also ensures coherence and the optimization of the actions of the different local actors while giving much importance to the implication of the population in the diagnosis and the proposition of projects and establishing priorities.

Activities:

Stage 1: Launch of the CDP and setting up the committees and definition of their roles
Stage 2: Interviews with exterior services et socio-economic actors and update of the monograph
Stage 3: Thematic Commissions
Stage 4: Second citizen’s meeting and Work Groups

The number of proposed projects is about 85 projects to be undertaken in the next 6 years for an amount of about 3,5 billion dirhams.

Difficulties encountered:

- Logistical constraints (cell not equipped with the necessary material promised by ART COLD)
- Time constraints de temps (summer, Ramadan, ...)
- Weak implication of exterior services (absence of some key services during the interactive commissions)
- Partial availability of the technical team (members assigned several missions)
- Lack of a clear judicial framework and implementing provisions.
**USED RESOURCES**

**Economical and Financial**

The United Nations ART GOLD program, which supplied the funds to finance the development of the CDP.

The financing of these projects is assured by the Municipality’s own resources or through partnerships with public institutions and government services or as part of the grouping of Municipalities or decentralized cooperation.

**Human, technical and infrastructure**

A cell for drafting the Communal Development Plan was set up by the Urban Commune of Tétouan, composed of executives competent in various disciplines associated with strategic planning.

A 5 person Communal Technical team and a 5 person team associated with the CDP.

The technical team participated in the six technical assistance work groups lead by international experts in Strategic Planning under the ART GOLD program.

**BENEFICIARIES**

**Citizens of Tétouan, Institutions**

The city of Tétouan has a general strategy to be developed over the years 2011-2025, and the Municipality has its own projects that must be completed in order to contribute, by its competences, to the strategic development of Tétouan.

**STRATEGIC CONTRIBUTIONS: LESSONS LEARNED**

Contrary to the approaches and techniques used by other municipalities, the methodology used by the Urban Commune of Tétouan does not follow the traditional SWOT matrix (Strengths, Weaknesses, Opportunities and Threats) but differs by adopting an innovative approach to strategic planning: Events-Challenges-Projects. This methodology proved to be very understandable by the citizens and made possible the setting up of a global procedure of participation which, probably, leads to an optimization of the results.

**INNOVATION**

Innovation as refers to the process.

Considering the characteristics of Tétouan, and in particular the complexity of the process, they chose an innovative methodology, created by the CIEDES Foundation with the collaboration of UQS «Urban Quality Strategies» and which was embedded in the drafting of the Strategic Framework for Social Action of Barcelona, the Strategic Plans of the cities of Málaga, Seville and Granollers in Spain and Caguas in Puerto Rico; and in the Strategic Plans of the provinces of Córdoba and Málaga.

Legislative: a program of the Ministry of the Interior, which stated that the city (Municipality or City Council) should produce a five-year plan, which would only affect the communal (municipal) authority, in order to identify the projects to be undertaken by the Mayor, and also its implementation over the five-year period.

Methodology: The innovation of the analytical phase is that it uses ECP, instead of the traditional SWOT.

The ECP analysis consists in:

1. Identifying the principal Events which take place in the city, those that have or will have the most influence on the future of the city.
2. These events raise economic, social and territorial (infrastructure, land use planning and environment) challenges which must be dealt with by means of the city’s strategy.
3. The city has projects which are either already planned or in process in order to cope with these challenges and which the strategic analysis must take into account from the start.
STRATEGY

Objectives:
The CDP was structured as a Second Generation Strategic Plan, since it constitutes the beginning of this type of government, by defining as objectives of the drafting process the completion of:

1. A shared strategy, encouraged by the Municipality, with which the city’s future is conceived. This constituted the priority strategic reference framework, from which cooperation programs and projects were established, and more particularly defines the programs and projects that the Municipality will develop between 2011 and 2016.

2. Initiating the creation of agreements and confidence between the principal urban actors so that, once the structuring projects and concrete actions are elaborated, they can be carried out having articulated the efforts and resources between the different actors involved.

3. Promoting a system of participation which, during the Plan’s drafting phase, serves to identify the needs and legitimate interests of the different sectors of the population, which constitutes the base on which the strategic contents of the CDP will be drafted.

Strategies:
The restricted CDP is based on the framework defined by the expanded CDP or Strategic Plan, and particularly the strategic lines, principally the structuring projects, and within these defines the projects of inferior rank and actions which make them up and affected the competences of communal programming and investment.

In this regard, there are three different types of projects which come under the municipal or communal competence:

- Those whose programing or financing corresponds to the municipality.
- Those which must develop through a partnership (projects for which there exists a municipal competence, for example the development or sale of land, but which requires the action of another institution or private actor).
- And communal projects which will be financed through international cooperation.

The six strategic lines of the CDP:

1st strategic Line: MANAGEMENT OF URBAN AREAS AND SAFEGUARDING OF THE URBAN AND CULTURAL HERITAGE
2nd strategic Line: DEVELOPMENT OF THE LOCAL ECONOMY AND REINFORCEMENT OF THE PRODUCTIVE SECTORS
3rd strategic Line: TRANSPORTATION AND MOBILITY
4th strategic Line: THE ENVIRONMENTAL STAKES AND ENHANCEMENT OF THE MARTIL OUED
5th strategic Line: SOCIAL ACTION AND WELL-BEING
6th strategic Line: REINFORCEMENT OF GOVERNANCE

CONSULTATION

Partners:
DGCL - Maroc (Direction Générale des Collectivités Locales)
UNDP Programme ARTGOLD, Maroc
AMB - Àrea Metropolitana de Barcelona, Medcités.

- The Urban Commune, as local promoter of development, is by definition the contracting authority of development on its territory.

The President of the Communal Council and his team (bureau, communal personnel and communal council) are the primary actors of the Commune; In relation to the Communal Technical team, it is important to call attention to its size (limited to 5 people with a support team of another 5 people), the complete dedication of its members, their professionalism and knowledge of the city, and their real commitment to the proposed methodology were fundamental for the success of the process.

- The Local Authorities, headed by the Governor (Wali) in the capacity of supervisory body of administration, coordination, arbitration and control of legality;
• The External Services of the State as support orientation authority for decentralized action (Exp. delegations, offices, ADS, other agencies, ...);
• The support structures or funding agencies, in particular the programs, projects, NGOs, accompany the financing of the CDP and reinforce the capacities of the actors;
• The private sector and professional groups which can bring a crucial perspective on the city’s economic fate, especially in terms of promotion of investment and employment (Companies, professional chambers, federations, ...)
• Local civil society organizations which can be individuals in a personal capacity or women’s or youth associations, cooperatives, economic interest groups.
• The other local authorities concerned, particularly the region, the province.
• The other adjacent urban and rural communes which can be connected to the commune through regional or provincial programs in a partnership of exchange of experiences or inter-communality.

General division of responsibilities/ Participation of beneficiaries

POLITICAL MANAGEMENT OF THE CDP:
Communal Council
Responsibility: Vote of the CDP

STRATEGIC MANAGEMENT OF THE CDP
• President of the CUT
• Planning Commission
• Other elected officials
Responsibility: Validation of the consequent phases of the planning process:
1. The procedure
2. The conclusions of the state of affairs of the strategic territorial Vision
3. Program of equipment and development projects
4. Budgetisation

OPERATIONAL MANAGEMENT OF THE CDP
• General Secretary of the Commune
• Coordinator of the technical team of the CDP
Responsibility:
Intermediate validation of the tasks of the work groups

PARTICIPATIVE PROJECTS OF THE CDP
• CDP Technical team
• CDP Support team
• Communal services
• Local authorities
• Exterior Services
• Civil society
• Private Sector
Responsibility:
• Organization of thematic work groups (diagnosis)
• Issuing the progress reports
• Definition of the challenges and stakes
• Setting operational objectives
• Preparation of project forms

TECHNICAL ASSISTANCE
• Technical assistance (Program Art Gold PNUD Maroc – Medcités)
• Research unit (REJJES consultants)
• Responsibility:
• Methodological supervision
• Training-action for the benefit of the CDP technical team
• Assistance and logistics
• Local authorities
- Exterior Services
- Civil society
- Private Sector
Responsibility:
Organization of thematic work groups (diagnosis)
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TECHNICAL ASSISTANCE
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Responsibility:
Methodological supervision
Training-action for the benefit of the CDP technical team
Assistance and logistics
**IMPACT**

Results:
The projects of the Plan that have been set up are the following:

**Priority economic projects**
- Restructuration of the existing industrial zone
- Creation of a new industrial zone
- Creation of a zone to house the polluting economic activities
- Creation of a storage zone for merchandise
- Connection of the city to the Port Tanger-Med via the khmis d’Anjra road

**Priority social projects**
- Creation of health centers and equipment of existing centers
- Creation of a chemotherapy unit at the provincial hospital of Tetouan
- Support for the fight against illiteracy
- Partnership with the exterior services and other organisms

**Territorial Projects and environmental priorities**
- Development and upgrade of the Martil Oued
- Implementation of the urban mobility plan
- Develop the road network and improve the quality of urban transportation

**EVALUATION AND EFFECTIVENESS**

The evaluation and reformation of the strategic plan has been done with the support of the network of andalusian town and regional strategic planning (RADEUT) and some more active members: The CIEDES Foundation-Málaga, The Málaga Delegation Jaen university and the Pablo Olavides University in Seville.

It has established a methodology for evaluating projects and perception surveys have been conducted for the evolution of the city and new projects to be undertaken.

**Indicators:**

In the definition phase they collected a series of indicators to measure the objectives and structuring projects from the plan to be completed by the end of 2014 upon which they will build synthetic indicators.

**SUSTAINABILITY**

After defining the plan, the City Council was responsible for the implementation of projects and in 2013 a new team for monitoring and evaluation of the results was created.

**TRANSFER CAPACITY**

The process continues, and they have even become drivers of the network of cities with strategic planning in northern Morocco. Thanks to contacts with Medcities and partner networks of the Andalusian cities RADEUT are participating in several projects to exchange experiences with other Mediterranean cities that are driving their planning process.
BEST PRACTICES: DISTRITO 22@. BARCELONA

ENTITY
Municipality of Barcelona / www.bcn.cat / www.22barcelona.com

CONTACT
info@22barcelona.cat / jbarnada@bcn.cat

COLLABORATORS/FUNDERS
Municipality of Barcelona.

LOCATION
Barcelona, Spain

DATES
1998 to Decembre 2008

BUDGET
180M€

THEMATICAL BLOCK
Strategic alliances and public-private participation

SECTOR
Urbanism and new technologies
PROJECT DESCRIPTION

22@Barcelona project transforms two hundred hectares of industrial land of Poblenou into an innovative district offering modern spaces for the strategic concentration of intensive knowledge-based activities. This initiative is also a project of urban refurbishment and a new model of city providing a response to the challenges posed by the knowledge-based society.

It is the most important urban transformation project in Barcelona city of the last years and one of the most ambitious of Europe of this nature, with a high real estate potential and 180 million Euros of public investment in an infrastructure plan.

22@Barcelona district commits itself to this model of an integrated, diverse and balanced city and fosters the coexistence of spaces for production, training and investigation with extensive housing, a new model of streets devoted to citizens’ use and an excellent offer of public and green spaces.

Starting situation:

In 2000 the Barcelona City Council approved a new urban planning ordinance aimed at transforming the old industrial area of Poblenou, with obsolete factories that had long ago been abandoned or were simply not very productive, into a magnet for new activities. This new ordinance allowed for a new land designation called 22@, which substituted the traditional industrial designation 22a. So, land in the 22@ zone, which is basically the whole south-eastern quadrant of the city, from Gran Via to the beltway and from the Olympic Village to Rambla de Prim, which is the equivalent of 115 blocks in the Example, allows more construction, more public spaces or green areas and subsidized housing as long as the previous industrial activity is replaced by offices or other business services and equipment related to new technology and knowledge. The goal is to encourage land owners to update obsolete urban planning elements from the end of the 19th and beginning of the 20th centuries while maintaining economic activity, which would not have happened with traditional thinking from industrial to residential designations.

Objectives:

22@Barcelona project transforms the old industrial areas of Poblenou in a high-quality environment for working, living and learning.

As a project of urban refurbishment, it responds to the necessity of recovering the social and economic dynamism of Poblenou and creates a diverse and balanced environment where the different facilities coexist with state-subsidized buildings, equipments and green spaces that improve life and working quality.

As a project of economic refurbishment, it constitutes a unique opportunity to turn Poblenou into an important scientific, technologic and cultural platform transforming Barcelona into one of the most dynamic and innovative cities throughout the world.

As a project of social refurbishment, it facilitates the inter-relation among different professionals who work in the area and the participation of the district’s neighbours in the opportunities information technologies offer.

USED RESOURCES

<table>
<thead>
<tr>
<th>Economical and Financial</th>
<th>Human, technical and infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>It is the most important project of urban transformation of Barcelona city of the last years and one of the most ambitious of Europe of these characteristics, with a high real state potential and a 180 million Euros public investment of infrastructure plan.</td>
<td>The municipal society 22 ARROBA BCN, S.A.U, was created in 2000 by Barcelona City Council with the aim to promote and manage the foreseen transformation for the 22@ Barcelona project, that includes the creation of more than 4,000,000 m² of new land, re-urbanization of 35 Km. of streets and will provide approximately 220,000m² of land for new public facilities and green spaces and new homes under a social housing regime in the old industrial areas of the center of the city.</td>
</tr>
</tbody>
</table>
BENEFICIARIES

The 22@Barcelona project has likewise been warmly received by the business community: an estimated 4,500 new companies have moved to the district since 2000, an average of 545 per year and 1.2 per day, although the most prolific era was from 2003 to 2006. Of the 4,500 companies, 47.3% are new start-ups (the rest have moved from other locations) and 31% are technological or knowledge-based companies.

As a result, the number of people working in Poblenou has risen significantly. There are currently more than 56,000 new workers, half of them with university studies, and that number is predicted to reach 150,000.

STRATEGIC CONTRIBUTIONS: LESSONS LEARNED

22@Barcelona is building a new compact city, where the most innovative companies co-exist with research, training and tech transfer centers as well as housing (4,000 new subsidized residences), facilities (145,000 m² of land) and green areas (114,000 m²). This model city coexists with the neighborhood’s industrial heritage thanks to the Industrial Heritage Protection Plan, written jointly by 22@Barcelona and the Barcelona City Council, which conserves 114 elements of architectural interest.

Include flowcharts, charts, diagrams, etc... to facilitate the understanding of the practice.
INNOVATION

A new model of city:
The 22@Barcelona project creates a privileged environment for developing the most innovative knowledge-based activities, which are designated @ activities.

@ activities are those that use individual talent as their main productive resource, regardless of the economic sector they belong to: they may be related to research, design, publishing, culture, database management or multimedia activities, and they are characterized by their intense use of information and communication technologies; for these reasons, they account for a higher proportion of jobs than traditional economic activities.

These @ activities, which coexist with traditional activities in the neighbourhood, create a rich and diverse productive environment that favours overall business competitiveness.

22@Barcelona Project creates a privileged environment for the development of the economies most innovative activities, called @ activities.

Economic innovation

22@Barcelona district integrates the different agents constituting the system of innovation -cutting edge companies, universities and training centres, and centres of research and transfer of technology - with different agents of promotion that facilitate interaction and communication among them.

The coexistence of innovative and dynamic companies with local district ones -shopping, small workshops, service sector- configure a rich productive fabric. This environment favours the synergy in knowledge and the processes of innovation and promotes and improves competition for business groups and the quality of life of the citizens that live and work in the 22@Barcelona district.

Social innovation

By means of the space for professionals, 22@Barcelona district promotes the creation of new networks of formal and informal relationship fostering the creation of local and international business cooperation projects to improve social and business cohesion and increasing the quality of life and work in the 22@Barcelona district.

At the same time, through the Digital District program, 22@Barcelona stimulates and supports innovative projects that foster both the use of new Information and Communication Technologies and the collaboration of citizens and professionals with social, educational and cultural organizations in the district.

STRATEGY

Transformation of an industrial area within the city in a neighborhood that develops “new knowledge economy” through the implementation of specific projects and doing productive activities compatible with residential. At present it is giving a second impulse to 22@ with the proposal of a Smart City Campus, which will be a test laboratory for urban innovation.

This renovation process is regulated by three ordinance plans:

- The Modification of the General Metropolitan Plan (MPGM), which favors the diversity of use in the area, acknowledges existing housing and plans to add new uses that are complementary to housing and compatible with the new production activities. This plan initially designates six areas to be developed through public initiatives (predetermined plans), and remits to derived plans to specify ordinances in each transformation area.

- The Special Infrastructure Plans (PEI), which allow for urban improvements on 37 kilometers of streets in the 22@ Barcelona with highly competitive utilities and

- The Modification of the Special Plan for Historical/Artistic Architectural Heritage in the city of Barcelona, which adds 68 new elements of Poblenou’s industrial heritage to the Barcelona Heritage Catalogue.

CONSULTATION

The proposed 22 @ is generated through a planning drafted by Barcelona City Council, but its execution through a Public-private process is the guarantee of urban transformation and the generation of new and innovative city local production capacity.

Therefore, proposals generated are basic: concentration of talent, new clusters, innovative culture, high technology centers, international platforms and business and professional spaces.
The city of Barcelona is a city used to the positive impact of urban change, as they have been able to renew neighborhoods and provide new urban activities, economic and social. All this by applying concerted planning processes in short and medium term.

**EVALUATION AND EFFECTIVENESS**

Despite the strong Spanish and European economic crisis, 22@ has maintained an acceptable level of activity, reflected in the implementation of various projects of great singularity and proposals that prepare the neighbourhood regeneration in the medium term.

**SUSTAINABILITY**

The 22@ is born out of an innovation commitment in the field of sustainability as reflected in the planning regulations and the proposed planning. The Special Infrastructure Plan is a clear example of this administration, in order to create new networks to update the city. Today we are taking another step toward urban and edification self-sufficiency, through the development of the City Protocol and various examples of self-sufficient buildings.

**TRANSFER CAPACITY**

One of the basic goals of 22@ lies in the ability to transfer knowledge through its activities, promotion and implementation of new business and ongoing relationship with other projects of the world’s major cities.
BEST PRACTICES: STAIRS PROJECT

ENTITY
Foundation Safadi- Tripoli / www.safadi-foundation.org

CONTACT
samira.baghdadi@safadi-foundation.org

COLLABORATORS/FUNDERS:
Bureau de la coopération italienne de l’Ambassade d’Italie de Beyrouth

LOCATION
Tripoli, Lebanon

DATES
April 2009 to December 2012

BUDGET
320.957€

THEMATIC BLOCK
Strategic alliances and public-private participation

SECTOR
Sustainability and environment
**PROJECT DESCRIPTION**

“In each step we change, we also change”

The stairs project was submitted by the Sector for Social Development of the Fondation Safadi, which works in the disadvantaged neighborhoods of Tripoli and contributes to the autonomy of society (particularly of vulnerable groups), encouraging citizenship by reinforcing the feeling of belonging and promoting volunteering and developing the collaboration with civil society by means of common projects. Each project has enabled the renovation of stairs representing not only a more important pedestrian axis but also a place for living and for history as well as the implementation of social activities with residents, in particular young people. The three stairs projects carried out between 2009 and 2012 respond to this threefold mission.

Starting Situation:

The old city of Tripoli is partially built on two hills very densely populated by some of the poorest people of the city. These residents are very dependent on a series of stairs that link the old quarters to the rest of the city. The poor quality of their structure and bad weather conditions have contributed, over the years, to their deterioration, generating a feeling of abandonment and exclusion amongst impoverished residents. They themselves requested the intervention of the Foundation, which was already active in respect to trying to improve their living conditions.

Objectives:

- Promote the culture of peace, prevent conflicts, encourage citizenship and reinforce the feeling of belonging (SoC)
- Enhance the feeling of belonging of residents along the Namel stairs (SoS)
- Encourage the autonomy of residents, including the most vulnerable, so that they can become dynamic agents of change thanks to « community building initiatives » (SoI)

Activities:

- Renovation of the stairs
- Recruitment amongst residents of the area and training volunteers and local committees
- Artistic, environmental, cultural activities, training in abilities, hygiene and advocacy, collective memory work, with a specific focus on the children of the orphanage adjacent to the stairs.

**USED RESOURCES**

<table>
<thead>
<tr>
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<th>Human, technical and infrastructure</th>
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<tbody>
<tr>
<td>The three projects were carried out thanks to the contribution of Italian Cooperation of the Italian Embassy in Beirut (about 90%) and of the Fondation Safadi (about 10%). The sustainability of the project does not depend that much on availability of funds as it does on the municipality’s capacity to maintain the stairs and of the capacity of the committee established in the framework of the project to foster advocacy actions and mobilize the participation of local residents.</td>
<td>The human resources used were in general the same for the three projects. It entailed to a great extent the partners’ personnel, with the exception of the architect in charge of the works, who is usually commissioned by the Fondation Safadi to carry out its projects. It is important to highlight that many activities were partially, and at times fully, carried out by volunteers and/or the committees for the stairs; this was a core element of the project in respect to assuming control of one’s living conditions and to citizen participation. The material needed for the works were stored in a shed built near the stairs and torn down once the works had finished. Depending on the project, the social activities took place at the Foundation’s social centers, at residents’ homes or at the orphanage.</td>
</tr>
</tbody>
</table>
BENEFICIARIES

Direct Beneficiaries:
The first characteristic of beneficiaries is that they are residents along the stairs; there were thus men, women, adolescents and children, with special attention paid to young people with the most difficulties (out of school or pre-delinquent). Depending on the activities, most beneficiaries were adolescents of young adults (girls and boys), children and pre-adolescents or adults (men and women). Please note that the 3rd project (Sol) focused on the integration of residents of the orphanage in their neighborhood and local community.

Indirect Beneficiaries:
All residents along the stairs who can use them in better conditions.
The municipality, which benefits from the embellishment of the neighborhoods, sees how the working conditions of its employees have improved and how they have direct contact with inhabitants.
Persons from outside the neighborhood using the stairs, included tourists, given that certain areas are full of history and culture.

STRATEGIC CONTRIBUTIONS: LESSONS LEARNED

Within a global objective of local development, one of the priorities of the Social Development sector of the Fondation Safadi is to improve the living conditions of the inhabitants of Tripoli with them and for them. Sustainable development cannot exist without investing in the relations of individuals with their environment, without having inhabitants appropriate their living environment in order to become aware of their role and to participate in local development.

By responding to an initial demand of the residents themselves and by focusing not only on their participation but also on allowing them to take initiatives, the projects of the stairs have allowed some of the most disadvantaged inhabitants of Tripoli to act directly and positively on their surroundings.

The transversal approach used (integrated economic, cultural, social and environmental aspects), the diversity of the stakeholders (public-private sector and civil society) have allowed not only to involve all the categories of players but also to demonstrate that local development is not limited to urban planning works.

Include flowcharts, charts, diagrams, etc ... to facilitate the understanding of the practice
INNOVATION

The identification of the problem is in itself original since it came from residents, when normally it is the municipality that takes the initiative to carry out planning works, and does so independently of the social players and residents concerned. The procedure is innovative since it integrates aspects generally ignored in this type of project: it takes into account social, economic, cultural and environmental aspects of the living conditions, in addition to the sole factor of « infrastructure ».

The resolution of the problem is innovative in so far as the inhabitants themselves were really involved and took initiatives to improve their living environment.

The Fondation Safadi had previously implemented a project to improve the living environment of a neighborhood in Tripoli (Tarbi‘ya). The inhabitants of the first stair (SoC) requested the help of the Foundation because they also wanted more than mere renovation of the infrastructure in their neighborhood.

One of the lessons learned is that offering beneficiaries to participate in the management and execution of the project (and not only receiving services) is very enriching and a source of success. Indeed, this approach fully contributed to reinforcing the feeling of belonging, encourage inhabitants to uphold their commitment towards their community and to assume responsibility in respect to their city.

In consequence, in the following projects the methodology allowed for even greater initiative on the part of the beneficiaries.

STRATEGY

To make the inhabitants of the area of intervention aware of their responsibilities by making want to intervene in their living environment, and giving them the means to do so.

To work on different subjects (culture, environment, history, politics) so as to generate interest amongst the largest number of persons.

Actions carried out are also of different types: creation of committees, training in advocacy, training volunteers, personal and professional development, festive activities, drafting written documents, etc.

Leaflets were published and distributed to inform inhabitants of the initiatives.

CONSULTATION

In general the participants were the same for the three projects:

Municipality of Tripoli, Faculty of Fine Arts of the Université Libanaise, the sector for Agriculture and Sustainable Development of the Fondation Safadi, an association specialized in social organization and festive events, and experts in anthropology and collective memory. Lastly, the inhabitants who intervened as volunteers or through the committees created and trained within the project’s framework (Eco-Police or Stairs Committee) and inhabitants who intervened spontaneously or on invitation by the members of the committees.

The Municipality of Tripoli was in charge of the renovation of the infrastructure and of maintenance of the area once the works finished.

The Faculty of Fine Arts of the Université Libanaise was in charge of implementing activities to embellish the stairs.

The association assisted volunteers and workers of the Fondation in implementing the entertainment activities.

The children’s Eco-Police committees, initiated and guided by project volunteers, together with the support of the Sector for Agriculture and Sustainable Development of the Fondation Safadi, cleaned the stairs, prepared and placed the plants, and raised awareness amongst the residents of the neighbourhood. As activities progressed, the Eco-Police group took over the initiative and has become a « green agent » at the neighbourhood’s service, contributing the maintaining healthy, protected and pleasant surroundings for all residents, in particular for children.

Two experts also assisted the volunteers in the work to shape the collective memory.

Thanks to the creation of the committees (Eco-Police and Stairs), the project has facilitated and encouraged that residents of the neighbourhood take initiatives (men, women, youth and children), including those who did not belong to a committee. In this way the beneficiaries contributed to the neighbourhood party, an interactive play, environmental awareness raising actions and placing plants, advocacy in respect to the municipality, participation in the construction of the collective memory, etc.
**IMPACT**

Results:

- Renovated and safer stairs for pedestrians, in some cases walls of adjacent dwellings repainted
- A « Stairs Committee » was constituted for each project to assist, and if necessary organize, certain activities and to maintain the link between the residents and the municipality after the project
- Young volunteer residents collected information on the stairs’ history and life there, and organized different activities geared at constructing the collective memory.

Residents (including children) are trained in advocacy and implement actions addressed to the municipality to favor greater integration in respect to local maintenance issues (for example, the SoC lead to dissemination of a petition signed by 800 persons).

<table>
<thead>
<tr>
<th>Stairs of Change (SoC)</th>
<th>Stairs of Solidarity (SoS)</th>
<th>Stairs of Integration (SoI)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 20 young people benefit from practical training in public works</td>
<td>• The Committee organized a festive event (200 participants).</td>
<td>• Children (from the orphanage or the neighbourhood) took action to advocate for better upkeep of the stairs by the City Hall.</td>
</tr>
<tr>
<td>• 36 mosaics created by young people and permanently exhibited along the stairs</td>
<td>• The cultural heritage of the stairs is highlighted thanks to the distribution of a booklet (3000 copies) and the dissemination of a documentary (in 5 screenings).</td>
<td>• 23 children (from the orphanage or the neighbourhood) developed their «abilities» (self-esteem, team spirit and conflict resolution).</td>
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<tr>
<td>• 20 children created an eco-police group that analyzed the needs and installed green plants</td>
<td>• 12 children created an eco-police group, organized an interactive play on the importance of plants and mobilized young people in the neighbourhood to install the plants.</td>
<td>• Volunteers organized on the stairs, together with the children of the orphanage, a festive and cultural event highlighting the neighbourhood’s collective memory (300 participants).</td>
</tr>
<tr>
<td>• The neighbourhood’s collective memory is shaped thanks to the distribution of a booklet (3000 copies)</td>
<td>• 600 persons become aware of urban cleanliness issues</td>
<td>• Feasibility study regarding in-depth studies on the history and traditions of the stairs of Tripoli which could later be published.</td>
</tr>
<tr>
<td>• 600 persons become aware of urban cleanliness issues</td>
<td>• A play is put on indoors (250 participants) and on the stairs (200 participants).</td>
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</table>
EVALUATION AND EFFECTIVENESS

La Fondation Safadi uses several tools to ensure good project management: the implementation plan, bi-monthly field plan, internal monthly report, record of lessons learned.

In addition, it was agreed with the partner providing funding that for each project an interim report (half-way through the project) and a final report would be submitted. These reports described the progress of each activity and sub-activity programmed, highlighting possible difficulties or success together with an assessment of the contribution of the activity to the result sought by the project. Lastly, the final report assessed the project’s contribution to the general objective, also analyzing the difficulties encountered.

The indicators are similar from one project to another; a few are highlighted below depending on the type of result sought:

- Young people at risk become more autonomous and less inclined to conflict
- Many young people having developed their abilities or know-how
- Many young people having had a first hands-on professional experience
- The Local Authorities are more inclined to respond to the needs of the community
- Many of the problems expressed by the young people have been assumed by the authorities
- The living conditions and the quality of life in the old quarter have improved
- Many falls due to the state of repair of the stairs
- The feeling of belonging and attention paid to the neighbourhood by the local community, and in particular by young people, are stronger.
- Many plants placed by the Eco-Police group and then adopted by residents
- Many green spaces along the stairs
- Many local players on the committees
- More support to highlight the neighbourhoods’ culture and heritage

Depending on the nature of the problems, different measures were taken to successfully complete the project.

In respect to the works, to respond to the personal concerns of residents, the engineer on site was asked to highlight the participative aspect of the project and to adapt execution of certain works.

Certain activities, such as the sessions to form committees, had to be reinforced (more time) to strengthen the beneficiaries against certain players who wanted to divert the project. Dialogue between the different stakeholders and the project team was thus essential to overcome certain bias.

SUSTAINABILITY

With the exception of leisure and festive activities, most activities carried out within the framework of the stairs project have a sustainable impact over time, in particular:

- In respect to the renovations, the Fondation Safadi has ensured that the works were done thoroughly and were monitored at all times by an engineer to guarantee their sustainability;
- The committees have requested the intervention of the municipality in maintenance;
- The decorative elements and the plants installed the stairs will stay;
- The collective memory works contributes to shaping the neighbourhoods’ identity; in particular for SoS and SoC. Documents were distributed to back the work in the area.

In addition to urban renovation, the projects were geared at improving the living environment of these neighborhoods and of helping their residents appropriate their surroundings. The sustainability of the project is thus no really a matter of financing: as of the moment in which the municipality complies with its commitment, sustainability will depend on the involvement of residents in their neighbourhoods, in particular through the committees. Moreover, the Fondation Safadi, through its centres in the old quarters of Tripoli, offers important support to the committees; they can count on the team of social workers to remain active in their neighbourhoods and attentive to the social problems that appear.

The beneficiaries of the project rally together and remain active; in particular the neighbourhood committee of the first project (SoC) and the volunteers of the third project (Sol) continue to meet to keep their neighbourhood alive.

(*) Since 2005, the Fondation Safadi trains young people (10 to 14 years old) in respect to environmental problems so that they can later contribute, as an «eco-police » group, to improve their urban environment.
TRANSFER CAPACITY

Residents of other neighbourhoods of Tripoli have asked the Fondation Safadi to also intervene in their areas; these requests have not yet been satisfied due to lack of investments. This action has inspired an artistic association (Bozar) which, after embellishing the walls of the Université Libanaise a few years ago, has repainted the wall along one of the stairs in the Old Tripoli.

As the approach is systematic and is based above all on local resources and the interests of the beneficiaries, it can be easily combined with other programs.
BEST PRACTICES: TRIPOLI ENVIRONMENT AND DEVELOPMENT

ENTITY
AL Fayhaa Urban Community / www.urbcomfayhaa.gov.lb

CONTACT
alfayhaa@gmail.com / wahab20aa@gmail.com

COLLABORATORS/FUNDERS
Medcities, EC Life Program, CUD, METAP, UNDP, FMCU

LOCATION
Tripoli, Lebanon

DATES
September 1999 to April 2000

BUDGET
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THEMATIC BLOCK
Monitoring, evaluation and reformulation of strategic plans

SECTOR
Urbanism, Sustainability and environment
PROJECT DESCRIPTION

Tripoli Environmental & Development Observatory (TEDO) is a tool helping UCF (Urban Community of Al Fayhaa) and member municipalities in the management of environmental problems while keeping a sustainable development.

Starting situation:

In 1993 the World Bank, European Commission and cooperation with Medcities, financed the elaboration of an Audit for AL Fayhaa in the sectors of: Water, Waste water, solid wastes, Air, energy, land use and environmental management. International (Spain, France, Egypt and Turkey) and local experts met together and carried out a complete audit, followed by an Environment Strategy.

All required information, maps and data, pertaining to AL Fayhaa, if they existed, were scattered and incompatible. The audit and draft strategy results was a basis upon which to initiate many projects: on solid waste, on patrimony and cultural heritage, on transport, on environment management, on air quality; and this issue raised the necessity of creating a tool in the AL Fayhaa Urban Community, where all scattered data, maps and information are gathered and analysed and made available to elected mayors, municipal councils and disseminated to all information seekers.

In 2000, the Tripoli Environment and Development Observatory was established in Al Fayhaa to know the actual state of environment and allow a quantified dialogue with National Authorities and City stakeholders and associations.

TEDO Functions:

• Improve decision-making process:
  - Follow-up the progress by observing the path of indicators predefined on a cause–effect basis (pressure, state & response)
  - Identify local hot spots
  - Spread, share and make accessible gathered information.

• Improve planning and management system
  - Use of an analytical tool
  - Geographic information system
  - Analyze information and display it for more effective public communication

Basic Objectives:

• Creation of a strong and truthful feeling of partnership and let partners believe that TEDO is for them.
• Choosing themes of first priority.
• Objective analysis and publication of information with clear signal to the source

Themes followed by TED

• Socio - Economical
• Urban planning and Land Use
• Water and waste water
• Solid wastes
• Natural, cultural and historical heritage
• Air quality

Difficulties encountered:

1. In the collection of information: there is no electronic diffusion of information, data is scattered and incompatible, not indexed and gathering information for statistical use is not a must in the administration

2. In the analysis of information: information is generalized and not detailed, the trend of vital indicators is not followed up continuously, TEDO follows indicators within the UCF boundary and some information is available on a larger administrative boundary
**USED RESOURCES**

<table>
<thead>
<tr>
<th>Economical and Financial</th>
<th>Human, technical and infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>The project was financed by the European Commission / LIFE Program DGX1.</td>
<td>A Consultant, ECODIT, was contracted to elaborate a feasibility study for the project for the Urban Observatory.</td>
</tr>
<tr>
<td>After the termination of the project in April 2000, the Al Fayhaa took on the cost of the experts until 2006 when the TEDO was institutionalized and became part of the organigram of the AL Fayhaa Urban Community. Such institutionalization assured the durability of the observatory.</td>
<td>Al Fayhaa arranged for suitable space to accommodate the Observatory and the Air Quality Laboratory annexed to it. The Human resources were as follows:</td>
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<tr>
<td></td>
<td>• Project Manager, assigned by AL FAYHAA</td>
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<tr>
<td></td>
<td>• One Technical Coordinator</td>
</tr>
<tr>
<td></td>
<td>• One Urban Planner</td>
</tr>
<tr>
<td></td>
<td>• One Economist.</td>
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<tr>
<td></td>
<td>At the end of the project, AL Fayhaa contracted an expert for the Air Quality Laboratory and a data entry officer.</td>
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<tr>
<td></td>
<td>In addition to the observatory, an air quality laboratory was established in AL FAYHAA. The laboratory was equipped with indoor and outdoor equipment that allowed them to take samples of the air for analysis.</td>
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<td></td>
<td>In 2002 and within a second EU financed project, SMAP, and TEDO succeeded in equipping its laboratory with further sophisticated equipment like Ion Chromatograph for indoor analysis; Exhaust gas analyzers for outdoor measurements.</td>
</tr>
</tbody>
</table>

**BENEFICIARIES**

Citizens of Urban Community of Al Fayhaa, Ministries and Public administration, NGO’s, Partners in decentralized cooperation, International Donors

**STRATEGIC CONTRIBUTIONS: LESSONS LEARNED**

Environment projects in a town with big social and economic problems cannot be implemented easily because environmental priorities are in concurrence with more important strategic challenges. Therefore it is absolutely important to draw a City Development Strategy.
INNOVATION

It has been absolutely unique with no previous similar experience. TEDO is the unique tool in Lebanon at a municipal level that still operates in full capacity.

The new technology came with the introduction of the Geographical Information System.

The legislative issue is the success of the administration of Al Fayhah to transform the project into a department and assure sustainability of the TEDO. The TEDO is active even in the day to day activity of AL FAYHAA and is a focus for elected members.

Now Legislation approved the establishment of Observatories and Local Development Bureaus in Municipalities and Unions of Municipalities.

STRATEGY

Objectives:

• Provide better vision on tendencies of Environment and Development in the U.C.F.
• Reduce gaps and redundancies, and avoid contradictions.
• Share the gathered information and disseminate it and make it easier to access.
• Provide technical data to decision makers before carrying out any project
• Establish a dialogue, encourage cooperation & coordination between the local authority, local actors & central institutions
• Highlight projects of high priority based on problems as they appear.
• Indicate to what degree the response was attained & to what extent projects met expectations

Strategies:

1. Follow-up the progress of Environment and Development by observing the path of indicators predefined on a cause–effect basis (pressure, state and response)
   • By gathering and analyzing existing scattered information
   • Drawing up a diagnostic of the current state of the environment
   • Through global understanding of environmental challenge
2. Spread, share and make the gathered information accessible.
   • Through regular reports and publications.
   • By directing information seekers towards sources of information.
   • By founding an Information Data Bank for municipalities.
   • By adopting new ways of presenting information like G.I.S.
3. Helping decision makers:
   • Decisions are now based on the effective causes.
   • Elected Municipal council can now adopt a sustainable local environmental policy using easily accessible information.

CONSULTATION

Partners:

Ministries, Elected Municipal Councils, Municipal employees, National Scientific research council/remote sensing, Central Administration, NGO’s, Universities, Central Administration of Statistics, Directorate General of Urban Planning.

General division of responsibilities
Each partner was contributing in his field of competences

Participation of beneficiaries
Supply of available Data,
IMPACT

Results:
Changes at the Mayor’s level
• Demands raised to central administration are backed with numbers and true figures
• Consultation of the observatory is prior to any decision making.
• Source of information:
Changes at the Municipal council’s level
• Source of information to all committees
• Help councilors recognize daily problems of electors
• Reinforce autonomy of the elected council
• Information about the city is now based on updated data.
Changes at the Employees’ level
• Daily records of activities are sent to TEDO.
• A way to compare and control expenditure.
• Source of data in the preparation of tender documents.
• Information now being regularly indexed
• Analysis of information leads to better management
Changes at the Central Administration’s level
• TEDO is on the mailing list of major central administrations carrying researches and collection of data (CNRS, CAS ).
• Two-way information flow between local authority and central administration is now stronger
• TEDO starts to be a source of information about air quality data in North Lebanon )

Improvements for beneficiaries
• An available and reliable updated Data Base for 13 years in all sectors dealt with in the TEDO : Socio-economic, cultural heritage, solid Wastes, Air, Water, Land Use
• Information about all projects carried in the Al Fayhaa territory
• Huge Data for the University students and Professors

Improvements for the territory
• The TEDO is a must now in the administration.
• The TEDO was a major player in the Strategy elaboration of AL FAYHAA
• The TEDO was an example for the boosting Local Development Bureaus in Municipalities
EVALUATION AND EFFECTIVENESS

Indicators:
TEDO is working on 26 indicators. Calculation data sheet of indicators is compatible with data sheet of the Ministry for the Environment.

Some Indicators (Out of 26) followed by TEDO:
1. Population Density
2. Nº of beds in Hospitals
3. MSW Qty/cap/day
4. Extracted gas qty
5. Total Built Area
6. SO2 emission
7. Cost of MSW management
   • Sq m. of green area per capita
   • Historical sites’ visitors
   • Cost of street cleaning
   • Nº of buildings with private artesian wells

SUSTAINABILITY

Short term perspectives
• TEDO will soon become soon a department in UCF instead of a project
• Reactivation of Steering committee and revision of indicators of first priority
• TEDO’s Team will become UCF staff to maintain the team’s gained experience

Middle Term Perspectives
• Spread the experience to other neighboring municipalities to establish similar observatories
• Form a network of partners monitoring Env. and Dev. Trends
• Statistical studies backed by NGO’S and other interested fund raisers

Long term perspectives
• Creation of a DATA BANK
• Draw a map of urban environmental risks based on the current state of the environment.

TRANSFER CAPACITY

If this action has been applied in some other area or place or is to be applied
• The Ministry of Interior and Municipalities already set up an Observatory in the Ministry.
• The Municipality of Beirut is also trying to set up an Observatory
• UN Habitat also mounted many limited observatories in the South of Lebanon

Possibility of interaction with the Global Urban Observatory GUO
BEST PRACTICES: SUSTAINABLE ENERGY NOW. SALERNO

ENTITY
Municipality of Salerno / www.comune.salerno.it / www.salerno2020.it

CONTACT
grizzo@unisa.it / g.savino@comune.salerno.it

COLLABORATORS/FUNDERS
Main public parties are the City of Salerno – Energy Office, many researchers and departments of the University of Salerno, University of Naples “Federico II” and private entities, such as consultants.

LOCATION
Salerno, Italy

DATES
February 2009 to Decembre 2020

BUDGET
285,955M€

THEMATIC BLOCK
Continuous innovation in strategic planning process

SECTOR
Urbanism, Sustainability and environment
PROJECT DESCRIPTION

Starting Situation:
Salerno is a mid-size city of about 140,000 inhabitants located in the coastal part of Campania, one of the most densely populated areas in Europe. Its province has an area of 4,923 km², and a total population of about 1.1 million, including 158 municipalities.

While a large part of this area, around Naples, has suffered in recent years serious environmental problems, Salerno has gained excellence in many fields, from contemporary architecture to tourism, from music and art to environment. In order to consolidate and enhance these outcomes and to combine sustainability and quality of life, a very advanced energy plan for the city is being proposed.

Goals of the Initiative:
The initiatives aim to reach and to exceed the goals fixed by the European Union in terms of reduction of CO2 emissions, energy savings and renewable energy production that urge improvements of 20% (with respect to 2005 values) by 2020, in accordance with the directions of Kyoto protocol. These goals are being pursued within the development of a City Energy Plan and within the Sustainability Energy Action Plan.

The initiative consists in two main parts:
i) an analysis on current energy and emissions scenario with the proposed options/solutions to reduce consumption and pollutants, to be updated regularly, and
ii) Implementation of such proposed activities. The strong and active collaboration between university and research entities and the City of Salerno allows researchers to help policy makers better define energy initiatives (laws, incentives, rules, etc.) what would be effective, sustainable and feasible.

Activities:
The initiative can be considered both evolutionary and revolutionary. As discussed above, it is a merging of activities aimed at energy and emissions savings. Major actions can be summarized as:
• Street lighting and appliances: use of high efficiency street lamps, incentives for low-impact domestic appliances
• Building energy savings: by means of improved design that takes into account energy losses due to windows, doors, poor thermal isolation, etc.
• Improved design of HVAC (heating, ventilation, and air conditioning) of indoor spaces
• Waters savings: recovery of rainwater and better use of aqueducts.
• Renewable Energy: solar thermal, photovoltaic, biomass, biogas, wind
• Sustainable urban planning: green areas, street lighting, etc.
• Sustainable mobility: energy savings by using smart traffic lights, incentives for bicycles, park and ride, car sharing and car-pooling, etc.
  • Cycle of rubbish and recycle
• Solidarity Purchasing Groups to help consumers to achieve and build photovoltaic gazebos on the roof and to buy and install highly insulating windows and frames in their houses.

Some of the activities have been borrowed from other successful initiatives, such as car sharing and car-pooling (quite wide spread in Italy and Europe), but had never been implemented in the area. Also, the recourse to renewable energy and sustainable solutions is a common plan among cities that are most active in the energy savings field.
The proposed project has an estimated cost of M€ 285,955, divided as follows: M€ 87,25 from public initiatives and M€ 98,70 from private investments.

Public investments include the participation in local, regional, Italian and EU programs. The City of Salerno is already approaching (and will continue throughout the project) several initiatives/opportunities, such as:

- Structural Funds and Cohesion Fund, the financial instruments of European Union (EU) regional policy, which is intended to narrow the development disparities among regions and Member States. The Funds participate fully, therefore, in pursing the goal of economic, social and territorial cohesion
- Special Support Instruments, four joint initiatives were developed by the European Commission (Directorate General for Regional Policy) in co-operation with the European Investment Bank group and other financial institutions in the framework of the 2007-2013 programming period in order to make cohesion policy more efficient and sustainable. Two of them refer to the promotion of financial engineering instruments (JEREMIE and JESSICA) and the other two (JASPERS and JASMINE) operate as technical assistance facilities.
- ESCOs (energy service companies)
- Smart Cities and Communities, on 10 July 2012, the European Commission launched the Smart Cities and Communities European Innovation Partnership. The partnership proposes to pool resources to support the demonstration of energy, transport and information and communication technologies (ICT) in urban areas.
- Conto Energia, the European “feed-in” incentive program for the electricity production by solar energy source, through photovoltaic plants permanently connected to the electricity network. The principle idea for tariffs consists of incentives for electric production and not for the investment necessary to obtain it.

Private investments will be facilitated by the organization and active diffusion of Solidarity Purchasing Groups, to help consumers to achieve and build a photovoltaic gazebo on the roof and to buy and install highly insulating windows and frames in their houses.

The resources used for implementing the initiative include:

In order to approach such a complex and multi-disciplinary issue, a team composed by diverse entities and expertise has been built, within the City Energy Plan. Main public parties are the City of Salerno – Energy Office, many researchers and departments of the University of Salerno, University of Naples “Federico II” and private entities, such as consultants. Numerous stakeholders are being involved in the development of the Sustainable Energy Action Plan.

Thus, the described initiative sees the participation of several parties, an invaluable contribution in terms of technical, managerial and consulting activities by all entities. The City of Salerno and other private partners have so far invested large amounts of money for very advanced renewable energy plants. The most significant of them is a 24 kW photovoltaic plant “Monti di Ebolì”, the third one in Italy at the date of its construction. Significant economic, human, managerial and technical resources have been also needed to build a large Composting Plant and to organize the Separate Refuse Collection, where the city of Salerno has reached the 70% in a few years, the highest rate in Italy for this size of municipalities.
BENEFICIARIES

Citizens of City of Salerno, and of the municipalities within the Province of Salerno (a total population of about 1.1 million, 158 municipalities). Also, it can consider some of the activities as a “lesson learned”, and are now guiding other municipalities in reaching comparable goals. In particular, Salerno is the first city in Italy (for its range of population) for the cycle of rubbish and recycling (about 70%) and owns the third largest PV plant (24 MW) in Italy (at the time of construction).

STRATEGIC CONTRIBUTIONS: LESSONS LEARNED

The following actions, in particular, can be considered revolutionary, deriving from the innovative research conducted by the proposers at the University of Salerno (http://publicationslist.org/grizzo):

- Converting conventional cars into hybrid solar vehicles, using a kit developed and patented at the University of Salerno (http://www.hysolarkit.com). A fleet of cars in the municipality of Salerno will be converted using such tool.
- Development and testing of solar thermal plants with seasonal storage for central heating in schools.
- Use of methodologies based on Mathematical Programming to assess the priorities of the proposed actions, considering the existing constraints.

The innovation has been applied in policy, in actual implementation of rules and regulations, financial incentives, adoption of new technology, urban planning and design. It is also worth noting that the initiative also sees a strong effort in terms of information, education and dissemination of energy related issues and actions, at diverse levels of education (school: from elementary school to universities) and audience (supermarkets, city halls, etc.)

As mentioned above, some of the activities are borrowed from other successful initiatives, such as car sharing and car-pooling (quite spread in Italy and Europe). Also, the recourse to renewable energy and sustainable solutions is a common plan among cities that are most active in the energy savings field.
INNOVATION

The innovation has been applied in policy, in actual implementation of rules and regulations, financial incentives, adoption of new technology, urban planning and design. It is also worth noting that the initiative also sees a strong effort in terms of information, education and dissemination of energy related issues and actions, at diverse levels of education (school: from elementary school to universities) and audience (supermarkets, city halls, etc.)

As mentioned above, some of the activities are taken from other successful initiatives, such as car sharing and car-pooling (quite spread in Italy and Europe). Also, switching to renewable energy and sustainable solutions is a common plan among cities that are most active in the energy savings field.

Despite the fact that Salerno is near to an area with serious problems in terms of environmental aspects and standard of living, no major obstacles to the innovation have been met. We believe this is due to different reasons:
i) proactive involvement of the local municipalities,
ii) technical soundness of the proposed (and partially implemented) solutions thanks to the analysis conducted by partner universities,
iii) increasing people’s awareness of energy/pollutant issues, also thanks to the strong efforts in terms of information, education and dissemination, and, last but not least,
iv) a very strong and enthusiastic commitment toward these goals by the Major of Salerno, Vincenzo De Luca, and by his staff.

STRATEGY

The initiatives reach the goals fixed by European Union in terms of reduction of CO2 emissions, energy savings and renewable energy production in accordance with the directions of Kyoto protocol. They do that with the Sustainability Energy Action Plan and the active collaboration between university, research entities and the City of Salerno.

CONSULTATION

The approach of the plan is a complex and multi-disciplinary issue. They work with a team composed by diverse entities and expertise, the City of Salerno – Energy Office, many researchers and departments of the University of Salerno, University of Naples “Federico II” and private entities, such as consultants. Numerous stakeholders are being involved in the development of the Sustainable Energy Action Plan.

IMPACT

The City of Salerno has tackled the problem of improving energy use and environment quality from diverse directions. The series of implemented and actions that are underway include incentives for citizens/industries that employ “green” solutions, strong efforts in terms of information dissemination and education, and new analytical tools (developed with the University of Salerno) that serve as support for urban planning and energy management.

The City Energy Plan has been awarded in 2010 for being the most advanced in Italy as for urban solutions. This, and all other activities underway or in planning, are making the city of Salerno a well-known model to mimic in the fields of energy savings and environmental awareness.

It is worth noting that some of our energy/environment activities are now seen as exemplar in Italy and Europe, for instance:

• Salerno, for its range of population, is the first city in Italy for the cycle of rubbish and recycling (about 70%).
• The City of Salerno has recently completed the installation of a 24 MW photovoltaic power plant, the third largest PV plant in Italy (at the time of its construction).
• The City Energy Plan developed by the municipality and the University of Salerno has gained a national Award for the quality of innovation in urban planning. Moreover, the researchers who coordinate the City Urban Plan have received numerous awards for their projects on sustainable mobility.
• It is also worth mentioning that the urban plan of Salerno has been developed under the guide of the famous Spanish architect Oriol Bohigas, who designed the City Plan of Barcelona. Afterwards, Salerno has recently hosted many projects of internationally famous architects, such as Ricardo Bofill, Santiago Calatrava, David Chipperfield, Zaha Hadid, Oriol Bohigas, Jean Nouvel, Dominique Perrault, Raul Ruisanchez, Tobia Scarpa e Maria Aubock, Massimo Pica Ciamarra and Nicola Pagliara.

Thanks to these initiatives, Salerno is now considered the “city that hosts the most ambitious project of urban redevelopment in Europe”.

•
EVALUATION AND EFFECTIVENESS

Three metrics will be used to assess the improvements due to our proposed actions:

- Energy savings
- CO2 savings
- Renewable energy production.

These three points represent the goals required by the European Union for the municipalities adhering to the Covenant of Mayors.

Measurements and analysis are being conducted and regularly updated by the City of Salerno with support from the University of Salerno. Energy consumptions are assessed both via a bottom-up approach, based on detailed data recruitment and analysis, and via top-down approach, using mathematical models.

The methodology is presented in the City Energy Plan. Moreover, an innovative methodology based on Linear Programming has been recently proposed to assess the priorities of actions for municipalities, considering constraints in resource availability. The results have been presented at the ECOS12 Conference in Perugia.

SUSTAINABILITY

This project will help in: i) proactive involvement of the local municipalities, and ii) increasing people’s awareness of energy/pollutant issues, also thanks to the strong efforts in terms of information, education and dissemination.

The list of agents that would be interested in this project is quite broad, ranging from Municipalities, Universities and Research Centres, to investors and any stakeholders involved in the energy market/field.

TRANSFER CAPACITY

We wish to highlight the following initiatives, that could be exported to almost all other cities:

1. 24-MW Photovoltaic Eboli Power Plant. Owned by the City of Salerno, Eboli is one of the third largest solar farms in Italy: an installed capacity of 24 MW, divided into three fields, with the use of more than 100 thousand panels that extend over 42 hectares. Main key facts:
   - Annual production of about 33 GWh. It is worth noting that the total energy consumption for public street lighting is about 25 GWh) and an expected life of 20+ years.
   - CO2 savings are estimated at about 14 Million kg CO2
   - savings of 6100 TOE (Tons of Oil Equivalent)
   - total investment of about 120 Million Euros

2. Reconversion of conventional cars to hybrid solar vehicles. This goal can be achieved by substituting/integrating the rear-wheels with in-wheel motors, by installing photovoltaic cells on the roof, an additional battery and an additional control system. This innovation was developed and patented at the University of Salerno, can be tested on a fleet of the municipality of Salerno. It would achieve most of the benefits of hybrid and solar vehicles (fuel consumption and CO2 emission reduction of about 20%, for typical urban use) without requiring expensive reconversion of the car fleet.

3. Organization and active diffusion of Solidarity Purchasing Groups to help consumers to achieve and build photovoltaic gazebos on the roof and to buy and install highly insulating windows and frames in their houses.
BEST PRACTICES: SUSTAINABLE DEVELOPMENT OBSERVATORY OF THE GREATER SFAX

ENTITY
Municipality of Sfax / www.commune-sfax.gov.tn

CONTACT
maire.sfax1@gmail.com

COLLABORATORS/FUNDERS
Municipalities, AMB, Deputation of Barcelona, MedCITIES

LOCATION
Sfax, Tunisia

DATES
June to September 2009

BUDGET
80,000€

THEMATIC BLOCK
Continuous innovation in strategic planning processes

SECTOR Sustainability and environment, economical promotion and employment, new technologies and concertation.
PROJECT DESCRIPTION

Grand Sfax includes the municipalities of Sfax, Sakiet Eddayer, Sakiet Ezzit, Chihia, Gremda, El Ain and Thyna. In 2002 a strategy was designed to develop the city (SDGs). When adopting this strategy in 2005, it was recommended that a development observatory should be created, with the aim of helping to design a strategy and, more generally, to assess the performance of the Grand Sfax region in terms of sustainable development. The Center must ensure dissemination of information to all public and private actors. The study for the observatory was conducted between 2008 and 2009 as part of the second phase of the strategy, which included the participation of many national and international partners. The Strategy:

To achieve its objectives, the Grand Sfax Sustainable Development Observatory will have a variety of tools at its disposal, including:

- A statistical database for Grand Sfax
- A monitoring chart for sustainable development, including the relevant indicators
- An appropriate Geographic Information System.

The statistical database: The statistics given are the basis of all the indicators needed to monitor sustainable development in Grand Sfax, and will serve as an aid for the decision making process.

The dashboard: The Observatory will have a dashboard made up of a series of software programs that will allow a list of sustainable development indicators to be included on a database, and for these indicators to be evaluated and published on the internet and intranet.

There are several different criteria for selecting these indicators, including the quality of the data, as well as the accessibility, simplicity, scalability, measurability, frequency and consistency of the information.

Considering the systemic approach to sustainability, the indicators were grouped into four categories: the human and social dimension, economics, the environment and territory:

- 8 indicators for the “human and social” stage:
- 14 indicators for the “economy and development” stage:
- 9 indicators for the “natural environment” stage
- 9 indicators for the “territory and governance” stage

The geographic information system: It is an ideal tool to compile information relating to nature, structures and organisations, which can be used to collect, store, retrieve and visualise spatial data.

It allows users to describe the components of a territory and analyse the natural and human phenomena that occur there.

The design of the SIG for the Grand Sfax Sustainable Development Observatory requires setting up an inventory of the current situation in Grand Sfax, in order to collect as much data as possible and supply the various layers of information.

USED RESOURCES

<table>
<thead>
<tr>
<th>Economic and Financial</th>
<th>Human, technical and infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having been recommended in the development strategy of Greater Sfax, the project has received funding support from the County of Barcelona and Medcities.</td>
<td>The study of the project was entrusted to a consulting bureau (GEOMATIX Tunis) and validated in the context of SDGS2 in December 2010.</td>
</tr>
</tbody>
</table>

BENEFICIARIES

- 7 municipalities of Sfax
- The regional governments
- Economic actors
- University Researchers
BEST PRACTICES CATALOGUE

STRATEGIC CONTRIBUTIONS: LESSONS LEARNED

- Inter-municipal
- Dialogue between government and economic actor
- Participatory Approach
- Lack of access to information
- Reliability of information

INNOVATION

Given the speed and complexity of urban change, many large cities have observatories, which act as tools to monitor, supervise and evaluate urban policies.

As a real tool to aid the decision making process, the Observatory will evaluate development strategies and generally help Sfax perform relevant metropolitan functions.

It is also an instrument to continuously monitoring the state of the environment and a means of assessing the degree of implementation of urban projects.

STRATEGY

The aims of the Observatory:

The Observatory must ensure information is disseminated to all the public and private organisations involved.

As part of the process initiated by the Greater Sfax Development Strategy, the Observatory will:

- Encourage participatory processes to identify the information needed as well as define the appropriate policy choices and indicators for policy implementation;
- Promote coordination and cooperation between the various organisations involved in the region: the governorate, municipalities, regional administrative bodies, and academic and research institutions;
- Promote coordination and cooperation with the relevant national authorities;
- Develop the ability to collect information, manage and use it when implementing policy in the municipalities in the region;
- Provide regional organisations with objective information and analysis that can inform the local policy choices and their implementation on a regional and local level;
- Share information and make it easily accessible

CONSULTATION

The process of developing a study on how to set up the Observatory is characterised by a participatory approach including the different actors involved in developing the city. This process has been supported from the outset for:

- The involvement of the seven municipalities in Grand Sfax: Sfax, Sakiet Addayer, Sakiet Ezzit, Chihia, Gremda, El Ain and Thyna.
- The active participation of local governments, associations and many experts and scholars.

Adopting a constantly evolving institutional approach, starting from the first step in creating a unit within the Municipality of Sfax, to be later integrated into a development agency within Grand Sfax.
Impact

Impact in socio-economic terms:
- Achieving the ultimate goal of the vision of Sfax 2016 by monitoring the implementation of strategic projects
- Follow-up on the economic development of Grand Sfax and improvements made in terms of the area’s competitiveness in strengthening good governance.
- Evaluation of the implementation of the SDGs and proposed corrective action or complementary measures to achieve the objectives for Sfax 2016

Impact in terms of support given to the population and strengthening local authorities:
- Better information on the population, wide dissemination of the monitoring chart for the SDGs and any key reports, most notably by creating a website.
- Creating a policy of informed local development by ensuring that observation and analysis tools are used by local authorities.

Evaluation and Effectiveness

41 indicators were chosen in order to assess the state of the environment and to monitor and measure the components of strategy to develop Grand Sfax.

<table>
<thead>
<tr>
<th>Area</th>
<th>Type</th>
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</thead>
<tbody>
<tr>
<td>Human and social</td>
<td>Population birth rate</td>
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<tr>
<td></td>
<td>Total fertility rate</td>
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<tr>
<td></td>
<td>Number of doctors/inhabitants</td>
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<tr>
<td></td>
<td>Activity rate</td>
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<td></td>
<td>Graduate unemployment rate</td>
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<td></td>
<td>Annual expenses</td>
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<td></td>
<td>Net migration</td>
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<tr>
<td></td>
<td>Car ownership levels</td>
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<tr>
<td>Economy - development</td>
<td>Export value</td>
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<tr>
<td></td>
<td>Foreign investment in industry</td>
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<tr>
<td></td>
<td>Foreign investment in services</td>
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<tr>
<td></td>
<td>Number of industrial jobs</td>
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<td></td>
<td>Number of industrial companies</td>
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<tr>
<td></td>
<td>Number of industrial estates managed by A.P.I</td>
</tr>
<tr>
<td></td>
<td>Number of services companies founded</td>
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<tr>
<td></td>
<td>The value of agricultural exports</td>
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<tr>
<td></td>
<td>The value of agricultural production</td>
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<td></td>
<td>Number of beds for tourists</td>
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<td></td>
<td>Number of overnight stays</td>
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<td></td>
<td>Number of beds in private clinics</td>
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<tr>
<td></td>
<td>Public investment</td>
</tr>
<tr>
<td></td>
<td>Private investment</td>
</tr>
<tr>
<td>The natural environment</td>
<td>Number of urban parks / Surface area of green spaces</td>
</tr>
<tr>
<td></td>
<td>Surface area of organic agricultural land / Surface area of irrigated land with a water saving system</td>
</tr>
<tr>
<td></td>
<td>Surface area of land threatened by erosion / Number of artificial reefs in the sea</td>
</tr>
<tr>
<td></td>
<td>Air quality / Seawater quality</td>
</tr>
<tr>
<td></td>
<td>Number of ISO 14000 certified companies</td>
</tr>
<tr>
<td>Territory-governance</td>
<td>Percentage of houses connected to the sewage system</td>
</tr>
<tr>
<td></td>
<td>Housing density</td>
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<tr>
<td></td>
<td>Separate public transport lanes</td>
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<td></td>
<td>Public facilities for leisure and culture</td>
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<td></td>
<td>Recovery rate for municipal taxes</td>
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<td></td>
<td>Remote municipal services</td>
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<tr>
<td></td>
<td>Municipal revenue</td>
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<tr>
<td></td>
<td>Total municipal expenditure</td>
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<tr>
<td></td>
<td>Municipal expenditure on equipment</td>
</tr>
<tr>
<td></td>
<td>Follow-up on large projects</td>
</tr>
</tbody>
</table>
SUSTAINABILITY

The Observatory will develop a set of indicators for sustainable development. These indicators will cover the urban reality of Grand Sfax and its evolution. The indicators must help to identify additional programs that might improve the situation based on the requirements for sustainability and environmental protection.

TRANSFER CAPACITY

A number of national and regional administrations have observatories:

• Opportunities for coordination with other observatories
• Possibility of creating observatories in other cities that are also creating development strategies
BEST PRACTICES: ESTO NO ES UN SOLAR (THIS IS NOT A PLOT)

ENTITY
Zaragoza City Council / www.zaragozavivienda.es / estonoesunsolar.wordpress.com

CONTACT
patrizia@gravalosdimonte.com

COLLABORATORS/FUNDERS
Zaragoza city council, Official College of Architects of Zaragoza, School of Technical Architecture of Zaragoza, Zaragoza School of Architecture, Space “Joaquín Roncal de la Cai” and Imaginarium

LOCATION
Zaragoza, Spain

DATES
2009-2011

BUDGET
4,844,750€

THEMATIC BLOCK
Continuous innovation in strategic planning processes

SECTOR
Sustainability and environment, urbanism and social cohesion
PROJECT DESCRIPTION

Starting situation:
After many surveys focusing on the Old Town part of Zaragoza made from 2004, different serious problems in the configuration of the public space were detected. Many of them refer to the problem of having an “urban decent standard of living”; others were about non-built sites affecting not only the aesthetics of the urban landscape but also presenting very low health and sanitary conditions. After the process of registering more than 200 non-built sites in the Old Town, it was detected that they were mainly in the districts of “San Pablo” and “La Magdalena”, the majority of them, highly depressed areas with a high degree of social conflicts. These abandoned areas that were progressively deteriorating and transferring its conflicts to public space were studied. This absurd interruption of the urban fabric producing a process of degradation in the streets was infecting, in an unmistakable way, public life and therefore the citizens living there. The situation mobilised several associations of residents asking the Municipal Government for a solution.

“Estonoesunsolar Programme” started as an employment plan in 2009. It was launched by Zaragoza City Council to clean up plots and neglected sites in the historic center, and was targeted at long-term unemployed citizens. The team in charge of the project soon realized that the project had more to offer the city and citizens.

Description:
THIS IS NOT A PLOT is a project of cleaning, rehabilitation and maintenance of brownfield plots within the city and the recovery of the same to make them open spaces to neighbors.

This project will expand the public use of areas in the city in a temporary, flexible and dynamic way. With wide ranging and online citizen participation.

The project is divided into three phases:
• Presentation of the project for the plot to recover.
• Cleaning and rehabilitation of these plots
• Maintenance of space that includes cleaning graffiti and vandalism, keeping the useful space for public use.

The employment Plan, which was established with the goal of clean solar, has become in estonoesunsolar” program: creative, recycling urban voids with low cost activities and citizen participation.

Objectives:
• Promote social and urban innovation that is sustainable
• Recovery of empty spaces in a state of degradation transforming them into temporary use of public spaces that provide solutions to the many demands and desires neighborhood.
• Addition to employment market of people who are unemployed and offer their experience to the program.
• Training and educational vocation, with the collaboration of various public schools and children’s organizations.
• Desire to match different sensibilities to work in the same direction, through complex negotiations.
• Citizen involvement-represented by neighborhood associations, children’s centers, schools and government agencies, under the leadership and support of the Municipal Board of the historic center of Zaragoza and management of Zaragoza Municipal Housing Society.

Activities:
Working with local organizations, including schools and cultural centers, the city ensured the participation of local residents in the planning process. They received proposals that would give these empty spaces new urban uses. The project was re-launched but this time not just to clean, but to recover, rediscover and develop an urban and social experience.

With a clear didactic vocation, they organized a series of workshops with public schools and children’s associations in the city led by architects, in order to bring architecture to children aged between 5 and 12 years old, involving them in the thinking and construction of the city. Each group put forward a proposal to transform a plot in a public space. Children performed texts, drawings and models and proposed solutions to adapt a building site. Finally a jury selected the winning proposal that the “Estonoesunsolar” Team built it closely observing its specifications.

In addition to children, the general public has also carried out proposals, promoting citizen involvement and participation in the project.

There have been children’s play areas, giant ludo, a race track for tricycles, some urban gardens, a green carpet garden, a forest, a basketball court, a volleyball court , a space for bowls, a space for tennis and a football pitch .

These “new spaces” dynamic and changing, allow an alternative reading of the city and public space. Each plot has an idea and it is a privileged place.

Outcomes: Three years on, there are 29 new dynamic spaces - each site contains an idea, a citizen’s dream come true. A total of 42,000 m² of land and urban gaps have been transformed into public spaces with the participation of nearly 60 organizations and associations in the city.
USED RESOURCES

Economical and Financial

The amount of the employment plan is 1,000,000 euros to be broken down into 700,000 euros for hiring personnel and 300,000 for works and materials.

During 2009 and 2010 funding is directly from the Zaragoza’s Council, with participation in some of the districts government and the management of the Sociedad Municipal Zaragoza Vivienda.

In 2009, the budget invested was: 1,000,000 euros, of which 752,611.25 euros was spent on staff salaries and 247,388.75 euros to purchase materials and hire of machinery and auxiliaries.

The budget received by the Zaragoza’s Council for the 2010 edition was 1,844,750 Euros and 50.00 euros of the District Government; of which 1,085,804.99 € has been allocated to staff salaries and 808,945.01 euros for the purchase of equipment and machinery rental and aids.

For 2011, a budget has been allocated amounting to 2,000,000 euros of which 60% was earmarked for salaries and 40% for the purchase of equipment and rental of machinery and auxiliary.

This employment plan has been promoted by the Municipal Historic Board who has transferred its management to the Zaragoza Municipal Housing Society.

Thanks to this work it has been possible to recruit a total of 105 people between 2009 and 2010.

BENEFICIARIES

Neighbors where the plots are located, schools, old care centers, kids associations.

STRATEGIC CONTRIBUTIONS: LESSONS LEARNED

Lesson learned:

• Incorporate land management agreements between public and private land owners and local government to promote and prioritize citizen participation.

• Governance to boost urban design projects.

Strengths:

• The initiative is aimed at all levels of society because all of them participate or enjoy their results.

• This program has attracted interest from various professional groups, university areas, public institutions and has earned numerous accolades and awards.

Weaknesses:

• The worst feature is its transitory nature.

Include flowcharts, charts, diagrams, etc. to facilitate the understanding of the practice.
The innovations were based on the methodology and the way of conceiving the project. In 2009 44 people standing (two surveyors and other officers and construction laborers) were selected in the Aragonese Institute of Employment (INAEM). In 2010 the Employment Plan, thanks to the overwhelming response, success and the national impact, doubles the amount (1,840,000 euros) allowing the hiring of 61 people across the INAEM. Due to the complexity of managing “estonoesunsolar” program, the Municipal Housing Company of Zaragoza City Council requests the creation of a Technical Office “estonoesunsolar”, the first in Spain, which conducts research and analysis of urban spaces, their possible recycling and transformation in public spaces through a public participation process.

In 2010 everything is channeled through the District Boards, summoning neighborhood associations, schools, parents associations, senior centers, children’s centers, cultural associations, etc.

Several meetings take place until they reach a unanimous decision for the proposed use and project to be built, all in very short time, as the program has recovered and processed 14 plots from July to December 2009, 9,800 m², and 15 from June to December 2010, a total of 32,000 m². So far, nearly 42,000 m² of land and urban spaces have been transformed into public spaces with the participation of nearly 60 entities.

The actions taken in 2009 were concentrated in the historic center of Zaragoza, in the neighborhoods of San Pablo, La Magdalena and El Arrabal. It was the first intervention and had a special character because it was a pilot program and was the first contact with the city, which presented its proposals for new uses of plots.

Later some children’s workshops, which were attended by 20 prestigious architects of Zaragoza, were held in the College of Architects in Zaragoza and the School of Architecture, under the direction of the “estonoesunsolar” team, which helped the children in the drawing process of their proposals and they trasmitted basic tools of architecture to transform an empty space into a playful place, besides explaining the viability of their creations. It involved more than a hundred children between 5 and 12 years old. One proposal would be chosen to be built and serve as the pedagogical culmination project that had guided the workshops.

The winning project was executed, it is a space inspired by nature, chaired by a scenario in the form of a four leaf clover. In the rest of the square there were steel lampposts shaped like tree with lights with benches around them with forms of fallen leaves, made in wood.
**STRATEGY**

The objective was the temporary occupation of non-built sites in the Old Town both private or public, offering different temporary uses in order to reach a 100% use.

All these energies converged in the program “estonoesunsolar” that collected proposals from the architects, citizen associations, schools, old care centers ... channelled thanks to the institutional support of the Zaragoza City Council and being managed by Sociedad Municipal Zaragoza Vivienda. The suggestion of the emptiness, the hollow place, the invisible and the silence has been valued.

These temporary swellings of the fabric of the old town are a dynamic and changing (temporary) tool allowing us an alternative and flexible perception of the city and the public space. Empty spaces are trusted as a force for creating situations and events. Different agents and complex relations converge in every empty plot of land. This aspect has implied a mixing of complex and intricate agreements with owners. The program began in 2009 in 14 plots in the Old Town and then in 2010 was extended to the whole city, recycling another 14 urban voids in public space.

Proposals for the future:
- Reaching every district of Zaragoza and even all rural districts with these performances, workshops and facilities, and to develop a mechanism to legalize temporary public use of abandoned plots.
- Develop a strategic plan for all urban empty spaces of the city of Zaragoza.
- Make this a program that can be exported to other cities, which serve as a model thanks to the experience and guidelines.

**CONSULTATION**

Citizens, neighborhood associations, parents associations, day care centers and cultural associations through the district government are invited to meetings to present their needs and desires. The program attempts to transform these ideas through a project that brings together all the proposals trying to make all wishes come true. Then there are the citizens themselves with their participation and the use of these spaces, which make these sites useful.

Citizen involvement is present in all aspects of this program, since the design is a fundamental contribution that the dwellers made to communicate their needs and concerns during development, being an employment plan that provides work for people who are unemployed. Its ultimate use depends on different sensibilities agreeing.

**IMPACT**

Two years after launching the program “estonoesunsolar”, it can be affirmed that its objectives have been widely reached. The processes of citizen participation in the many targeted non-built sites have been “implemented”, 28 empty plots and 42,000 m² of public space have been added to the city. Interventions in depressed areas have been the excuse to draw up strategies of social cohesion. The objective in all of these areas has been to revitalise the city with uses and parallel activities, planning these spaces as places for participation and exchange. On the other hand, the citizens have received these processes as if they belonged to them, producing an intensive contribution and effort in all the stages of the projects. This program has also served to activate an employment plan for people suffering a risk of social exclusion (110 new jobs for the unemployed). There have been many difficulties, from a very tight budget to those deriving from the intense and complex social and personal relations but all of them have served in the end to activate creative processes from complicity and hope.

All these ideas have finally crystallised into concrete outcomes. Every non-built site contains an idea; every space is the wish of the residents before the “unreasonable silence of the world”. All the proposals have emerged from processes of citizen participation. A bet has been made on “immaterial” ethereal solutions expressing the provisional character of its presence and establishing dialectics with the already built surroundings through lightness. Every one of the 28 interventions has been a meeting point for citizen’s requests and the landscape. A project has been made on the banks of a re-evaluated river serving as meeting point for children, youngsters and old people. Another intervention is dedicated in part as an Alzheimer centre and also a centre for children. Work has been done using the concept of memories and the memory. Another action has been implemented at the edge of the city, in its meeting point with the landscape through different urban orchards that melt with the surrounding landscape. This has been done in every non-built site strategically chosen.
EVALUATION AND EFFECTIVENESS

The program takes place in July to December 2009, with 41 unemployed people, 14 plots and 9,800 m² transformed into public space. Thanks to enormous success of the program in 2009, the city Council decided to repeat the program in 2010 from June to December, with 61 unemployed people, 15 plots and 32,000 m² transformed into public space. 2011 is the third edition of the Program with a budget for this year of 2,000,000 euros, 70% of this budget goes to worker’s salaries involved in the construction of these projects and 30% for the purchase of equipment and rental of equipment.

SUSTAINABILITY

Following actions have been carried out: an urban garden, concealment of one of the medians by a large green carpet, urban gardening, green spaces with trees seconded by the City, a bowling green, a large “table” games with ludo and giant goose game painted on the floor as well as a number of traditional children’s games or a race track for tricycles.

The proposals of 2010 had a different character as they worked with solar heterogeneous, with different geometries and dimensions, situated in other districts. However, it was considered essential to continue the same principles of priority based on the citizen participation program.

TRANSFER CAPACITY

The program has won 8 awards of different natures and origin such as 1st prize “Innovazione e Qualità Urbana”, the second “Saie Selection 10 Award”, the third “Smart Future Minds Awards”, a reference to the research XI Biennial of Spanish Architecture and Urban Planning, finalist in the 2011 FAD Award, finalist Architecture Plus Awards, selected in the 6th European Biennial of Landscape and Winner of the International appeal of the Architectural Institute of the Netherlands (NAi) in Rotterdam.

In summer 2014, the project will be part of several exhibitions such as the Biennale of Architecture in Santander, FAD Awards in Barcelona, Rome and Instituto Cervantes “Temporary Garden” in Krakow.

One of the proposals for the future is to make this a program that can be exported to other cities, which serves as a model thanks to experience and guidelines.
CASES OF INTEREST: PUBLIC GARDEN

ENTITY
Municipality of Jbeil Byblos / www.jbail-byblos.gov.lb

CONTACT
info@info@jbail-byblos.gov.lb / bmouannes@hotmail.com

COLLABORATORS/FUNDERS
World Bank, Central Bank of Lebanon, Ministry of Environment

LOCATION
Jbeil Byblos, Lebanon

DATES
2010 - 2011

BUDGET
1.600.000USD

THEMATIC BLOCK
Continuous innovation in strategic planning processes

SECTOR
Urbanism, Sustainability and environment
The Park project sees its position and program as constituting an overall vision of durability, continuity, protection, topicality, transformation and development. It extends over an area 18,000 m² of which 12,000 m² are green spaces, and 6,000 m² of parking spaces with the capacity to hold 250 cars at the same time.

The study of this project started through the work of analysis in order to list the wealth and the problems of the site as well as the needs of the residents and visitors. An interpretation that has allowed us to summarise and suggest architectural and landscape solutions according to priorities and options.

Objectives of the project
• To preserve the green spaces in the city and to contribute to land planning which takes into account respect for the environment and the needs of the inhabitants.
• Create meeting places for the inhabitants to galvanise the city socially, culturally and economically.
• Create parking for cars in order to restrict vehicle access to the old town in order to transform it into a pedestrian zone.

Park Activities
• Caretaker accommodation, garden, materials yard, public toilets...
• Sales kiosks (drinks, snacks, souvenirs and newspapers...)
• Main paths
• Bicycle track
• Aventure garden
• Children’s games
• Open air theatre
• Themed Gardens (Aromatic, flower, Japanese...)
• Talus plat
• Artificial scree, artificial grass ...
• Tree-lined Parking
• Café restaurant

Used Resources

<table>
<thead>
<tr>
<th>Economical and Financial</th>
<th>Human, technical and infrastructure</th>
</tr>
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<tbody>
<tr>
<td>An architect member of the municipal council gave his work for the park design. It was done in consultation with the city’s associations. The park is currently managed by a NGO formed by the city’s residents. Its income guarantees that it is self financing with the support of the municipality. Its total budget total is 1,600,000 US dollars. The kiosks and the café restaurant guarantee a budget of around 50,000 US dollars per year.</td>
<td>A team ensures the technical monitoring of the park, which is made up of municipal councillors and residents of the city. A contract with Exitica guarantees the maintenance of the park and the good condition of the plants as well as its cleanliness. 3 people are in charge and take turns to manage the park and maintain order amongst the visitors.</td>
</tr>
</tbody>
</table>

Beneficiaries

All the city’s residents, the Lebanese and tourists from all areas and regions who come, walk in the park. This park has become a tourist venue, it attracts visitors and contributes economic stimulation for the city. The direct beneficiaries will be:
All the city’s residents which is a figure of nearly 50,000
The visitors which are beyond 10,000 month
The traders who have opened a business in the park
All the associations and schools which take their children to walk in the park, to play and learn about the actual plants.
STRATEGIC CONTRIBUTIONS: LESSONS LEARNED

Social Impact
- A meeting place which has created a social dynamic amongst its residents and has allowed bonds to be forged.
- It has allowed festive and cultural activities to be created and the cultural and lazy life of the city to be brought to life.
- The garden has formed a place where festivals will be celebrated by the city.
- The park has formed a cultural and entertaining walk for schools and associations which bring their children to take advantage of the game in the park and learn about the vegetation.

Economic impact
- The park management, as well as maintenance work contributes to the creation of job opportunities for residents.
- The kiosks allow work opportunities to be created by the residents of the city.
- The park attracts visitors from all Lebanese regions who while visiting spend money in the city.

Environmental Impact
- Preserves the final green spaces in the city and manages them well.
- The only public meeting space in a well-managed setting in the city.
- Reduces pollution generated by vehicles in the old town area.
CASES OF INTEREST: STRATEGIC DEVELOPMENT PLAN OF DANNIEH REGION

ENTITY
Dannieh Municipalities Union / www.dannieh.com

CONTACT
president@dannieh.com

COLLABORATORS/FUNDERS
Undp, Cdr, Spain, Italy, Germany

LOCATION
Dannieh, Lebanon

DATES
May 2011 - June 2012

BUDGET
105.000USD

THEMATIC BLOCK
Continuous innovation in strategic planning processes

SECTOR
Urbanism
CASES OF INTEREST CATALOGUE

PROJECT DESCRIPTION, BASELINES, PERFORMANCE, RESULTS AND IMPACTS

The district of Dannieh counts are one of the poorest areas in Lebanon even with all the beauty of the nature that it has. The district faces enormous problems (economic, social, tourism, high rate of unemployment, nature disasters, etc.), so it was the time when Dannieh Municipalities Union took action against the challenges and started working to develop the district. When the union was established one of the main goals was to do a methodological strategic development plan for the area characterized by priorities, sectors, and clusters. The Union took into consideration specialities of each cluster. The pioneering work of the Dannieh Municipal Union and its full enthusiasm and awareness of the importance of strategic planning, especially for areas in need for efficient development interventions, were the precondition for the success of the initiative in having a strategic development plan of Dannieh region. Some of the objectives of this strategy are: 1. To determine the needs and main problems of the region. 2. To develop a strategic development plan for the region, To determine the main characteristics and specificities of the region. 3. To propose specific development work plans and projects, based on the capacities and the natural, economic and human resources of the region. 4. To enhance the capacities of local human resources by increasing their participation in the projects development and implementation, this adds to the expected returns of development planning for the local community.

The book has different sections and each section describes carefully the situation in Dannieh; Section one is about Methodology, section two is about the study, section three is about situation analysis, and section four speaks about the problem tree.

USED RESOURCES

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<tr>
<th>Economical and Financial</th>
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- Steps and assets:
  - Desk review
  - Fieldwork
  - Situation Analysis
  - Design of the Strategic Planning

TEAM WORK

Consultation and Research Institute
- Kamal Hamdan - Executive Director of the Consultation and Research Institute
- Alexander Ammar - Project Coordinator
- Redah Hamdan - Statistics Expert
- Sami Atallah - Economic Expert
- Ali al-Moussawi - Sociologist and an Expert in Local Development
- Maha Kayal - Sociologist and an Expert in Local Development

United Nations Development Programme
- Dr. Raghed Assi
- Dr. Abdallah Muhieddine
- Francesco Bicciato
- Fadia Jradi
- Nada Dimackkieh Sweidan
- Ghassan Nehme
- Ola Qobeissi

Council for Development and Reconstruction
- Dr. Ibrahim Shahrour
- Amal Karaki

Dannieh Union of Municipalities
- Mohamed Abdel-Salam Saadieh
- Nizar Raad
- Tawfik Agha
- Hafez Osman

BENEFICIARIES

Union of Dannieh Municipalities is one of the direct beneficiaries of the project because the union will be able to specify the needs of the region and each cluster/village. Also government, funders, and all sectors to be able to pick the necessary projects based on priorities and specifications.
STRATEGIC CONTRIBUTIONS: LESSONS LEARNED

The Union created an action plan at the end of the development strategic planning to each cluster and which can be counted as a treasure to know the needs and what should be done to develop the district toward sustainable development.

Include flowcharts, charts, diagrams, etc... to facilitate the understanding of the practice.
CASES OF INTEREST: WEB PLATFORM OF PROJECT SDV OF THE CITY OF SOUSSE

ENTITY
Municipality of Sousse / www.strategie-sousse.com

CONTACT
karim_elouardani@yahoo.fr

COLLABORATORS/FUNDERS
ENPI CBC-Med. UE. USUDS project

LOCATION
Sousse, Tunisie

DATES
March 2013- June 2014

BUDGET
4.900 dinars

THEMATIC BLOCK
Continuous innovation in strategic planning processes
Monitoring, evaluation and reformulation of strategic plans

SECTOR
Social cohesion Concertation News technologies
PROJECT DESCRIPTION, BASELINES, PERFORMANCE, RESULTS AND IMPACTS

Project Presentation:
As part of the preparation of the development strategy of the city of Sousse (SDVS) the project team at the municipality
and the local technical team identified a need in terms of communication and provision of various documents to all
stakeholders; experts, associations, citizens involved in the project.
In addition, the project team has considered the implementation of a tool for participation via the internet.
From this reflection, arose the project to develop web-based tools and social networks, whose objective is at the same
time to inform and communicate project progress; to enable all participants to access to documents related to SDVS
and participate via web tools.
Thus, a website www.strategie-sousse.com was created with support from a specialist development company.
This site is primarily a tool to inform on the progress and content of the project (minutes of meetings, presentation of
the methodology, identifying the various participants ...). Moreover, within this tool, an application of participation was
developed to duplicate online the « physical « participation system in the diagnostic phase).
Moreover, within this tool, an application of participation was developed to duplicate online system participation “physical”
in the diagnostic phase).
Initial results: The website has attracted on average between 2000 and 2500 visitors per month, and this without a
special promotion campaign.
The Facebook page has over 1,500 fans, interested in the project.
There have been over 1,500 downloads of the documents on slideshare platform.
Twitter account with 120 “followers”, has not had the desired impact.

USED RESOURCES
Economical and Financial Human, technical and infrastructure
The cost of developing different tools was 4900 dinars
(specifically for the development of the website and
module participation.) Other resources come mainly from
the municipality of Sousse
The site was created with the support of a specialist
development company.

BENEFICIARIES
Local technical team for information and dissemination of documents
Project participants to be informed and to have access to documents
Citizens have a tool at their disposal for online participation.

STRATEGIC CONTRIBUTIONS: LESSONS LEARNED
The implementation of a web platform to interact with the various components, throughout the project, without the need
to wait to organise meetings of participation.
It allows a regular exchange between the technical team and stakeholders, government experts ... those that make up
the participation groups.
This tool allows the working documents to be widely circulated and save money in terms of printing paper.
Moreover, this tool provides the ability to change documents in “real time” and to propose them immediately at the public
consultation. At the level of online participation, this tool should have been supported by a marketing campaign at its
launch and not at an advanced stage of the project as was the case.
Moreover, given the limited availability on the part of the technical team to manage these tools, the recruitment of a full
time person to manage this project would have made them much more efficient use.
CASES OF INTEREST: SUSTAINABLE ENVIRONMENTAL PRACTICES AND POLICIES (SEPP) PROGRAM

ENTITY
YMCA (Young Men’s Christian Association) / www.ymca-leb.org.lb

CONTACT:
ymca@ymca-leb.org.lb

COLLABORATORS/FUNDERS
United States Agency for International Development (USAID)
Union of Tyre Municipalities (UTM)

LOCATION
Bekaa Valley (South-East) and in South Lebanon (The Caza of Tyre), Lebanon

DATES
2003 - 2009

BUDGET
7.7MUSD

THEMATIC BLOCK
Strategic alliances and public-private participation

SECTOR
Sustainability and environment
Project Summary:
The overall goal of the SEPP program was to improve environmental practices and policies for the management of both solid waste and waste water in rural Lebanon. In the area of environmental practices, the project established one (1) solid waste treatment plant (SWTP) serving 56 villages and nine (9) wastewater treatment plants (WWTP) serving 10 villages. The facilities have greatly improved waste management capabilities in the Bekaa Valley (South-East) and in South Lebanon (The Caza of Tyre).

Starting situation
Before the project, no public plan for waste treatment existed in the targeted regions. Natural water sources were often contaminated by sewage and children were frequently ill due to poor water quality. Solid waste was burned in open-air pits or buried in landfills without proper oversight. There was no recycling and waste disposal was causing conflict between communities.

Project Objectives:
Firstly, there was a social priority to improve health, reduce the number of mosquitoes and flies in the towns, eliminate bad smells from over-flowing septic tanks, stop disputes among neighbours over waste problems, and develop a sense of democratic participation in addressing public issues. Secondly, there was an environmental priority to eliminate principal sources of fresh water contamination, reduce harmful effects of solid waste pollution, and increase awareness on environmental issues especially among women, youth, and students. Finally, there was an economic priority to increase funding for municipal governments, increase development in small communities, encourage ecotourism, and create jobs.

In response to the priorities listed above, the YMCA drafted three main objectives:
Dissemination of Knowledge on Environmental Management Practices: The YMCA will conduct a comprehensive environmental education program to strengthen the capacity of municipalities and local communities in environmental management.
Physical Infrastructure for Solid Waste and Waste Water Management: The YMCA will build 9 wastewater treatment and 1 solid waste treatment facilities using simple, low-cost and low-maintenance technologies.
Policy Dialogue on Environmental Management: The YMCA will implement an ambitious high-visibility policy dialogue to re-direct national policies on waste management from centralized approaches to locally appropriate and cost-effective technologies.

USED RESOURCES

<table>
<thead>
<tr>
<th>Economical and Financial</th>
<th>Human, technical and infrastructure</th>
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<tbody>
<tr>
<td>The financial, political, administrative and technical resources came from different actors at the local, national, and international level. In terms of financial resources, the YMCA received over $3.7 million dollars in grant funding from the United States’ Agency for International Development (USAID) to implement the project. Other financial resources came from the municipalities receiving waste water treatment facilities. They were required to contribute 50% of the total cost of their individual facility, ensuring their commitment to the long-term operation of the project. In total these municipalities raised $959,977 and many exceeded the 50% requirement. Finally, in the case of the solid waste treatment facility, the Union of Municipalities provided over 75% of the total funds with USAID only contributing the cost of equipment.</td>
<td>The municipalities also provided key political and administrative resources in the social awareness campaigns and the discussions on government policy. The municipalities were key players in organizing the local communities and providing opportunities for debate and discussion with local stakeholders. In terms of technical resources, the YMCA enlisted multiple consultants to provide environmental assessments, design and build the treatment centers, monitor the performance of new systems, and provide recommendations for future projects.</td>
</tr>
</tbody>
</table>
BENEFICIARIES

The water treatment plants use 3 types of reliable, low cost, low maintenance technologies that directly benefit 13,000 people. All the centers were built with 50% cost-sharing by the local municipalities to develop long-term sustainability. The solid waste center serves all 56 villages in the Tyre region (approximately 300,000 people) with a capacity to process 150 tons per day. The center collects all recyclable materials and turns the remaining organic waste into compost.

To increase the visibility and long-term success of the project, a 3-year environmental awareness campaign on sustainable waste management was conducted targeting women, youth, and students. The effort benefitted 10,000 students and teachers in 94 schools, 88 municipalities and communities, and more than 50 NGOs, women’s groups and institutions.

The YMCA organized meetings with government ministries, municipalities and representatives of the private sector on waste management in rural areas. This included tours of waste treatment sites and a roundtable discussion.

STRATEGIC CONTRIBUTIONS: LESSONS LEARNED

Public meetings in individual communities. In those meetings, plans were described in detail and the program directors fielded questions and concerns. Because of such a discussion, the plan for Ain Baal solid waste treatment plant was improved and greatly expanded.

Community leaders were deeply involved in the activities and the municipalities developed a clear sense of ownership for the waste water treatment plants. They identified sources for covering the annual expenses of these facilities. At some municipalities they decided to collect additional taxes from the households. In the case of one project, leaders contacted their relatives in Canada and elsewhere for donations. In the towns of Al-Hosh and Ghobbatyeh, the mayors gave much of their time to the supervision of the facilities. In the case of Rashaya town, which has the largest WWTP, the municipality made it obligatory for households to connect their wastewater to the newly established sewers and to pay connection fees as well as annual maintenance fees. In the case of small municipalities, such as Snayyah, Aychiyeh and Al-Hosh, they planned to establish eco-tourism activities to cover the operating costs. In summary, the municipalities adopted the projects as their responsibility and agreed to operate them at the standard defined in the operational manuals.
CASES OF INTEREST: WOMEN’S CONTRIBUTION IN SUSTAINABLE RURAL DEVELOPMENT

ENTITY
Women’s Association of Deir El Ahmar W.A.D.A.

CONTACT
dgkhoury@yahoo.com

COLLABORATORS/FUNDERS
Ministry of social affairs
Ministry of environment
METAPIII-The World Bank
Canadian Embassy

LOCATION
Deir EL Ahmar, Lebanon

DATES
2003 - 2009

BUDGET
7.7MUSD

THEMATIC BLOCK
Strategic alliances and public-private participation

SECTOR
Social cohesion
PROJECT DESCRIPTION, BASELINES, PERFORMANCE, RESULTS AND IMPACTS

Project Summary:
In 1991, volunteered women in Deir El Ahmar, Lebanon, decided to contribute in the development and reconstruction of their country after twenty long years of hard war. They began in their own town, a rural area in the Bekaa valley. They prepared a socio-economic study about the area to focus on the most important problems and needs. The resources were their own contributions and the income of their own handicraft sales. In February 1994 the organization got a legal status, registered in the ministry of interior.

The organization have a double mission: 1. To take care of human capability and 2. To establish the centre whose goals are to serve the community on a long term basis.

Starting situation
Deir El Ahmar is a part of the Bekaa valley in Lebanon (Global population 55000). Even though the land is very fertilized for agriculture and very rich for tourism (At 15 km from historical monuments of Baalbeck and 30 km from the popular forest Cedars of Lebanon), still the people of the area are faced with a critical economic situation (the income per capitais 50$/month and the immigration level is very high).

Project Objectives:
The community is faced with many problems and needs. An integrated development program covering all sectors such as health, education, agriculture, tourism is necessary. The lack in water for irrigation is a principal problem to be solved and a priority for farmers. The woman was only a housewife and man was supposed to get income alone.

It was a hard and long job to make difference and to prove the role of woman as income generator and decision maker. But the competence and the strength of the rural woman in the area helped in the witness of implementing the initiative. Volunteered women members from the area but living in urban towns organized continual activities for fundraising to ensure the contribution of WA.D.A. in every agreement.

1. Help and support for rural women, the principal target group that is able to make difference in the society.
2. Protect the Environment and Care for Human Health through an Awareness program
3. Promotion of Eco-Tourism
4. Establish a community center serving all the strategies. ‘The rural development center’ is decided to serve many sectors of the society. The municipality offered to the organization a land of 15000m².

USED RESOURCES

Economical and Financial

To execute the “Rural development Center” was a courageous decision. Tools for “small business training program” was provided by Trickle up (USA)-a non-governmental organizations encouraging small business in the world with a grant of 100$ for each following training program tools to execute her small business. The execution took long years but still need fundraising.

Human, technical and infrastructure

Scouts, organizations serving children, schools, municipalities were involved and contribute in the decision making to solve the solid waste problem in the area.

The ‘International Poster Competition’ on population, environment and development announced in 2001 by UNFPA and the success of 4 youths of the region prove the impact of awareness.

The municipality has many priorities and limited budget to execute the projects. People of the region prepared the basic study for the development of Eco-Tourism and mentioned the historical monument of their area and the natural and the cultural richness. Methods and Notes for every session was provided for every participant and used as reference. Awareness programs are supported by brochures distributed for each target group.
**BENEFICIARIES**

The organization focus was the woman, empowering her to help her family and increase her income. Consecutive training sessions were organized to give them ability to prepare rural production such as handicrafts and agro-food products, to establish cooperatives to give them access to micro-credits and markets. Training sessions assumed formation for more than 300 women.

The awareness projects to protect environment to develop eco-tourism, and to care for human health tried to target many sectors of the community.

**STRATEGIC CONTRIBUTIONS: LESSONS LEARNED**

The organizations succeed in providing alternative employment and income opportunities for local communities generated by their local agricultural products—dried fruits and vegetables, jam, pickled food, oil preserved food, dairy and wheat products, etc.

A Lebanese food conservation study will be ready soon in three languages (Arabic, English, French). Those natural products, healthy and environmental, are requested by the international family.

Long-term loans (three years) at low interest (six percent) paid back every six months ensure finance for small business.

People of the area have rich cultural and natural heritage, historical monuments dated thousands of years and protected natural areas are important and frequent.

The localization of the “Rural Development center” situated at 15 km from Baalbak give the opportunity to visitors of the area to meet the richness of Bekaa culture. A calendar of activities and booklet are available to situate the local. Exhibitions give the chance for farmers and women, artists to sell their products. The organization is highlighting the role and importance of eco-tourism in promoting the economy.

The awareness environmental programs give the chance for youth and children and all the society sectors to collaborate in planting green areas, visiting natural protected area. They are educated to respect nature and its biodiversity as well as farmers are trained to use organic substances in agriculture. The environmental solid waste project targets re-using, reducing and recycling. Environmental awareness and eco-tourism go side to side. The economic development meets the needs of current generations without undermining the environment and compromising future generation ability to meet their needs.
CASES OF INTEREST: WOMEN’S CONTRIBUTION IN SUSTAINABLE RURAL DEVELOPMENT

ENTITY
Municipality of Sfax / www.commune-sfax.gov.tn

CONTACT
mairie.sfax1@gmail.com

COLLABORATORS/FUNDERS
Municipality of Sfax
FNVT
Diputació de Barcelone
Agence de Coopération Espagnol (AECID)

LOCATION
Sfax, Tunisia

DATES
2006 - 2009

BUDGET
129.000€

THEMATIC BLOCK
Strategic alliances and public-private participation

SECTOR
News technologies, Concertation
PROJECT DESCRIPTION, BASELINES, PERFORMANCE, RESULTS AND IMPACTS

As part of the modernisation of the city management, the Municipalities of Grand Sfax carried out a local government reinforcement project between 2006 and 2009.

The project had several objectives:

- Reinforcement of human resources competences of Grand Sfax
- Improvement in communication between municipal services and external operators.
- Development of the involvement and participation of citizens in the improvement of municipal services
- Reinforcement of municipal management tools
- Execution of a strategy for municipal management

The project comprises of five component parts (activities):

- Activity 1: The improvement and modernisation of municipal management
- Activity 2: The creation of a manual of procedures
- Activity 3: The creation of a manual of services
- Activity 4: The networking of the municipalities of Grand Sfax
- Activity 5: The reinforcement of the skills of local government officers and the chosen communication.

These components are se sont déclinées en plusieurs réalisations:

1. The creation of a manual of procedures in 2 languages (Arabic and French) and hosted in the internal network of the 7 municipalities
2. The creation of a manual of services in 2 languages (Arabic and French) which is hosted on the website of the municipality of Sfax with links to the manual on the website of other municipalities.
3. Creation of a communication office within each of the 7 municipality and the training in communication techniques, of those in charge
4. Training of the executives and elected in the field of communication and improvement in relations between the municipality and its citizens
5. Development and exploitation of two computer applications for the municipalities:
   - The management of the network from the public perspective
   - The management of the maintenance of the highways
6. Updating and improvement of the communication strategy of Grand Sfax
7. Set up an intermunicipal network in communication for the utilisation of data, applications and the two manuals - procedures and municipal services.

USED RESOURCES

<table>
<thead>
<tr>
<th>Economical and Financial</th>
<th>Human, technical and infrastructure</th>
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<tbody>
<tr>
<td>Financing Medcities</td>
<td>Municipalities of Sfax</td>
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<tr>
<td>Barcelona city council</td>
<td>Medcities</td>
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<td>FNVT</td>
<td>Formations</td>
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<td>Workshop</td>
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<td>Personnel municipality of Sfax</td>
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BENEFICIARIES

- Municipality of Sfax
- Administrative Executive
- Municipal elected members
STRATEGIC CONTRIBUTIONS: LESSONS LEARNED

- Standardisation of procedures with the grand Sfax municipalities
- Improvement of the quality of services offered to citizens
- Reinforcement of skills of executives and municipal agents
- Better communication between the municipalities of grand Sfax
- Rapprochement of municipal services of citizens.
- Improvement in relations between council and its citizens.

Include flowcharts, charts, diagrams, etc... to facilitate the understanding of the practice

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>PREDICTED IMPACTS</th>
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<td>Activity 1: Computerisation of municipal management</td>
<td>• Improvement in the management of computerised activities</td>
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<tr>
<td></td>
<td>• Better control of the costs of maintenance interventions</td>
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<td>• Better planning of maintenance interventions</td>
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<td>• Improvement in services delivered to citizens</td>
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<tr>
<td>Activity 2: Creation of a manual of procedures-types</td>
<td>• Reinforcement of the abilities of the administrative management and the skills of municipal agents</td>
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<td></td>
<td>• Equip staffing managers and municipal agents with a frame of reference with regard to the rules and procedures governing municipal activities</td>
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<td>• Improvement of the integration of new personnel</td>
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<td>• Standardisation of methods and techniques de déroulement of internal procedures within the seven Grand Sfax municipalities</td>
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<td>• Better knowledge of the regulations applicable to the municipal activities</td>
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<td>• Better communication between the municipal services</td>
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<tr>
<td>Activity 3: Creation of a manual of municipal services.</td>
<td>• Improvement in the relations between citizens and municipalities</td>
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<td></td>
<td>• Facilitation of recourse of citizens to municipal services</td>
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</table>
CASES OF INTEREST: MICROGARDEN DAKAR

ENTITY
Government of SENEGAL/ Ministry of Agriculture

CONTACT
bacar159@yahoo.fr

COLLABORATORS/FUNDERS
Food and Agriculture Organization (FAO), Municipality of Dakar, Municipality of Milan

LOCATION
Dakar, Senegal

DATES
1999

BUDGET
565,306$

THEMATIC BLOCK
Strategic alliances and public-private participation

SECTOR
Sustainability and environment Economical promotion and employment
The micro-gardens’ project started, in Dakar, in 1999 within the framework of a Technical Cooperation Programme between the Food and Agriculture Organization (FAO) and the Senegalese Government. A Special Programme for Food Security (SPFS) of FAO allowed its extension, in 2001, in the other regional capitals of Senegal. The micro-garden project allowed the introduction of new technologies concerning out of land horticultural production on yards, roofs and vacant places. In 2004, it became a programme.

Its main objective is to participate in poverty reduction.

- Its goal was, and remains to provide fresh vegetables to poor families by improving their food supply and their nutrition. This objective is also materialized by income generation after selling the production’s surplus. To consolidate micro-gardens and improve food security in Dakar, another programme has been signed, in 2006 and for two years, between the municipalities of Milan (Italia) and Dakar.
- Another objective of those initiatives is to facilitate access to urban and periurban horticultural production for all the city-dwellers who did not have access to farmland because of the urban land pressure. The micro-gardens programmes set a process of innovation in agriculture.

As a matter of fact, by mobilizing human resources in the administration and the agricultural research fields, they promote reusing of agricultural waste like peanut shells and rice chaff. As those inputs are brought from the national agriculture’s production, they are easy to achieve even by poor people.

Those programs also contribute to improve the living environment both by recycling agricultural waste and by greening houses and cities in Dakar and in the others regional capitals. The micro-garden technology is adopted by all the social categories: the poor as well as the rich, men and women, young and old people, valid and handicapped persons. More than 4000 families were trained on the micro-garden technology.

**SITUATION BEFORE THE INITIATIVE BEGAN**

Dakar’s population naturally grows fast and because of rural exodus after drought since end of 1960’s. In 2001 (DPS), there was 2.4 million of inhabitants on 550 square kilometres: 24% and 3% of national population and territory. The pressure on agricultural spaces reduces access to farmland by fragile groups: women and youth.

**ESTABLISHMENT OF PRIORITIES**

1. Inventory of fixtures,
2. Buying and setting up of inputs and equipment,
3. Follow-up of production,
4. Fulfilment of a database,
5. Training of technicians, trainers and beneficiaries. The beneficiaries’ selection has much done through the economic interest groups (GIE) often composed by women.
6. Selection of new beneficiaries,
7. Research continuation on substrates and on reduction of production costs,
8. Marketing and promotion of micro-garden produce,
9. Monitoring and evaluation of actions,
10. Restitution Workshops.

**FORMULATION OF OBJECTIVES AND STRATEGIES**

The general objective of the micro-garden programme is to contribute in further reducing unemployment, poverty through feeding and nutrition improvement, and income generation for populations. This will allow participation in the promotion of sustainable development in Senegal, particularly through diversification of production and water management.

Specifically, the program aims to:

- Produce good quality vegetables by families,
- Improve the nutrition of the population,
- Diversify income generating activities for families,
- Occupy women and young people,
- Generate income.
In financial terms, in 1999 and at the multilateral level, the TCP / FAO’s financing was $250,000 US dollars. Then, within the framework of the SPFS/FAO, for introduction and extension of the programme in the regional capitals, the financing amount was 175 million CFA francs (about $401,352) in 2001 and the same amount in 2002. Between August 2004 and May 2006, 50 million CFA francs (about $114,672) was received. In addition, the bilateral cooperation between the municipalities of Milan and Dakar brought $250,000 in order to strengthen the development of micro-garden technology in the nineteen districts of the Dakar’s department.

On equipment and human terms, the micro-gardens have mainly benefited from local means. Concerning equipment, it is housed at Horticultural Development Centre (CDH) of the Senegalese Institute of Agricultural Research (ISRA). It has an office, a laboratory and a national reference micro-garden. At the beginning of the micro-garden project, a Colombian expert had contributed to training. Thereafter, a national expert has supported the training of local trainers coming from the agricultural services. The latter also trained women who are members of EIG.

**Beneficiaries**

Poor Dakar population and in general all the city-dwellers who did not have access to farmland because of urban land pressure.

**Strategic Contributions: Lessons Learned**

- In terms of appropriation of the technology, in addition to national expertise in micro-gardens, an effective technical reference was built to strengthen micro-gardening. Thus, it is possible to harvest six times a year by producing wholesome vegetables, creating jobs and generating income throughout. The promotion, by scientific research, of the use of solid substrates from local agriculture, aims to facilitate access to technology at a low cost by using the most abundant substrate in each regional context. The main difficulty is related to controlling the mix of micro-elements (magnesium nitrate, magnesium sulfate, copper, manganese, zinc, boric acid, ammonium molybdate and chelate iron) and macro-elements (mono ammonium phosphate; calcium nitrate and potassium) constituting the nutrient solution.

- Training sessions of beneficiaries’ groups, like schools fields (Prain, 2001) as shown in the photos 1 and 2 below. Partnerships have been developed with other participants such as the Peace American Corps, Oxfam GB, the Resource Centre for Social and Participative Emergence, the college LEGTA of Figeac (France), the Learning Centre of Pugnac (France), SOS Sahel International / Louga and the Association of Professors in Life and Earth Sciences. These partnerships have helped to extend the technology in other places and other people like in Fann’s hospital, the nursery schools named “Cases des Tout-Petit”, primary schools where gardens are used to support teaching. The micro-gardening technology has benefited from a real network for its development.

Include flowcharts, charts, diagrams, etc... to facilitate the understanding of the practice.
CASES OF INTEREST: PARTICIPATION IN STRATEGIC PLANNING. VIBOFUTURA2015

ENTITY

CONTACT
comunevibovalentia.vv.urbanistica@pa.postacertificata.gov.it / info@inextstudio.eu

COLLABORATORS/FUNDERS
EU FUNDS

LOCATION
Vivo Valentia, Italy

DATES
November 2007 - April 2009

BUDGET
21M€

THEMATIC BLOCK
Strategic alliances and public-private participation

SECTOR
Urbanism  Mobility and transport Sustainability and environment Economical promotion and employment Concertation
PROJECT DESCRIPTION, BASELINES, PERFORMANCE, RESULTS AND IMPACTS

Starting situation: Vibo Valentia (pop. 35,000 ca.) is one of the main towns of the Calabria Region, in Southern Italy, and capital of the province of Vibo Valentia. Like many towns in Italy, Vibo Valentia has very ancient origins, dating back to Greek colonization. The area has been inhabited for centuries and has a very important cultural heritage, although not well known and sufficiently valorized. The town is also an important service and industrial hub in its province and one of the main ports in Southern Italy.

When the strategic planning process started, Vibo Valentia showed great potential as a tourist destination. But to be really attractive to tourists and citizens it still had to solve several problems: the town suffered from poor tourism infrastructure, scarce urban quality, decay of historical buildings, trendency to urban sprawl, high hydro-geological instability and presence of degraded informal settlements, mostly along the coast. Moreover, the local community as a whole didn’t seem to have a clear and shared idea of the future role the territory could play in the global competition. Nonetheless, citizens appeared to have a strong, almost instinctive sense of identity and belonging, that has been taken into deep consideration during the strategic planning process.

In 2008 it initiated a strategic planning process and hence entered a new phase of its development, aimed to reach a competitive position in the new national and international scenarios. The strategic planning process represented a real change in the traditional governance practices: it required a shift from the local council from a bureaucratic and prescriptive approach to the development of policies through a bottom-up and intersectoral approach, aimed at enhancing both negotiation with local stakeholders and inter-institutional cooperation, in the framework of a shared vision of the future.

Description: The Strategic Plan ‘Vibo Futura 2015’ was built through negotiation between institutional and private stakeholders, who worked together to highlight territorial potentials and problems, outline a development strategy and define long-, medium- and short-term projects to ‘trigger’ development. This approach made it possible to:

- reassign the coastal district a central role in the socioeconomic re-launch of the City
- start-up negotiation about the empowerment of the port
- start-up the procedure to create an Agro-food District
- confirm the importance of cultural heritage to make the City a culture and tourism hub.

The Strategic Planning process highlighted Vibo Valentia’s multiple potentials and its strong historical and cultural identity, which should be recovered and strengthened by:

- reinforcing the function of the city as a ‘service hub’ for the existing business activities and the different parts of the urban area (the coastal districts, the old town, the hamlets)
- bringing to light again and enhancing the endogenous territorial resources.

The Plan proposed a future vision of Vibo as a ‘hinge’ between coast and hinterland (to promote balanced development), and a ‘city of integration’, reconciling the different ‘souls’ of the territory (agro-food production, tourism, culture, metalworking industry, etc.). Therefore, the 4 Strategic Guidelines for urban development focused on Culture, Tourism, Agro-food and Industrial Products and Urban quality and services. More than 90 development projects were proposed, which were grouped into 5 Macro-projects:

1. The Port City
2. The Agro-food Hub
3. The Industrial areas
4. The Cultural and Environmental Heritage Network for Tourism
5. The Social care Services Network

Activities: The local council encouraged participation by promoting several moments of dialogue, discussion and group sharing. The strategic planning office (created by the Municipality to coordinate and manage the whole process, with the support of iNEXT professionals) worked very hard to promote participation through communication. For example, it promptly informed citizens about events and meetings; it invited all relevant stakeholders to take part in the process; it constantly underlined the importance for citizens to play a lead role in building a shared future for Vibo Valentia.

Methodology: Given that citizens were not in the habit of participating in the definition of territorial policies, the methodology adopted was differentiated accordingly: from the beginning of the process, stakeholders were constantly kept informed so that they fully understood the objectives and the different steps of the strategic planning process. Each step of the process required a growing commitment from involved stakeholders: at the beginning, a presentation event was organised, merely aimed at informing the local community about strategic planning objectives and methodology; later, representatives of institutions, trade unions and the non-profit sector were interviewed to gather information and points of view about the territory; schools were involved, too, to encourage students to actively engage in the construction of their own city and future; working groups were formed and face-to-face meetings with the relevant stakeholders were arranged to focus on the definition of shared development strategies; finally, focus groups worked on the identification of development projects, consistent with the agreed strategy.

- In a first phase of analysis, the participatory process, together with desk research and surveys, highlighted the complexity and diversity of Vibo Valentia territory.
- The next step was the identification of cross-cutting objectives.
CASES OF INTEREST CATALOGUE

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USED RESOURCES

Economical and Financial

The strategic plan provided the local council with development guidelines that could be implemented with the support of European Union (EU) structural funds 2007-2013. It paved the way for the last phase of the EU funds supporting cohesion and development policies to align Italian regions to EU standards.

Human, technical and infrastructure

The staff involved in the project mainly consisted in:
- 2 technical officers of the Municipality of Vibo Valentia – City planning office;
- the strategic planning office, created by the Municipality to coordinate and manage the whole process, and employing 2 persons;
- 2 experts in strategic planning and participatory practices from iNExTstudio, contracted by the Municipality as consultants.

BENEFICIARIES

The direct beneficiaries of the project were the personnel of the Technical Unit of the Municipality of Vibo Valentia (2 technical officers of the City planning office) and the staff of the strategic planning office (2 persons), which were provided with the necessary expertise and technical support to design, implement and manage the strategic plan with a participatory, bottom-up approach. The project intended to: enhance their knowledge and skills in participatory planning and project management and coordination; improve their capacity to trigger and manage sustainable development processes through a strategic planning approach; improve the Municipality’s relationship with the local community, basing it on reciprocal trust and transparency, and improve dialogue and coordination among the various levels of the local government.

The indirect beneficiaries were represented by the stakeholders (trade associations, civil society organisations, labor unions, education institutions, professional boards, etc.) and the citizens, which were involved in the strategic planning process: they benefited from awareness-rising activities, developed a stronger ownership of the development strategy and will also benefit from the socioeconomic development and urban regeneration process triggered by the strategic plan. Local actors willing to invest in the development projects also had the chance to establish public-private partnerships to implement the strategic plan.

STRATEGIC CONTRIBUTIONS: LESSONS LEARNED

The strategic plan adopted a participatory methodology, aimed at including the entire community of Vibo Valentia in the construction of a shared development strategy. The approach was to interpret the strategic plan as the outcome of a cyclical process that involves a plurality of local actors.

Vibo Valentia’s strategic planning experience shows how the active involvement of the local community and the commitment of citizens, stakeholders and local authorities are essential factors in guaranteeing the success of planning initiatives and in ensuring concrete development results. In fact, thanks to the commitment and the active collaboration of the local council and stakeholders, the process was able to effectively highlight the real strengths, weaknesses, opportunities and challenges that might shape the towns future, point out the local actors needs and expectations and bring to light the future image of Vibo Valentia (the vision) that the local community wanted to build and the actions required to achieve it. In our experience, the participatory approach used also enabled existing know-how to emerge and be enhanced, improved relationships among the local actors and strengthened the sense of collective identity and belonging. Moreover, it encouraged a sense of responsibility to citizens and stakeholders, raising awareness of the role they could (and should) play in the development process.

Include flowcharts, charts, diagrams, etc. to facilitate the understanding of the practice.
CASES OF INTEREST: CIVILIZATION, ENVIRONMENT MANAGEMENT, ENVIRONMENT TRAINING

ENTITY
Republic of Greece. Prefecture of the Cyclades Islands

CONTACT
tadepi@mail.otenet.gr / nmar@aegean.gr

COLLABORATORS/FUNDERS
University of the Aegean Environment Dept.
Valetion High School
Greek Playwright Association

LOCATION
Ios Island, Greek

DATES
1991 - 1999

BUDGET:
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THEMATIC BLOCK
Strategic alliances and public-private participation

SECTOR
Urbanism Sustainability and environment Economical promotion and employment Concertation
PROJECT DESCRIPTION, BASELINES, PERFORMANCE, RESULTS AND IMPACTS

Starting Situation:
In 1991, the Greek Government Minister of the Aegean Mrs. E. Papazoi, visited the isle of Ios. As the Mayor of Ios Mr. G. Poussaios was taking her on a tour of the island, they stopped at the locality of Tsoukalaria, at a distance of 100 m. from the town, enchanted by the stunning view towards the endless blue of the Aegean Sea. However, they were also disappointed by the sight of an overflowing waste-disposal site nearby. This site had stopped receiving waste since the 1980s, though no rehabilitation work has been undertaken.

The locality of “Tsoukalaria” was until the 1980s a waste-disposal site for the local inhabitants and for the many tourists that visit the island in the summer (2,000 permanent residents in the winter, 15,000 in the summer). The local people carried the waste to the location on their donkeys. No provision was in place for its burial in accordance with proper sanitary measures. The tip was then abandoned, and the wind helped disperse the rubbish throughout the surrounding area - which became heavily downgraded.

They envisioned the creation at that spot of an open-air theatre on the ancient Greek model, constructed out of local stone and marble, and offering an incomparable view towards the sea. It would be a cultural oasis for Ios, where some scholars believe that Homer was born, but also for the entire country.

Description:
Concurrently, the Environment Dept. of the University of the Aegean requested (a request approved by the Greek Environment Ministry) the creation of a programme for the restoration of some (out of 5,000) waste-disposal locations throughout Greece. The restoration is effected by using Mediterranean-type plants adapted to the local arid ecosystem conditions, achieving savings in water and other external agents (fertilisers, pesticides).

The local people and local schools contributed to the efforts of the Municipality of Ios and the University of the Aegean for the construction of the theatre and the upgrading of the area.

Work commenced at the beginning of the year 1996. The theatre was constructed out of stone and white marble (abundant in this area) by local artisans, experienced in the use and processing of such materials. The University of the Aegean, along with the Municipality of Ios, which is active in the restoration, upgrading and monitoring of waste-disposal tips in Greece, including Ios, selected suitable types of vegetation for planting and was able to secure resources from the Environment Ministry.

The plans of the Municipality of Ios for this specific area proved very popular with the inhabitants and schoolchildren of the island who helped in their attainment, via environment training lessons on the part of the students and manual labour on the part of the residents.

Results:
The result was that the theatre was inaugurated in 1997, the waste-disposal site was restored and monitored by a measurement network, the planting was effected successfully and most importantly, the site was developed by integrating the location with the traditional town of the island and the windmills. Future plans include the creation of a Museum of Modern Art on the spot of the former rubbish tip.

Priorities:
The Municipality of Ios focused on the restoration and upgrading of the area through the construction of the open-air theatre and the integration of the cultural attributes, offering a different form of leisure activity to the residents and summer tourists.

For the University of the Aegean, the main priorities comprised the proper management, restoration, upgrading and alternative utilisation of the grounds of the rubbish tip, the recording and use of Greek flora deemed most suitable for planting there, and the monitoring of toxic agents usually found at such sites.

The schools and local residents focused on removing the rubbish dispersed around the area, on planting, and on maintaining the new vegetation.

Objectives:
One of the main objectives of the design and construction of the theatre was that its hold play a central role in the cultural network of the island and of the Aegean in general. Along with the traditional town, the windmills, the small chapels, the Archaeological Museum and the impending creation of a Museum of Modern Art and a Museum of Byzantine Icons, they would form a unique combination, rendering Ios one of the main cultural centres of the Aegean.

The restoration and upgrading of the closed rubbish tip was the driving force for the improvement of waste management conditions, towards limiting environmental problems (protection from the impact of such sites) and towards creating the conditions for its environmental restoration by saving on natural resources (water) and high-cost external agents.

The Greek Environment Ministry supported the Municipality of Ios and the University of the Aegean in their efforts.
Economical and Financial

The Municipality of Ios, with the support of the Minister for the Aegean Sea, was able to secure financing for the project via the Environment Ministry. In particular, the construction of the theatre and the configuration of the surrounding area were incorporated in the “Environment” and “Protection and Elevation of Historic Centres, Traditional Settlements and Areas of Special Natural Beauty” projects. The contract between the Municipality of Ios and the Ministry was concluded in November 1995.

The architectural study and the supervision of the construction were assigned to the German Professor of Architecture at Berlin University Mr. Peter Haupt, a permanent resident and a honorary citizen of Ios. The contribution of the Greek Playwright Association was

All the citizens affected by the actions

The University of the Aegean has undertaken projects for the restoration and upgrading of waste-disposal tips and downgraded ecosystems. At one point of the Athens waste-disposal tip, the behaviour of vegetation planted there was studied and the site was partially restored. The restoration and reconstruction of the surrounding area near the biological cleaning site on the island of Kos, on arid and unfertile ground, was awarded a European prize in 1993. The restoration of aromatic plants to ecosystems downgraded by forest fires on the island of Limnos was also very successful.

On the basis of the above, it can be seen that the transfer of know-how and experience on matters pertaining to the restoration of waste-disposal sites, the reconfiguration of sites, selection of suitable vegetation, and the overall environment management of the Ios project, was very successful.

For the Municipality of Ios, experience on such matters was restricted to small-scale projects, involving the participation of local authority employees only.

The schools studied environmental issues, and the issue of waste-disposal in particular, in the context of environmental education. They created a bio-degradable waste park in their school, with all the items we discard at waste-disposal tips. They had programmes on issues concerning a cleaner town, cleaner school and cleaner coastline, and they worked on implementing same.

The environmental education programme realised at the schools on the occasion of the project was titled “Solid Waste Management on Ios - Yesterday, Today and Tomorrow - A Socio-Historical Approach - Impact on the Natural and Man-Made Environment - Solutions”. Its duration was two years, longer than any other such programme. Its success was completed by the experience acquired by the children, who re-used items from the rubbish tip in flower-pots, candlesticks, vases and the construction of a Trojan Horse (which according to Homer’s Iliad was used in conquering Troy).
CASES OF INTEREST: YOUTH AND CULTURE CENTER (YCC). BUILDING BETTER A COMMUNITY

ENTITY
Municipality of Zouk Mikael / www.ycczoukmikael.com

CONTACT
ellefersan@gmail.com

COLLABORATORS/FUNDERS
City of Rueil Malmaison, France

LOCATION
Zouk Mikael, Lebanon

DATES
April 18, 2009- Ongoing

BUDGET
Minimum budget of $50,000 yearly

THEMATIC BLOCK
Strategic alliances and public-private participation
Continuous innovation in strategic planning processes

SECTOR
Economical promotion and employment  Tourism and culture
YCC is a municipal center that acts as an incubator for interaction and development aiming to:

• Create a space for dialogue, which seeks to increase communication among all segments of society.
• Promote a sense of participatory democracy and citizenship through meetings and exchanges.
• Familiarize the public with new technologies by providing training and access to the Internet, social media and regular and open source software.
• Promote culture and art as catalysts for universal communication.
• Provide a space for reading and support active involvement in the learning process by encouraging the formation of research groups eager for knowledge and learning.
• Supporting creative industries by empowering and promoting young artists and talents by building their capacity and offering them a venue to produce themselves and interact with the public.
• Offer a free space of dialogue for civil society organizations.
• Promote the dialogue of cultures by producing culturally diverse events and raising the population’s cultural awareness.

The ultimate and principal goal of the center is to engage the local population in municipal and community life. Zouk Mikaël was the first city in Lebanon to call for and implement a participatory democracy program (including residents and “zoukis”). Such public initiatives bring the population closer to the decision makers and thus the later can start making decisions that meet the needs of the population.

**USED RESOURCES**

**Economical and Financial**

• municipality funds
• donations of books from the city of Rueil Malmaison
• donations from various universities

**Human, technical and infrastructure**

• Eliane Fersan, Director
• Joelle El Bittar, Program Coordinator
• Desiree Rizk, Librarian

**BENEFICIARIES**

Principally the Youth and the Women of the city and the whole districts, but also the whole community at large. Depending on the wide range of programs we offer.

**STRATEGIC CONTRIBUTIONS: LESSONS LEARNED**

• bringing the community closer to the local government
• building youth capacity
• creating partnerships with the private sector and the civil society
• creating job opportunities for women and youth
• creating a space for dialogue and study
• education for all
CASES OF INTEREST: LEBANESE NATIONAL NETWORK FOR POTENTIALLY INFECTIOUS HEALTH CARE WASTE MANAGEMENT

ENTITY
Arcenciel / www.arcenciel.org

CONTACT
environnement@arcenciel.com

COLLABORATORS/FUNDERS
European Commission, Spanish Agency for International Development (AECID), Ministry of Environment, Saint Joseph University, AIDA (Ayuda, Intercambio y Desarrollo)

LOCATION
Bekaa, Beirut, Mount Lebanon, North Lebanon and South Lebanon

DATES
2003 - 2009

BUDGET
2.791.324€

THEMATIC BLOCK
Strategic alliances and public-private participation

SECTOR
Sustainability and environment Social cohesion
PROJECT DESCRIPTION, BASELINES, PERFORMANCE, RESULTS AND IMPACTS

Introduction
The main objective of the initiative was to resolve the problem of Health care Waste (HCW), specifically Potentially Infectious Health Care Waste (PIHCW) in Lebanon. With this aim in view, Arcenciel, a 26 years Lebanese NGO for sustainable development, launched in 2003 the project DEHO ("déchets hospitaliers"), in order to reduce the risk of PIHCW on environment and health.

Situation Before the Initiative began:
Before the initiative, PIHCW were eliminated without an adequate treatment, either thrown in landfills, often uncontrolled, or brunt illegally. In facing this situation, there was a risk of contamination of a large range of groups: health care staff, patients, underprivileged social groups as waste collectors, scavengers; and all Lebanese population, i.e. 4 million inhabitants, by microorganisms such as hepatitis B, C and HIV (injury or cut by discarded syringes on beaches or near municipal bins...). The population was also exposed to dioxin and other dangerous and persistent pollutants generated by non-controlled incineration of HCW.

Establishment of Priorities
Arcenciel, well-know in Lebanon for its work in the development field, has decided in 2003 to tackle issues that were threatening public health and environment. This is how the Environment Program was created in 2003. Its first preoccupation was the development and the implementation of the DeHo project aiming at tackling hazardous HCW as it was a thorny problem, on which no public authority or any organization wanted to work on.

PIHCW were a priority because of their large quantity (85% of hazardous HCW) and severity of their impact on environment and public health.

Main objective of the initiative was to reduce to zero the risk related to PIHCW.

To achieve this objective, a national, networked global and integrated strategy has been set and implemented by arcenciel, in collaboration with the ministries of Health, of Environment.

This strategy is based on:
- 5 treatment centres for the country (semi-centralized)
- An optimal technique from an economical, environmental and social point of view
- secures a back up system, easy to activate (since the network managed by one operator).
- ensures training for PIHCW reduction. (Since the network is managed by a non-profit organization)
- cares for public awareness.
- takes in charge the whole process: training, collection, treatment...
- guaranties a quality and reliable traceability system.
- puts all findings and experience at the disposal of relevant authorities, in order to upgrade regulations. (Through a research and a development unit)

Achievements
Through a partnership with LIFE (European Financial Instrument) and the AECID (Spanish Agency for International Development), arcenciel has set a complete strategy regarding PIHCW and implemented it through the creation of the Lebanese National Network for PIHCW Management, in collaboration with a steering comity including the concerned ministries and stakeholders. Today, arcenciel provides through a unique and specialized comprehensive service in Lebanon:
- The proper and efficient training of health care institutions staff: 7000 persons have already been trained;
- The PIHCW collection from the health care institutions;
- The sterilization by autoclaving associated to grinding, an environmentally friendly technique, of more than 70% of the PIHCW generated by health care institutions, in five treatment centres covering the whole Lebanese territory.

Different awareness activities (billboard campaign, lectures, etc.) have been conducted in order to increase public awareness. A partnership was established with the St. Joseph’s University for the creation of training modules for health care facilities, the development of an internal audit system, and the integration of a specialized course on medical waste in the nursing curriculum. This project has been transferred in Syria in 2009 in partnership with a local NGO (Syrian Environmental Association) and Spanish NGO, (Ayuda, Intercambio y Desarrollo). 22 hospitals have been trained and equipped, and high-level technical support has been provided for key stakeholders involved in the implementation of healthcare waste management policies.
**USED RESOURCES**

<table>
<thead>
<tr>
<th>Financial and Human, technical and infrastructure</th>
<th>Resources: The team involved in the project is multidisciplinary, and consists of 42 people, with extensive experience in their field. Over 70% of these people are in difficulty (people having disabilities, ex-addicts, ex-prisoners ...). Trained and well convinced of their mission, they provide a professional quality work. Expected for the production centre, 83.33% of the team are women. Technical resources: 5 treatment centers, constructed in accordance with standards, including 5 autoclaves with shredders. 7 collection vehicles, specialized for the transport of HCW, are also used.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multiple resources of different nature, have been mobilized in this project, and managed optimally by arcenciel. Financial resources: the Deho investments rely on different sources of funding, mainly grant and own funds. The total project budget is EUR 2,791,324.</td>
<td>Human resources: The team involved in the project is multidisciplinary, and consists of 42 people, with extensive experience in their field. Over 70% of these people are in difficulty (people having disabilities, ex-addicts, ex-prisoners ...). Trained and well convinced of their mission, they provide a professional quality work. Expected for the production centre, 83.33% of the team are women. Technical resources: 5 treatment centers, constructed in accordance with standards, including 5 autoclaves with shredders. 7 collection vehicles, specialized for the transport of HCW, are also used.</td>
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</tbody>
</table>

**BENEFICIARIES**

The main groups involved were hospitals’ health care staff and cleaning staff: indeed, these categories are most in contact with PIHCW, and therefore most exposed to the risk of PIHCW. At the same time, they are the key players of HCW management and should be given a sense of responsibility in the preservation of public health. They are mainly women. Other stakeholders such as Ministry of Environment (MoE), Ministry of Health (MoH), and the Syndicate of Hospitals (SoH) were also involved through their participation in a steering committee created for this purpose.

The most significant dates that have marked the project are those that corresponded to the creation of a new treatment centre, allowing us to complete the network by serving a new area: • Starting of the treatment in the Bekaa: 2003 • Establishment of the center of Hotel Dieu Hospital, Beirut: 2005 • Starting of the treatment in Beirut and Mont Lebanon: 2006 • Starting of the treatment in North-Lebanon: 2007 • Starting of the treatment in South-Lebanon: 2009

**STRATEGIC CONTRIBUTIONS: LESSONS LEARNED**

Five main lessons were learned from this initiative:

- The importance of needs analysis and in-depth study of a strategy before implementing a project.
- The importance of involving beneficiaries in the project, taking into consideration their opinion and point of view, to obtain their cooperation.
- The importance of setting a contribution with all stakeholders, from different sectors: private, public, academic.
- The importance of persevere despite the obstacles, and be patient because sometimes getting results takes time.
- The importance to have a holistic approach, taking into consideration all the steps of PIHCW management.

Therefore, we try to adopt the same approach when we implement other projects.

Similarly, we learned that the public insufficiently aware of environmental issues. This led us to launch a sector “education to sustainable development” within arcenciel’s Environment program. Thus, many awareness projects are implemented since 2008.
CASES OF INTEREST: STRATEGIC DEVELOPMENT PLAN OF JEZZINE MUNICIPALITES

ENTITY
Union of Jezzine Municipalites / www.jezzine-union.com

CONTACT
info@jezzine-union.com / Khalil.harfouche@jezzine-union.com

COLLABORATORS/FUNDERS
Partial funding by UNDP

LOCATION
Jezzine, Lebanon

DATES
February 2012

BUDGET
80,000USD

THEMATIC BLOCK
Strategic alliances and public-private participation

SECTOR
Urbanism  Sustainability and environment  Economical promotion and employment  Tourism and culture
PROJECT DESCRIPTION, BASELINES, PERFORMANCE, RESULTS AND IMPACTS

The project consisted of:

- Defining a mission and a vision
- Defining projects by sector
- Defining a citizen’s charter

USED RESOURCES

Economical and Financial

The strategic plan was based on local assessments in addition to existing studies in the ministries.

Human, technical and infrastructure

The project was awarded to a company called MORES specialized in local development. More than 5 consultants worked on the project in addition to a committee formed by 8 mayors.

BENEFICIARIES

The citizens of Jezzine, the investors and the municipalities

STRATEGIC CONTRIBUTIONS: LESSONS LEARNED

The project main objective is to achieve a socio-economic development and accordingly to give the right orientations to all the stakeholders (Municipalities, investors, NGOs etc…). The project succeeded since the Union became the reference for the above mentioned stakeholder.

Include flowcharts, charts, diagrams, etc … to facilitate the understanding of the practice
As well as all these projects that have been considered as cases of interest, other cases, although they have not fulfilled all the specified requirements, have been studied and turn out to be interesting due to their contributions:

<table>
<thead>
<tr>
<th>NAME</th>
<th>LOCATIONS</th>
<th>SUMMARY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integration of Urban Popular Zones of Great Sfax</td>
<td>Sfax, Tunisia</td>
<td>It aims to carry out a study on well-known areas, which will allow a better understanding of the phenomenon of spontaneous popular housing and the development of a strategy for urban integration of the most disadvantaged urban areas.</td>
</tr>
<tr>
<td>Strategy for integrated management of coastal South Grand Sfax</td>
<td>Sfax, Tunisia</td>
<td>The GSDC has retained as part of the strategic “Remediation and improvement of the living environment”, a structuring project, “Remediation and rehabilitation of South coast of Sfax.” The realization of this project is to go through corrective actions and advocate a specific urban program including the use of the wetland Thyna and archaeological site.</td>
</tr>
<tr>
<td>Project “Taparura” decontamination and rehabilitation of the north coast city of Sfax</td>
<td>Sfax, Tunisia</td>
<td>The rehabilitation project along the northern coast of the city of Sfax, “Project Taparura” consists in cleaning up the area north of the city of Sfax, in order to develop the urbanized areas reclaimed from the sea by successive land-fillings. The project, the area of which extends over 420 hectares, has six kilometers of clean beaches. It is expected to create tourist and residential areas, public facilities and green spaces.</td>
</tr>
<tr>
<td>Tirana City Development Strategy</td>
<td>Tirana, Albania</td>
<td>The proposed activities are aimed at developing a long-term strategic framework for the sustainable development of the City of Tirana so as to ensure increased coordination and efficacy of initiatives being undertaken in various sectors, and ground such efforts in the new paradigm of sustainable development. A Local Economic Development (LED) strategy strengthen Tirana’s important role as the country’s economic centre, creating an enabling business environment and attracting foreign investment.</td>
</tr>
<tr>
<td>Project management in strategic planning, Izmir</td>
<td>Tirana, Albania</td>
<td>Izmir, in his Strategic Planning, has developed a Project Management in order to identify: Project Selection, Project Team Building, Risk Management, Cost Estimation and Budgeting, Project Scheduling and Project Evaluation and Control. This tool connects projects from different institution in Izmir Metropolitan Municipality. There is, too, a Final Report with projects related to aims, with indicator to monitoring goals.</td>
</tr>
</tbody>
</table>
8. STRATEGIC PLANNING METHODOLOGIES

8.1. Introduction

One of KTC Málaga’s goals is to identify, collect and to provide USDUS network members with a “Tool and Methods box”.

They have designed their own way of working, as already explained in previous chapters, in order to meet this objective. First, we have identified four thematic blocks, depending on what work has been developed and subsequently have launched a series of tools, including:

- Online Debates
- Classroom Workshops
- Articles and publications of interest, contributed by experts USUDS,

8.2. Thematic blocks

Strategic Diagnosis

New tools and methods for making an integrated diagnosis of the region are starting to be designed in many cities. These include the application of new technologies (for instance, Geographic Information Systems). Even social networks are being used to support new ways of carrying out this task and to obtain information about cities and their inhabitants.

The objective of this block is to identify and evaluate these new tools and methods which are proving extremely useful in analysing the internal and external situation of regions, including information compiling and processing techniques or options that can be used when these are not possible.

Tools and Innovation in Participation and Consensus

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 allows us to redesign our traditional methods of participating in the plan.
Tools and Innovation in the Execution, Monitoring and Evaluation of Strategic Plans and Projects

One of the less developed aspects or phases with a greater impact on strategic planning processes is the monitoring and evaluation of the plans, precisely because when executing the actions, they fall outside the possibilities and authority of a strategic office. This block aims to identify and evaluate the different tools for monitoring and evaluating urban development strategies (indicators, scorecards, econometric methods, citizens’ expectations...), based on characterising the execution of strategic plans and projects.

Design and management of strategic projects

Historically in European urban programming and in most of the international organizations a strategic planning framework for action was enhanced in the territories for the medium and long term. However, today there is a growing tendency to support the strategic project, conceived as a short-term project with a comprehensive and strategic vision, and inclusive of all stakeholders. That is why the importance of our strategic planning processes is highlighted in this block and that these types of projects are identified, both to facilitate further funding and to achieve ever greater citizen involvement. We analyze different project management tools and how to build comprehensive projects, both multi-level and multi-sector.

8.3. Lessons Learned

During all this work, taking into account all the contributions from our experts, technicians from the cities that have developed or are developing their Strategic Plans and all the people who wanted to take part in our Workshops and Debates, we can highlight several lessons learned that can serve as a reference to cities when conducting or reviewing their strategic plans.

In the Strategic Diagnosis, we emphasise the following ideas:

1. The diagnosis must be done as rigorously as possible and with maximum participation. Only then will the process of change in mentality towards strategic culture start and the most appropriate and tailored objectives and projects for the territory will be realistically established.

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.

With regard to the Tools and Innovation in Participation and Consensus, the following lessons are highlighted:
1. A large involvement from public institutions is essential to efficiently promote the participation through the creation of participatory systems that are politically agreed, so that problems such as the lack of efficiency due to political instability, lack of public confidence, the little involvement of certain sectors, or disregard marginalized groups to access resources without participatory methods, are solved.

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, so that public confidence is strengthened and therefore their level of participation in strategic planning.

In the block for Implementation, Monitoring and Evaluation of Strategic Plans and Projects, we highlight the following ideas:

1. Political commitment and willingness is vital to create a culture and necessary condition to perform the monitoring and evaluation of plans, it is necessary to create a culture of public and private governance, professionalization of the work teams, coordination between the different services that includes creating reliable sources of information and data that can be shared among the parties involved.

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.

Finally, in the Design and Management of Strategic Plans, we draw these lessons:

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, to find solutions to existing problems, to achieve the involvement and participation of citizens also in designing plans and the creation of a system and a specific structure to monitor, drive and project evaluation.

8.4. Main conclusions

More specifically, we have made the main conclusions from the debates and collected as is the work of experts and collaborators throughout the USUDS
Project. They have been grouped by thematic blocks recovering to two main areas: limitations and innovations.

These areas are the ones that most interest those who started the strategic planning process and those who have spent time working this way.

**Strategic Diagnosis**

**LIMITATIONS**

**Lack of data:**
- Tendency for partners not to have a comprehensive approach but corporative concerns.
- Lack of up to date data.
- Data doesn’t match indicators.
- It needs certain time.

**Vision and culture of the city:**
- No notion of the city (administrative boundaries, actors, identity, etc.)
- Diversity of information, lack of common language.
- Does not take into account certain social and economic dimensions.
- Promoting a strategic culture to generate new methodologies.

**Methodology:**
- Participation of people who don’t live in the town (external vision): immigrants, people who know it.
- Overly sectorial diagnostic and not all encompassing.
- Diagnostic not regionalized.
- Who should be involved in the diagnosis?
- Time-space (how much space and how long should the diagnosis last)
- The diagnosis is not an end in itself, it must serve to shape the future.
- You must be very attentive to trends.
- Focus on the key points and analyze and filter down to the project proposals.
- Be critical, but not destructive.
- Have a strong team.
INNOVATIONS

Governance

• The transversality of governance

Diagnostic (methodology)

• Diagnostics as a tool to engage experts and start working with projects that are very clear.
• Methodological approach based on participation (university and donors).
• Diagnostic innovation-a talk on the town (integration of social agents) - inspiring story
• Widening of horizons, discover eras which are not always so obvious. Tool to find new challenges.
• Diagnostics allows us to dare to talk about something we do not talk about otherwise.
• Using surveys as a source of wealth with educational power
• Diagnostic to correct the “scope” of the strategy (intermunicipal)
• Include the sustainability of projects already started.
• Integration and commercialization of university research within the plan.
• Promotion of culture through small projects

Relationship with the metropolis

• Integral Vision between the framework and the project

Participation

• External vision of participation and involvement.
• Learning a participatory approach.
• Active participation of the university.
• Use technology for mass participation

Tools and Innovation in Participation and Consensus

LIMITATIONS

Political and Institutional

• Public policy makers/ political leaders have a different agenda of strategic plan
• Inadaptability of leadership is a problem for efficiency
• There are public administration problems to look at with marginalized groups and there are important actors to involve. There’s a lack of institutional capacity
• Participation depends on the credibility of the parties.

Social
• No trust in the strategic planning process
• Different conflictive goals
• Marginalized groups do not own resources in order to be involved (technical or communication resources for example)
• Some actors are more involved than others (private sector actors are not sufficiently present)
• Promote a culture of participation to increase the level of participation in general and not an elitist or political involvement

Procedural Limitations
• Priorities can change
• No data and info of the cities
• How to evaluate the process?
• There isn’t a clear definition of involvement
• The participation processes take too long
• Maintain a balance between the time of completion of the strategic planning and the adequacy of urban planning and resources

INNOVATIONS

Political and Institutional
• To maintain a constantly good level of participation/commitment of the actors, to build structures or institutions to support and maintain the participation. This is not always a good idea/solution. Establishing new institutions is good when the level of cooperation between actors is high, to make it more stable. Otherwise it becomes an empty box with no purpose.
• How to improve institutions capacity? Learning by doing, strategic planning is a tool for that.

Social
• Proposals on innovation are based on communication campaigns.
• Reinforce tools for communication between institutions and civil society.
Procedure

- Small/Quick win projects are quite easily to implement, puts local society at the centre and you can see the results
- Involve important actors like the University or other relevant actors from a community, it will increase the support of knowledge and will transform these actors to actors involved in urban processes
- Change behaviour of the actors during the strategic planning process
- We can differentiate three areas of involvement
  - The needs of the citizens and society
  - Technique: technique methodology with the help of experts
  - Implementation of the strategy with the resources of the Administration
- The Strategy is the combination of three key aspects:
  - Agreement between actors
  - Responding to society needs
  - Commitment to use the resources well
- Characteristics of participation space:
  - Confidence
  - Understanding needs
  - A space for an exchange of ideas, but not decision making

Implementation, Monitoring and Evaluation of Strategic Plans and Projects

LIMITATIONS

Structure

- Lack of structure to follow
- Lack of professionalism
- Lack of co-ordination between services
- Lack of evaluation experience
- What type of governance.
- Which institutions.
- What regulation: a need for a new framework
- Which procedures.
- Which human resources.
Governance

- Lack of political will
- Lack of trust between actors and municipalities
- Lack of public and private governance culture

Identification of projects

- Lack of concrete evidence to make an evaluation
- Difficult to know if the changes in the town are PCD or down to external factors

Data

- Lack of data
- Lack of information sharing
- Need for a good flow of information between actors.

INNOVATIONS

Cultural changes for evaluation

- Introduce the practice and culture of planning in schools
- Change rules to free up information
- Evaluate the interface between politiques and the people
- A mix of self-evaluation and participative groups

Institutional meetings:

- Create an « Assessment Agency »
- Social and economic barometer for the town
- Participative observatory with actors
- Administration services specialising in data
- New technology, application, evaluation and follow-up
- Creation of an observatory/contract/road map
- The Local Authorities loan funds could evolve into a bank for local development

Social Capital

- Social Capital managed for the plan
Methodology

• Choose 1 or 2 projects that will have a direct and visible impact on citizens and raise the strategy’s profile.
• Have a track record of projects that have been developed after the development of the strategy
• In metropolitan plans, correct imbalances between the big city and others, to ensure a successful implementation
• Develop a plan or roadmap to be used as a reference framework.

Design and Management of Strategic Plans

LIMITATIONS

Definition and governance of projects:

• No inclusion of permanent assessment mechanisms
• Inclusion of ultra-modern projects but not adapted to reality and needs
• Get projects under way that can’t be stopped and aren’t well-planned.
• They don’t solve real problems and aren’t well defined.
• A tendency to carry out sectorial projects and not multidimensional, owing to technical expert’s influence.

External factors:

• Lack of flexibility and capacity to adapt to external changes
• Distance between national and local objectives with regard to strategy and the projects to be implemented
• Elections and political changes either through people or ideas slow down and even stop the process.

Structure and organization model:

• There are no specific tools to carry out projects (development offices, main agent associations etc.)
• Lack of human resources in town halls to dedicate time to carrying out projects
• Lack of human resources with the preparation and skills to carry out strategic projects

Advertising, broadcasting and search for funding:

• Total lack of targeted advertising for projects, or spokesperson
• Lack of promotion among the agents involved to get the project going and a general lack of interest and effort.
• Without advertising and promoting the objectives and projects it is impossible to get funding for them.

INNOVATIONS

Definition and governance of projects:
• Put the citizens who are affected in charge of the project so that they feel involved and responsible
• The Municipality should encourage citizen action that help make the projects plans happen
• Encourage volunteer groups or public employees to lead small projects to bring about change in their neighbourhoods
• Learn from the social practices that are already being implemented
• Take into account that the most innovative projects are also the most complex (multilevel)
• Work towards participation and consensus
• Promote social acceptance of outreach projects

External factors:
• Create and promote a holistic or whole vision for public institutions responsible for promoting the plan and for finding solutions to existing problems

Structure and organization model:
• Create impetus groups in each project
• Create a system and specific structure to follow up, drive forward and evaluate the entire plan.
• Create a structure of partnership agreements that finds projects that promote employment, wealth and the private sector

Advertising, broadcasting and search for funding:
• Get potential investors involved in projects as soon as possible (the private sector, central state and the parties affected...)
• Make alliances with other countries to promote projects within the European Union framework and access their funds for projects
8.5. Debates

8.5.1. Introduction

USUDS attempts to involve experts and practitioners in debates related to the elaboration and implementation of City Development Strategies.

The elaboration of a City Development Strategy (CDS) is the product of the actions of multiple actors involved. Thanks to previous experiences of other cities, strategic planning in the Mediterranean is an on-going process which improves as a result of the debates aroused in previous similar initiatives.

KTC Málaga has promoted several discussions with experts identified throughout the project in order to know their opinion and current trends in sustainable strategic planning.

Debate on Facebook

To start with these debates will be organized on the KTC Facebook page and lead and monitored by the same center. The subjects addressed were:

- What is a smart city and what elements are necessary to ensure that technology strategies increase the intelligence of the city
- In times of crisis, is it possible for cities to develop urban planning strategies? Is the economic potential of the cities is necessarily limited by national and regional conditions?
- Neighborhood participation in developing the strategic plan of the city.

The work style that was used was that the KTC invited various “facebook friends” to go into the profile and ask permission to participate in the discussions. They accepted them as friends and posted a couple of questions on the subject in hand. Each comment posted received a reply the organization. For about two weeks the debate remained open and then later a document was produced with the conclusions and KTC posted them on facebook. Anyone could make contributions to these conclusions or open new questions.

Platform for Debate

Then, based on the USUDS Platform which had started, it was decided that they would select different experts to encourage the debates and to help derive conclusions about the subjects being debated. Then these were framed within the four blocks designated to collect the best methodologies and best practices for the KTC. Therefore, the discussions focused on:
• Strategic diagnosis and innovations in this phase.
• Tools for their execution, follow up and assessment of plans.
• Innovation and tools of participation and the commitment of the citizens.

The platform made it easy to add a series of data related to the subject, which was given to experts to disseminate information through this medium. Thus, the discussions were enriched further.

Open debates can be consulted on the Platform as can the conclusions reached by the experts as they develop (http://www.usuds.org/en/debates)

8.5.2. Debates Description

Strategic Diagnosis

This block is to identify and evaluate new tools and methodologies that are proving so useful for the analysis of the internal and external situation of the territories, including techniques for the collection and processing of information or for options that do not exist.

Many cities are beginning to design new tools and methods for a comprehensive diagnosis of the territory, including the application of new technologies (GIS, for example) or the incorporation of social media as a means to support new ways of addressing this task and to get to know the cities and their people.

This debate is coordinated by Mr Josep Mª Pascual, Director of Urban Quality Strategy (EQU), an AERYC co-ordinator (Africa-America-Europe regions and towns) and consultant for the development and evaluation of urban strategies for more than 100 big towns in metropolitan regions in central Europe, North Africa and Latin America.

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 allows us to redesign our traditional methods of participating in the plan.

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

Tools and Innovation Implementation, Monitoring and Evaluation of strategic plans and projects.

This block ties to identify and assess the various tools for monitoring and evaluating urban development strategies (indicators, dashboards, econometric methods, expectations of citizens ...), starting with the characterization of the implementation of strategic plans and projects.

One of the less developed aspects or phases and one that has greater casuistry in the strategic planning process is the monitoring and evaluation of plans, precisely because at the time of their delivery, these are beyond the possibilities and skills of the strategic office.

This debate is coordinated by Mr. Antonio Martin Mesa, Doctor of Economics and licensed in applied economics at the University of Jaen. He is the Director of the Economic Observatory in the province of Jaen. He is in charge of technical assistance at the Foundation “A strategy for the economic and social development in the province of Jaen” to develop the II Strategic Plan for Jaen (Spain).

8.6. Workshops

With the enthusiasm to add new people to these debates, they have held two workshops. The first one was held in June 2013 in Sfax (Tunisia), coinciding with the seminar presentation of KTC Sfax supporting the cities of Magreb; and the second workshop took place in Sousse in (Tunisia), in april 2014, as part of the seminar on “Methodology and Best Practices in Urban Strategic Planning” organized by KTC-Málaga.

In every one, people who attended were encouraged to take part in one of the workshops then online about basic matters already mentioned by KTC-Málaga. The experts who are monitoring, did it in person counting on the support of the USUDs team.

Now the aims contents and conclusions of the workshops held in the seminars in which KTC Málaga organized these debates are detailed.
8.6.1. Seminar on the Dissemination of Town Development Strategies in Sfax (Tunisia)

In this Dissemination Seminar, three workshops were developed: Strategic Diagnostics, Participation and Coordination Tools, and Implementation and monitoring Tools.

The aim of these workshops was to advance upon the methodology debate taken by KTC Methodology and Best Practices (Málaga) in the fields of diagnostics and achievement of the strategic use of citizen participation techniques.

Help new cities interested in knowing about two aspects of all CDS that are not easy to manage, but most important in relation to the results, listening to the discussions between cities with experience.

The background work carried out before hand in preparation for the workshops was to clearly define the objectives of each workshop and the participatory methodology.

This methodology of participatory work was the division of the seminary staff assistant into three working groups, depending on their preferences. Each group was led by an expert and supported by a member of the USUDS team, who applied the following dynamics:

- The moderator explained the work flow
- A few sheets were distributed among the participants to briefly explain the experiences of participation and consensus that they knew, giving the name of the city that had been launched, the objectives sought and a brief description.
- The moderator collected them and sorted them and explained them to those present.
- After which the participants expressed their concerns or problems encountered along the way.
- The moderator collected and responded to each one of their inputs.
- Finally, the whole audit was reviewed giving the final considerations.
8.6.2. Second KTC Málaga Seminar: Methodology And Best Practices In Urban Strategic Planning, Sousse (Tunis)

We worked in four workshops for each of the four blocks of work:

1. Constant methodological innovation between the strategic assessment processes.
2. Innovation and tools in the participation, commitment and governance.
3. Impulse, monitoring and evaluation of strategic plans.
The Main goal being to share experiences and lessons learned, to identify new ways and proposals for the future of new Mediterranean cities to initiate similar processes.

To prepare workshops, both the conclusions arrived at in the debates developed on the Platform and the answers of the assistants to the two previously asked questions for each one of the blocks of work was used:

The work flow used was the following:

- On a blackboard two kinds of lines of work (in two colors) were identified Innovations and Limitations:
- Attendees were handed two post-it notes (one of each color) to reply to the questions and stick their comments in response to questions on every area of chalkboard.
- The expert and the moderator helped attendees to review their comments and allocate them on each board.
- The expert commented on the contributions from the audience and discussed them
- The secretary, moderator and expert drafted the workshop conclusions, analyzing the answers and comments given by the participants, the expert then explained them to the Assembly

In the final annex detailed notes can be found taken during the course of these workshops.
8.7. Expert contributions

Following the line of work established by the thematic blocks, experts have carried out the following methodological contributions through presentations at various seminars at KTC Málaga, or by preparing different items:

8.7.1. KTC Málaga Launching Seminar (March 2012, Málaga)

The Strategic Plan as a social innovative process: Constant innovation for methodology and strategic processes

Josep Mª Pascual Esteve
Director of Urban Quality Strategies
info@equ.es

The recession and strategic innovation

Strategic innovation is essential for Mediterranean cities suffering from the major economic and social crisis, but also for institutions and politics. Not just cities but also local governments are key to successfully tackling the crisis, since these not only have the skills but also the incumbency i.e. they are in a position to be able to take on the main challenges and demands of the city and its citizenship. But both the bankruptcy of local governments and, above all, the persistence of outdated management methods prevent quite a few municipalities from taking the lead to steer an effective strategy for urban change in times of crisis.

Local governments have two alternatives, with respect to the crisis within their local finances:

- One is: to contract and to reduce local governments and city operations down to a minimum, and wait for the economic climate to recover from the tremendous turbulence that is affecting it. Reducing the deficit and debt in local councils, which has been generated mainly due to the lack of taxes collected because of the contraction of local economic activity, must not lead to a reduction in the city’s ability to tackle the crisis, especially the town hall who should not withdraw from their responsibilities to the city and its citizens.

- But others, however, face the crisis by preparing for a future where they manage to advance social cohesion and economic and technological competitiveness. With the growth of social needs and challenges presented by the large corporate change brought about by the crisis, and despite the need to reduce local government deficits, the most dynamic local authorities summon a mix of society to carry out a shared
strategy, i.e. a strategic plan that involves everyone to address the major challenges posed by the crisis, and lays the foundations for new economic and social development.

These town halls who have decided to steer the city as a whole in order to tackle the crisis, set out clear innovation policy. The subsequent cohesion is as a result of economic growth and cohesion even in adversity to generate a transformation in social and human development.

An urban transformation strategy, in the context of the current crisis, should have a number of features that distinguish it significantly from the strategic planning carried out in many Mediterranean cities during the 90’s and the first decade of the 21st century. The features that are required today are:

1. The main purpose is to strengthen the organisational capacity and action of the whole city to cope with social challenges in situations of adversity.

2. The city vision or model required to target urban dynamics is essential to be able to permanently redirect the priorities of the city in times of such heightened economic turbulence. Establish shared priorities on which to allocate shrinking public resources, both in absolute and relative terms, for the challenges and needs of citizens. The vision should act as a guiding and reorienting beacon in turbulent times. The paradox: while the future is becoming more immediate there is a greater need for a clear vision and direction in which to travel.

3. Fundamentally the plan is not so much to identify structural projects financed by public funds, as to provide a reference framework for all the agents and sectors of society to define the performance or strategy of their organization or entity. It is essential to steer strategic delivery commitments for both the public and private sector and the citizen.

4. Shared priorities are essential at a time of crisis and reduced public spending, so that public resources can increase their impact by networking with the private sector and the citizen.

5. The participation of citizens in the action strategy should be geared up as a civic oriented process engaging citizens in city business, not simply as a channel for citizen’s demands and proposals.

6. The strategy aims to do more with less, and this requires a different approach. Innovation in content and in processes is now more necessary than ever, and should be specifically addressed in the planning process.

7. The strategic positioning of values should be promoted to strengthen the civic culture and action today and in the immediate future. Hence, strategic analysis is not just about the urban environment (infrastructure, services, land management, education, unemployment poverty, inequality, etc.) but also the system of citizen perception and action that indicates how the public perceives this method and its transformation.
8. It is very important on the other hand that the strategy has two very clear and totally interlinked dimensions: in order to face the challenges of the crisis when looking at generating a new city model. In this way the city should prioritise investment in those sectors with the following essential variables: generate more employment, preserve and activate human and social capital, influence innovation in both traditional and new sectors that can kick start the economic, social and cultural engine.

9. The importance of historical analysis in being able to understand the crisis. While it is true is that "the city lives for the moment, and manages in order to face the future, things are understood by looking back into the past", the historical analysis points out the uniqueness of the particular configuration of one city in relation to another, and allows us to understand the solutions opted for in other crises, which no doubt throw much light on being able to identify transformation strategies.

10. The planning of shared urban transformation strategies should be seen as a social process, and methodologies and tools employed must be targeted at furthering the objectives of obtaining a clear, appropriate and understandable strategic content that form the basis for shared action, the strengthening of public and private citizen cooperation, and the participation and engagement of citizens in city business.

No strategic plan should have the same methodology.

In this sense, any Urban Strategic Plan should contain clearly distinguishing elements in relation to those made in other cities. That is, not only the change of backdrop to a crisis situation which forces us to innovate, but that innovation is a must so that the city can have its own unique strategy.

The phases of a plan cannot be the same as others, nor have the same intensity, as

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**What do we mean by innovation?**

- **MAKE NEW PRODUCTS, ACHIEVE NEW OBJECTIVES**.
- **DO THE SAME BUT IN A DIFFERENT WAY: NEW PROCEDURES AND TOOLS**.
all municipalities are very different. (The studies carried out, the strength of the civil society, the existence of other visions and plans and involvement experience etc.) You cannot use the same procedures in fact very different ones, without having the objectives and parameters of the strategic plan clear, an array of methods and techniques to apply them and then put them into action in the different scenarios through specific procedures for each municipality, as they have done, among many others, in the 2nd Plan for Málaga and Seville, MADECA and the Delegation for Cordoba. Strategic planning is a complex process and must be pinned down in its complexity, without condensing it, since it is not about making the complex simple, but about making the complex easy to understand, in order to identify appropriate strategies.

The problem is that many strategic plans copied the same process that had been successful in other experiences without adapting it. And what Ortega y Gasset said would happen in his day did happen (in the book: the theme of our time) to want to square the reality of concepts and methodologies, and not use them to understand and transform reality. This is emphatically not a way forward and it is an error to apply fixed stages and methodologies. A big mistake, determinable in the early stages of strategic planning, is also now an anachronism.

For this, it is important to bear in mind:

• There are a whole array of methods and strategic instruments one can use.
• There are many possibilities for the coordination of the phases or stages of a plan.

Each plan is always an innovative challenge: each city and region must choose its methodology and the instruments most appropriate to the city and the economic means and institutions of the organisation that is proposing the strategic plan. Innovation and strategic planning have three routes:

• New objectives and the dimensions that they bring.
• New methodology and instruments to be used.
• Specific steering of objectives and methodologies in stages or phases, otherwise known as, innovation in progress.

A strategic plan is defined by its objectives

In effect a strategic plan is defined by the objectives it sets out to achieve, and depending on the attainment of these it must adapt / innovate its methods.

The objectives set out by the strategic plan are:

• Provide the region with a shared strategy: goals, objectives/performance criteria and programmes and projects.
• Strengthen public and private cooperation and the network management.
• Citizen participation
• Establish and promote a culture of citizen involvement
• Institutional transformation or governing model.

The first three are the most common, and to which we refer to in greatest detail.

**Strategy**

The strategy of a city is based upon strategic analysis containing the following three vital structural elements:

• The viable and most desirable model that also has vision or strategic options for the city.
• Transformation of force or vectors also known as axes or strategic lines
• Structuring projects

In a strategic plan designed as a tool to initiate democratic governance, the emphasis is on the development of the city model, the shared vision and in guiding the actions that should facilitate the development and transformation in the desired direction.

The development of a strategy for a region should always be a creative process. It is always necessary to have a great deal of imagination to single out the strategy for each region, to be able to find the right path toward bettering human development.

So, this process should be based upon a rigorous understanding of the region and by sustaining a systematic approach.

In short, you must create the conditions in which you can generate the idea upon which the strategy will be defined and it is also necessary to contrast it with the history and evolution of the city taking into account the viewpoint of the main protagonists in a process aimed at achieving their undertaking.

Creative design is based upon systematic and rigorous analysis of the region. Without this systematic approach there would be no inspiration or it is of no use to us because we are not capable of recognising it.

In this sense, the process of preparing the plan requires a commitment to:

• Understand the core needs, challenges and hopes of the citizens.
• Identify the stages in history where the desires of citizens were most transparently expressed and the reasons for its emergence.
• Rigorously analyse the economic and social, cultural and technological environment characterised by a city and frame its performance capabilities and interdependencies within the city systems in which it is registered.

• Compare the city’s situation with other experiences and with other models opted for by other cities and regions.

• The development process of the strategy must also provide all players with a greater awareness of:

  • Environmental changes (global trend analysis) and the ability to position the region to respond to future challenges.

  • The opportunities / challenges that emerge for the city.

  • The criteria and positioning needed to guide the city’s development when confronted by these challenges.

The planning process should favour and promote a culture of forward thinking, a city with an open culture, receptive to innovation as a vital ingredient to be able to face challenges and develop the comparative advantages of the city.

Cooperation

All studies on the new global economy and existing knowledge recognise the growing importance of what some define as the “organisational capacity” of the region. The “collaborative advantage” of the region is currently the key to creating social and economic value.

The effectiveness in this context depends on the ability to steer the coordinated action of the various agents present and local government in one direction. Cooperation between agencies and the participation and cooperation of citizens, is not only an emerging dimension, but the structuring function of government action.

This statement raises a new need for local government: to assume a specific role as a catalyst for partnerships between various government, public institutions and private agents operating in the region. Articulating and guiding the empowerment of all stakeholders towards a common project.

The government’s task is to promote and direct strategic planning based on shared performance criteria and structural projects, convening and managing stakeholder networks to develop action projects and to strengthen citizen participation to achieve broad support for the strategies and their responsibility for its development.
The planning process is, from this perspective, a privileged instrument and framework around which you can set out the points of agreement and lay the foundations for sustained cooperation.

This initiative calls the major urban agents together for a process of reflection and analysis that should lead to a shared vision for the future.

In this sense, we regard the planning process as an instrument to facilitate:

• Common objectives: creating a shared vision for the future of the region, the direction and priorities to make this possible.
• The assumption of specific responsibilities to develop the strategy and execution of key projects.
• The effective joining up of the responsibilities taken on, in order to achieve maximum synergy between resources, knowledge and abilities of different bodies, both public and private.

The dynamic cooperation of the Plan must contribute to:

• Improving the capacity of different agents to identify and contextualise their own interests from a broader city perspective.
• Raise awareness and understanding of mutual interests.
• Identify conflicting objectives and needs.
• Build confidence and closer relationships.
• Increase the level of confidence in agent’s dealings and closer relations.
• Achieve or increase the commitment and cooperation to promote the development of projects.
• Increase confidence in their ability to contribute to urban development.
• Develop a better understanding of the roles and responsibilities of each agent.
• Set the consensus or majority agreement among agents about the strategic objectives for major projects and the deployment of the urban strategy.

Participation

Citizen participation is defined in governance, and the involvement of citizens in the city’s development as an area of shared responsibility.

The planning process should include processes and real opportunities for citizen participation, the creation of flexible and well organised public spaces for deliberation.
Direct citizen participation processes and mechanisms that can clearly express the interests, expectations and demands of different sectors of society.

Strategies and major structural projects must have important public support and this will be more effective if it drives and ensures public participation in two senses: guarantee that strategies consider the expectations and main objectives of citizens, and as a condition of ownership and involvement producing social capital.

To achieve citizen participation a process of involvement of all sectors of society through institutions and social organisations, with the main objective to meet their interests, challenges and needs is required.

All planning processes must set up systems to measure public opinion.

The dynamics of participation of the plan should contribute to:

- Guaranteeing that the urban strategy considers the main aspirations of the citizens.
- Socially legitimise the goals and projects of the city and get citizen support.
- Create a culture of identification and feeling of belonging to the city and especially with its future possibilities.
- Generation of trust, collaboration and citizen responsibility in strategy planning and its major projects.

The planning process

Strategic planning is made up of a minimum of three systems: strategy, cooperation and participation. We have a system for each as they have different purposes with different dimensions, and to achieve them they have a wide variety of methodologies and technical tools available to them.

But each of these systems has to be steered in a planning process that should be organised in different stages or phases that occur at a given time. Processes: the steering of systems by superiority and the extent and intensity in each of the stages or phases must be tailored to each city or region.

To understand and develop a Strategic Plan as a tool or rather as an innovative process that helps develop strategy, and never as an end in itself, requires constant effort to adapt the methodological process to achieve the objectives of the plan: a good strategic content, a better system of cooperation between agencies and sectors of society and an important participation and involvement of citizens in the collective construction of the future of the city.
<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>AIMS of the SP process</th>
<th>Dimensions and key process functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop the city strategy</td>
<td>Set out a shared future vision and strategy</td>
<td><strong>Control system</strong>&lt;br&gt;1. Rigorous analysis of the current situation and climate trends&lt;br&gt;2. Model and competencies for transformation, vision and vectors&lt;br&gt;3. Identification of key projects</td>
</tr>
<tr>
<td>2. Orientation and coordination of the capacity for action of the main urban agencies (Relative Management)</td>
<td>Establish and consolidate cooperation with agents with the capacity for action and interventions</td>
<td><strong>Institutional system</strong>&lt;br&gt;• Identify key agents (economic, institutional and social)&lt;br&gt;• Formalise their role in the planning process&lt;br&gt;• Collect and incorporate their vision and views into the definitive strategy&lt;br&gt;• Steer effective mechanisms for participation and consulting&lt;br&gt;• Analyse and manage conflicts</td>
</tr>
<tr>
<td>3. Citizen involvement</td>
<td>Strengthen involvement in the city’s future and in confidence for the future</td>
<td><strong>System for participation and communication</strong>&lt;br&gt;1. Put into action the framework for participation and consultancy mechanisms for the hopes and suggestions of citizens&lt;br&gt;2. Handing down of information/knowledge about the future of the city-challenges and opportunities</td>
</tr>
</tbody>
</table>

Chart: Strategic planning as a starting point for governance.<br>A strategic plan (SP) as a tool to build the foundations for organisational capability in the region.
The activities which firm up the process, the analysis performed and the organisational dynamics that steer the involvement of key players and the scope for participation measures must be tailored to the needs and goals that the initiative wants to achieve, and to the current situation in the region and to institutional dynamics.

As I have said, we must remember that there is no single planning process. Not only are there a number of differences but every city should have its own specification because no two towns are alike, and the planning process must be adapted to the current situation to try to improve in as far as human development goals are concerned.

These considerations result in the need to differentiate and emphasise an early stage of organisation and design of the process of commissioning and development of the Plan to suit the specific conditions in the region.

In accordance with these ideas we highlight the following in the planning process:

• Initial Stage: Design of the planning process.
• Development Phase: Commissioning and development of the planning process to specify the different phases and the different systems that characterise and specify each of the dimensions of the process (the content management system, the institutional system and the participation and communication system).

As a result of participating in one hundred regional strategic planning experiments, I would say that the specific adaptation of the methodology process to current situations and to the existing dynamics is a prerequisite for success.

In this sense it is a key to:

• Identify the strategic issues affecting the region and the main challenges to be addressed through the process.
• Evaluate the current institutional dynamic: Analyse the institutional dynamic and the process for cooperation in the region: its phase, what tradition of cooperation existed previously, successful experiences, existing analysis, etc.
• Set out a way of organising technical support for the project: define workloads / responsibilities, alternative forms of collaboration and ways of organising technical support.
• Enlist the support, legitimacy and involvement of people who are crucial to the project (experts, leading opinions, institutional managers, municipal officials, etc.)
• Familiarise the agents with the project and the bodies that steer the involvement of agents and bodies in this process, and get to know the opinion and organisation’s particular strategy.
The Strategic Plan as a process of constant social renewal.

Based on the aforementioned, the strategic plan is not conceived in isolation but as a social process whose main objective is to strengthen the organisational capacity or action of a region, or if you prefer, the organisational and social capital of a region as a result of the elaboration of a shared strategy by prioritising certain projects and activities.

What are the cornerstone factors for organisational capability and action? As far as I understand, we can identify the following:

I. **Existence of a shared strategy**, among the main bodies. A comprehensive and integrated strategy with clear commitments to constantly update and focus on the welfare of the people and based on the interests of key bodies.

II. **A model of social interaction between the main bodies** appropriate to:

   a. The challenges and the demands of contemporary development, that allows us to face up to inevitable conflicts with flexibility and trust to reach mutually beneficial agreements.
   b. The correlations of the strength or balance of power between them.
   c. Based on mental or cultural settings that promote respect and mutual understanding and focus on acting upon mutual commitments.

The model for interaction between economic, social and political bodies is a key to defining a productive structure for any region or country. Inflexible models and lack of cooperation, to which the majority subscribe, create insecurity along with a lack of vision in the medium and long term as with the use of technologies using little fixed capital. An open and flexible model breeds trust and along with social support and the backing of business translates into significant economic and social development.

III. **The presence of agent networks for the development of key and complex projects**. Network projects steer the joint efforts of different public and private bodies in order to combine the different interests and challenges of socially useful common goals.

Regional strategy requires a commitment to act on behalf of the main bodies within the region in order to develop it. But from a position of bodies recognised as coherent organisations themselves, with often conflicting relations between them, to reach solid commitments for action, you need a network building process with a different starting point for each region and to position the relations between public and private arenas, between administration and society in the area of responsibility that entails:

   a. **The existence of common objectives**, in which the creation of regional options around shared goals and priorities are fundamental.
b. Take on solid responsibility; carry out strategic development and in particular, its key projects.

c. Effectively steer the responsibilities taken on, with the aim of achieving the maximum synergy of resources, knowledge and capabilities of the public sector with that of the private sector.

This process of relationship improvement should be coordinated but logically different from the process of defining the regional strategy. The result of the process is to identify a specific strategy with a clear commitment to action.

IV. A culture of action and civic duty away from both the culture of satisfaction and complaints and that of bureaucracy and nihilism. A culture of action should provide:

a. A sense of belonging and a city and regional sense of identity. To be collective and open, not closed.

b. Open attitude, as much toward innovation as to social and cultural integration of new people and the inclusion or fuller regional strategies for its own municipality, region and nation.

c. Real hope for the future, making it possible to see beyond current negative situations (“We promise no more reality” they said in Argentina, in the last financial economic crisis) and to generate reasonable expectation for capital investment and human effort.

d. Social legitimacy and recognition of individuals and state developers.

e. Respect and trust in the actions of other bodies is the basis for social capital generation.

V. Social support and citizen participation. Strategies and major structural projects should have large social support and this will be more effective if it drives and ensures public participation in two senses: one as a guarantee that their main challenges and expectations within the strategy are achievable, and as a condition for accountability and involvement in producing social capital.

VI. The existence of formal and informal leadership styles, among the key institutional bodies capable of bringing together and representing the majority of interests, with the ability to deal with and make institutional decisions. Senior leadership should relate, as I have noted, to the most democratic institution, which is chosen by all citizens; otherwise we would have corporate leadership which does not represent the public interest since it reduces the corporative. As J. Subirats indicates, “the degree of leadership of representative institutions in the process of governance of communities, will give it the ability to engage the other bodies, agents and people in society in the building of a shared future model”
VII. **Employability in the regional and macro regional system of cities.** The world system for cities is based upon the exchange of flows between cities, which is hierarchical and asymmetrical, but endowed with high flexibility or variability, given that the hierarchical position of each city is not fixed but highly changeable.

The cities, within the flow network and the exchanges within it, establish competitive relationships to attract investments and heads of companies and institutions, to establish themselves as logistic centres, to attract cultural events and mechanisms that give them external exposure..., but however that establish—and this is much more important—relationships that enhance the building of skilled urban subsystems. Thus, the Mediterranean port cities in Europe join forces to face competition from Atlantic ports, but among them also provide competition to attract tourists and goods entering Europe by the Mediterranean Sea.

If cities are the main points in the structure of the contemporary world, the urban subsystems are its axes. A city may belong to different urban subsystems based on its strategic options, its economic development sector, ports, tourism, cultural, technological or security policy against international crime.

The cities need to create strategic alliances amongst themselves to improve their market share and visibility at a macro-regional or international level. The formation of networks or associations of cities constitutes the very beginning of these partnerships that qualify their urban subsystems.

States, in the medium and long term, support the qualification of urban systems belonging to the main cities as a guarantee for development and competitiveness in its region.

VIII. **Ability to position yourself in the future.** One of the characteristics of urban and strategic policies to improve the capacity for action is to be geared towards the future. That is, be able to constantly re-programme yourself and innovate.

Innovation means doing things or offering goods and services that are different or distinct, or to do the same thing but differently. The Age of Knowledge means constant innovation, for this reason cities and companies need to anticipate the future rather than extract information from key factors or present conditions.

Strategic management is its own innovator and aims to create a climate of trust and mutual support among urban stakeholders to ask questions about the difficult and risky future. Strategic management needs to create a future-oriented culture, as it not only intends to position itself in the current system of cities, but to be ahead of the game with regard to future opportunities. For this it needs to acquire the skills or advantages regarding future developments.
The creation of this skill or culture of being able to position yourself for the future, requires the city to continuously organise creative thinking spaces for the flow of new ideas and procedures, and to give light to and to facilitate innovation and continual updating of the urban strategy, in both general and various sectors.

The Strategic Plan when understood as a social process helps to provide a city or region with these elements of organisational capital. It is precisely the continuous evaluation of both process that boosts the Plan in relation to the contribution it makes to the provision of these factors and the strengthening of organisational capital, which should guide the permanent adaptation of the social process of the plan to the situation of the city, and especially the organisational value it brings.

Identification of best innovation practices

Identifying best practices for innovation in strategic planning, understood as a social process, will depend on knowing the plan’s contribution to the endowment or strengthening of these factors to improve organisational capacity. The study of these experiences will definitely identify innovations in objectives, instruments and the coordination of processes that can be referenced.

Likewise, it is important to analyse those plans that have confronted the subjects that are so key in the current climate, in summary:

- THE SYSTEM OF PERCEPTION AND ACTION IN THE CITY.
- SETTING OUT FUTURE VISION AND SCENARIOS:
  * THE CONTRIBUTION TO THE NEW GOVERNMENT MODEL.
  * CONSTANT EVALUATION AND RE-PROGRAMMING.
  * INTER-MUNICIPAL STRATEGIES.
  * METROPOLITAN AND REGIONAL PLANNING

Allow me to name a series of innovations in strategic planning instruments that I will cover in another paper:

- ANALYSIS: DEEDS, CHALLENGES, PROJECTS. HDP (Málaga, Seville, Tetouan...).
- SYSTEM FOR CITIZEN PERCEPTION AND ACTION (Valencia, Las Palmas, Santander).
- SETTING OUT FUTURE VISION AND SCENARIOS: OF-A (Cordoba, Santander).
- STRATEGIC STEERING OF THE CITY AND CUMMUNITY (Tetouan).
- CONSTANT EVALUATION AND RE-PROGRAMMING (Málaga).
- INTER-MUNICIPAL STRATEGIES (Málaga, Granollers, Segovia).
- REGIONAL PLANNING (Málaga Province).
Strategic networks, public-private partnerships, multi-level governance

Claudio Calvaresi,
Director of the Urban Policies Research Unit
Istituto per la ricerca sociale, Italy
ccalvaresi@irsonline.it

Introduction

In my contribution, I will explore the implications for strategic planning of the three basic concepts of the title:

• networks
• partnerships
• governance

I will start with governance, moving toward partnerships and networks. In doing so, I will make a comparison between two cities (Turin and Milan).

I will present in particular the case of the Milan strategic plan, discussing implications for governance and community involvement.

In the conclusions, I will try to draw some more general lessons for strategic planning.

Governance

Governance studies underline a shift from state-based public policy to a more pluralistic or polycentric system, as partnership and inclusive strategies are considered the appropriate response when public institutions have to deal with the challenge of desire for participation and the need for public goods not sufficiently covered by the standard decision-making process. Indeed, governance is conceived as an alternative governing system to the hierarchical and market based ones, founded on self-organized and inter-organizational networks (Mayntz 2003; Rhodes 1996). Governance is furthermore considered to be also an end in itself as it is a way of achieving equity, equality and transparency, of exerting good democratic governing by allowing to maximize values such as inclusion, transparency, responsibility.

In order to introduce the notion of governance, we can divide the huge amount of contribution concerning governance into two strands: one strand collects all those contributions which try to answer to the question “Why governance?” as an attempt to overcome the crisis of traditional means of governing. Another strand of contributions answers to the question “How governance?” in order to affirm and strengthen the governance perspective.

For the first strand, a contribution by Kooiman can help: «The central idea is that the world is more complex, dynamic and diverse, and that governing instruments should take it into account and become complex, dynamic and diverse». Conditions favourable to the emergence of social-political governance are the following: traditional structures of authority have failed; new fields of social-political activities exist in which organisational forms and patterns of interest-mediation are not yet strongly established; issues are of great concerns of different actors involved; there is sufficient convergence of objectives and interests to make it possible to reach a synergetic effect or a win-win situation (Kooiman 1993).

According to Kooiman, the emerging of governance is an answer to the growing complexity of the world, and thus a set of tools for mastering this kind of complexity is needed.

On the same topic, Mayntz introduces an historical view, considering governance not only a response to the loss of a “stable state”, but also as a new approach after the demise of neo-liberalism perspective: «A shift to more cooperative modes of governing is observed from the 1970s, when disappointment of the belief in the state as an effective political steering center of society gave rise to the search for alternative modes of guiding socio-economic development. After a first interest in the market (neo-liberalism, Thatcherism) attention moved to governance» (Mayntz 2003).

For the second strand, a basic contribution concerning how governance works is that provided by Stoker: «Governance is ultimately concerned with creating the conditions for ordered rule and collective action. The outputs of governance are not therefore different from those of government. It is rather a matter of a difference in processes».

He describes governance highlighting five features: 1) Governance refers to a complex set of institutions and actors that are drawn from but also beyond government. 2) Governance recognizes the blurring of boundaries and responsibilities for tackling social and economic issues. 3) Governance identifies the power dependence involved in the relationships between institutions involved in collective action. 4) Governance is about autonomous self-governing networks of actors. 5) Governance recognizes the capacity to get things done which does not rest on the power of government to command or use its authority. It sees government as able to use new tools and techniques to steer and guide (Stoker 1998).
Governance, instead of defining a single mode of governing, seems to represent – according to Kooiman – «a mix of all kinds of governing efforts by all manner of social-political actors, public as well as private; occurring between them at different levels, in different modes and orders» (Kooiman 2003).

So, if governance emerges as a result of different efforts, as a concept between state and market, it might be interesting to detect which concrete arrangements define the different governance modes along the continuum that goes from the extreme of Hierarchy, passing through Networks (constituted by Arguing and Bargaining) and arriving to Market (Lowndes & Skelcher 1998).

In terms of urban governance, the paper Urban Development Strategies in the Mediterranean (March 2011) states that there are 3 phases of UDS. The current phase, starting in 1997, is that of “Promoting urban governance”. “Good governance is at the heart of economic and social development in all countries around the world” (p. 8).

Habitat gives a normative definition of urban governance. It is “the sum of many ways individual citizens and institutions, public and private, plan and manage the common affairs of the city. It is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action can be taken. It includes formal institutions as well as informal arrangements and the social capital of citizen” (Habitat 2001, italics mine).

The central idea is that “good governance” implies inclusiveness of social and economic actors in the political system. Social and economic actors should cooperate:

With the local authority ...
But above all, between them (business community, NGOs, local communities, scientific community,...)

Two elements are implied in the figure above:

- various types of actors
- in tight interactions between them

Both of them are strongly related with partnerships and networks.

Partnerships and networks

Bassoli (Bassoli 2010) introduces a clear distinction between Networks Governance Arrangements (NGAs) and Participatory Governance Arrangements (PGAs).

On the one hand, NGAs are represented by partnerships that involve both private and public actors at different levels. Partnerships stay in a continuum, from private self-regulation (market) to public regulation (hierarchy) \(^5\), and they make use of bargaining as the main mode of governance. On the other hand, PGAs use instead deliberative settings to involve «representatives of those collectivities that will be affected by the policy adopted» (Schmitter 2002), and arguing is the mode of governance that they prefer \(^6\).

The distinction between NGAs and PGAs refers to two theoretical perspectives: one is

\(^5\) Mayntz advises that «at least within a nation-state, different forms of social self-regulation exist “in the shadow of hierarchy”: there is an express delegation of functions from the state to private organizations, and they are monitored by the state. If self-regulation remains ineffective, the state can step in and regulate by direct intervention (to be effective the state need to be a powerful one). Self-regulation in the context of modern governance is always regulated self-regulation» (Mayntz 2003).

\(^6\) It is worth noting that both of them, according to Grote (Grote 2008), are “local governance arrangements”. This means that they can be mainly detected in policies using a “place-based approach”, such as spatial planning, local development, urban and territorial policies.
that of governance studies (in particular, network analysis and multi-level governance),
the other one is that of participatory approach to public policy. For the former, crucial
elements are the decision-making process, the typologies of actors and their vertical
and horizontal integration. The latter emphasizes the combination of different forms
of knowledge to pursue more effective policy, with particular attention to “ordinary
knowledge”.

But why do partnerships emerge?

A first contribution tries to explain why partnership emerges, as a consequence of
“resource dependency” issues. Lowndes and Skelcher argue that the starting point is how
to deal with an increasingly fragmented organizational landscape: network like situations
require partnerships as a mean to develop strategic direction and coordination within a
polycentric terrain, to address in innovative ways those issues that cross organizational
boundaries. Finally, the growth of multi-agency partnerships is a way to open up local
decision-making processes, switching from a role of monopolistic provider to community
governance.

And, showing a significant link of networks theory with the social capital studies, Lowndes
and Skelcher point out that «networks arise from a view that actors are able to identify
complementary interests. Interdependent relationships based on trust, loyalty and
reciprocity enables collaborative activity to be developed and maintained. Conflicts are
resolved within the network on the basis of members’ reputational concerns» (Lowndes
& Skelcher, 1998).

Analogous starting point and similar conclusions are proposed by Hooghe and Marks.
They point out that many concepts against unitary government, that is considered
insensitive to varying scale of efficiency from policy to policy, are developed in different
fields: E.g., multi-tiered, multi-level, network governance are present in European Union
studies as well as in Public policy; multi-perspectival, multi-centered governance
concepts are used both in International relations and Federalism; polycentric governance
and multiple local jurisdictions in Local government. These concepts share a common
postulate: Dispersion of governance across multiple jurisdictions is more flexible than
concentration of governance in one jurisdiction. «Efficiency requires that a policy’s full
effects – positive and negative – be internalized in decision making. ...Under multi-level
governance, jurisdictions can be custom-designed with such variation in mind. In short,
multi-level governance allows decision makers to adjust the scale of governance to
reflect heterogeneity» (Hooghe & Marks 2003).

If it is clear that networks and multi-level governance provide powerful tools against the
unitary concept of government, we should make a step forward to understand how they
work in practice. We are particularly interested in knowing to what extent network and
multi-level governance studies are relevant for strategic planning and for the promotion of local development. Indeed, the opening of policy processes does not always guarantee the ability to define problems and find the right solutions. This is particularly relevant in weak territories that do not have the competences, resources, and abilities needed in order to find the right solutions to complex problems. In these contexts, introducing a trajectory of development requires a significant policy change. Are there particular governance arrangements or specific network configuration that can foster policy change?

For this reason, Silke and Kriesi propose to connect two dimensions (type of interaction and power distribution) in order to detect the potential for policy change.

«We suggest that the type of interaction within a policy network determines the form of policy change. In conflicting situations we expect rapid (serial) policy shifts, whereas incremental changes are most likely to result in bargaining situations. Cooperative policy structures are likely to maintain the status quo. The degree of concentration of power is expected to determine the potential for change: we assume the potential for each type of change to be greater if power is fragmented (scales are more easily tipped in favour of the challenging actor coalition), whereas power concentration is hardly challenged» (Silke & Kriesi 2007).

Silke and Kriesi raise an interesting point that is the different behaviour of cooperation and conflict vis-à-vis the potential for change: the former tends to reproduce inertia, whilst the latter is much more oriented towards innovation (see following section).
A subsequent question concerns whether networks are a significant variable helping to understand, explain and predict policy outcome. Howlett argues that policy change is determined by whether or not new actors or interests have been introduced into policy processes. «A change in the episteme or knowledge base of policy ideas, for example, can result in either rapid or slow paradigmatic policy change depending on whether a change in key actors/interests is present. Without a change in ideas, policy change will be incremental, but its tempo will also be determined by whether or not new actors or interests have been introduced into policy processes». In particular Howlett, analyzing several case studies of policy change in Canada, draws the following conclusion: «Patterns of policy change are linked to two specific structural characteristics of policy subsystems, both related to the manner in which discourse communities and interest networks interact within a subsystem. These two dimensions of subsystem structure – the degree of insulation of the network from non-”interest-related” actors, and the extent of symmetry existing between communities and networks – proved to be significant inhibitors and facilitators of policy change» (Howlett 2002).

The position of Howlett allows us to better understand how multilevel networks characterized by both vertical and horizontal integration can favour innovative solutions. According to such a view, a “diffused decision making responsibility” is not only a value in itself (e.g. in the deliberative democracy approach). It is a learning process for public and private actors due to involvement of non traditional participants, with a particular focus on non local actors (Seravalli, 2006; Dente, Bobbio and Spada, 2005).

3. Governance for doing what? The cases of two cities

Two factors are crucial for good governance:

• diversity of actors
• density of the interactions

But the question is: good governance for doing what?

A tentative answer is the following: For producing innovation, both in terms of product and process innovation. According to Dente, Bobbio, Spada 2005, if governance works, one should expect that the level of innovation in a given political system is associated with a more complex and compact network of actors.

Their research compared two cities: Turin and Milan, and chose a sample of 30 case studies. In the conclusions, the authors stated that the level of innovation has been found much higher in Turin than in Milan, in different dimensions:

The following two figures represent the density of networks in Milan and Turin, with the
number of interactions between each of the actors involved in the case studies of the research.

<table>
<thead>
<tr>
<th></th>
<th>AGENDA</th>
<th>PRODUCT</th>
<th>PROCESS</th>
<th>SYMBOLIC</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turin</td>
<td>+++</td>
<td>++</td>
<td>+++</td>
<td>++</td>
<td>10</td>
</tr>
<tr>
<td>Milán</td>
<td>+</td>
<td>+++</td>
<td>+</td>
<td>+</td>
<td>6</td>
</tr>
</tbody>
</table>

Source: Dente, Bobbio, Spada 2005
Source: Dente, Bobbio, Spada 2005
The fundamental hypothesis of the research has been confirmed.

“The complexity of the policy network is actually higher in Turin. This means that the ability to involve a wide range of actors is certainly there. In Milan, despite the fact that the economic and societal actors are stronger, the institutional actors were either not interested in or unable to create larger and integrated networks of governance” (Dente, Bobbio, Spada 2005).

The main differences between the two cities are presented in the following table:

<table>
<thead>
<tr>
<th>Turín</th>
<th>Milán</th>
</tr>
</thead>
<tbody>
<tr>
<td>pressure of a dramatic problem: the economic decline of the &quot;company town&quot;</td>
<td>a smooth economic transition: the loss of 200,000 blue collar jobs absorbed by the increase of new sectors: media, industrial design, fashion, consultancies, ...</td>
</tr>
<tr>
<td>strong political leadership</td>
<td>weak political leadership</td>
</tr>
<tr>
<td>intense horizontal cooperation between Turin and surrounding municipalities of the metropolitan area</td>
<td>horizontal cooperation between Milan and surrounding municipalities of the metropolitan area almost non-existent</td>
</tr>
<tr>
<td>significant “tradition” of strategic planning</td>
<td>attempts of strategic planning failed</td>
</tr>
</tbody>
</table>

The research carried out by Dente, Bobbio and Spada argues that Milan is:

• reluctant to innovate
• with fragmented networks
• with a very vital civil society
• with a very rich private sector

So, in the short run, the role of strong leadership is an important condition to promote innovation.

But, in the long run (perhaps) a larger set of active participants in the life of a city can mean more innovation, more creativity and more robust development.
A strategic plan for Milan? Is it possible?

In 2004, the Provincial Government asked to the Department of Architecture and Planning of Milan Polytechnic to elaborate a strategic plan for the Milan metropolitan area.

According to the initial objective, the strategic plan should cope with two main problems:

- Milan urban region has deeply changed in the last 30 years in its dimension, in its functions and in its spatial pattern.
- These changes are linked to the great fragmentation of decision makers across the urban region.

The result of such situation has been a conflict between the city as a place and the city as a node of the global network: while the economy is still performing (quite) well, the liveability of the urban region are at risk.

In this respect, Milan is experimenting dramatic phenomena:

- Housing crisis: an estimated need of 54,000 affordable housing units today and of 123,000 in the next 10 years in the Province
- Environmental crisis: all the indicators about air, water, soil pollution are at worst; about 140 days of surpassing the EU limits for PM10
- Congestion crisis: 700-900,000 cars enter every day in the core city and congestion is severe
- Local welfare crisis due to the change in the population structure

Vis à vis this kind of situation, the strategic plan launched the idea of “habitability” as the vision for the future of Milan city region, to make it more comfortable, more environmentally sustainable and more friendly towards its inhabitants and businesses.

The basic assumption was that the poor quality of life is not any more a problem only for residents, it is becoming very important for economic attractiveness.

A call for ideas?

An experimental and in some respects culturally provocative cultural manifesto like that of the “habitability” for Milan urban region required the use of an innovative instrument. To launch the subject of habitability and to promote it in the public policy agenda meant having to show that habitability can be a demand capable of mobilising protagonists, that it is an operational perspective on which there are already people willing and working, that it is a key to the (re)interpretation of what is already being done to improve living conditions and the use of urban space in the Milan area. Finally it must show that it is also

(7) The following part concerning the “call for ideas” is extracted from Calvaresi, Pacchi 2011.
a feasible vision of the future, which, however, needs projects and participants to support it for it to become realistic. To build the theme of habitability as a fundamental dimension of public policies basically required methods of formulating the Strategic Project that was different from the typical clichés of strategic planning. It required methods which would immediately engage with the ways in which local societies devise and implement strategies to improve their living conditions in the metropolis. The strategic drive to improve the habitability of the Milan urban region generated an innovative field of policy-making, which by its nature cannot be seen as hierarchical or sectorial, but which must be able to appropriately create a shared space and to stimulate co-operative action by a large variety of people. On the other hand the use of competitions as a method of taking action, which was experimented with extensively in the City of Cities Strategic Project, was subsequently used again by the provincial administration in other areas, which demonstrated that it was able to respond to other demands where the theme of the relationship between the administration and local societies is central.

The idea for these competitions is an echo of architecture competitions, and the preliminary phases of these in particular, the competitions between ideas. In fact our competitions were based explicitly on the example of the Internationale Bauaustellung (IBA) Emscher Park in the Ruhr region in Germany. In this very well-known case an indirect method was used to start-up the physical redevelopment and economic revival of a heavily rundown area in industrial decline. It started with an initial very open competition to collect design ideas and themes, which formed the basis of a second stage of genuine architecture competition, thereby establishing a permanent forum for discussion and developing ideas collectively.

From an operational point of view, it was a question of organising a competition and a reward mechanism around an extremely open question (the improvement of the habitability of the Milan urban region) and with scarce resources including those for the rewards. The decision was quite radical in some ways: a competition for all types of candidate (an unusual and unconventional course of action, especially for public administrations), which rewarded initiatives designed to improve habitability, as defined in six different ways. It was open to projects already implemented and to ideas, proposals and strategies. Designed to involve as many participants in Milan society as possible, the competition targeted a very broad range of candidates: public institutions (municipal administrations and other local authorities, associations and consortiums of municipalities, agencies and publicly owned enterprises), trade union and employer association representatives, individual companies, chamber of commerce, trade fairs, universities, research and training institutions, associations and organisations, organised groups, representatives of populations and communities of practices present and active in the urban region and groups of these.

The competition offered three types of contribution: funding in the form of a grant (for a total of 220,000 euro) to the five best project ideas, to study feasibility, and to the first five best practices, to design and implement tools to diffuse and standardise the practices; assistance with feasibility studies and dissemination to the ten winning proposals; appropriate visibility for all the proposals received (greater for the ten best proposals) in
Strategic Project publications and in the final exhibition at the Triennale Museum. At the end of the preliminary phase 410 proposals had been received consisting of 253 project ideas and 157 best practices. The candidates consisted of foundations, co-operatives, universities and research institutes, municipalities and other public authorities, enterprises and other private sector organisations, associations and interest groups. All the proposals received went through to the second phase, in which they were packaged in their final form for judging by the commission (consisting of an architect, a planner, a film-maker, a sociologist, and the president of the Triennale of Milan).

At the end of the second phase 259 proposals had been received consisting of 165 best practices and 94 project ideas. Assistance was provided by the technical group from the DIAP research group between the first and the second phases. Participants were helped to define the objectives, content and the organisation of their proposals with greater precision and to express the general meaning of their proposals in terms of the issues raised in the Strategic Project. At the end of the process, the assessment commission presided by Gae Aulenti, a well-known Italian architect, in recognition of the validity, innovation and interest of the proposals in the competition, awarded prizes on an equal footing basis to five project ideas and five best practices and considered 32 other proposals as worthy of mention.

What we have learnt from the experience of the strategic plan

The most positive aspect laid undoubtedly in the quality of the proposals received, their capacity to interpret the theme of habitability proposed in the Strategic Project in a rich and detailed manner. Milan society has shown that it has much to say, good ideas and is already doing important things on issues concerning improvements to the quality of life in the city. Another positive aspect is that the logic of the competition was received exceedingly well. It is a logic that was designed not just to bring out high quality project ideas and best practices, but also and above all to identify actors and resources to address an issue that is perceived as a collective problem (i.e. habitability) and to put actors in contact with each other. It was also designed to find additional resources in terms of support in putting the ideas into practice and being able to replicate and standardise the best practices. Given the paucity of the funding, competitors sought support above all from others involved starting with the Province of Milan itself, but also from other participants (frequent and numerous requests were made to connect up with other proposals) and important organisations in the Milan community (foundations, associations and interest groups, etc.). A third positive aspect, more of a methodological nature, is that one of the basic hypotheses on which the Strategic Project for the Milan urban region was based, and that is that strategic planning is an activity which values the intelligence of society and puts it to work, was reinforced. This hypothesis, when put to the test by the mechanism of the competition, showed all its strength as a feasible course of action able to generate opportunities. The problems that arose lay principally with management of the competition and with the response that the institutions were obliged to make to the wealth of trust placed in them by citizens. The most important aspect to underline from the management viewpoint is that the activity was much more demanding and complex than imagined at the outset and the working group was required to invest huge resources.
in terms of time to respond to the investment made by the participants. This, however, is a lesson of a general nature, that processes of this kind require an effort in terms of supervising and assisting the most important participants and this is especially true if the process is not to become a mere game of self-representation and if it is to produce interesting results by increasing opportunities for co-operation, collective learning and innovation.

Finally a few remarks on institutional response. A competition is not a tool normally used in planning processes and a tool designed in this fashion and with these aims is not normal at all. This therefore requires an attitude on the part of the institutions which is very different from that usually employed in communications with society. A marked inclination to consult and to listen is required, along with a desire to learn and above all an ability to translate behaviour which is strongly focused on innovation into everyday practices. From this viewpoint the administration of the Province of Milan interpreted its role as an enabler of actors, processes and existing opportunities to the full. The results lead us to give a generally positive judgement of its capacity to plan and organise, its ability to balance the resources actually made available with the enabling of co-operative behaviour by other protagonists: with just a small project investment and a small investment in initial resources, the initiative received an extremely positive response, exceeding the expectations of the organiser to some degree. At the same time, however, its ability to strategically orient the great variety of the resources brought into play to unify them, creating synergies and generative potential was probably not quite so convincing. The provincial administration demonstrated that it wanted to play a part in this initiative and the various Departments involved responded enthusiastically to an unusual challenge. Nevertheless, the demands made by an initiative of this nature invite reflection for the future on how an institution can make use of them and include them in its ordinary procedures.

More generally, however, we feel that it is precisely the involvement of society into urban policies that requires a general redefinition of the following existing “institutional” roles: local authorities (already discussed); functional agencies (the development agency, Milano Metropolis was obliged to change its behaviour patterns and organisational routine when those it met not only wanted to start a business, but also wanted enabling strategies to be put in place); universities which are perhaps challenged to take a more exposed stance. The role played by the Polytechnic Department of Architecture and Planning on this occasion was extremely interesting, because its direct contact with actors constituted in some respects a transfer of responsibility (in the design and formulation of projects), but in other respects it focused on reinforcing the positions of competitors, especially those that were less well organised, suggesting perhaps a role closer to advocacy.

A conclusion for strategic planning

What we have learnt concerning strategic planning is that when there are situations of fragmented networks, weak political leadership, poor capacity to innovate and to promote public-private partnerships and alliances, rooted conflicts, it is naive to think that all this can be kept within a single universe of relationships in which a strong coalition, supported
by a shared vision, can emerge (Balducci forthcoming).

The “traditional” model of strategic planning (coming from the first seminal contributions by Bryson) shows nowadays weaknesses and limits. It pays more attention to produce a formally-approved strategy or strategic plan, rather than focussing on a generative strategic thinking (Healey 2007). It hardly handles the place-situated character of planning practices, because it is unable to focus on the specific issues of spatial planning, such as territoriality, qualities and meanings of place and the spatial dimension of strategy-making.

In this cases, the approach to strategic planning must change:

• from a coalition strategy
• to an exploratory strategy

According to some influent scholars, in these cases strategic planning must become something different from the mainstream defined in the planning theory and in most of the well known practices:

1. Strategic planning can become a “strategic navigation” instead of a “road map” (Hillier 2007).
2. Strategic planning can be politically relevant, only if it helps specific episodes of social or institutional innovation to be transformed into more stable governance practices, eventually travelling into different contexts to re-shape the dominant governance culture (Healey 2007).
3. Strategic planning can be interpreted as a “Trading Zone”, where trade focuses on coordinated, local actions that are enabled by the thinness on interpretation rather than the thickness of consensus (Galison 2010).

According to these views, strategic planning does not necessarily entail a broad consensus among actors or a cooperation type of interaction. It implies a potential for innovation that can be pursued also in situations of fragmented distribution of power or conflict types of interaction.

The actors can engage in locally coordinated interactions, find opportunities for their involvement and reach partial agreements, somehow innovative, despite the lack of a full consensus.

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Stimulus, Monitoring and Evaluation of Strategic Plans

Prof. Dr. Antonio Martín Mesa  
Senior Professor of Applied Economy  
University of Jaén  
amartin@ujaen.es

Collaborators:
Blanca Mª García Moral  
Inmaculada Herrador Lindes  
Regional Strategic Planning Chair  
Jaen University

Introduction

This document aims to provide a basis for debate and discussion at the Seminar launching the Knowledge Transfer Centre (KTC) on Best Practices and Strategic Planning in the Mediterranean, within the group “Stimulus, monitoring and evaluation of strategic plans.” Also, it will form a guide and roadmap of the work to be carried out in the coming months, until the conclusion of the project “Programme ENPI -Project USUDS (Strategic Planning in the Mediterranean).” The final document, with the contributions made by project partners during its development, will be presented at another meeting scheduled for 2013 in Sfax (Tunisia).

The following pages, with the nature of the initial draft already defined, will try to flesh out the issues we have raised for the seminar:

1. Why is this group (“Stimulus, monitoring and evaluation of strategic plans”) important to review in a Knowledge Transfer Centre?
2. Key elements to investigate and deepen in this group that will help make a qualitative leap to strategic planning.
3. The criteria to identify good practice within this group.
4. People, institutions, and cities that have and apply knowledge of good practice within this group (preferably in the Mediterranean, but not necessarily).

Impetus, Monitoring And Evaluation Of Strategic Plans

Once a diagnosis of the region covered by the strategic planning process has formulated the vision, mission, overall goal, strategic objectives and strategies to be developed,
produced and has designed the project plan and actions to be taken, it has to start a new phase in which it will have to look at the impetus and follow-up, initially, to conclude its evaluation at the end of the scheduled period.

The following objectives will be sought at the impetus and monitoring stage:

a. To strengthen the credibility of the plan to the extent that it is able to communicate / inform on progress.

b. Allow the agents responsible for the implementation to keep in touch with the civil society.

c. Allowing the agents responsible a critical yet constructive outlook of its components will be crucial to the development of projects.

d. Gather information that will be useful for the subsequent evaluation process.

At this stage they can organise and set up “monitoring tables”, responsible for overseeing the process of implementing strategic projects, which can be performed based on: a) the crux of the strategic plan, b) the degree of implementation, c) according to the critical issues and key areas d) similarity or complementary topics. For its part, the make-up of the monitoring tables will include: 1) the entities directly involved in project implementation; 2) groups or individuals directly or indirectly affected by its implementation, 3) experts and

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>CURRENT POSITION: FROM 0 TO 100</th>
<th>WEIGHING UP OF THE PHASES</th>
<th>LEVEL OF EXECUTION (in %)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identification of people in charge</td>
<td></td>
<td>x 0,05</td>
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<tr>
<td>Acceptance of the measurement criteria</td>
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<td>x 0,15</td>
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<tr>
<td>Firming up of the project</td>
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<td>x 0,20</td>
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<td>Inclusion in the agenda</td>
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<td>Assignment of funds</td>
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<td>Level of implantation</td>
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<td>TOTAL</td>
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technicians, 4) entities which although do not have direct responsibility, can play an important role and 5) citizens who choose to do so.

a. Among other things, the follow-up tables’ aims seek to:
b. Achieve the coordinated implementation of the measures.
c. Implement a framework for cooperation between institutions and companies involved.
d. Carry out stimulus work, to improve the effectiveness of actions.
e. Monitor the implementation of projects.
f. Report on the progress of the plan and encourage the involvement of the key figures.
g. Maintain a critical and constructive attitude on the part of employees.

As far as the assessment phase and reformulation is concerned, it should be noted that the effort, both in human and economic terms, means that developing a regional strategic planning process in which people are involved and is agreed upon is meaningless if not accompanied by other ways of evaluating the implementation of the objectives and strategies formulated. Planning cannot be understood without the establishment of mechanisms to provide feedback on the strategic achievements reached. The plan is a dynamic management tool that must be subjected to regular evaluation and can be altered slightly or substantially, based on the results of those evaluations.

We must be aware that the failure to implement an appropriate strategy may cause its failure hence it is important to be aware of any deviations in its implementation. Good implementation, however, not only facilitates the success of a good strategy, but can also redirect others which may be inappropriate.

To be able to properly evaluate the implementation of a strategic plan it is essential to have carried out a prior diagnosis of the initial situation and establish the monitoring and evaluation systems to be used. The strategic plans of regional areas (cities, metropolitan areas, counties or provinces) often use systems characterised by a global assessment of the degree to which the strategy has been carried out, focusing on three key issues: possible changes in the environment, the degree of implementation of strategic projects and developments in the region.

Environmental assessment is made on the basis of the areas which have been analysed during the diagnostic phase. Thus, we study the evolution experienced by the region, autonomous region or community in which the region in question is immersed and what has happened in the Spanish and European environment, etc.

Score cards are often used to measure the degree of implementation of projects, which reflect different aspects of their implementation. It is collected, and the card is used in the evaluation of the Strategic Economic and Social Plan. Barcelona 2000 was a pioneer in this field.
Thirdly and finally, the analysis of changes in the region for which you define the strategic plan must be based on a system of indicators to measure their development. This should bring together a set of socio-economic indices that reflect the development experienced by each of the critical issues and key variables analysed in the diagnostic phase of the interior of the region. This information will then be used to check whether the development of the city, county or region fits the future model defined in the central objective of the plan.

The main data provided by the analysis of the situation, the evaluation sheets and indicators are often collated and analysed in reports, which offer, the developers of the strategic plan and society as a whole, details of its progress.

Once the implementation of the strategic plan is assessed, focusing on these three variables, you can proceed to detect deviations from the plan. If the results after implementing the strategy do not match those expected, consideration should be given to what the deviations are and, depending on the severity and the causes, use corrective action, review the defined strategies or reformulate the strategic plan, if necessary. This final stage of review and reformulation of the strategic plan links in again with the diagnostic phase, closing the complete cycle of strategic planning or, which is the same, serving as a starting point to begin a new cycle of strategic development.

**Knowledge Transfer Centre for Best Practice and Strategic Planning in the Mediterranean**

Once the aspects tackled in this impetus group have been firmed up including monitoring and evaluation of strategic plans, we will outline on paper the potential role of a Knowledge Transfer Centre for Good Practices and Strategic Planning in the Mediterranean (from now on known as KTC). In this way, taking the Centres for Technology Transfer as a reference point, and even Offices for the Transfer of Research Results (OTRI) that exist in our universities, we can raise some issues concerning the definition, mission, vision and objectives of a Knowledge Transfer Centre that it is intended to promote.

The KTC will be an entity / institution / unit to investigate, understand, analyse and disseminate good practice for strategic planning methodologies and processes derived from Mediterranean countries.

**Mission**

The KTC’s mission will be to promote, encourage and disseminate good practice in strategic planning processes and act as a focal point and intermediary between Mediterranean cities and regions that use strategic planning as an instrument to promote the development of their respective spatial areas.
Vision

KTC’s vision is to become a point of reference in the field of strategic planning serving local governments in the Mediterranean area, being present and visible to the entire municipal spectrum, metropolitan, district and provincial levels of the countries which are integrated into or border the Mediterranean.

Specific objectives

KTC’s mission is based on the following objectives:

a. Detection and identification of best practices in strategic planning and regional municipal governance, which have proved effective and efficient, with evidence of a high level of achievement of good results.

b. Improving the quality of regional strategic planning processes, through the dissemination and its possible application in other areas of good local planning practice and governance.

c. Sharing experiences of diagnosis, strategy design, project development, impetus, monitoring and evaluation of plans that give appropriate responses to different institutional and political contexts.

d. The development, testing and publication of guides and materials (theoretical and practical) which are effective and innovative.

e. Implementation of training for technicians, managers and policy makers to optimise best practice for teachers participating in the programme.

f. Direct and personalised assessment of those in charge of the different strategic planning processes.

g. Dissemination of identified good practices to the international community and recommendations, guides, courses, materials, research, etc., that arise through the development of their activity.

Project to set up an evaluation system for Strategic Regional Plans

There are many protagonists and citizens who engage or assist in the development, implementation and monitoring of regional strategic plans, and a significant number of administrations, institutions and agents are responsible for their implementation. They all need, in one form or another, to know what the results have been and will be. The promoters of the planning process need to know from the evaluation whether or not to start a new process, reformulate the existing one or re-programme it. Those responsible for project implementation should be aware of the impact of these on the territory and the deviations which are produced in comparison with those planned. Finally, institutions that have provided funds, co-financiers or taxpayers, want to know where their contributions
are being spent. In short, the recipients of the evaluation need to know whether to continue betting or not, on this tool and to be able to improve its quality. The strategic planning processes cannot be understood, therefore, without setting up mechanisms to provide feedback on the progress made by them.

In recent decades there have been major advances in the evaluation of public policies with regard to the principles or requirements that should govern the evaluation of bids, evaluation criteria, evaluation measurement, the identification of users of the evaluation, production and gathering of information, defining indicators, methodologies and techniques used to evaluate the structure of the evaluation reports, etc. However, advances in the assessment of regional strategic plans have been scarce and there is currently no consistency when making these types of assessments, in turn making it difficult to compare the results of different existing strategic planning processes.

Faced with the reality just described, the Chair of Strategic Regional Planning, Local Development and Governance at Jaen University and the Andalusian Network for Strategic Urban Development and Planning (RADEUT) signed a collaboration agreement in April 2011 with the aim of establishing an evaluation system of regional strategic plans in Andalusia. Regarding this, it should be noted that RADEUT is an association of interest, whose objectives are to promote strategic planning as a means of determining effective management and urban and regional policy and planning, to promote the development and implementation of strategic plans and to promote and disseminate the culture and methodology of strategic planning as an instrument for citizen participation in their processes of economic and social development.

The work to be carried out will tackle, firstly, the analysis of a sample of regional strategic plans that have already been evaluated to determine the methodology used, the indicators used and the evaluation criteria that have been followed, and so on.

An evaluation system will be proposed from this analysis and the study of techniques for assessing existing public policies and can be applied to different strategic plans in Andalusia to measure their achievement evenly. Among other things, this system must contain a set of specifically relevant indicators to characterise the socio-economic status of any Andalusian region and allow for comparison with the rest. In this sense, the study should collect those groups of indicators that allow for the overseeing of the development of key issues for municipalities, associations, counties or provinces of Andalusia, such as, for example, for infrastructure, economic sectors, training, employment, innovation, population, health, culture, society, town planning or heritage.

Listed below are the regional strategic plans that have been analysed so far, that stem from the evaluation study already carried out:
a. Strategic plans that have made assessment of those studies already carried out and a report on the process undertaken and the methodology used in: Alcobendas, Barcelona, regions of the province of Badajoz, Cordoba (city), Getafe, Gijon, Jerez, Malaga (city), Mollet del Valles, province of Jaen, Seville, Valencia and Zaragoza.

b. Strategic plans that have assessed available data and which are now being incorporated into a report about the process undertaken and the methodology used in: Alcala de Guadaira, Antioquia (Colombia), Bilbao, Elche, Granollers, Irun, Mataro, Montacada i Reixac and the province of Malaga.

c. Strategic plans that have evaluated those who still do not have enough information to proceed to the study phase and prepare a report on the process undertaken and the methodology used in: Albacete, Alt Penedes, Cordoba (Argentina), Bogota (Colombia), Buenos Aires (Argentina), Juarez (Mexico), Merida (Mexico), Murcia, Palma del Rio, Rosario (Argentina), Santiago de los Caballeros (Dominican Republic) and Viladecans.

d. Strategic plans, according to research, that have not carried out any type of evaluation in: Abrera, Algeciras, Alhaurin de la Torre, Aljarafe-Doñana Debabarrena, Bigastro, Burgos, Tarragona Camp, Costa del Sol, Ciudad Real, Durango, Eibar , Esparreguera, Espartinas, Ferrol, Rating (Asturias), Granada (city), Guadalajara (Mexico), Las Palmas de Gran Canaria, Logroño, Lucena, Lugo, Madrid, Manresa, Medina de Rio Seco, Melilla, Móstoles, Orense, Oridizia, Pamplona, Pontevedra, Pozuelo de Alarcón, Priego de Cordoba, Badajoz province, province of Cordoba, province of La Coruña, Rafaela (Argentina), Ribera de Navarra, Sabadell, San Sebastian, Santa Coloma de Gramanet, Santander, Santiago de Chile (Chile), Segovia, Soria, Telde, Terrassa, Teruel, Toledo, Tolosa, Totana, Valladolid, Jerte Valley, Vigo, Vitoria.

Clearly, the result of work under this agreement, will highlight existing good practice in the impetus phase, monitoring and evaluation of strategic plans, and allow for the proposal of a specific methodology for evaluating our planning processes. Obviously, it will be of great interest to the KTC who intend to implement plans, and could draw on the best practices and methodology for strategic planning processes conducted in the Mediterranean area.

Cities and Regions who apply good practice at the Evaluation Phase of their Strategic Planning

In this chapter we echo, by way of example, some of the best practices of cities that have conducted evaluations of their regional strategic planning processes. Specifically, we look at the urban community of Al-Fayhaa in Lebanon, the city of Izmir (ancient Smyrna) in Turkey and Greater Sfax (7 municipalities) in Tunisia, as far as the southern Mediterranean is concerned. In the north we will refer to the strategic planning of Barcelona, Valencia
and Málaga (and as supplementary material to this paper, one chapter of a book, currently awaiting publication, called “Evaluation of regional strategic plans: the case of the 1st Strategic Plan for the province of Jaen” whose authors are Immaculada Herrador Lindes and Antonio Martin Mesa.) Finally, we refer to some planning processes in the Mediterranean, whose existence we are aware of, but for which we do not have enough knowledge to weigh up the good practices they have developed in the impetus, monitoring and evaluation phases of their respective plans.

*Sustainable Development Strategy for Al Fayhaa*

The Urban Community of Al-Fayhaa, located in northern Lebanon, was established in 1982 and consists of three municipalities, which are Mina, Baddawi and Tripoli, which is the most important. In 2005 Al-Fayhaa housed some 320,000 inhabitants, representing almost a third of the population of northern Lebanon.

The development of the Sustainable Development Strategy of Al-Fayhaa (AFSDS) began in 2008 and we can distinguish several phases in the process: firstly, pre-planning or establishment of the methodology to be followed, secondly, pre-diagnosis, thirdly, diagnosis and choice of across the board themes, fourthly, delimitation of the strategic framework or city model, in fifth place, design of the action plan and, sixthly, and finally, monitoring and dissemination.

The organisational structure was formed in the pre-planning phase. Note that the development of this project was assisted by the collaboration of Cities Alliance, the World Bank, UN Habitat programme, Medcities (cities of the Mediterranean) and the cities of Barcelona and Marseille. At this stage fundamental importance was given to several aspects, which were the systematic analysis of available data, the dialogue of the parties involved and coordination among the various working groups.

Regarding the pre-diagnostic phase, we note that there are three tasks in this stage: firstly, to study the plans implemented for sustainable development centers (CDS), secondly, the collection, analysis and updating of local existing studies and, thirdly, the establishment of specialised working groups. During the development of this stage, civil society participation in the plan and maintaining objectivity and transparency is encouraged at all times.

In terms of the diagnosis, at this stage the most relevant findings obtained in the previous step were put together and over-lapping themes were chosen from the plan to form the basis of information generated. The five themes chosen were: urban structures, economic climate, governance, image of the cities of Al-Fayhaa and poverty reduction.

A preliminary proposal for the city model was made when determining the strategic framework and a vision and mission for the plan was formulated and strategic objectives were established defining five strategic lines to be developed.
The fifth phase saw the completion of an action plan through the design of strategic projects. One of the tasks performed, too, was the development of individual records for each project and their subsequent prioritisation.

On the follow up and dissemination of the plan, the information that we have found is very limited, although it is noted that indicators were established to measure the progress and success of the plan.

Observatory for the Environment and Development of Tripoli (TEDO)

With the help of the United Nations Programme for townsships (UN-HABITAT), The Observatory for the Environment and Development of Tripoli was put into action in 1999.

To start with, the objectives of the observatory were to:

- Monitor the evolution and development of the environment through the analysis of indicators.
- Share and make the collated information accessible.
- Collaborate in decision making at a municipal level, providing the decision makers with the technical information to enable them to prioritise and select the measures to carry out.

Following these guidelines, Tedo has been generating indicators and providing information since 2000, making it a source for reference information. The areas of study which Tedo provides are: socio-economic analysis, urban planning and land use, water and wastewater, solid waste, natural heritage, cultural and historical, and finally air quality.

However, the TEDO mission has changed in recent years, and now formulates specific policy and controls the implementation of the Strategy for Sustainable Development for Al-Fayhaa (AFSDS). An action plan has been designed to develop this new mission which implies a greater involvement of Tedo and is made up of four pillars: firstly, strengthening the institutions of Tedo, redefining the vision, mission and objectives of the observatory and secondly, to develop technical skills, including the development of new indicators and reviewing existing ones, thirdly, to improve governance arrangements, by developing a communication strategy and dissemination, and finally to increase financial resources. The ultimate goal of this new formula for Tedo is to determine how the strategy will be implemented and assign roles to stakeholders to be carried out in this process.

Strategic Plan of Izmir

Izmir is a Turkish city located in the far western region of Anatolia. It was formerly known as Smyrna, but since 1930 it has been internationally recognised and known as Izmir. In
2010 about 3.95 million people were living in the metropolitan area of Izmir, making it the third city in Turkey.

The Strategic Plan for the Metropolitan Area of Izmir has a time line from 2010 to 2017 and was promoted by the municipal corporation, with the mayor leading the process. Several phases can be identified in the drafting process: pre-planning or preparatory studies, diagnosis, strategy definition or strategic future and, finally, budget and evaluation.

Regarding the pre-planning phase (which is referred to as preparatory studies in the document plan), was the stage at which the organisational structure of the plan was defined. To have maximum citizen participation three distinct structures were defined, which were an executive board for strategic planning, a steering committee and a coordination team for strategic planning. It also launched strategic planning study groups, to make these structures more operational.

It had a dual diagnostic role, as it carried out internal and external analysis. With regard to internal analysis, the history of the city, applicable laws, technical and technological infrastructure and the organisation of the municipal corporation were studied along with its staff and its legal liability. Various regional plans were analysed for the external analysis and comparisons and analysis were carried out of their competitiveness with other cities whose socio-cultural characteristics, geographic and demographic factors are similar to those of Izmir. Citizen's views and their level of satisfaction with municipal services were also evaluated within the external analysis. It also conducted a SWOT analysis on the main fields of activity.

After determining the city’s status, the design phase of the strategy began. At this stage, there were several proposed missions, visions and principles, which were considered in several meetings with the team coordinating the plan and the board and working groups until they reached a consensus. This phase was set out by dividing the fields of activity in the city into eleven sectors and defining strategic goals and objectives for each of them. Performance indicators were also identified to assess the degree to which goals had been achieved and it established strategies that would deliver the objectives set out. Finally, actions were prioritised taking into account the views and suggestions of stakeholders from outside the organisation.

Hardly any information regarding the budget and assessment phase is available at this stage, as it is merely mentioned in the document plan.

Monitoring the Plan

Through subsequent documents of the plan itself, we have learned how to gear the follow-up phase of the plan. In this way, the development of an action plan is conceived
annually to quantitatively determine the targets for that year, and associated indicators, to establish, also on an annual basis, the assessment of those objectives and indicators. This annual assessment analyses the results of the projects, agreed objectives and action plan indicators and includes recommendations.

Strategic Plan of Greater Sfax

The Strategic development of Greater Sfax in Tunisia, came about to face up to the needs of 7 municipalities made up of 15,570 hectares and 500,000 inhabitants. During the eighties, Sfax was considered the economic capital of Tunisia, but although it has been losing its relevance, it is still the second most important city in Tunisia.

Several moments can be identified in the strategic planning process of this region: firstly, it launched the so-called phase 1, which had a previous diagnosis, the definition of a strategy and the formulation of a series of structural projects. Although the information on this first phase is limited, it is noted that the results obtained make an interesting case as it managed to improve upon the urban strategic planning that was being carried out, with a strong sector giving rise to a sustainable strategic development plan.

Phase 2 comes from the diagnostic work developed in the previous stage and it sets the desired vision for Greater Sfax in 2016. Phase 3- when executed together with the previous phase-defines development priorities. The work of the second and third phases resulted in the design of fifteen structural projects and thirty-seven accompanying actions. Finally, Phase 4 provides a “strategy definition” and a comprehensive action plan. The expected results for this last stage are the culmination of records for each of the projects and the setting up of an action plan. To this end, it uses a methodology that involves the appointment of a leader for each strategic project and proposes the implementation of four validation workshops with experts.

An Observatory for Sustainable Development for Greater Sfax will be used as means to monitor progress, which we will now detail.

Observatory for Sustainable Development

The Observatory for Sustainable Development for Greater Sfax, was put into action to address two fundamental aims: firstly, to control strategy implementation and project execution and secondly to generate information about the city’s development and to analyse the strategy’s impact on the city and the quality of life of its inhabitants. The Observatory will also be in charge of carrying out regular surveys aimed at understanding specific matters relating to the city, focused on collecting information that will allow for the development of qualitative markers. All information collected and generated must be accessible for free consultation, so that the Observatory becomes a resource centre for the city.
To achieve its objectives, there are a number of tools, which comprise of a panel of indicators for sustainable development, a large and comprehensive database on Greater Sfax and its region, a geographic information system (GIS) and satellite images.

The Observatory has to report on an annual basis on the status of sustainable development of the city. The report must consider the results produced by a panel of indicators to allow, firstly, to describe and analyse the urban situation, secondly, to define and quantify the political objectives of the city, and thirdly, to monitor the implementation of the Development Strategy of Greater Sfax, and the degree of compliance with strategic objectives and, fourthly, and finally, reflect on the objectives, as a result of feedback.

Given the importance of performance indicators and the impact of structural projects covered by the panel, they were chosen carefully. Indicators were selected following a methodology based on identification, from the overall vision set out in the Development Strategy for Greater Sfax-of 34 relevant strategic objectives associated with this vision (in particular those related to work of commissions and expert reports) and the definition of 383 indicators related to those objectives.

Of the Indicators included in the panel’s first report published by the Observatory in June 2005 (which paid special attention to the description and analysis of the urban situation), 156 belonged to the United Nations Habitat programme, 130 were selected from the list of indicators of the Mediterranean Commission for Sustainable Development and 10 were common European indicators. Moreover, the national reference established over 35 priority indicators for the Tunisian Observatory for the Environment and Sustainable Development and the list referred to the regional Indicators for the improvement of living conditions.

**Evaluation of strategic plan in Barcelona**

The strategic planning process began in Barcelona in 1988 with the aim of identifying a city model. This first plan was succeeded by two others, also of an urban nature in 1994 and 1999. However, as of 2003 the scope of the plan was amended, making it of more of a metropolitan character, having developed two plans to date with these characteristics.

The evaluation carried out in the various strategic plans for Barcelona has been similar to the first two plans made for the city (no information is available about the evaluation of the third), where an evaluation of the city, of the environment and of the plan itself was carried out. Moreover, in the first plan developed at a metropolitan level (the Second Strategic Metropolitan Plan of Barcelona is being implemented right now) no specific assessment is being made, but partial assessments are being developed through a range of strategic indicators that show the evolution of the region and a map of strategic projects, in which each project has a form where you can check on the state of events.
With regard to the first Economic and Social Strategic Plan for Barcelona, the evaluation was conducted to quantify the degree of success that the projects had provided in line with a specific methodology which identified six phases of the planning process (identification of project leaders, acceptance of the measures, firming up of the measures, inclusion on the agenda, funding and level of implementation) each of these phases were weighed up, depending on their relevance to the implementation of the measures. The degree of achievement of each measure was determined based on the stage of each project and the weighting of each phase.

The evaluation conducted of the city was intended to examine whether urban dynamics were moving in the direction as laid out by the planning process, so the elements that defined the plan objectives were examined (metropolis and European metropolis that affect the macro region, European and enterprising metropolis that affect European entrepreneurial quality of life, both modern and socially balanced). On the other hand, they tried to understand the problems of the city by identifying the existing conditions at the time of the environment settings, through reports commissioned from outside experts and professionals in Barcelona.

With regard to the evaluation of the first Barcelona Metropolitan Strategic Plan, as we noted earlier, a map of projects was developed, through which the status of each one of them was studied. The projects were divided into two types: firstly, strategic projects, those elements which provide improved environmental conditions and on the other hand, operational projects, those which have been completed or are in a final phase. A standardised form was used for each strategic project in which was included the project status at the time of the evaluation and its remaining challenges along with some indicative information and the people responsible for ensuring its implementation. A list of operational projects was established along with those already completed. It also established a Strategic Indicators Observatory, which shows the evolution of the objectives of the three vectors defined in the plan through a range of indicators. With the information provided by this observatory, reports are prepared on indicators in line with the objectives of the plan, which captures the behaviour of each and, through a symbol (or traffic light), assesses the trend of the indicator during the period analysed.

Evaluation of the Strategic Plan for Valencia

In 1993 the strategic planning process for Valencia, Spain, was put into motion, with the first results of its findings being published in 1999. The different thing about the evaluation of the Valencia Strategic Plan is that it is a three stage process: firstly, it evaluated the level to which the project had been carried out (whose results were published in the document Valencia in Motion, 1999); secondly, it verified the city’s advancement and it’s correspondence with a definitive city model in the Plan (Valencia City Model, 2000); and, finally it carried out an evaluation of strategic development in Valencia by analysing the
six areas of leadership or identified areas for reflection within the region (Evaluation of Strategic Development of Valencia, 2002). This final evaluation served as the fore runner to the formulation and design of a new strategy for the city of Valencia.

With regard to the first assessment and focusing on the progress of each of the proposed measures for development of the strategies, the level of development of various measures were observed in 1998, studying the initial situation at the time of the development of the Plan, the progress made, the main difficulties encountered and the pending actions needed in order to drive the process forward. The information in the report cards was used for this evaluation, which was developed at the time of the implementation of the Plan for each project. The state of evolution of each measure was analysed in seven phases: the formulation of the measure, previous study, calendar, training or study programme, executive construction project budget, and finally, making the investment.

The second evaluation carried out in Valencia was orientated towards the analysis of urban development in the city in relation to the model set out by the Strategic Plan. This evaluation had a double axis, on one side contemplating the general aspects of the evolution of the city through a range of indicators allowing for the study of the population, its density, its economic activity, the growing role of advanced services, the decrease in unemployment, the increase in the level of income and housing prices. On the other hand, eight key areas were analysed: “Valencia as the engine for the Mediterranean Archway within Europe: advanced infrastructures to meet the challenges of the 21st century”, “Easy and Ecological Metropolitan Mobility”, “Valencia as a European Green City”, “Valencia Logistics Centre in Southern Europe”, “Valencia as a City for Tourism, Conventions and Business” “Millennium Capital of European Culture”, “Valencia, a City for Competitive and Technological Innovation” and “Valencia as a City for Solidarity”. The analysis of the evolution of these eight key issues addressed, firstly, the features of the city for each of these issues, secondly, the main measures identified to develop the model and the level of its implementation, and, thirdly, the indicators for each key issue, allowing for an appreciation of the evolution of the city and its appropriateness to the central objective of the plan. All information obtained from this analysis draws conclusions and make proposals on the progress of each of the key issues and provides recommendations for future development.

Finally, the third evaluation phase, carried out between 1998-2002, analysed once again the evolution of the city and studied six new leadership areas previously defined in the Strategic Plan which were “Valencia as a Promoter for World Solidarity Networks”, “Valencia as an Advanced City in the Information Age”, “Valencia Door to the Mediterranean for Communication and Exchanges”, “Valencia as a Green City and Open to the Sea”, “Valencia as an International Meeting Point” and, finally this new evaluation employed the same methodology as the previous one to analyse the evolution of the city (through indicators grouped for each area), but added quality of life and gender equality and diversity as new
areas of analysis. Regarding the study of the six areas of leadership, there were three key aspects in each of them: firstly, its importance for the development of Valencia, secondly, the evolution of the city in these areas and, thirdly, the possible challenges that give continuity to leadership.

The evaluation of the First Strategic Plan for Málaga

The strategic planning process began in Málaga in 1992, when the city council promoted the development of a strategic plan at a municipal level. In 2002, this process was reinforced by the Second Strategic Plan for Málaga, this time with a metropolitan character.

The evaluation system used in the Strategic Plan for Málaga focused on monitoring the implementation of projects and the development of key economic indicators in the city. The evaluation work of the First Strategic Plan for Málaga, and the results achieved are reflected in the document: The conversion process of a city. Monitoring and evaluation of the Strategic Plan for Málaga.

To observe the evolution of the projects identified in the First Strategic Plan for Málaga their valuation was taken into account in the monitoring phase. The methodology was divided into two phases: Firstly, the overall implementation of the projects was identified (completed projects, implemented projects, projects to develop and study projects) and, secondly, the degree of implementation of such projects on a scale of percentages was studied and quantified in more detail, establishing and assigning a weighting to each of the stages of implementation (identification of the leader, the project design and approval thereof, allocation of funds, beginning of implementation, execution and completion). This information was used to specify the degree of implementation for each strategic line from the stage at which projects were assigned to that line.

With respect to the evolution of the city, in the first phase a system of indicators that reflected the socio-economic key figures of Málaga was used, observing their behaviour between 1996 and 1999, to determine if the city was nearing the main objective and strategic lines defined in the plan. Subsequently, an evaluation of the city along strategic lines was performed, defining a set of indicators allowing for a separate study of the development of actions related to each line from the start of the Strategic Plan for Málaga until the time of its evaluation.

In the second Strategic Plan for Málaga, although not a thorough evaluation, a reflection upon the state of affairs was carried out in 2010 in order to adapt it to the current environment, characterised by the recession, leading to the document Reflections on the Second Strategic plan for Málaga in 2020. New Directions. This reformulation is based
on work carried out by the Strategic Metropolitan Observatory created in Málaga, which provides, through a series of indicators, an overview of the evolution of the city, compared with the regional and national environment.

Other Strategic Planning Processes in the Mediterranean Area

Strategic Plan for the Tetouan Medina

The city of Tetouan is situated in the north of Morocco, near Tangiers and Ceuta. 725,000 people live in the province, making the city population, approximately, 320,500 inhabitants.

As part of phase 1 of the Community Initiative INTERREG III-A Spain-Morocco, in which the CIEDES Foundation played an active role between 2000 and 2004, a Strategic Plan was conceived for the Medina in Tetouan. The objectives of this plan covered improving the appearance of the medina (much deteriorated), in order to promote cultural tourism and re-use certain palaces and public buildings that had some potential.

There are six phases to the plan: firstly, pre-diagnosis, secondly, analysis and diagnosis, thirdly, recommendations and proposals of strategic interventions, fourthly, strategies and means of implementation, fifthly, monitoring of outputs and, sixthly, and finally, evaluation of the strategic plan.

The information collected allows us to point out that, in order to develop and implement the plan, a technical office with a team of five people was set up within the urban community and a political structure was designed called The Steering Committee responsible for coordinating and monitoring the project. Also, thanks to the training provided by the CIEDES Foundation, a methodology for developing the strategic plan was created.

It has not been possible to obtain more information about this planning process.

Strategic Plan for Nador

Nador is a city situated north of Morocco near Melilla, and is the capital of the province of the same name. Its population in 2004 was estimated at 180,000 inhabitants, while that of the province was about a million people.

The Strategic Plan for Nador was born, too, out of the Community Initiative INTERREG III-A Spain-Morocco, already mentioned in the section on the Strategic Plan for the Medina of Tetouan. This Plan was defined as a comprehensive participatory process for the city, in which the council exercised a leadership role, but also created a Promoting Committee.
(consisting of thirty institutions) acting as a mechanism for coordination and consensus. It also established a coordinating office within the town hall, with municipal technicians in charge of designing the methodology. Follow-up work was however carried out by the Foundation CIEDES in Málaga.

The Strategic Plan for Nador in 2004-2008 (NSP I) was essentially a diagnostic tool, whose motto was “Decide Nador’s future together.” According to municipal sources, the quality of the information contained in this document (to which we have not had access) makes this plan a useful reference source to identify those areas of development that can make Nador the socio-economic capital of the Eastern Rif.

There is not much more information about this planning process.

Rehabilitation plan for the old city of Aleppo

Syrian Aleppo is a city located north of the country near the border with Turkey and is the capital of the province with the same name. The city’s population in 2007 was approximately 4,393,000 inhabitants, making it the second city of Syria, just behind the capital, Damascus.

The rehabilitation plan of the Old City is a collaboration project between Syria and Germany, with the ultimate goal of preserving the cultural and architectural heritage of the city (declared a World Heritage Site), it had been severely degraded due to the rapid and chaotic urbanisation of Aleppo since the late nineteenth century. Another aim of this plan was also to promote improvements in living and working conditions. Therefore, along with specific actions aimed at the rehabilitation of the old city, the creation of other technical and social infrastructures that would give full coverage to the population of Aleppo was put in place.

Among the most notable landmarks of this planning process is the creation of a “The Old City Department” within the town hall, which was responsible for driving the rehabilitation process of the old town. The department provided technical assistance for the renovation of buildings, interest-free loans and worked actively in urban design projects. Noteworthy is also the important participation of citizens in the process, thanks to the Old City’s Department, resulting in the rehabilitation and improvement of more than 1,000 buildings.

Based on the information gathered, we note that in 2008, the planning process in Aleppo changed direction, because, with the support of the Cities Alliance- strategies were put into place to develop the city as a whole and not merely the recovery of the old part of the city. In that sense, it is noteworthy that the experience of the process carried out in the old city has provided valid solutions to some problems experienced by new districts in Aleppo.
It has not been possible to obtain more information about the evolution of this new planning process.

*Restoration of the old city of Damascus*

The city of Damascus is the capital of the Syrian Arab Republic. Its population in 2007 grew to approximately 6,700,000 inhabitants, covering an area of about 573 km².

In the case of Damascus, the old city presents a different situation to that of Aleppo, since, in recent years, this part of the town (which had been abandoned by the citizens in favour of newer neighbourhoods which had better conditions) was being occupied by foreigners and businessmen who took advantage of the historic buildings to start businesses such as restaurants or art galleries. These new residents were gradually changing the features of the buildings in this part of Damascus, meaning that the city’s cultural identity was in danger of being lost.

With the main objective of restoring and preserving the identity of the city, there is a collaboration project between Germany and Syria, which sets out an action plan with instruments such as technical assistance and the possibility of granting financial aid. This plan consists of a series of actions, such as those directed at citizens with fewer resources to restore their homes following methods that actively contribute to preserving the historic appearance of buildings, and which allows business owners to take action in this area to conserve and restore the premises in which they operate or to measure the increase of use of energy efficient technologies and the search for renewable sources of energy.

The information accessed a timeline for these actions between August 2007 and March 2010. It has not been possible to find updated information about this project and its possible evaluation.

*Alexandria: integrated management of Lake Maryut*

Alexandria is a city in northern Egypt, located in the delta of the Nile and is also capital of the government with the same name. The estimated population of this city for 2007 was more than 3,900,000 inhabitants. The Maryut Lake is our main focus (formerly Lake Mareotis), and is located in this province, as it was in this area that the ALAMIM project was started (Alexandria Maryut Lake Integrated Management).

The ultimate goal of this project lies in the preparation and implementation of an action plan, with a high degree of citizen and institutional participation, which will serve to establish a development model that takes into account the economic, social and environmental needs of this area.
This project took shape through various actions, which were:

- The creation and implementation of an institutional framework that allowed for proper management of the resources of the lake.
- The study of good practice for the use of wetlands in the area.
- The use of mathematical models as tools for developing scenarios that allow us to assess the environmental impact of certain actions.
- The development of a Lake Monitoring System.
- The establishment of two units responsible for the management and monitoring of the lake, both equipped with appropriate equipment (geographic information systems and equipment for assessing environmental impacts, etc.)
- The setting up and training of human resources in the region.
- Public information about the process to encourage citizen participation.

We have not found one of the key points for the evaluation of this project. The importance of the results of this project are down to that and based on the information produced from the evaluation, it is expected the implementation of a regional strategic plan for the city of Alexandria will address, among other issues, sustainable development.

**Strategic Plan for Rome 2020**

The city of Rome is the capital of the province with the same name, in the region of Lazio, Italy, with an estimated population of 2,762,469 inhabitants in early 2011.

The city began its strategic planning process lagging behind other major cities around the world. The development of a plan was spurred on by the submission of their candidature to become the host city for the Olympic Games in 2020. For this reason, the timeline of the plan coincides with the same date. It is interesting to note finally that the Italian city has withdrawn its bid due to the current economic climate.

There are three phases in the drawing up of the Strategic Development Plan for the capital of Rome (Piano di Sviluppo Strategico capitale di Roma): firstly, diagnosis of the socioeconomic situation of the region, secondly, a stage dedicated to the development of related networks, the encouragement of participatory processes and the comparison of the proposed strategies and, thirdly, an implementation phase, constant monitoring and updating of the plan.

Currently, they have already developed the first and second stages, so that there is a comprehensive assessment of the city and a strategic framework has been laid out upon which to guide the development of the metropolis taking into consideration the mission, axes and concrete projects.
Regarding the implementation, monitoring and updating phase, no information was found on how to carry out these processes. However, we note that in another part of the plan itself a section referred to as “verification” (verifiche), evaluates the coherence of the plan. This analysis has been twofold, as on one hand we have studied the external consistency (coerenza esterna), according to whether the contents of this plan respect and reinforce other plans previously established with a national or community theme, and, on the other hand, internal consistency (internal coerenza), which observed if the different projects designed provided answers for the outlined vision, and also if such projects are consistent with each other.

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The Strategic Plan as a tool for urban transformation: Management of Strategic Projects

Maravillas Rojo Torrecilla
Secretary General of Cideu
mrojo@cideu.org

Why it is an interesting issue to address from a Knowledge Transfer Centre.

Cities that do not think about their future condemn their citizens to suffer. Thinking about the position you want the city to reach in the long and medium term is a good start to actually reaching it.

Thinking about urban matters leads to formulating strategy. It is about choosing the path starting from a known scenario, reaching an expected scenario, considering that this scenario we want to follow depends not only on us but also on the environment and the global situation.

The proposed strategy can be presented as a strategic guideline, or be implemented through the relevant strategic projects. Defining strategic lines is needed to guide action, but is not enough on its own. Finalising the draft strategy improves the flexibility of response, assures that we can measure the impact, provides an agenda for activity and facilitates dialogue with managers who are responsible for it and in addition it allows us to talk about the source of budgeted resources and the project’s feasibility and cost-benefit relationships.

During the thought process for urban matters the following methodologies and tools are used that rely on disciplines such as foresight, statistics, social psychology, pedagogy, geography, urbanism, and others, which we know and learn to practice with formal methodologies. But strategy is different, and is often better the more specific the proposal and the path taken to reach the result.

The ups and downs and experiences of each city, the interpretation that agencies transfer into reality, and the comparative understanding of the way they are circulating other cities, as travelling companions in the global world, is a source of information of great interest to those who can convert it into knowledge. We will not win in the future if we merely copy present day policies from others, but we will lose if we do not recognise and learn from their mistakes and successes.

We recognise knowledge as information that when applied, gives added value. Providing information and organising it to maximize our understanding of the outcome of the implementation of certain strategies, under given conditions, and in some cities, is a powerful source of knowledge.
We suggest the suitability of learning from standard practice and understanding that the formulation of the strategy is closely associated with experience and empirical analysis. To learn from practice, you have to be able to define it. Praxis, or the dialect between reflection and action and urban strategic thinking form the strategic project. These are specific projects that the public either enjoys or suffers, can both perceive and assess.

As a consequence, when we want to learn from standard practice we have to do it by analysing the strategic projects that best help us to create our own synthesis. A synthesis that meets our interests and objectives. The information contained in strategic projects, that we can convert into knowledge, or, that which adds value if we manage it correctly.

Appropriate information is needed to manage the understanding of urban strategy to organise it so it can be used by local areas specialised in thinking about the city, and that trained professionals in such environments interpret a self-sustainable information system, where they exercise responsibility and know how to use quality information, but firstly, we must supply the system.

A Knowledge Transfer Centre finds its own raison d’être. It supports and props up the maintenance and training that the local networks have decided to share as common knowledge in relation to urban strategic thinking.

What are the key elements to research and expand upon within this group that help kick start strategic planning.

We can define two types of elements. Firstly, methodological and epistemological elements related to how the city thinks and applies the derived consequences. Secondly, the elements related to the content of the strategies applied by the relevant strategic projects.

*Methodological elements related to how the city thinks.*

The changing times we live in, leads to innovation that makes us think about strategies to improve the quality of life within cities. Nowadays when we refer to the Strategic Plan as a factor in transforming cities, we should consider the nuances that we now give to the term and how we used to draw up a Plan when urban strategic plans first came into existence.

Some changes are conceptual in nature, as are those derived from applying the idea of competition in four areas: In the relationships between public and private. We have come to view the city as a cross section, and now an urban reality, that when applied to a given region must look at employment, be sustainable, provide safety to citizens, assist with connectivity, or build health, education and equity. It is about simultaneously
coordinating the thoughts and actions of different governments and administrations so that the resources destined for a region help improve the quality of city life. Finally, coming together as a coherent region organises urban spaces linked by geographical boundaries, either through proximity, resulting in solutions of a metropolitan nature, and for the convenience of agreeing and sharing certain management areas, with jointly agreed solutions, or other regional agreements.

Another conceptual change with important organisational implications, suggests converting strategic guidelines into strategic projects by putting their strategic plans into practice, which we referred to in the previous section.

Talking about projects gives new scope to the areas that the city talks about as well as elements of credibility to the public, when tailoring proposals to the region that include a work agenda, have the resources to achieve measurable results, and have manager in charge of dialogue for the project.

We also find that in the changing times in which we live it is advisable to be flexible when carrying out strategic planning for the city. This leads us to use the dynamic concept of “think” about the city, along with the more static “plan it”, managing the compatibility of both ideas. The strategic plan guides the long-term agenda and strategic thinking takes into account the deviations caused by the process of change when finalising the plan’s agenda.

Working with strategic projects requires you to set professional performance in relation to the abilities, skills and attitudes needed to develop strategic lines. For a strategic line to really improve citizen’s lives, you have to apply one or more strategic projects, with their agenda, budget allocation, and management being accountable for achieving results. These are the three “Ps”, Plan, Thought, and Project that modify the professional content of the administrative units of the city in recent years to ease the processes leading up to the urban strategy, gain credibility with citizens, incorporate new technologies, and address the challenges of the time and the new tertiary arena.

The right combination of the three “Ps”, plan, thought, and project not only allows us to significantly shorten the period of strategic thinking for the city, and provide flexibility for feedback from the evaluation of results, but also allows for citizen’s input to the strategic future of the city which better enables us to diagnose correctly and plan sustainable solutions.

If the conclusion is that having applied the “P” in thought, Western lifestyle is unsustainable and if it generalises in line with the global world, we must urgently agree on an alternative style. This draft must make changes that require time and governance.
Today’s city, in which we will live tomorrow, must conform to the medium and long-term and must take into account various elements such as the need to interact with different types and means of energies. Other key aspects make up new scenarios. Today we suffer from a shortage of jobs with serious consequences for young people, because yesterday we didn’t apply the “P” or “T” to think of or create new enterprises for new jobs other than those we already know about. We urgently need to apply the “P” in urban thinking to reformulate the type of growth that official economists have been referring to, among others and including, a sustainable and intelligent approach to which the inhabitants of the global world can aspire to. This means strengthening and making other values more fashionable based more on being rather than on owning, on creativity rather than compromise, based on diversity, mixed-race, knowledge, agreement, involvement, peace, tolerance and respect for the identity of others.

The strategist has to think strategically in order to mark out the paths that lead to a future with a good quality of life. But it is the plans and projects that will ensure that this path can reach all citizens, without teetering on the brink or taking shortcuts that create exclusions and duality.

The three “Ps” must reconcile a set of strategic ideas accepted by all, such as: a cultured city, a city of knowledge, sustainable cities, healthy and safe cities and others, with the need for further essential issues to address new approaches in the medium-term such as those issues that threaten the sustainability of the city and the planet, employment, gender relations, the position of older people, ecological economy and its impact on GDP, and others.

The “P” or “T” in thinking is a keystone in plan P as is the “P” for Project, which can bring utopia closer to being a reality, and gives a professional purpose to those who have to diagnose and communicate the strengths and weaknesses of the exciting times we live in.

The 3 Ps frame urban thought processes being undertaken in cities in recent years, and have left their mark on the strategic plans and projects that cities use. Some projects and methodologies have shown a high degree of efficiency and commitment to solving problems and improving the quality of life of citizens.

These projects and methodologies are the combined knowledge of a network of cities that want to share strategic information to plan their future.

The industrial time that we left behind could not manage certain contradictions that new times still fail to see as a threat. Among those between local and global, which we resolve to manage as glocal, or those generated by intermediation systems, which we can solve by self-use or also those that occur between the centre and periphery, involving special
metropolitan solutions, those between the real and virtual, or between planning and change, is how we manage to apply strategic thinking and a review plan according to the dynamics of change. Managing certain contradictions was unthinkable in the past, but today it is an exercise in knowledge management as a source of added value.

Another range of changes to practice in line with future urban thinking, is derived from the continuous emergence of new technologies and methods that apply to our needs, and allow us to renew and extend governance and to have the new tools and ways of thinking about the city, to assign new roles to the Strategy Offices and help to integrate, the Plan, Thinking and the Project into one.

Governance leadership

Well-led governance emerges as a key practice when thinking about the future of the city and setting out strategic projects. Its definition, beyond agency analysis, is evolving and the different experiences of the cities are a benchmark that generate knowledge and add value. We have collected a set of governance experiences related to the mobilisation of resources, to improve participation, exercise leadership, find investors for specific projects, the mobility of resources and their efficient use, to improve motivation and commitment in the city, and to build trust between agencies and administrations.

ICT’s contribution is key within this framework to communication and participation, improving internal management processes, and to giving information to the public and seeking their cooperation facilitating self-use and other network solutions.

New tools for thinking about the city

The digital age changes the method and tools used up until now and lays out the future strategic plan for cities. Technologies such as geo-referencing are essential to managing and making decisions about everything situated in the region, and they develop so quickly that they expose the digital divide in cities that do not continually renew their commitment to incorporate these technologies into the urban way of thinking.

In this section, and as a point to develop, the Geographic Information System deserves a special mention (GIS in its English acronym), defined as an organised set of hardware, software, and geo-referenced data related to social, economic, cultural, and others designed to capture, store, use, analyse and display all forms of geographically referenced information, resolving complex planning and management problems. The GIS information within the area is represented by layers related to one another, and divided into groups according to the expected system responses, with clusters of data that allow us to consider integrated management, and the inclusion of strategic information into the system:
1. Map content.
2. Property register information
3. Satellite images, photogrammetrics and continuous updates
4. Equipment and urban places of interest
5. Information geo-statistics and socioeconomic statistics.
6. Urban development and map summaries.
7. Information about Urban Development.
8. Finance Information.
11. Outline of criminality and public safety.
12. Green areas.

GIS tools enable the user or users to position, visualise and to connect information from the land registry to the region’s data, it’s social and economic development and the different lines of urban strategic thinking, to create interactive consultations, access analysis functions and present results for operations carried out.

Tools such as Mapserver, Geopista, QGIS, are examples of information systems with geographic references and free software, which assist with geo-referenced municipal management and offer on-line information services to the public, using local maps.

New roles of the OPEU (Office for strategic projects)

The OPEU, Office for strategic projects, is tasked with thinking about the city’s future in order to improve people’s quality of life. To do this, it promotes the participation of all agencies in defining future guidelines and furthering these lines in strategic projects.

For citizens to see that their quality of life has improved, these projects must be integrated into reality. Whether this happens or not depends on the evolution of a set of factors such as project leadership, management capacity, financing, quality and agency commitment, and diary availability, among others.

The above discussion opens a set of new activities in the OPEU’s commitment to the practical implementation of projects to improve the quality of life for citizens. These activities are not uniform for all projects and each office defines and applies them in a particular way, but they are keen to share knowledge generated by the practice of the various city offices that belong to the same network.
It is worthwhile to understand good practice that in addition to regarding the project office as a planner, projects its strength to implement relationship management in each case where it is necessary for project implementation, fostering them, finding initial support and increasing synergies and identifying leaders and key players.

Ultimately, it comes down to sharing the OPEUs experiences regarding its new role, but also for the implementation of projects. Understanding and sharing issues that are related to managing agreements, initiating compliance, managing lobbies, fostering projects, identifying and working with the project “partners”, identifying appropriate leadership for each project and including management involving direct action from the Office and site preparation.

Strategic urban projects have three phases: definition and design, implementation, and operation and maturity. We need to determine the role that OPEU’s must play in each phase and identify the efficacy and outcomes of participation mandated, as well as the results and objectives of each project in its different phases.

We can get help with tasks from a set of digital tools such as integrated control boxes, business intelligence applied to local management, which in business speak is known as business Intelligence (BI), communication and reporting systems and data mining.

These systems combine information from different sources and can provide a comprehensive view of the situation of the municipality, making a proactive analysis using graphical representation of data. This data is converted into knowledge and coupled with technicians and expert’s experience becomes a powerful tool for decision making and corrective actions.

*Items related to the content of the strategies applied to strategic projects.*

The second group of elements to consider when selecting and analysing information for the purpose of converting it into knowledge are those related to the content of the strategies applied by the relevant projects.

Although strategic urban thinking has to be inter and multi-disciplinary, given that these are true for the characteristics of urban life, many cities link this reality with urban planning, and it is difficult not to blur the thinking about the city’s future and town planning.

There are projects that will have a strong component of urban planning, and others that concentrate on employment and economic development, with security, with the ability to innovate and move forward with sustainability or improving connectivity.

Some city networks, like CIDEU, have devised categories to identify the main component of the various factors that can form a strategic project.
The established categories are:

- Metropolitan areas
- Social cohesion
- Culture and sport
- Education
- Energy
- Governance
- Innovation
- Urban footprint
- Urban environment
- Mobility and transport
- New technologies
- Municipal administrative organisation
- Economic development and employment
- Urban Regeneration
- Health
- Urban services
- Sustainability
- Tourism
- Town planning

In summary, we can discover information through strategic projects with particular relevance to methodology or a defined sector component. We can also cross elements of the two areas by using a matrix.

Criteria for identifying good practice.

It is worth specifying what we mean by good practice, because if it means sharing strategic information in relation to urban practices, then the practice is not understood as well as the activity carried out by skilled professionals as objective qualities of a project because it’s the project that produces resultant impacts on the reality which the public can appreciate and value.

According to learning methodologies, linking practice to the project guides learning through observation and case analysis.

Another issue to discern is whether the projects to be analysed must be fully successful
if later you cannot learn from the mistake, and if it is right to assume that all success can be improved upon.

Accepting this work model, we can select the projects to be analysed based on the following criteria:

You should be able to measure the impact that a reference project has had upon an environment compared to the one forecast irrespective of the stage, whether it be at the initial, introductory or development stage. The impact in question should be compared with our desired outcomes and meet our expectations. You should be able to observe hidden strategic factors as well as the more tactile or obvious ones. The observed project should give us an environment that is conducive to our own synthesis.

The costs of the modelling process ought to be realistic.

These conditions are reached when cities with similar environments, either owing to geographical proximity, common elements of identity, geo-strategic position, and others, organise a network with the aim of sharing strategic information to manage common knowledge.

It is all about generating a database to facilitate the first contacts for projects of strategic interest. It is still possible to deepen information through a virtual pathway before formally meeting with the institution operating the project in its initial phase or if possible at earlier stages.

The third stage can produce meetings, or make mutually beneficial arrangements between cities developing joint projects with the teleology of seeking the welfare of their citizens.

We believe that the best conduit for urban strategic knowledge sharing is through the strategic project. Teaching methodology results is the need to develop projects that will be reference points for learning, so they can be observed and analysed in case forms, customised, not always associated with a strong network, and using the advantages of Internet tools to manage apparent contradictions between the real and virtual.

People, institutions, cities that have, apply, or know of good practice in the Mediterranean area with preference but not exclusivity.

The Mediterranean has strong differences and contrasts, but there are also three common elements which cover the region and provide some cohesion, sea, cities and diet. We know that cities have a great capacity for cooperation, networking, and to interpret the needs and considerations of their people as they are the local government closest to citizens.
Some cities in the Mediterranean have been planning urban strategies for over twenty years to achieve and sustain a certain position and to offer its citizens living conditions of a particular quality.

Some cities have provided a strategy office, with varying degrees of autonomy and dependence in the municipalities concerned. In Spain, for example, a sub-network of cities in the Iberian region of the Ibero-American network CIDUE, Ibero-American Centre for Strategic Urban Development, includes 107 Spanish and Portuguese speaking cities. All the cities within the Iberian CIDUE sub-network have offices dedicated to strategic urban thinking, and are coordinated through Ebropolis, the city office in Zaragoza, and have at least one annual reunion which is very useful to input into a value system of shared knowledge based on strategic projects submitted by different cities within the network.

Correspondence that may arise between this Iberian sub-network of cities and other cities that specialise in urban thinking in the other states in the region should be documented.

As we have seen the best vector for sharing strategic urban knowledge is the strategic Project. The didactic consequence is the need to organise a project database with significant critical mass to support a learning system. The projects should be presented in case format so that they can be analysed from any point within the network using the advantages of internet tools.

In terms of people, we must look to scholars in urban issues, who want to pursue or have been engaged professionally in thinking about cities and developing projects for their transformation, the urban strategy agents, and how each neighbourhood, and each project, defines the concept of citizenship in governance.

At the institutional level we have already referred to the offices under different names as urban strategic thinking, which often acquire funds from non-profit making organisations, and incorporate a wide range of strategic partners to facilitate greater citizen participation in developing strategic proposals. We have to refer also to universities and learned society, business organizations and employees. Innovation centres and technology transfer, design centres, the brand of the city, and institutions that are strategic to urban life, such as ports and airports, logistics areas, and others.

At the territorial level we look at the heart of city strategic thinking, but bearing in mind what we originally defined as regional competition, i.e. areas where several cities have common or conflicting interests, leading to metropolitan solutions to service associations or common areas of management.
The Knowledge Transfer Centre needs to introduce a digital system or application that informs the network of local organisations interested in sharing knowledge and anticipate what the most desirable future urban model will be to provide users with elements of both soft and hard methods, values and best professional practices. The scheme shall cover the interests of the three user levels described above, and be based on trust and the free sharing of strategic information.

Knowledge Transfer Centre in Málaga and learning methods.

A Knowledge Transfer Centre should reflect on the changes affecting the urban way of thinking, and share their findings with other cities in the network. A set of epistemological analysis to which we have referred, and which lead to review the theoretical framework and methodology that we used in previous stages. But as important as knowing what cities think they are doing right is knowing how to generate and transfer knowledge about what cities do to improve the quality of life for its citizens. That is, sharing practice, and using the right method to do so.

The time for change and innovation is mostly learning time, and learning the method which is the key to competitive learning. If the practice delivers strategic projects, then the study of projects is the key method. This helps us to manage the knowledge contained in the cities project database, and above all, to create network systems for sharing the knowledge of network cities.

We must therefore ask how to act upon the knowledge derived from observing models that are in a “case” format that as such can be treated as a project, from an educational point of view.

The project conveys an array of interesting information within the global world, more and more intensive in its use of Internet technologies and tools with which we can encode interesting learning behaviour and which invites creative innovation, rather than uncritical copying.

Cities live through continuous dynamic transformation processes that are not evolutionary but disruptive, and the project is the specific exponent of those changes. Whilst in the past we talked about industrial areas characterised as peripheral estates, together with low-quality homes, today we refer to neo-tertiary spaces, designed with a sense of centrality and characterised by a dense urban complex, equipped with good facilities and quality infrastructures with green areas and strong sustainability requirements. Spaces are linked to values, with a digital layer that makes them as smart as the citizens who inhabit them are.

The project allows us to identify solutions to specific problems, whilst measuring the impact of its implementation in order to learn from them and innovate to adapt to them to our everyday lives.
• Considering the project as a vector of knowledge for thinking about urban strategies, means knowing:
• The strategic framework and trends that positions the plan within the project.
• The field that it aims to transform and the reasons for it.
• The relationship with other projects which have set out strategies along with the impact and results obtained.
• The degree of involvement and consensus of stakeholders in the region and the forms of participation and the quality of governance achieved.
• The tools and methods used.
• The means used to communicate the plan and transformation projects to society.

We propose the strategic plan as a good vector for knowledge, i.e. as an element that contains information that we can extract from and process, including linking it in with our own organisations value chains, to produce added value.

For the project to act as a vector for strategic knowledge, we have to follow the following phases:

1. Defining the impact and attainment of our objectives
2. Model selection to view observable projects
3. Observing and recording showcase projects and any significant information for analysis.
4. Critical analysis relative to the degree of project implementation and impact in terms of results found.
5. Creative synthesis of the response itself
6. Application of learning through the development and implementation of the project itself
7. Evaluation of the result in line with the expected impact

*Impact and Case selection*

Curiosity and full interpretation of events is at the root of the strategic thinking that actually shapes real life. Sometimes we view the problems of our citizens and our cities and can link them to solutions in other cities. On other occasions, we do the reverse, we look at what solutions were applied in different situations and we use them to improve our own environment. Either way, curiosity and the confidence to improve are the basis for improvement within cities because they are the foundation of learning. The problem and its improvement is only theoretical if it is not accompanied by impact concepts. We define and apply strategy to achieve certain results, to add to or take away a certain value from the value chains for which we are attempting to improve. The added value that we can measure is called impact.
One of the keys to selecting case models is determining the impact that our organisation is looking to have, knowing the impact that has occurred in other projects in other organisations, and ensuring consistency of the instruments used for measuring in both cases. When selecting which case to use as a reference case, the facilities available for observation of the case must also be taken into account, its suitability in terms of counterpart situations and circumstances in which other problems develop, and their strategic content.

The model selected will be related to the impact the project has had in its environment. We can identify the final performance indicators, such as reducing unemployment, income, increase in average life expectancy, school enrolment rates, pollution levels, use of public transport, cycle routes km, overnight stays etc. We can also identify results with secondary effects.

Correspondingly, we must determine the specific impact our project needs to have and that the variables and indicators should be measured, bearing in mind the SMART indicators: specific, measurable, accessible, relevant and timely.

**Observation**

The most important factor for case selection is that we must be able to observe it properly. We propose the creation of a database of projects appropriate to the needs of each network of cities, with the information on projects that the network has decided to take as models. The right search engines are key to having adequate project intelligence to be able to clearly identify and access projects.

Once we have identified the project and information sources for observation, it is important to establish the model project’s limitations and how they impact or not on the consistent application within the project environment itself.

The observation process will help to decide if the project proposed as an axis for learning will deliver the proposed objectives.

We will have to observe the relative position of all agencies involved in the process of identifying priority beneficiaries, those that are considered damaged and they will oppose similar proposals, and those who are included and excluded from the same general framework.

Observation is how to assess the scenario and identify whether the objectives outlined at the beginning of the model project have been met and to determine the internal and external factors affecting the process. With this you can build a parallel with our project and start transferring knowledge and learning in creative way.

At this stage it is interesting to link up with people and professionals who have led model projects because they have amassed strategic knowledge.
The activities developed at this stage are:

Rate the showcase project through documentation and contacts available to respond to what, who, why, when, how, how much and where events occur.

Gather strategic information, i.e. slant key information using the priorities from the reference case.

Access sources of interest by conducting Internet searches and looking at other documentaries, and contacting project managers. Record, organise and classify the sources of information used.

Analysis

Once we have the information and we have organised it, we then share it with the analysis team who can add different points that may improve the study.

We conduct the analysis based on the basic sequence that the model project followed, its logical structure and the chain that links objectives and results. We can also reconstruct the analysis tools that were used in the matrix for strategic analysis, cost benefit, or other areas.

Activities incorporated into this phase are:

Defining the objectives because knowing if those included in the analysis model project has a reference line with our proposed project, is where we can infer its potential success. We know that no two projects are alike and therefore, the analysis of project objectives and indicators do not allow us to model a direct transfer of results, but it allows us to keep key points in mind.

Conducting a stakeholder analysis to determine the direct and indirect beneficiaries and also determine whether there are any problematic areas in the project. By analysing the participants we can get to know the agencies, and discover their expectations...

Conducting a SWOT analysis to explore the stage that frames the project and determine the strengths, weaknesses, opportunities and threats.

Defining the internal environment in terms of strengths and weaknesses and in which we position topics in relation to the organisation and team work involved, and the external environment, referred to as opportunities and threats, which assesses political, economic, social, legal aspects and technology and beneficiaries etc. depending on the issues that directly affect the project. Once we have completed the SWOT matrix we can scrutinize the four areas and come to conclusions.
The fourth activity in this learning phase of model observation is to conduct an analysis of coincidences, defined as impacts that accumulate at a given moment, or when various agencies come together and promote synergies capable of producing a greater result collectively than the potential outcome achieved independently.

The fifth activity is to analyse sequential logic to trace the steps followed, and the order in which they were executed. Sequential logic allows us to identify the rhythm and the different teams that need to be secured.

Finally, the sixth analysis activity is the preparation of one Learning Guide, where we collate all the knowledge and learning we have uncovered in the observation and analysis process of the project.

Synthesis

At this stage we build our own response, i.e. our own project. It is time to recover essential information as good ideas should be explained in a simple and brief manner.

There are many ways to synthesize what has been learned in previous phases and include it in our own project, but it should be noted that we should produce information from our own project derived from observing and analysing the proposed model. In addition to applying what has been learned we should take the opportunity to implement improvements on what we observed, i.e. to improve the experience of the model project.

Synthesis documents should be concise and show concrete and relevant information, allowing us to put together strategic synthesis for the project.

In this phase we have to carry out the following:

Describe the strategic form, for which we will soon locate the key concepts that must be expressed in it. The project’s strategic form should solve the major issues of strategic fit for our project in the city, its environment and other projects. This tab will be the first document that anyone who wants to consult the project will refer to.

Analyse the economic and other terms of cost-effectiveness, in terms of cost versus benefit.

Analyse the social return, because beyond economic profitability, urban projects should influence social returns. In summarising our project, we must point out the benefits to be gained as a result of its implementation. The social returns to be calculated based on a set of indicators or control variables such as improved quality of life, reduction of travel times, improving the ratio of crime, reducing accidents and so on.
Thirdly, we have to write the synthesis. As if it were a business plan, we must be able to express and define the project and its scope in a brief document.

Finally we have to write the project. This activity should involve different work teams to ensure that the departmental gatherings from public and private initiatives, sectors, and synergies with the immediate environment are incorporated into the project.

At this learning stage we gather information from the project model, analyse the idea, objectives, agencies, indicators and costs. It is easier to set our project goals and have a basis on which to design indicators with this information. Then we carry out a simple plan to provide an estimate for the project.

This document is intended as a communication tool that we can use to share and convince others of the importance of the project in improving the quality of life of citizens.

Application

The agenda for the project implementation is one of the main instruments for controlling and monitoring its implementation. The more concrete and more realistic the project is the greater control we will have.

We have to set out a sequence of steps to carry out consistent project implementation and we can refer to our project model agenda, and its successes and its failures.

As the implementation of the project affects many agencies, we must take them into account when putting the schedule together. It means synchronising all agencies and firming up the variables that impact upon greater success.

In this phase we carry out the following activities:

Draft the agenda to assign a period of time and deadlines for each Action.

Structure the indicators that will become the tracking control system for both project implementation and for the impact on the city. It is therefore desirable to generate indicators for both purposes. This requires selecting targets that structure the project to define a clear starting point. Once we have the objectives, we have to relate them to the variables that we use as gauges of the project’s efficiency to measure the impact on the environment and the resultant benefits for people’s quality of life. For each indicator we have to set initial quantitative and qualitative values and then the actual resultant quantitative and qualitative values, to review its evolution through changes in the indicators.
Evaluation

Implementing a project aims to achieve results, compare them in time with those originally forecast, and thereby enrich urban learning and thinking.

Critical factors for common knowledge transfer systems.

• Network awareness
• Good choice of common knowledge vehicle: The strategic project
• Selection and training of community managers in each region
• Digitally based application system
• Selection and organisation of a sample of cases for learning models
• Meeting with other homologous networks
• Methodology implementation plan
• Creating model cases.

Strategic Analysis on the changing times

Josep Mª Pascual Esteve
Director of Urban Quality Strategies
info@equ.es

Methodologies are adapted to achieving objectives

Some books on strategic planning speak of a single method of strategic planning to apply to different territories, consisting of the same stages and almost the same tools for each phase. As if it were a rigid planning mechanism into which you feed information and data, and it produces a plan. Clearly, these approaches, similar in all plans that talk about different situations for different cities and talk about development environments or crisis do not have methodological implications.

A good strategy is just the opposite. Some of the objectives to be achieved in the social process are: strategic content, broader cooperation, better and wider participation, greater civic engagement, democratic quality. They prime the processes and tools to achieve these goals. Clearly, no city starts from scratch when they initiate a strategy, which is why each city will be in a different position in relation to each objective. In conclusion, the methodology must be adapted to the specific situation for each territory. There will be some cities that will be more developed and better defined in other strategic issues, and in others there will be no tradition of cooperation or conflict among stakeholders, there will be a good sharing system on which to base things upon, or a new one have to be be created etc..

In the preparation stage of the plan you draft a design methodology and techniques to be used, justified in terms of objectives or important goals that you want to achieve in the city, especially in relation to the objectives that define a process of social organization.

It is even more shocking to see cities that re-program or lay out their strategic plan using the same methods and tools that they used for the first one. There is no reasonable explanation, or it’s that the first plan did not change the social organization of the city, or the first plan didn’t work and the process needs to be repeated, just like tripping over the same stone again. Or perhaps it really did work and strategic renewal is not brought up again, the same methodology is applied in a “different” city under the guise of the age old mantra: “if it isn’t broken, don’t fix it”, although the conditions have changed, it leads to a loss of impact in the urban strategy.
In fact all the cities that have been successful in developing a strategy in times of crisis, have constantly innovated methodologies and strategic content, and they have always done so in terms of the changes that the implementation of the strategy has brought about, either through changes in the environment and the positioning of the city.

How do you draft a city strategy during times of intense change?

It is reasonable to work around the factors that are most likely to structure the future of the city, and give them a clear sense of direction to channel their deployment in the city.

In this respect, from the analysis of the factors that are widely regarded as key in the literature on economic, social, political and technological trends, the essential factors that need to be addressed to face the post-crisis future of cities, and for any other city are the following:

- The most important cities and mega-urban regions.\(^8\)

Cities are organized and interact in larger spaces that we call macro and mega-regions, in which each city defines its uniqueness and its specific role.

- Dominance of economic know how, or the network economy.\(^9\)

It is a type of economy that requires economic clusters or networks of companies that compete but mostly collaborate to produce competitive goods and services in the macro economy and mega-region.

- The capacity of talent: Cultural Capital.\(^10\)

In a knowledgeable society, one of the key factors is the availability of talent for creativity and innovation, and will be more so in the future.

- Dominant values in society.\(^11\)

It seems clear that a stable solution to the crisis will be effective if a clear predominance of the values that promote the common good and well-intentioned pursuit of self-interest (which takes into account the interests of others) is achieved. A city strategy needs to opt

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\(^8\) See, for example, Florida, R. El Gran Resset. (Madrid, ed. Taurus, 2011)

\(^9\) See among others Castells, M. Communication and Power (Madrid, Alianza ed., 2009) and also Majó, J. The world is coming...it’s already here. (Barcelona, RBA, 2013)

\(^10\) See, among others,: Cubelo, JL y otros (coord.) Competitive and Innovative Territories. (Madrid, Fundación Deusto, 2011). Also, Kreanta Foundation, Collections of papers on the seminars on Creative Cities.

\(^11\) See, for example, among many others: Sachs, J. The Price of civilization (Madrid, ed. Taurus, 2012)
for values that boost it, not only for projects

• **Style of Government and strengthening of civil society** ¹²

The government is not only responsible for the provision of resources, but represents the city and looks out for the general interests of the public, aside from integrating the legitimate interests of different social groups, and therefore is responsible for developing strategies and shared projects that coordinate public and private resources, involving the entire citizenry in city matters.

• **Endogenous development and the social economy** ¹³

The stable local and regional development is an endogenous development. The ability to value the resources of a territory is as a key factor.

• **Cohesion and social equality** ¹⁴

The social crisis is both the source and the result of the current economic and financial crisis. An urban strategy, in my opinion, should consider social cohesion as a priority, not only to address the crisis, but as necessary to achieve goals of economic growth, their ability to value the resources of the city and the territory and to generate social capital.

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(12) See, for example, Pascual Esteve, JM The role of the citizen in boom and bust cities. (Valencia, ed. Tirant lo Blanc, 2011) y Subirats, J. Another Society, Other Politics. (Barcelona, ed. Icaria, 2011)

(13) See, among others: Pike, A, y Rodríguez-Pose, Tomaney, J. Local and Regional Development (Valencia, PUV, 2011)

Tools and innovation in participation, commitment and governance

Claudio Calvaresi
Director of the Urban Policies Research Unit
Istituto per la ricerca sociale, Italy
ccalvaresi@irsonline.it

1. In this workshop we deal with issues concerning participation and actors involvement in strategic planning processes. The starting question of our workshop is the following:

There are many levels of participation, from public information, to consultation, to stakeholders or community involvement around specific policy issues, to empowerment. At what level of participation, is your experience of participation centred? In other words, we would like to know which is the idea of participation that respondents have and what level they have experimented more intensely in their practices.

2. Two main positions have emerged:

1. If we look at a specific planning episode, we will surely highlight the starting point of the planning process, the initial attempts to inform adequately the local community, to identify correctly the relevant stakeholders, the difficult search for an effective way to mobilize them in the decision-making process, etc., more than the whole planning process. If the strategic plan is at the core of our attention, most of our energies will be spent in allowing the plan to start. This means: information, consultation, “active listening”, framing and reframing problems, attention shaping of the actors, involving them through some methodology or technique (semi-structured interviews, focus groups, etc.) in sharing a future vision. We could call this first point of view the “product perspective”, because it emphasizes the production of the plan.

2. If we look at the wider strategic planning process, we will see other aspects concerning participation. We will see the starting moves of the process addressed to identify the actors; but also the strategic selection of projects with a high degree of feasibility (the so-called “quick win projects”, as a respondent has written) that can mobilize actors with relevant resources; or the creation of a local coalition that steers the implementation process of the plan. These are outcomes that can be detected after a (often) long period of time: a strategic plan has perhaps built the foundations, but the building has been built during long phases of argument, bargaining, consensus and trust building. This second point of view implies a “process perspective”, because it looks firstly at the decision-making process, in
which the strategic plan is just a stage.

3. Assuming one or another of the two perspectives explains the position of the respondents vis-à-vis the second question, that is: “Once the agents are involved in the participatory process, how do you get their commitment to the project implementation?”.

Generally speaking, who has assumed the “product perspective” tends to give an answer that “formalizes” the involvement of the actors, that is to say: once the actors have been involved, their commitment will be assured by signing of a pact that will implement what the plan has decided. This kind of answer considers the strategic planning as a linear process, that moves from an initial large involvement of actors to the selection of the stakeholders (not necessarily the same of the previous phase – one respondents says) which will be responsible to put in practice the decisions.

On the other side, who has assumed the “process perspective” looks at the implementation phase as something more problematic and less linear with respect to the design stage. They speak about “persuasion”, “processes of searching for viable agreements”, or “efforts for lobbying”. Perhaps – this is their argument – some actions of the strategic plan (the “quick-win projects”) do not need a formal pact in order to be implemented, because they are on-going and some actors (ONGs or other local associations) are designing such actions or are implementing them. The effort of the planning process is to recognize these actors and their practices, in order to combine and to insert them into the strategic plan.

4. This kind of attitude toward the implementation phase and toward the problem of how maintaining high the level of stakeholders’ commitment is a mean to re-conceptualize participation and governance. In such a way, we are arguing that the society (here I assume a notion of society at large, meaning ONGs, local associations, but also business community, stakeholders, enterprises, etc.), in the framework of the strategic plan, can do for itself. The society does not implement the plan. It is the plan that “discovers” the society and its autonomous effort to deal with public problems. Concerning the levels of participation, we are approaching dimensions such as empowerment, or (more radically) “self-guiding society”.

5. Moving from a descriptive to a normative perspective, we could say that a strategic planning process produces “good results” insofar as it passes through many of the different levels of participation along its development: it starts with a consultation initiative and ends with delegation of power to local communities.

The levels of participation that a strategic plan can attend are strictly linked to the functions of participation that it performs:
• Political function: Participation is appropriate for promoting negotiations, when there are conflicts between actors, over interests or problem definition. By anticipating these conflicts and making them explicit, it makes it possible to deal with them. It also encourages agreement between the actors.

• Technical function: Participation is a way of mobilising various kinds of actors and skills, a process of “social probing” that emphasises the contribution from ordinary people. Such a contribution regards intellectual and informational resources, because, firstly, the knowledge citizens possess is deep and local, different from technical and political knowledge. Secondly, citizens possess important design resources which make it possible to widen the field of opportunities considered, if these interact with the skills of other political and professional actors.

• Social function: Participation produces broader involvement in the actual solution of problems and develops a sense of ownership of the plan on the side of the participants which in turn creates favourable conditions for its implementation. The communication channels set up between the various actors involved will probably remain in place like permanent (social) capital for future initiatives.

6. A good question might be: Under which conditions can strategic plans make better use of the functions of public participation? My answer is: if they assume a pluralistic approach, considering that the arena of the plan is not the unique arena in which the actors are involved and mobilised. Usually, strategic plans consider a wide consensus on the future vision as a condition to promote the joint action. This explains the efforts that the strategic plans spend around the elaboration and the socialization of the Vision. The idea is that the consensus reached on the vision can naturally flows towards the strategic issues and the consequent actions.

7. In my experiences this is partially true, because:

• From the political side: The participation of the actors is sporadic. They participate in a planning process to the extent they perceive to gain advantages (or to limit eventual losses that can be caused by the non-participation). When the balance of gains and losses becomes negative, they abandon the strategic plan arena. The consensus is not stable: sponsors and opponents of the strategic plan can change several times along the process. Conflicts can emerge at every stage of the process and the effort to reach consensus wastes time and resources.

• From the technical side: Citizens can express their contributions to the plan to the extent the dialogue has been democratized, that means made well accessible to everyone: transparency, wide availability of information and their non-technical translation, uses of creole (a mix of technical and ordinary) linguistic codes.

• From the social side: The creation of social capital, trust and ownership is a complex societal process that needs time to be gained, that cannot be fully designed, but that can (eventually) emerge as by-product of extended social dialogues.
8. Another point of view concerning strategic planning, participation and governance has emerged in the planning theory. An influential recent approach considers the strategic plan as a “Trading Zone”. The concept of TZ comes from the sociology of science and explains how the progress in science occurs when scientists of different disciplines, despite differences in their respective paradigms, build a common ground to communicate, agree upon on rules of exchange between them, and make a step forward in the development of science (e.g. physicians and engineers for nano-technologies). “The trading partners can hammer out a local coordination, despite vast global differences” (Galison, 1997).

Why do some planning scholars consider interesting the TZ approach? Because it explains how a decision can be implemented, despite there is not full consensus between actors, through “the construction of a discourse that is able to intercept the interests of different actors who operate in different arenas” (Balducci 2013). This approach tells us that strategic planning is an activity to build trading zones, that means seeking for “those solutions which can belong to different worlds of living and to the different strategic viewpoints of the actors involved, while at the same time assuming that these actors are and remain in conflict” (Balducci 2013).

9. Following this approach, three interesting consequences emerge, in order to foster innovation in strategic planning in the political, technical and social dimensions.

10. The TZ approach is perfectly aware of the bias that the participation has on the political ground: intermittent participation, non stable consensus, emerging conflicts. For these reasons, it prefers to pay attention to actions that can meet the preferences of the stakeholders. It knows that participation can be really useful to improve the effectiveness of policy making, rather than to strengthen local politics.

11. The second consequence is technical. The example comes from the Italian current experience of the new programming period for structural funds 2014-20. In order to elaborate the so-called “Operational Programmes” (the documents that will present the priorities of investment with the funds that come from the European Union), the Ministry for Territorial Cohesion is asking to the public administrations that will manage such funds to abandon the old rationale of defining broad strategy, general objectives, specific objectives and finally actions, and to adopt a new scheme that identifies firstly expected results, then defines the coherent actions to reach them, specifying the targets and the output indicators. I think it is a relevant methodological innovation. It implies that the public administrations will not discuss with the stakeholders about which is the most comprehensive general objective that can reach the agreement of the partners. It will rather discuss about the selection of appropriate links between actions and expected results. An example drawn from the education policy: if the expected results is “to increase the competencies of the students in mathematics”, the consequent action should be “training for professors in order to learn new methods of teaching mathematics”. In
my view, adopting the scheme Expected Results-Actions means to build a TZ: it rejects the idea to reach a full consensus on general objectives, but tries to provide a common ground to host the different systems of preferences of the actors involved.

12. According to the TZ approach, innovation is the product of a social learning process. It can emerge from every actor, insofar as he/she produces a new problem definition, new strategies to deal with it and is able to create languages which allows communications with other actors. So the third consequence is that, if we assume the perspective of building TZs, we must recognize that the sources of innovation are distributed among the society, that the strategic plan works to awaken and to foster them. Innovation cannot be fully designed. It must be found out and disseminated. Actually, the primary objectives of a strategic plan should be that of promoting social innovation. This represents a fertile redefinition of participation, that is no longer listening to local community but it implies giving room for the autonomous mobilization of society.

13. During the workshops in Sousse, I would like to discuss these kind of topics, promoting a debate about:

- different perspectives in strategic planning,
- the dilemma concerning full consensus around vision vs partial agreements on objects that meet the preferences of the actors,
- new approaches to strategic planning,
- the link between strategic planning, public participation and social innovation.
Monitoring and Assessment of Strategic Urban Plans and Territories

Prof. Dr. Antonio Martín Mesa
Senior Professor of Applied Economy
University of Jaén
amartin@ujaen.es

Development Phase and assessment: Objectives

• Strengthen the credibility of the plan insofar as it is able to communicate / report on its implementation
• Allow staff responsible for management to maintain contact with the general public
• Maintaining a critical / constructive attitude among its members will be a key element for the development of projects
• Gather information that will be useful for the evaluation process that follows

Assessment Phase: Assessment Systems

• Assessment systems are characterized as generally measuring the level of implementation of the strategy, while paying attention to:
  - Likely environmental changes
  - Level of project implementation
  - The development of the territory

Assessment Phase: Measure environment changes

• Environmental assessment is carried out according to the areas covered during the diagnostic phase. Thus, we study the development experienced by the country, region or the country or the municipality in question, the events of the global environment, etc..

Assessment Phase: Measure the level of implementation of projects

• Assessing the level of implementation raises the level of implementation of the plan
• There is no-one relationship between the level of project implementation and the success of the central objective of the plan
• Not all projects have the same weighting
• Scorecards are used to gather the following aspects: Identification of the manager responsible for implementation, acceptance of the procedure, firming up the project, assigned budget and level of execution:

Assessment Stage: Measure the territories development

• The assessment should be based on a system of indicators that measure the development experienced by each one
• The system must collect a set of socio-economic indicators relevant to the development experienced by each critical or key variables analyzed during the internal diagnostic phase of the territory
• This information is used to ensure that the evolution of the city, the country or the province is in line with the future model defined in the core objective of the plan

Types of assessment: Who evaluates?

- Internal evaluation or self-assessment?
- Conducted by the administration staff or project managers.
- It clears the “friction” for civil servants or officials when the assessment is carried out by a third party.
- It criticizes a decrease in “objectivity” of the evaluation process. The administration will be the judge and jury thereof.
- The main advantages of internal evaluation: the assessors are familiar with the project and may have an interest (or lack of interest) in the implementation of measures that their report details.
- The benefits all depend on the interest in conducting the assessment, or if the rest of the agents are interested.

• External assessment
- It is performed by independent professionals, hired by the manager or the project designer, because of their supposed assessment experience.
- Along with the extensive knowledge of the internal assessor about the details of the project, the external assessor brings objectivity and rigor to the analysis of results.
• Evaluation Mix

- Seeking to combine the two types of evaluation mentioned before, the external assessors should attempt to carry out their work along side members of the project team.

• Participative assessment

- Involves meeting the interests of all agents. Seeks a dynamic that helps group techniques, participatory workshops and questionnaires to establish the upward flow of information in an informative and consultative manner.

Types of evaluation: Who assesses?

• Strategy and diagnostic assessment

- The assessment aim is to analyze the design of public policy, that is to say, its rationality and coherence.

- The analysis aims to:
  * Check the accuracy of the socio-economic diagnosis from the outset.
  * Recognize the existence of clearly defined and measurable goals.
  * Analyze their relationship with the problems.
  * Review the logic of the intervention model designed.

• Evaluation of management and procedures

- Seeking to measure the adequacy of mechanisms and instruments implemented by public policy, from conception to execution, without forgetting the communication plan and the preparation of the draft budget.

- The management assessment includes an analysis of the organization responsible for the project management and its procedures and criteria for internal operations.

• Evaluation of results and impacts

- Try to find out, firstly, to what extent the policy applied or the project itself has been successful in meeting the stated objectives and, secondly, with what resources.
- This leads, respectively, to evaluate the effectiveness, firstly, and then to assess efficiency.

- Evaluation of results: This level refers to the more immediate aims and those more directly targeted by the initiative.

- Assessment of impacts: impact meansless immediate and more general effects or consequences. This type of evaluation includes the analysis of the effect of public policy in context of variables, for example, in space or macroeconomic aggregates (growth rate of GDP, revenue distribution, weight sectors and productive structure, unemployment and activity, etc.).

Judgement of the assessment

• After analyzing the level of implementation of the plan, the deviations from what had been planned should be noted.

• If the results are not satisfactory, an analysis of the deviations is required and the following must be provided:
  
  - Corrective measures
  - A review of the strategies identified at the beginning of the process
  - A reformulation of the plan

• The reformulation of the plan is linked with a new diagnostic phase and closing the full cycle of strategic planning.

Work carried out in association with KTC


• Co-ordinator for the on-line debate: Tools and implementation of innovation, monitoring and evaluation of strategic plans and projects, from October 2013

• KTCSeminar-Málaga. Methodology and good practices for strategictown planning, Sousse, 10 and 11 April 2014

• The main issues raised in the discussion on-line
• Can we guide the evaluation of territorial strategic plans within the field of evaluation of public policies?

• What are the most important limitations in the evaluation of territorial strategic plans?

• You have to highlight:
  - Monitoring and evaluation of the implementation of the PCD projects
  - Analyse the impact of PCD on the territory

• What do you think about the assessment of the impact of PCD on the town? Impact analysis beyond verifying the implementation of the project?

WORKSHOP 3: Impulse, surveillance and evaluation of strategic plans

a. What instruments or tools could also be used, in addition, to assess the impact of PCD? Share-shift analysis, input-output models, cost-benefit analysis, boundary analysis, cost-effectiveness analysis ...

b. How do you distinguish in the short and medium term what has been achieved through the influence of PCD and what is due to other external factors?
Project Management: Building an Urban Transformation Tool

Pedro Marín Cots
Director of Urban Environmental Observatory (OMAU)
Municipality of Málaga
info@omau-Málaga.com

The first question, the level of strategic planning and definition of projects that develop, and levels of definition of the actions

Although strategic planning has been running for several decades, questions that lead to discussion still occur, perhaps on academic levels, but also politicians consider how the framework is a strategic plan, and projects that have been identified, develop later.

It’s actually a question that somehow is occurring at similar levels in the European Union for projects on the horizon in 2020. Do urban projects need a previously established framework or reference? And what are the links established between the two?

My response to the first question is simple: nowadays, a city must have a general action strategy that includes various topics that are structured in the territory, and whose development can lead to projects or courses of action.

For example, a Strategic Plan combines all economic and social elements in the territory, in a way that ranks the priorities of the city in coordination with the Agenda 21.

Agenda 21, which really is my speciality, integrates the most classic citizen actions, and the most recent and innovative into the main territory.

Differently a General Urban Plan (Plan) cannot be considered as a generic framework nor a comprehensive reference, as it only serves the planning purposes of urban land use or building.

Equally, a sustainable Mobility Plan, on its own does not have a global element, which normally forms part of actions that develop a 21 agenda or Strategic Plan.

In any case, the symbiosis of general and sectorial frameworks such as these mentioned, and other municipal energy plans derived from Mayoral Pacts, training schemes and employment or stable structures for citizen participation, can form a coherent mesh for urban sustainability although few Spanish and European cities have this level of complexity.
In this sense the Framework should be the field in which urban programs are developed, although obviously there will be cities that do not have this overall strategy, and who cannot improvise in a short time because it is about Plans that require debate and methodological work.

Therefore the strategic plan as a general frame of reference should be the common place where urban transformation projects are born. But to what level of should projects be defined by the strategic plan?

I believe that they should have a medium level of concreteness. Clearly, they should not be ambiguous nor be abstract, but they shouldn’t be very detailed or specific. Why? Normally a strategic plan is a tool that is developed in the medium and long term. It’s not developed in two or three years, that is only for a specific project.

Thus, in a short term time span social and economic circumstances may vary, and if the strategic projects are very detailed they may become obsolete in the light of new circumstances.

Therefore I consider it important to have a clear and unambiguous definition, that determines the generic definition of the project, but this should be specified at the time of its implementation.

The level of specific detail would be similar to a five-year plan, we already know that a plan should never be rigid, but should have a certain elasticity, precisely so that it does not break.

**Second Question: will the project management be defined in the strategic plan or at a later stage?**

Being consistent with the first response, the second is already answered, I would also say that the strategic plan should outline and mark the boundaries in management projects, but that the final agreements to should be carried out when the project is done.

**Evolution of frameworks, need to adapt to new needs**

The questions posed have two things in common: that social needs and territories are changing, sometimes faster than we can foresee. In Málaga, where the Strategic Plan, the first and second, and Agenda 21 have set the general framework for the city, urban projects that have developed subsequently, have undergone major changes in recent years. Here are two of them as an example, the meaning “integrated” projects, and the concepts that are new and complement the classical ideas of urban transformation.
In recent years, mainly the European Commission speaks insistently and repeatedly on the need to develop “integrated urban projects” and that this is related to general frameworks such as a strategic plan or Agenda 21. It has a lot to do with the initial issues raised, although it can be derived from a reverse perspective.

The original concept of urban projects (called URBAN) was precisely to develop complementary actions to improve other disadvantaged urban environments. Industrial restructuring in the eighties had led to industrial obsolescence in important areas of European cities, which needed physical changes in degraded urban spaces, but at the same time it was necessary to promote the economic integration of the unemployed, training them in new tasks, and citizen participation as an essential element of the project.

These structural needs caused by the crisis, and the theoretical basis of comprehensive urban renewal that came from the early seventies in Italy, hatched the Urban idea. In recent years they have been changing its internal components, less recovery actions of physical spaces, and more policies related to sustainable mobility, training and employment, social integration and innovative economy, new technologies or shares in energy saving and efficiency in the field of climate change.

Change has been reasonable since urban and societal needs were evolving, and it is reasonable to expect that it will continue in the future. Actually urban projects have been refined adding new themes to those initially established. They consist of sectorial actions, which at the same time must be interconnected and be horizontal, there are two types with regard to the second point: public participation and monitoring indicators to verify the evolution and purpose of the proposed actions.

In fact in many cities integrated urban projects methodology has moved to other larger-scale urban projects. However, not all the strategic plans or A21 frameworks are comprehensive. Normally the last generation ones should be, because all the instruments used by a city are evolving. Some A21 originally only had environmental strategies, but nowadays they should cover all activities taking place in the city, just as in this scheme.

New areas of work that have appeared in recent years related primarily to energy efficiency and savings, the information society and new technologies that crystallize in the Smart City, have deepened the scheme in Málaga which we regard as the major aspects of Agenda 21 and they are also related to the Strategic Plan.

In the following classic chart on the idea of sustainability we can see that today there are many more concepts that years ago, or in other words it has become more complex and integrated. As usual concepts shaping the territory, economy and social cohesion appear. But other more recent ideas such as urban metabolism, environmental psychology, urban aesthetics or comfort have appeared.
The integrated nature of concepts is critical in the development of urban projects, whose objectives and main features, on one hand must be consistent with the overall strategy of the city, and on the other with the Europe 2020 objectives and eleven investment priorities:

1. strengthen research and technological development and innovation
2. improve access, quality and use of information technologies
3. enhance the competitiveness of SMEs
4. promote strategies for a low carbon economy
5. climate change adaptation and risk prevention
6. measures to improve the urban environment, revitalize cities, including rehabilitation of old industrial areas and reducing air and noise pollution
7. promote sustainable transport and the development transport Systems that respect the environment and improve city mobility
8. support the development of work incubators in companies and create employment
9. promote social inclusion, social infrastructure investment and support the physical, economic and social regeneration of deprived urban areas
10. invest in education, training and skills acquisition
11. improve the capacity of public administration

**URBAN CAT MED examples linked to the integrated urban transformation framework.**

I do not have much time to give you the examples that I would like you to know, on the management of urban transformation projects on the tools we can use, and the relationship between the general framework and urban projects.

It concerns two examples in the general reference framework previously identified in Agenda 21 and the Strategic Plan of Málaga, but have been nailed down at the development stage.

The re-vamping of the historic center of Málaga is the first example, in a project that has been developing for 20 years, and aimed to rehabilitate the physical structures of streets, squares and buildings, primarily urban development, but also promote economic development of enterprises and businesses as well as encouraging training and employment.

It was therefore an integrated urban project type, which involved many of the actions that I have shown in the graph of sustainability. Urban, the name of the long project which began in 1994 has been updated regularly and can be defined as a combination of initiatives that seek integration and balance between various actions:
• Planning (improving the urban environment, physical regeneration)
• Sustainable mobility, bike lanes, bus lanes (promoting mobility and reducing pollution)
• Ecocity and econeighborhood as a cultural concept of a sustainable city
• Urban metabolism, balance flows
• Building and Architecture (energy efficiency, carbon reduction)
• Smart City (information technology, energy efficiency)
• Management of natural resources (energy saving)
• Prevention and risk management
• Agriculture and urban food system
• Promoting economic activity and employment and training (supporting SMEs)
• Social and inclusive policies, and community facilities
• Governance and citizen participation

We have been resolving the problems that we had 20 years ago and the image of the historic part of Málaga has changed notably.

But now new problems have appeared linked to the success of tourism attracted by the historical heritage and number of modern museums, the Picasso, the Tyssen or the Museum of Contemporary Art.

Now we need to regulate the excess number of restaurants and bars, and the public space taken up by tables and chairs and the conversion of historic heritage homes into tourist apartments.

We want to balance the load capacity that the old city can handle, a balance that improves the quality of life for residents, and not convert the historic center into a banal and empty stage, “just for tourists”, our goal is to help people live comfortably in the center, while it becomes a tool for economic development.

CAT MED is a more generic type of project, and is itself a reference framework, since it is a proposal for setting city urban model.

MED CAT proposal is to recover the best features of the Mediterranean city, the population density, the compactness of the building, the complexity of urban uses and functions, and proximity of services on a pedestrian scale.

We’re not talking about a new model it´s a classic Mediterranean model, where we go about our daily activities predominantly on foot without having to take the car.

Our cities have been dispersing over the past 40 years, influenced by the American urban model, the Sprawl, and the predominance of the automobile city, where major highways
organize the territory, rather than the public space as usual in Mediterranean cities and European.

A compact city is both more efficient from an energy standpoint, and also has lower levels of CO2 emissions. We can see how American cities have very low levels of urban density, while high levels of energy consumption from private transport.

In 2011, 11 European cities signed the ‘Málaga’ letter for “sustainable urban models”, comprising of a platform or network of cities, which currently has 30 member cities, and whose objectives are stated as basic characteristics of the Mediterranean city, and can be seen in the following pictures and graphics.
8.7.3. Expert methodological contributions

**Evaluation of Territorial Strategic Plans**

Prof. Dr. Antonio Martín Mesa  
Senior Professor of Applied Economy  
University of Jaén  
amartin@ujaen.es

Inmaculada Herrador Lindes  
Technical Office Director  
Foundation “Strategies for the social and economical development of the province of Jaén”

The evaluation of strategic territorial plans can be framed in the evaluation of public policies, considering, however, that their special characteristics, for example, its mixed public-private nature, its multidisciplinary set-up or the fact that they are mainly indicative and non-obligatory plans, make them difficult to evaluate with the usual tools and methodologies applied to public policies.

The information to follow-up and do a proper evaluation of this plan is often limited since the majority of measures considered are executed by different administrations, firms and institutions, every one acting in their own sphere, and the person in charge of the above mentioned follow-ups just wants to see the beginning and the correct ending of the process, with the result of only a part of the initial projects being properly monitorized.

In addition, most of strategic territorial plans are difficult to evaluate, mainly because this was not foreseen when the plans were originally designed and there are no appropriate indicators for their follow-up and evaluation.

In most cases, the evaluation system will focus on three fundamental aspects: possible changes in the environment, completion degree of the strategic projects and the evolution of the territory.

When considering the evaluation of the environment, this should be made taking into account the fields analyzed during the phase of diagnosis. In doing so, we will study the evolution experienced by the region or community to which the territory belongs, what has happened at the same time in the Spanish and European spheres, etc.

To measure the degree of completion of the strategic projects will be, obviously, the most informative part of the evaluation of the plan. However, we must realize that the achievement of the different goals and measures is not related completely to the
attainment of the established desirable future. There is no mechanical link between the degree of completion and the achievement of the strategic plan’s main goal.

Even without this direct relationship, it is still essential to know the degree of completion of each measure, since its own start-up conditions require the attainment of previously formulated goals. In order to measure this, we can use the so-called “evaluation cards” to collect the following data: identification of the person in charge or responsible for the start-up, the acceptance of the steps taken, the right progression of the process, the budget assignment and, finally, to what extent the measure has been implemented.

Not all projects have the same importance in the execution of the strategy, and this is the reason why, when it comes to assess the achievement of the main goal, the steps taken are re-examined in some plans. It is much more important to finish key projects than other secondary ones, in order to achieve the goals established.

Last, the analysis of the changes occurred in the territory affected by the strategic plan has to be based on a system provided with indicators that allow a proper follow-up, bringing together a sum of socio-economic indexes reflecting the evolution of each critical issue and variable analyzed in the diagnostic phase.

The deviation from the goals initially planned will be detected once the execution of the strategic plan is completely finished.

If the results do not coincide, the executive staff will have to study the reason for this and suggest, according to the seriousness and the reason of these failures, new correcting measures. Perhaps it will be necessary to examine the previous strategies and even to reformulate the plan, if necessary.

This last stage links, again, with the “diagnostic phase” of the process, closing in so the whole circle of the strategic planning serves as a starting point to initiate a new cycle of strategic planning.
A Strategic use of Knowledge: Local Policy-Makers, and the formation of new “Knowledgescapes”

Claudio Calvaresi
Director of the Urban Policies Research Unit
Istituto per la ricerca sociale (Irs), Milano, Italia,
ccalvaresi@irsonline.it

Abstract: In this paper, I will try to explore how processes of public participation in strategic planning, combining different forms of knowledge (steering, professional, ordinary, environment, ...) generated by various types of actors (political leaders, experts, representatives of business community and civil society organisations, etc.) can produce a new Knowledgescape, that is – according to Matthiesen – the heterogeneous combination of knowledge forms and the respective forms of interaction (Matthiesen 2005). I will observe the results of these kinds of processes in terms of technical outcomes (results for planning activity), and in terms of impacts on the actors network and of collective learning. In particular, I will try to answer to the following questions: How and to what extent did local political leaders learn something from these kinds of initiatives? Did they change their initial perception of the policy problems and transform their frames? Thanks to these processes, did strategic planning and public policies gain effectiveness?

To discuss these kinds of topics, I will present a professional episode. Since 2004, I have been working as a consultant for the Municipality of Jesi (a city of 40,000 inhabitants, located in the centre part of Italy) in the field of strategic planning and citizen participation. A personal involvement in the process allows me to have a direct notion of the story that I present, developing self-reflection around the contribution I gave to the process in terms of professional and scientific knowledge.

Keywords: participation processes, Knowledgescape, governance, political leaders, strategic planning

Background

The story begins in 2003, when a left-wing coalition won the municipal elections in Jesi, a city of 40,000 inhabitants located in the centre part of Italy. The political colour of the coalition is nothing new, because Jesi has always been ruled by left-wing parties (socialists and communists) since the end of the Second World War. The new fact is that the mayor and the most important members of the local government did not have a political background. They did not come from the “school of the party”, but from other
organisations (town halls, from Trade Unions) or from the civil society (vice-mayor and the councillor for city planning, from NGOs of catholic persuasion).

This important change was made possible by the critical situation that Italian parties experimented during the last years of the past century, with the emerging of a huge corruption mechanism extended to the whole political system. Local political leaders in Jesi were partially involved in this kind of suspicion. On the other hand, the reform for the direct election of mayors induced parties to select new personnel, less involved in previous political experiences and from civil society.

The new municipal government of Jesi took an important decision which was to reformulate the General Plan for the city. For this operation, the Municipality selected a group of professors and researchers of the Department of Architecture and Planning (DIAP) of the Milan Polytechnic as consultants. Two sub-groups were formed, one responsible for the new Plan, and the other one responsible for the process of community involvement to be developed in the very first stage of the General Plan formulation process 15.

In fact, the mayor and the councillor for city planning expressed a clear demand that I could summarise in this way: “We are absolute beginners without any previous experience of local political responsibility. Our channels of communication with the citizens have to be built, whilst the traditional devices (e.g., political parties as filter mechanisms) to channel local demands and to deal with social needs do not work as before, or are experimenting a deep crisis. We know what local community really wants, and we want to use the formation of the new General Plan as an opportunity to develop a broad process of listening to emerging demands and needs”. This demand, that might be perceived quite folkloristic, contained a genuine pressure to open up a channel of communication with the local society, and to strategically use the new Plan, not just as a technical activity but as a “local event”, a special moment in the life of a community when it can take a moment for itself, to reflect upon its needs and to frame its “volitions”, in a process of “social probing” that emphasises the value of “ordinary knowledge” (Lindblom, 1990; Lindblom & Cohen, 1979).

A public participation process for the new General Plan

Starting from this kind of request, the group of DIAP developed a process of community involvement articulated in various activities:

- a set of interviews (at the end of the process, more than 80) to stakeholders (members of the business community, of local associations, of institutions, etc.), and to opinion leaders and experts;
- meetings in the neighbourhoods with citizens and local groups;
- focus groups with selected representatives of local community.

(15) I have personally been involved in this second group. The coordinator was Alessandro Balducci.
From our side, we were really interested to use citizen participation in two ways: as a means to increase the effectiveness of city planning tools (and of the new General Plan, in this specific case), and as a contribution to improve the quality of local democracy.

From the first point of view, citizens possess important information and intellectual resources. Firstly, the knowledge citizens express is deep and local, different from technical and political knowledge. It is knowledge that does not usually enter into the process when preparing plans, projects and policy decisions. As John Forester argues, by listening and posing questions, planners “probe for deeper interests, for still undisclosed but relevant information, for new ideas about possible strategies, agreements or project outcomes” (Forester, 1989: 109). Secondly, citizens have important design resources which make it possible to widen the field of opportunities considered, if these interact with the skills of other political and professional actors.

From the second point of view, participation is a process that fuels the self reliance of (local) actors and helps to eliminate the practice of merely delegating power or just making claims. It produces broader involvement in the actual solution of problems and develops a sense of ownership of the plan on the side of the participants which in turn creates favourable conditions for its implementation. The communication channels set up between the various actors involved will probably remain in place like permanent (social) capital for future initiatives.

There is therefore a double sense and a double use of participation: as a means of building more effective policies because it allows a better probing of choices and as a means of reconstructing social webs.

As I have argued before in (Balducci A. & Calvaresi C., 2005), participation is not a matter of finding the right answer to a given problem, but of interpreting the problems and processes, of highlighting the available resources, facilitating the collective process of deliberation and discovering the appropriate solution. Its major strength is a sort of “common heritage” produced by the actors involved, consisting of knowledge, trust and communication channels.

At the end of ten months of work, in the summer of 2004, a document that summarized points of attention for the new General Plan from the process of community involvement, was prepared and issued. But which were the main outcomes of the participation process according to its double use that I have just mentioned? In terms of technical results for the planning activity, and in terms of social capital, impacts on the actor’s network, and collective learning?

An important part of our work during the interviews had been to discuss with local actors their perception of the problems, the resources and the opportunities for the future
development of Jesi. This activity gave us important information to organise the focus groups, which were organised as occasions to confront different perceptions, to establish dialogue around different opinions, and to try to frame problems and opportunities in a new way. We had rough material at our disposal: not well developed images of Jesi, sometimes contradictory, sometimes troubled: Jesi, for its development, can stand on its own, but on the other hand it needs to establish new relations with other cities and development poles at regional levels; Jesi is a very provincial city but with well known cultural resources (the opera theatre, the museum of renaissance paintings, etc.) that position it at a higher level; Jesi as an industrial city has a rooted work ethic, with a strong social cohesion, and with a strong capacity of the local actors to co-operate.

During the focus groups, we re-proposed these images in order to induce a reframing process from the actors involved. By re-defining frames, we tried to help actors to establish a “back-talk” conversation with the problem situation in order to foster innovation (Schön, 1983). From our work, a new representation of Jesi emerged, as a territory of interconnections, as a space of intersection between endogenous capacity and exogenous opportunities, between local dynamics and new development initiatives which come from outside, between an environmental system of great quality, a beautiful landscape and a problematic insertion of new infrastructure projects.

At the end, we proposed a new vision for the future, which invited us to look at Jesi and its territory with new eyes. But the important value of this vision was that it altered the consolidated images of the local actors, it was unusual, it put attention on neglected (and for this reason, interesting) aspects, it was both interpretative of the present and anticipative of the future, evocative and plausible more than accurate. Indicating a reasonable perspective, it should to be used as a benchmark, to measure how long the distance of the desired future is from the present, and to pose the right questions: If Jesi is marginal compared with other development poles, how could we fill the gap? Or, if Jesi has important resources, how should we use them strategically? Vision indicated a space to fill in with policies and decisions, it served to mobilize actors.

In summary, we used future visions as devices of attention shaping, something linked to a process of self-reflection on the local identity and on the generative possibilities of the local context (Calvaresi & Pasqui, 2004). What we tried to do was to generate common

(16) «There is no way to of perceiving and making sense of social reality except through a frame, for the very task of making sense of complex, information-rich situations requires an operation of selectivity and organization, which is what “framing” means» (Schön, Rein 1994: 30).

(17) In a recent contribution, Simin Davoudi (Davoudi & Strange, 2009: 217) outlines that recognition of relational spaces is a feature of new strategic spatial plans in UK.

(18) As Weick wrote «accurate perceptions have the power to immobilise. People who want to get into action tend to simplify rather than elaborate. [Perceptions] can never be accurate because, by the time people notice and name something it has become something else and no longer exists» (Weick 1995: 60).
sense. And, as Weick notices, it has to do with something not usual and anomalous: “An instance of common sense: someone notices something in an ongoing flow of events, something in the form of a surprise, a discrepant set of cues, something that does not fit” (Weick, 1995).

The final document of participation process presented these visions, and around them it tried to identify an agenda for the future of Jesi, and possible projects to be developed by the General Plan. We defined it a strategic plan, emphasizing its visionary and mobilizing dimensions.

We have to answer the second question: Which were the main outcomes of the participation process in terms of impacts on the actor’s network, and of collective learning?

On the one hand, the impacts on actor’s network were quite modest in terms of emerging new actors and of developing a sense of ownership of the process. The process of participation was largely perceived as “a matter of the Municipality”, a sort of a strange experiment that the new municipal government wanted to trial with the local community. For this reason, the process mobilized the same-actors-as-always, which saw in this initiative an opportunity to represent themselves to the new local coalition.

But strange experiments provoke curiosity. Just to mention an element: Along the process, we realized that the interviews had almost two meanings: the first one was that we conceptualized from the beginning, as a means to gather information and to collect different opinions, in order to inform the first stage of the plan-making process with the points of view of local actors. But later, a second meaning emerged: Interviews represented for local actors the way to legitimate themselves as interlocutor vis-à-vis the Municipality. An interesting effect that we did not anticipate at the beginning, was that conducting new interviews meant also an added legitimacy for our work. Whilst at the beginning of the process we estimated 30-35 interviews, at the end we interviewed more than 80 persons.

On the other hand, the impacts of the participation process in terms of collective learning were relevant. First, participants in the focus groups learned to expose their point of view to the others, to listen to them as well, to exchange different types of knowledge, to be part of a group process. In some cases, new positions emerged as an outcome of interaction, and actors agreed on a new problem definition. Patsy Healey in her recent book refers to the question of how spatial strategies might make use of the various forms of existing knowledge and related validity claims (Healey 2007: 235f.). I would underline that she sees spatial strategy-making as social “constructions sites” where multiple forms of knowledge and meanings of the region are negotiated, selected and filtered 19.

(19) “Spatial strategy-making episodes are social construction sites, arenas in which multiple types of knowing about what is significant and about what could happen are explored...” (Healey 2007: 236).
On the side of political representatives, we registered the most relevant effects. The participation process had the capacity to increase the legitimacy of political representatives. It allowed local leaders to consolidate (or to reopen) a communication channel with the local community, to increase their fame (participation gives visibility), to affirm themselves as leaders (able to listen to and to promote group processes).

**After five years: A strategic plan for economic development**

The local elections of 2008 re-elected the same coalition and the mayor. The councillor for city planning, which gained the highest number of votes among the candidates in the City Council, changed position and took on the responsibility of economic development. Having closed the process of formation of the General Plan, this second phase was characterized by a different request. Not opening up new channels of communication between Municipality and local society, but redefining relations between the two, the former assuming a role of facilitator, of networking and of strengthening relations among actors, and the latter called to be a partner of the Municipality in designing and managing development projects.

The idea of a strategic plan for economic development emerged. The process of elaboration started in the summer of 2008 and has been finalized in February of the current year. In the end, we have prepared a brief document that presents a list of proposals for the development of local economy, together with a vision for the future. The proposals are at different stages, from ideas that still need to be defined to projects promoted by several actors.

The strategic planning process has been organised in such a way: the Municipality anticipated its own vision of the problems and perspectives of local economy in a conference to which local stakeholders were invited, as representatives of local organizations, single entrepreneurs, banks, foundations, Chamber of commerce, etc. During the first conference, Municipality presented also the organisation of the strategic planning process in three arenas: one concerning the structural dimension of local economy (manufacturing, logistics, infrastructure, etc.); one concerning the creative dimension (innovation, ICT, relations between universities and local firms, technological pole, energy production, etc.); and one concerning the so-called “slow” dimension (agriculture and eno-gastronomic capital, tourism promotion, cultural production, etc.). The actors who attended the conference were invited to join the strategic planning process confirming their interest in one or more of the three arenas.

For each arena, two meetings were organised: in the first meeting, experts of the topic concerned were invited, in order to frame the problem and to present the main issues. The idea of involving experts (mainly coming from the academic world) and stakeholders worked well. The contribution of scientific knowledge allowed the local representatives to better understand the conditions, in terms of shortcomings and opportunities, of the
local economy, and improved their capacity to frame the problems, having the possibility to compare Jesi system with other situations.

During the same period, the technical group responsible for the elaboration of the plan and for the management of the interactive process conducted a set of interviews and collected a certain number of proposals from local stakeholders. The councillor for economic development met the participants individually or in sub-groups, in order to convince them to propose a project, or to create a support coalition for an existing one.

In the second meeting, participants discussed the proposals emerged from the interviews, trying to identify or to strengthen existing partnerships. A final plenary session that gathered the participants of the three arenas took place, to present and discuss a draft version of the plan.

At the end of the process, a new vision for a local economic development strategy emerged. The “slow” paradigm seemed to be the right framework to entail different images: A vital industrial district that has still not undergone a deep crisis and consequently not in necessity of restructuring, a peaceful city with a calvinist work ethic and is a good example of that part of Italy where, according with Putnam (1993), with the highest social capital gains rates. Jesi is also the capital of the "Verdicchioshire", as we call that part of Italy that produces the most important white wine of Italy and that it is becoming a new destination of that international tourist demand seeking beautiful landscapes (like in a painting of Italian Renaissance), resources of “terroire”, quality of life.

Framing the economic development strategy of Jesi in such a way means to establish links (which are not easy to formulate) between resources, opportunities, actors, and problems to deal with, between white wine and tourist promotion, between a strategy of attraction of foreign investments and the presence of an Italian Cook (a famous international school of cooking that many students from abroad come to visit each year), between the process of innovation of the manufacturing sector and environmental protection, etc.

At the end of the strategic planning process we can say that local stakeholders seem to agree with this kind of representation of economic problems and perspectives. It was not an easy operation, because in general a local community fails to recognise its own resources, or to connect them in a holistic view. As for the reframing process with the first strategic plan, also in this second initiative local actors needed a push from outside, that moved the inertia and operated as a device for self-reflection. The role of scientific knowledge, of the experts which attended the first meetings of the three arenas was crucial.

On the other hand, five years did not pass in vain. During this period other initiatives of public and stakeholders involvement had been developed with good results. Nowadays,
nobody would consider anomalous the image of Jesi as a territory of interconnection, while the issues of large-scale planning and multilevel governance has gained political attention and an important place in the public policies agenda. The new political leaders which emerged five years ago are no longer absolute beginners they are well equipped to deal with governance problems and to design public policies. Finally new local stakeholders have emerged. The interesting shift that I have seen from the first to the second strategic plan is from representatives of local associations and organizations, to single businessmen, owners or CEOs of local firms. I think that a new model of relations between institutions and private actors, based on partnerships for specific projects, has gained space and legitimacy. The previous “neo-corporatist” model has not been substituted, simply an important u-turn happened: Some representatives of the Jesi business community have taken the efforts of the new political leaders seriously to assume a pro-active role. An attitude towards inclusive strategies, involvement and mobilizing processes that at the beginning was seen as a strange experiment now seems to be a common behaviour. It is as if the local system in Jesi experimented with the three levels of governance performances outlined by Healey (Healey, 2007).

An original Knowledgescape?

According to Healey, we could count the same story referring to the three levels of governance performances. An initial spatial strategy-making initiative (the first strategic plan) produced new arenas (focus groups) involving different actors and promoting interactions between them (the first level of “governance episodes”). They were finalised to establish networks and coalitions (the second level of “governance processes”) which perform governance activities (as for the strategic plan for economic development). The third level is that of “governance cultures”, that seems to me emerging in the most recent phase. It «refers to the cultural assumptions through which the rhetoric and practices of those involved in “doing governance”, in significant collective action, derive their meaning and legitimacy» (Healey, 2007: 22).

Coming back to the problem of knowledge, a new knowledgescape emerged, as a result not only of a specific combination of different knowledge forms, but also as a result of an inter-play between knowledge forms and governance performance. Here we find a point concerning reflective knowledge: To what extent, is it influenced by certain governance performances and arrangements?

Finally, I would say something concerning how we assess participation initiatives. In order to evaluate them correctly, in terms of outcomes and impacts on actor’s network, we have to observe for a longer period of time. In fact, if we stopped at the first stage of our story, we could observe just some impacts on the political leaders. We can say that local
political leaders had learnt something from the community involvement process, had changed their behaviour code, and, thanks to this process, had gained legitimacy. In this case, we can say that community involvement does not produce relevant effects on public policies neither does it seems able to improve planning effectiveness. Rather community planning produces relevant impacts on the local politics, being a source of legitimacy or (in the best case) a device to increase the “intelligence” of local political leaders.

But if we look at the following stages of the process, we could say that a growing capacity to learn has been seen in other actors. It has been like a process of progressive exposure to the effects of inclusive strategies. From a first stage when just political personnel was directly influenced by this kind of activity (also because they promoted it), to the subsequent situations in which local stakeholders were influenced by governance processes incorporating participation mechanisms.

In conclusion: Participation processes experiment difficulties in producing direct relevant outcomes in terms of improving effectiveness of planning activities. Instead, they can produce relevant impacts on the political sphere, and consequently on the other actors involved. And it is just by this kind of mechanism that participation processes can finally produce effects on the quality of public policies.

References


Méthodologie du travail de pre-diagnostique

Le Pré Diagnostic c’est un travail initial réalisé par l’équipe technique locale à travers de l’étude des rapports et études plus importants réalisés sur la ville, et, d’un processus participatif avec des entretiens avec les membres du comité exécutif et experts professionnels de la ville. Le recueil des informations se fait par les entretiens et sur des sources secondaires. L’objectif est d’avoir une description de la ville (état des lieux) et surtout d’identifier les « thèmes clés ». C’est-à-dire les principaux faits ou thèmes, défis et projets en réalisation ou prévus qui conditionnent le présent et surtout le futur de la ville.

Pour faire le travail de pré diagnostique, il faut avant :

• Recollection des principales données et études existantes sur le développement de la ville.
• Analyser, à travers des études et rapports sectoriels élaborés par les experts locaux et qui font partie du « Rapport Descriptif ou Pré-diagnostique », les différentes variables urbaines (démographie, activités économiques, bien-être social, pauvreté et situations à risque, cadre institutionnel...).
• Aussi est très intéressant, mais non toujours est possible, avoir identifiée les membres du comité exécutif du plan, et les principaux acteurs économiques, sociaux et institutionnels de la ville, ainsi les principaux experts professionnels ou universitaires. Environ 20 ou 30 personnes. Et si est possible avoir fait des entretiens aux principaux acteurs d’entre eux. Les questions plus importants a présenter en les entretiens son :
  - Dans son perspective, quels sont les principaux caractéristiques de la situation actuelle de la ville ? Quels sont les principaux point fort et points fables ?
  - Quels sont les principaux défis ou opportunités ou dangers par le futur ?
  - A son avis, quels sont les principaux projets en cours a la ville ?
  - Quel es la stratégie de futur de votre institution ou secteur’
- Quels sont les projets que votre institution a en cours a la ville, et dans un futur immédiat ?

A partir de ce travail l’équipe technique peut faire une première réalisation des thèmes ou faits clés avec une méthodologie que nous appelons FDP.

La méthodologie FDP.

L’analyse FDP consiste à:

1. Identifier les principaux Faits qui ont lieu dans la ville, c’est-à-dire, ceux qui sont les plus influents pour le futur de la ville, ou ceux qui auront plus d’influence sur son leur avenir.
2. Ces faits soulèvent des défis économiques, sociaux, territoriaux (infrastructures, aménagement du territoire et environnement) qui doivent être traités à travers la stratégie de la ville.
3. La ville compte déjà avec des projets prévus de réaliser dans en futur immédiat ou en cours mais non finis, pour faire face à ces défis et que l’analyse stratégique doit tenir en compte dès le début.

L’analyse a trois variables qui composent un tableau à double entrée: les faits qui influencent le plus la ville et son avenir, les défis qui affectent la perspective du développement économique, social et durable, et les projets qui sont en cours ou prévu.
(VOIR L’EXEMPLE DE TÉTOUAN, PARCE QUE CEUX-ICI SONT FAITS AU DÉBUT DE LA PHASE DE PRÉ DIAGNOSTIQUE).

Le FDP, comme ses initiales indiquent, se compose de:

1. Les faits (F) identifiés sont ceux qui se passent à Tétouan et ses alentours, et qui ont un majeur impact dans la ville et son futur. Les faits font référence aux facteurs qui affectent le développement économique et social et dans la durabilité de la ville. Ils ne sont pas nécessairement les principaux faits économiques, sociaux, territoriaux ou culturels, mais ceux qui sont les plus influencés ou il est prévu que soient influents dans le futur de la ville. L’on a identifié Dix Faits considérés comme de grande importance stratégique. Les faits peuvent être divisés en sous faits d’importance stratégique pour la ville. L’identification des principaux faits est un exercice tant de transversalité (puisque ce sont des faits qui affectent l’économie, le territoire et la société) comme de concrétion casuelle, puisque pour identifier les faits principaux mentionnés, il est nécessaire de s’assurer que ce sont ceux qui ont une capacité de détermination majeure en relation aux autres, qui seraient des sous faits.
2. Les défis (D) sont les thématiques qu’il est nécessaire d’aborder d’un point de vue stratégique et qui se déduisent de l’impact des faits dans la structure productive, sociale et territoriale de la ville.
3. Les propositions ou projets (P) sont les instruments qui, au moment de rédiger l’analyse, sont prévus ou en exécution dans la ville et visent à donner réponse aux défis. C’est-à-dire, les défis sont traités par des programmes et des projets.

Cette méthodologie a d’importants avantages:

- Dès le premier moment de l’analyse, l’on travaille avec des projets et propositions qui vont se prioriser et concrétiser dans le processus d’élaboration du Plan.
- C’est un document simple à comprendre et synthétique, très utile comme soutien dans les processus de participation et délibération en groupes de travail.
- C’est facilement corrigeable et reprogrammable, ce qui le rend un instrument dynamique pour l’élaboration d’une stratégie partagée.

La rédaction du premier FDP, se faire en travail conjoint entre les membres de l’équipe technique, à partir de la mise en commun des conclusions du tout le travail antérieur. Par exemple :

- Chaque expert/e doit écrire les principales conclusions : faits, défis et projets de leur pré-diagnostique dans une fiche ou tableau pour chaque fait ou thème clé.
- Les experts, tour à tour, doivent mettre sur la table les conclusions qu’ils ont écrites, groupées par des thèmes ou faits affins.
- Le groupement des faits avez ses défis et projets doit se faire de manière dynamique, sur la marche, et en modifiant les paquets et leur composition tant de fois qu’il soit nécessaire, jusqu’à arriver à un groupement qui soit accordé par tous. En la première visite d’assesseur nous ferons un premier travail d’élaboration du cadre de pre-diagnostique ou premier FDP
- Les groupements résultants seront une première hypothèse des faits ou thèmes clés, défis, et projets principaux pour le futur de la ville.
- Après on fera une petite description de chaque fait, des défis (deux ou trois lignes) et des projets en cours ou prévus (quatre ou cinq lignes)

Pour faciliter le travail postérieur de débat public avec les agents, n’est pas recommandable de développer plus de 10 -12 faits avec les correspondants défis et projets.
ANNEX: WORKSHOP CONCLUSIONS

The detailed conclusions of the workshops on the methodology of strategic planning are as follows:

Workshops developed in a Seminar on the dissemination of the development strategies - Sfax (Tunisia)

WORKSHOP 1: STRATEGY DIAGNOSTIC

Background and Moderator: Joan Camprecios. PEMB (Barcelona)

Working group’s thematic blocks:

- The goal of diagnosis in the framework of sustainable urban development
- The survey’s focus
- Alternatives to the lack of data
- Alternatives to the SWOT approach for the identification of key themes.

Main conclusions

- We need to concentrate on the key points and analyse how to centre and filter down the project proposals
- Always highlight and concentrate on the positive aspects. Be critical, but not destructive.
- Trends need to be carefully monitored.
- Transparency and publicity are very important.
- The feeling of building a common process must be favoured.
- The territorial and sectorial dimensions of the plan need to be identified, as this will affect the diagnosis.
- There is no one single method; there are several methods, which can be combined and adapted to each city or case.
- The diagnosis must be dynamic, and changeable over time.
- The diagnosis is not an end in itself; it must serve to shape the future.

Key issues and doubts to be solved

1. How do we obtain and synthetize a diagnosis? What is the best time?
2. A strategic culture should be fostered in order to generate new methodologies.
3. There are difficulties in understanding the coordination and cooperation between the actors in countries with a very recent decentralisation process.
4. The correct thing to do: I have a vision or a strategy for my area, as well as a solid strategic plan, or I make a plan in order to reach an agreement on the vision and a strategy for the territory.

5. How is a strategic plan developed without funds, and how are projects implemented?

6. There are problems linked to data collection, either because they do not exist or because time is required.

Key Solutions

In response to the issues and problems, the solutions are as follows (the same number as in the issues applies)

1. Proposed methodology Acts - Challenges or Challenges - Projects, in order to decrease the delays in processing the diagnosis and the global plan. In USDUS a diagnosis process of is proposed within 6 months and the SWOT analysis is used in methodologies.

2 and 3. There is a proposal for KTC Sfax and Alfayhiaa to organise seminars that are educational and can easily be repeated, to disseminate the strategic culture and in order to allow them to spread and multiply in neighbouring areas.

4. Politicians always have their views on the city or the area on the plan, before the plan is developed, and they are thus inclined to supporting a process of this kind. Nevertheless, it is of utmost importance that they are willing to share this vision and to review it if necessary, in order to work together with other actors in defining it during the planning process.

5. We have all realised that we do not have the funds needed to carry out the plan or the projects. Everyone has solved it to the best of their abilities, but in any case, public and private actors have been involved on the whole. In order to implement the projects, draft projects need to be available for the purpose of seeking financing.

6. It is almost impossible to gather the necessary data for the diagnosis in many cities and it thus becomes essential to use surveys or interviews with key actors from the sector.

**WORKSHOP 2: PARTICIPATION AND CONSULTATION TOOLS IN SDV**

**Background and Moderator:** Josep Mª Pascual, EQU (International Expert USUDS, Sousse)

**Working group’s thematic blocks:**
- Qualitative approach to strategic diagnosis
- Participation in urban conflicts
- Problems and possible negative effects of participation in the urban context.
- Consultation and strategic projects
Main Conclusions

• There is no clear definition of participation.
• We can differentiate three dimensions of participation:
  » Society’s and citizens’ needs
  » Technique: methodology and techniques with help from experts
  » Implementation of strategy with resources from the authorities
• Strategy is the combination of three key aspects:
  » An agreement between the actors
  » Meeting the needs of society
  » Committing to make good use of the resources.
• Features of the space for participation:
  » Trust
  » Getting to know the needs
  » A space for exchange, but not for decision-making

Key issues and doubts to be solved

1. Participatory processes take a long time
2. Some actors are more involved than others (actors from the private sector are not present enough)
3. Participation depends on the parties’ credibility
4. It can be expensive for the private sector to participate in the diagnostic phase, as the cost of participating human resources needs to be covered.
5. In order to increase the participation of public employees, those who were involved in the development of strategic planning should also participate in project development.
6. It is important to get to know and to increase the participation level of citizens, associations, universities, etc. ...
7. We should foster a culture of participation in order to increase the general level of participation, not just an elitist or political participation.
8. We should look at the city as a whole, made up of different groups with different needs.
9. In order to increase participation, we need to strike a balance between the time invested in completing the strategic planning, adapting the urban planning and the resources.
Key solutions

1. The experiences of different cities participating in the workshop:
   a. Sousse (Tunisia) participated by creating discussion groups that involved civil society. In the first stage, they identified the city’s needs in order to develop a web platform for citizen participation. Political consensus is needed for its maintenance.
   b. Aleppo (Syria) used different participation methods by grouping different cities. Firstly, the participation level was analysed and then experts met together, for they were the ones who had the most information.
   c. Larnaka (Cyprus): feedback was requested from the citizens. The problem was the involvement of different actors, as they did not see the value in strategic planning.
   d. Sfax (Tunisia): the free participation of all agents was encouraged; a non-political space was created, including associations, public employees from Sfax, etc. Working groups were created, but they did not receive help from experts.

2. Participation is not the same as communication.

3. Participation requires technology and an organised civil society, thus the culture of participation is essential, along with the involvement of the mayors of different municipalities.

4. Participation can become a source of conflicts and contradictions, so teams should favour coherence.

**WORKSHOP 3: TOOLS FOR IMPLEMENTATION AND FOR MONITORING**

Background and Moderator: Adel Saïdi (International Expert)

Working group’s thematic blocks:

- Arrange the implementation methods and the tools for following up urban development strategies and harmonise the approaches.
- Methods for implementation: what type of governance, what institutions and what rules need to be established, what planning process needs to be used, what human resources need to be mobilised, devolution - decentralisation, relations between state and local authorities, inter-municipality, establishment of an ad-hoc structure (coordination body, commitment from the actors - civil society, economic players, political players), mobilisation and advocacy for the mobilisation of funds.
- Tools for monitoring: institutionalisation of the monitoring, a scorecard (monitoring indicators), an observatory, technical monitoring meetings, a planning programme, a contract, a roadmap, planning, an evaluation (mid-term and global)
Main conclusions

The implementation presents several challenges:

• What type of governance.
• Which institutions.
• What regulation >> a need for a new framework law.
• Which procedures.
• Which human resources.

Key issues

Regarding the monitoring tools, we face the following challenges:

• Institutionalisation of the monitoring (creation of a Local Development Bureau), which should lead to a meeting point for a city’s institutions.
• What type of indicators (no need to use complex indicators).
• A need for flow of information between the actors.
• The importance of an observatory / a contract / a roadmap.

Key solutions

Local institutions need to adapt their structure in order to participate in implementation. A point in case could be a loan fund for local authorities that could gradually evolve into a local development bank. The actors need to be proactive in the adaptation process.

The roadmap for monitoring and implementation should already begin during the development of the strategy, and not at the end of the process.

It is important to choose 1 or 2 projects that have direct visible impact on the citizens, in order to give the strategy some visibility.

For the monitoring, it is important to have an overall assessment of the projects since the strategy development, even if they were foreseen in the strategy and have been developed in parallel.

In the metropolitan plans, such as that of Greater Sfax, it is important to correct the imbalances between the greater city area and other areas, in order to ensure a successful implementation.

In implementing the projects, it is important to change the “how” we are supposed to implement them. The strategy has to include a change on the approach to the city’s
problems and not merely identify the problems. If the context has significantly changed, as is the case of Sfax and Tunisia in general, it could be of interest to highlight the strategy.

The following are some additional ideas:

For the implementation:

• We need to address the human resources problem. We need to employ the right people, who know how to manage a project, to advocate, to raise funds, to negotiate with partners and to sell. Municipalities are “formatted” in such a way that staff is made up of classical administrators and engineers. We need a new generation of leaders, who can carry out urban development strategies.

• We need to solve regulatory and legal issues in advance. Municipalities need to be empowered in order to fully play their role as an essential actor in local development.

• We need to go further into the issues of decentralisation, and this implies a transfer of competencies that go from basic issues such as autonomy in recruiting staff, to taxation.

For the monitoring, the following actions are important:

• To develop an action plan or a roadmap, which is to be understood as a reference framework.

• The monitoring can evolve towards other more sophisticated forms of monitoring, such as the creation of an observatory, which can objectively follow the strategy implementation on the basis of a set of indicators.

• To institutionalise the monitoring: evaluation and monitoring must be “normal” functions in the municipalities’ work.
Workshops developed in Second KTC Málaga Seminar: Methodology and Best Practices in Urban Strategic Planning, Sousse (Tunisia)

WORKSHOP 1: STRATEGIC DIAGNOSTIC

Expert: Josep Maria Pascual (Expert. EQU. Spain)
Moderator: Joan Campreciós (Expert. Barcelona Provincial Council. Spain)

Main ideas

LIMITATIONS

Actors:

- Lack of technical staff and political interference.
- Lack of knowledge of other authorities’ plans.
- Commitment and representativeness of actors.
- Voluntary exclusion from policies due to a mutual rejection between civil society and politicians, and self-censorship
- Predominance of central power.

Lack of data:

- Tendency for partners not to have a comprehensive approach but corporative concerns.
- Lack of up-to-date data.
- Data doesn’t match indicators.
- Vision and culture of the city:
  - No notion of the city (administrative boundaries, actors, identity, etc.)
  - Diversity of information, lack of common language.
  - Does not take into account certain social and economic dimensions.

Methodology:

- Participation of people who do not live in the city (external vision): immigrants, people who know it...
- Overly sectorial diagnostic and not all-encompassing.
- Diagnostic not regionalized.
- Who should be involved in the diagnosis?
- Time-space (how much space and how long should the diagnosis last)
INNOVATIONS

Governance

• The crosscutting issue of governance.

Diagnostic (methodological)

• Diagnostics as a tool to engage experts and start working with projects that are very clear.
• Methodological approach based on participation (university and donors).
• Diagnosis as a phase, not as an end in itself.
• Diagnostic innovation- a talk on the city (integration of social agents) - inspiring story
• Widening of horizons, discover eras, which are not always so obvious. Tool to find new challenges.
• Diagnostics allows us to dare to talk about something we do not talk about otherwise.
• Using surveys as a source of wealth with educational power.
• Diagnostic to correct the “scope” of the strategy (inter-municipal)
• Include the sustainability of projects already started.
• Have a strong team.
• Integration and commercialization of university research within the plan.
• Promotion of culture through small projects

Relationship with the metropolis

• Integral vision between the framework and the project

Participation

• External vision of participation and involvement.
• Learning a participatory approach.
• Active participation of the university.
• Use of technology for mass participation

WORKSHOP 2: PARTICIPATION

Expert: Claudio Calvaresi (Expert. IRS. Italy)
Moderator: Mª del Carmen García Peña (Foundation CIEDES. Spain)
Main ideas

We can define 3 categories of limitations and innovations when we analyse participation in strategic planning.

1. Political and Institutional, the ones that come from political or institutional fears
2. Social: that emerge from local community
3. Procedural: emerge from the process of strategic planning

LIMITATIONS

Political and Institutional

• Public policy makers/ political leaders have a different agenda of strategic plan
• Inadaptability of leadership is a problem for efficiency
• There are public administration problems to look at as well as marginalized groups and important actors to involve. There’s a lack of institutional capacity

Social

• No trust in the strategic planning process
• Different conflictive goals
• Marginalized groups do not own resources in order to be involved (technical or communication resources for example)

Procedural Limitations

• Priorities can change
• No data and info of the cities
• How to evaluate the process?

INNOVATIONS

Political and Institutional

• How to maintain a constantly good level of participation/commitment of the actors? A possible solution would be to build structures or institutions to support and maintain the participation. This is not always a good idea/solution. Establishing new institutions is good when the level of cooperation between actors is high, to make it more stable. Otherwise it becomes an empty box with no sense.
• How to improve institutions capacity? Learning by Doing, strategic planning is a tool for that
Social

- Proposals on innovation are based on communication campaigns.
- Reinforce tools for communication between institutions and civil society.
- Procedural
  - Thin/Quick win projects are quite easily to implement, put local society at the centre and see the results
  - Involve important actors like University or other relevant actors from a community, it will increase the support of knowledge and will transform these actors to actors involved in urban processes
- Change behaviour of the actors during the strategic planning process

WORKSHOP 3: EVALUATION

Expert: Antonio Martín Mesa (Expert. University of Jaen. Spain)
Moderator: Joan Campreciós (Expert. Barcelona Provincial Council. Spain)

Main ideas

LIMITATIONS

Structure

- Lack of structure for monitoring
- Lack of professionalism
- Lack of coordination between services
- Lack of experience on evaluation

Governance

- Lack of political will
- Lack of trust between actors and municipalities
- Lack of public and private governance culture

Identification of projects

- Lack of concrete evidence to make an evaluation
- Hard to know if changes in the city are due to PCD or down to other external factors.

Data

- Lack of data
- Lack of information sharing
INNOVATIONS

Cultural changes for evaluation

- Introduce the practice and culture of planning in schools
- Change regulation to free up information
- Turn evaluation into an interface between policies and people
- Mixed and participative self-evaluation

Institutional meetings:

- Create an « Assessment Agency »
- Social and economic barometer for the city
- Participative observatory with actors
- Administration services specialising in data
- New technology, application, evaluation and monitoring

Social capital

- Social Capital managed for the plan

CONSIDERATIONS FINALES:

1. Institutionalise the evaluation
2. Change the evaluation culture

WORKSHOP 4: PROJECT MANAGEMENT

Moderator: Mª del Carmen García Peña (Foundation CIDEDE. Spain)

Main ideas

LIMITATIONS

Definition and governance of projects:

- No mechanism in place to evaluate the process
- Not enough public commitment
- Lack of convergence between the central level and the local level.
• Project too profit-oriented, fashionable ultra-modern and not people-oriented.
• Risk developing projects that do not have a way back.
• Projects as solutions to not well-defined problems
• Tendency not to make sectorial and multidimensional projects, by the influence of technical experts
• How we can manage the development of the project with another administrative level (regional or national)

External factors:
• Ability to adapt the strategic plan to the changes on the ground
• Changes in municipal council ruling party
• Changes of the political team at local level may stop projects
• Lack of an integrated approach to projects
• Distance between national and local objectives in the strategy and in projects to implement.

Structure and organization model:
• Inexistence of an organizational tool to implement the project (BDL, etc.)
• Not enough capacities, lack of qualified staff in public institutions
• Advertising, broadcasting and search for funding:
• Funding constraints
• Lack of publicity for a specific project and an organ of communication
• Lack of promotion among the stakeholders of the project to implement, and therefore, lack of involvement and interest
• It is not possible to achieve financing without advertising and communication of the objectives and projects.

INNOVATIONS

Definition and governance of projects:
• Citizens’ participation to implement the project (support citizens initiative) and provision of technical guidance. Give ownership to citizens in project definition.
• Encourage volunteer groups or public employees to lead small transformer projects in their neighbourhoods
• Not impeding people that want to do something (another step is to facilitate)
• Learning from the social practices that are already being implemented.
• Help to implement small projects in neighbourhood
• Consider that the most innovative projects are also the most complex (multi-level governance key to success)
• To work participation and consensus. Mechanism of consensus to guarantee the recuperation of the city.
• Promoting social acceptance of outreach projects
• Provide adapted implementation to centralized planning (at local or national level).

External factors:

• Develop and promote a holistic vision in public institutions responsible for promoting the plan and finding solutions to existing problems.
• Structure and organization model:
• Creation of public-private specific groups for each project.
• Creating a system and a specific structure to follow, boost and evaluate the plan.
• Creating a partnership structure that seeks projects that provide employment, wealth and private sector.
• Involvement of the private sector in the process through an institution (BDL, etc.)
• Advertising, broadcasting and search for funding:
• Management unit needs to be set very early.
• Incorporate potential investors as soon as possible in the project (private sector, central state, affected agents...)
• Make alliances with other countries to promote projects in the framework of the European Union and access their funds for projects
9. STRATEGIC PLANNING TOOLBOX METHODOLOGIES

9.1. Introduction

We regard a “Toolbox” as a set of tools and methodologies that may be needed when designing, implementing and evaluating a strategic plan. To create it we have looked at many Mediterranean strategic plans as well as universities and companies with experience in this area.

The identified tools have been structured according to the phases of the Strategic Plan that may be of interest, except for the final section which we regard as a key element across the entire planning process, as are communication and advertising.

The following information provided is about each of the tools identified in a table:

- Strategic Plan Stage
- Actor Involved
- Goals
- Description

<table>
<thead>
<tr>
<th>Strategic Plan Stage</th>
<th>Actor Involved</th>
<th>Goals</th>
<th>Description</th>
</tr>
</thead>
</table>


### 9.2. Toolbox

#### 9.2.1 Stage: Diagnostic

<table>
<thead>
<tr>
<th>TOOL</th>
<th>MACROTRENDS STUDIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>Diagnostic and Evaluation</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Technical Team</td>
</tr>
<tr>
<td>GOALS</td>
<td>Helping cities to meet the opportunities and threats, as well as the progress and changes that occur in the environment and affect the achievement of its objectives</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>Studies that analyzed the global wide trends in the various areas that affect cities (population, environment, new technologies, social relations, and entrepreneurship, ...)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOOL</th>
<th>DELPHI INQUIRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>Diagnostic and Evaluation</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Technical Team</td>
</tr>
<tr>
<td>Experts Groups</td>
<td></td>
</tr>
<tr>
<td>GOALS</td>
<td>Obtain information on those territories that have a lack of statistics data and where there are key leaders to be involved in the planning process</td>
</tr>
<tr>
<td></td>
<td>Search information on present and future situation.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>Also known as the Delphi Method or Delphi Process it is a qualitative method used to combine expert knowledge and opinion to arrive at an informed group consensus on a complex problem</td>
</tr>
<tr>
<td></td>
<td>Inquiry of “double back” aimed at groups of people (experts and technical) familiarized with the reality of the territory to be analyzed.</td>
</tr>
<tr>
<td>TOOL</td>
<td>STRATEGIC SWOT ANALYSES</td>
</tr>
<tr>
<td>------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>Diagnostic</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Technical Team, Experts</td>
</tr>
<tr>
<td>GOALS</td>
<td>In strategic planning, an effective SWOT analysis provides valuable information that can be developed into key potential strategic initiatives to grow the Plan, or into internal projects to resolve challenges.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>SWOT is an acronym for strengths, weaknesses, opportunities and threats. SWOT analyses provide a structure for ideas about an organization’s internal state (strengths and weaknesses) and the external elements which might affect the organization (opportunities and threats). It’s a simple tool to set up and access. It helps to open up critical thinking across the spectrum of everything you do, and helps to build up a balanced view of an organization. SWOT analyses are often conducted as group discussion and recorded in a 2x2 matrix with a box for each of the four categories.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOOL</th>
<th>PROJECT SELF - ASSESSMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>Diagnostic</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Technical Team</td>
</tr>
<tr>
<td>GOALS</td>
<td>To evaluate if a project fulfills all conditions to become USUDS Best Practices or may be considered as cases of interest.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>It is a self-evaluation test structured over 7 areas: Innovation, Strategy, Concertation, Impact, Evaluation and Effectiveness, Sustainability and Transfer Capacity. In each area there is a closed question with a Yes/No answer. Once all the questions have been answered, the test gives a result of whether the project meets the requirements to be considered as a Best Practice or Cases of Interest for USUDS’s network. In which case we will ask for it to be included in the website’s Catalogue, <a href="http://www.usuds.org/en/evaluate-your-best-practices">http://www.usuds.org/en/evaluate-your-best-practices</a>. This same tool can be built for any other type of Project selection.</td>
</tr>
</tbody>
</table>
9.2.2 Stage: Implementation and Monitoring

<table>
<thead>
<tr>
<th>TOOL</th>
<th>COMMITMENTS LETTERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>Implementation and Monitoring</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Strategic Plan for entities in charge</td>
</tr>
<tr>
<td>GOALS</td>
<td>This tool is used to negotiate specific commitments according to their priorities. This tool is suitable for supra-local projects that have many leadership players within the area and in those situations where it is difficult to involve stakeholders in the implementation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOOL</th>
<th>AGENTS RELATION MATRIX</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>Implementation and Monitoring</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Technical Team</td>
</tr>
<tr>
<td>GOALS</td>
<td>Allows you to graphically view each company responsible for project implementation, what they propose to coordinate in various areas and what the other companies propose to them in turn.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>Crosstab is then built after the Plan so that the main actors know about areas and specific actions in order to coordinate with other actors. It allows you to graphically see the coordination proposition of other entities, and your coordination proposition in relation to others. Indicated for supra-character organizations essentially.</td>
</tr>
</tbody>
</table>
### Tool: Actuation and Criteria/Goals Matrix

<table>
<thead>
<tr>
<th>STRATEGIC PLAN STAGE</th>
<th>Implementation and Monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTORS INVOLVED</td>
<td>Technical Team</td>
</tr>
<tr>
<td>GOALS</td>
<td>Prioritize the Strategic Plan’s set of actions and to select the most strategic action.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>Crosstab is where the Y-axes represent actions proposed in the Plan for each strategic line, and X-axes represent objectives or selection criteria set for each strategic line. Each action that meets an objective or criteria receives one point, by adding up the score of each lets you to know its importance in the set. It is possible to give higher values to goals or criteria that you want to empower.</td>
</tr>
</tbody>
</table>

### Tool: Project Sheets or Actions

<table>
<thead>
<tr>
<th>STRATEGIC PLAN STAGE</th>
<th>Implementation and Monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTORS INVOLVED</td>
<td>Technical Team</td>
</tr>
<tr>
<td>GOALS</td>
<td>Order the project information for the action plan and carry out adequate monitoring of their implementation.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>A document containing all the necessary information to start the project is ordered in a concise, clear and visual way. It generally includes: name, bodies responsible for the management, body who is going to run the Project, description, justification, quote, time scale, and monitoring indicators.</td>
</tr>
</tbody>
</table>

### Tool: Project Classification by Degree of Implementation

<table>
<thead>
<tr>
<th>STRATEGIC PLAN STAGE</th>
<th>Implementation and Monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTORS INVOLVED</td>
<td>Technical Team</td>
</tr>
<tr>
<td>GOALS</td>
<td>Establish a system to compare projects and to be able to measure the degree of the plan’s implementation.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>Categorize each Project Plan in line with similar criteria in a way that allows for homogenization and permits their comparison. According to the level of development of the Project a percentage is assigned to it which can be used as a weighting to review it’s strategic line.</td>
</tr>
</tbody>
</table>
### TOOL

<table>
<thead>
<tr>
<th>STRATEGIC PLAN STAGE</th>
<th>PROJECT CLASSIFICATION BY DEGREE OF AGENT IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Team</td>
<td>Implementation and Monitoring</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ACTORS INVOLVED</th>
<th>Technical Team</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>GOALS</th>
<th>Establish a system for promoting projects that allow us to select actors based on their skills according to the stage they find themselves at.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>In each project we set out the coordination work to be performed between agents, based on predetermined areas (design and formulation, negotiation and liabilities, supervision and monitoring). This way the project monitoring sessions can be better organized and the right people, based on their skills, can be located and present at these stages.</th>
</tr>
</thead>
</table>

### TOOL

<table>
<thead>
<tr>
<th>STRATEGIC PLAN STAGE</th>
<th>BALANCED SCORECARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ACTORS INVOLVED</th>
<th>Technical Team</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>GOALS</th>
<th>Ease decision making around the necessary modifications for goals and strategies.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>The balanced scorecard (BSC) is a strategic planning and management system used to align activities to the vision and strategy of the organization and to monitor organization performance against strategic goals. It embodies a set of measures that gives top managers a quick but exhaustive vision of the business; in fact, it complements the financial measures with operational measures on: 1) customer/citizens satisfaction; 2) internal processes 3) organizational innovation; 4) improvement activities. Zaragoza BSC: <a href="http://cuadrodemando.ebropolis.es/">http://cuadrodemando.ebropolis.es/</a> Jaén Strategic Plan: <a href="http://www.planestrajaen.org/centro-documental/cuadro-de-mando-integral/cmi-actualizado-marzo-2014.html">http://www.planestrajaen.org/centro-documental/cuadro-de-mando-integral/cmi-actualizado-marzo-2014.html</a> Málaga Strategic Plan: <a href="http://www.ciedes.es/index.php?option=com_content&amp;view=article&amp;id=3775&amp;Itemid=75">http://www.ciedes.es/index.php?option=com_content&amp;view=article&amp;id=3775&amp;Itemid=75</a></th>
</tr>
</thead>
</table>

### TOOL

<table>
<thead>
<tr>
<th>STRATEGIC PLAN STAGE</th>
<th>SYSTEM OF INDICATORS FOR PROJECT MONITORING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ACTORS INVOLVED</th>
<th>Technical Team</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>GOALS</th>
<th>Know the situation of projects at all times and what they have pending.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>When the fundamental actions to be undertaken are established so are the indicators to measure its development and impact. They should agree to start the process along with those in charge and should include aspects which are measurable pertinent, relevant, precise, consistent, accessible y comparable.</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOOL</td>
<td>PROJECT MANAGEMENT IN STRATEGIC</td>
</tr>
<tr>
<td>------</td>
<td>--------------------------------</td>
</tr>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>Monitoring</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Technical Team</td>
</tr>
</tbody>
</table>
| GOALS | Strategic Planning of Izmir has developed a Project Management in order to identify:  
• Project Selection  
• Project Team Building  
• Risk Management  
• Cost Estimation and Budgeting  
• Project Scheduling  
• Project Evaluation and Control |
| DESCRIPTION | This tool connects projects from different institutions in Izmir Metropolitan Municipality.  
• In the Project Evaluation Form, institutions propose a project to be included in Strategic Planning  
• If they are accepted, they update all the information in the tool, so, all the information about projects are in the PM; and therefore can be shared with other departments though different screens  
• Departments use this tool every day to update information (budget, photos, etc.),  
• There are Reports Screen to see all institutional projects and their situation (target, budget, information)  
• There is, too, a Final Report with projects related to aims, with indicators for monitoring goals  

<table>
<thead>
<tr>
<th>TOOL</th>
<th>OPERATING PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>Monitoring</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Technical Team</td>
</tr>
<tr>
<td>GOALS</td>
<td>Confirm actions and their managers and the time frame to carry them out and the monitoring system to be applied</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>A summary document agreeing all the actions to be taken within a three year period. Managers or the manager in charge who will carry out actions should be specified (as they will approve them) as with the timeframe and the monitoring formula that will be used for the work.</td>
</tr>
</tbody>
</table>
### 9.2.3 Stage: Evaluation

<table>
<thead>
<tr>
<th>TOOL</th>
<th>EVALUATION ADVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>Evaluation</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Technical Team</td>
</tr>
<tr>
<td>GOALS</td>
<td>Speed up decision making during the evaluation and ensure an agreed method.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>A group of managers representing the plan, experts, technicians and people responsible for the implementation and also responsible for agreeing the evaluation method, guaranteeing information and ensuring transparency and facilitating decision-making during the evaluation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOOL</th>
<th>OPINION SURVEYS</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>Evaluation and Monitoring</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Technical Team, the public and collectives</td>
</tr>
<tr>
<td>GOALS</td>
<td>Understand public or collective’s general opinion about the city’s development and its star projects.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>A survey with closed questions (with a value from 1 to 5) about the different strategic lines of the plan, its main objectives and the actions to be carried out. It’s best to set these out once you have the actual indicators of the city’s development.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOOL</th>
<th>MATRIX FOR STRATEGIC EVALUATION OF ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>Evaluation and Monitoring</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Technical Team</td>
</tr>
<tr>
<td>GOALS</td>
<td>Give a quantitative value to each action within the strategic plan, establishing the specific weighting that each action should have in accordance with its synergy to the plan.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>This is a table in which the vertical axis includes performance and the horizontal shows all the criteria or values to be met to provide a strategic nature. If actions meet the criteria they are given the value of 1 and if not they are given a value of 0. In the end everything is ordered by numeric value.</td>
</tr>
</tbody>
</table>
9.2.4 Communication and Advertising

<table>
<thead>
<tr>
<th>TOOL</th>
<th>PRESS RELEASES</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>All stages</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Communication Team</td>
</tr>
<tr>
<td>GOALS</td>
<td>Providing timely information of any activity or news that you want to convey to the people.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>Documents drafted to send to the media, where the reason for the story is explained, and the objectives, etc.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOOL</th>
<th>PRESS RELEASES</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>All stages</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Communication Team</td>
</tr>
<tr>
<td>GOALS</td>
<td>Provide information and set up a debate about the responsibility of the media on a topic of interest or news about the plan.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>You carry out and send a notice to the media and they are informed of the activity or news that you want to convey. There should always be time for debate and it is advisable to deliver information in writing about what is being said. It is a good idea if someone in charge of the plan speaks to the media as it appeals to them and avoids having to answer questions unrelated to the topic presented, and prevents the news appearing in the media in association with other subjects.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOOL</th>
<th>WORKING BREAKFASTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>All stages, specially diagnostic</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Communication and Technical Teams</td>
</tr>
<tr>
<td>GOALS</td>
<td>Collect information, perceptions or interests of a particular group of employees about one of the key themes of the plan.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>We will call together a selective and limited group of people with the aim to be determined. The subject matter must be covered with accuracy and pinpoint the areas where you want to seek review. It is a good idea to have a moderator, besides the speaker.</td>
</tr>
<tr>
<td>TOOL</td>
<td>SOCIAL NETWORKS</td>
</tr>
<tr>
<td>-------------------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>All stages</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Communication Team</td>
</tr>
<tr>
<td>GOALS</td>
<td>Share information and request public opinion in general and in an anonymous and quick way for specific issues.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>There are many social networks that allow real-time information sharing and give you quick feedback about it and from diverse people. However, there are also those aimed at a very specific audience that could allow for a more biased information network.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOOL</th>
<th>PUBLIC DEBATE FORUMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>All stages</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Communication Team</td>
</tr>
<tr>
<td>GOALS</td>
<td>Invite the public to get to know how the strategic plan is coming along, get their opinions and respond to their questions about the work that is being carried out.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>These meetings are held with the help of the media (press, radio, television). It´s good if the speakers are people outside politics, but committed to the strategic plan and work to avoid debates of a political nature. We recommend the possibility of writing reviews.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOOL</th>
<th>LOGO AND BRAND IMAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>Pre diagnostic</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Communication Teams</td>
</tr>
<tr>
<td>GOALS</td>
<td>Identify the work plan using a process that represents the values that you want to convey.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>A simple image or graphic design, easy to reproduce and that convey the plan´ s values. It should feature on all documents, events, letters or items that are made during the process. It´ s a good idea to create this at the beginning of the plan and run a marketing campaign to raise awareness amongst the public.</td>
</tr>
<tr>
<td>TOOL</td>
<td>LOGO AND BRAND IMAGE</td>
</tr>
<tr>
<td>--------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>STRATEGIC PLAN STAGE</td>
<td>All stages</td>
</tr>
<tr>
<td>ACTORS INVOLVED</td>
<td>Communication Team</td>
</tr>
<tr>
<td>GOALS</td>
<td>Gather and organize all actions to be carried out to publicize the plan’s work to the public.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>A document containing all actions to be carried out with the public and the media. It is desirable to develop and agree the plan with those responsible for each planning phase of the plan. You have to consider both different public opinion and the various different target paths related to them, specify the messages to be transmitted and who is going to transmit them and at what times.</td>
</tr>
</tbody>
</table>
10. FUTURE ACTIONS

USUDS is a product of the Conference on Urban Development Strategies in the Mediterranean which took place in Barcelona, 14th-15th March 2011. The project USUDS, which started in October 2012 and finished in July 2014, was a result of this conference.

The objective of the USUDS project was the fulfillment of three new strategies in Sousse, Larnaka and Saida and the creation of a network of cities interested in strategic planning in the Mediterranean.

The second objective, the creation of USUDS initiative, which its members approved in the General Assembly on the 21st November 2013, in Barcelona, transformed into one the main products of the project and into one of the main lines of the association of MedCities work.

In July 2014, USUDS changed from being a project financed by the ENPI-CBC-MED to an long term initiative to strengthen and promote the use of sustainable, urban development strategy in the Mediterranean. The work of the three KTCs has been fundamental in the creation of said network and will be for its future consolidation.

The USUDS initiative has as short term objectives, the consolidation of the Transfer of Knowledge Centres and the expansion of the number of cities and experts interested in strategic planning in the Mediterranean.

The lessons learned during the USUDS project will without doubt be an asset when the time comes to assist in the learning between cities and work in the network. In this sense, the expansion of the catalog of best practices and cases of interest is another USUDS challenge in the medium term.

As the number of cities involved in these processes of strategic planification in the Mediterranean, is each time greater and it will be necessary to develop new methodologies to improve as much the processes of development as the implementation of strategies.

This last aspect, the implementation of strategies, constitutes a real challenge for the sustainable development of Mediterranean cities, and requires patient work of definition and creation of the necessary alliances in and out of the city to complete the projects and financing work. Along these lines, the public-private partnership becomes an essential tool.

USUDS’s commitment is to continue working to make a reality as an essential channel for the future and stability of the entire region, those projects that contribute to the development of the cities of the Mediterranean.
11. GRATITUDE

We would like to thank all our experts, members, contributors and friends for the participation and help in the development of all the work carried out for KTC Málaga, and for their contributions to the different blocks of work.

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Taoufik Megdiche
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Our contributors and friends:

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