MALAGA STRATEGIC PLANNING: PROCESS, RESULTS AND LESSONS LEARNED.

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1. CIEDES FOUNDATION
2. OUR STRATEGIC PLANNING PROCESS
3. RESULTS
4. LESSONS LEARNED
1. WHAT IS CIEDES FOUNDATION?

A non-profit and private Foundation integrated by the principals institutions and entities of the city (1994).

Main objective: Promotion of all interesting activities for the socio-economic and sustainable development of Malaga.

Unique entity in Spain.

President: Mayor
Vice-president: President of a bank
Executive Vice-president: Malaga Municipal Council Member
Managing Director (6 person team: 2 Economist, Sociologist, Journalist, counter and administrative)
Who are our Patrons?
Working areas of CIEDES Foundation

- Strategic Plan of Málaga
- Manage European Projects and Strategic Projects of city
- Presence in National and International Networks
2. MALAGA STRATEGIC PLANNING (PEM)

Starting the work on the PEM 1992
Approval of 1st PEM 1996
1st PEM Evaluation 2001
Starting the 2nd Strategic Plan 2002
Approval of diagnosis 2003
Approval of Advancement Projects 2005
Approval of 2nd PEM 2006
Monitoring and evaluation: Operational Programme 2009-2011
Review before the crisis 2010: New Directions
Evaluation 2nd PEM and new Operational Programme 2012-2014

www.planestrategicodemalaga.com
3. RESULTS:
IMPULSE AND SUPPORT TO METROPOLITAN PROJECTS
What can we do to IMPULSE THE FLAGSHIP PROJECTS?

IDEAS CONTEST FOR GUADALMEDINA RIVER INTEGRATION IN THE CITY:
FOUNDATION CIEDES ROLE
Consensus and professional work
Transparency and publicity
Participation and animation
Information and file

Ideas contest

Bases redactor and advisory committee:
• 2 Town Hall experts
• 2 Central government experts
• 2 Regional Government experts
• 2 Provincial Government experts

Managing project
Financiation
Image
Construction projects
Execution
Citizenship use
INITIATION OF NEW INSTRUMENTS FOR GOOD GOVERNANCE

- Metropolitan Mayor Forum: CIEDES y MADECA.
- Groups for project management: Guadalmedina river.
PERMANENT MONITORING OF METROPOLI EVOLUTION

Strategic Metropolitan Observatory: monitoring key indicators of city and metropolitan area.

Balanced Scorecard
REFORMULATION IN CRISIS TIME:
Participation and perception of citizenship

Review and bases for Operative Program 2012-2014
Flagship project reformulation and performance criteria
4. MÁLAGA LESSONS OF STRATEGIC PLANNING

- Importance of a city model maintained over time.
- Methodological flexibility and innovation: urban empathy.
- Clear and defined stakes for projects and metropolitan infrastructure.
- Acceptance and minimum consensus of political parties and society: steps for managing governance.
- Ongoing review of the direction of the city and definition of new directions.
ANOTHER IMPORTANT LESSON: CONTRIBUTIONS TO THE STRATEGIES OF THE NETWORK AND KNOWLEDGE EXCHANGE

Fast changes in our cities and our environment, scarcity of resources, crisis of governance…

Networks helps us to:

• Benchmarking (applying in our cities what others do with the necessary adaptations).
• Acquire skills and knowledge to move forward in our daily work and in our future designs.
• Create synergies in local context (public-private cooperation) and in distant context (alliances between cities).
KTC-MALAGA: what can we do for our partners?

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KTC Málaga

VISION:

A leader entity at the forefront of strategic planning and participatory urban governance, supported by a network of experts and partners who serve to the local and territorial governments, but also the citizens and institutions that build the Mediterranean cities.
MISSION:
To know, analyze, maintain, increase and disseminate best practices of strategic planning processes in the Mediterranean, encouraging the creation of stable networks to exchange experiences and knowledge in the most critical areas of processes and urban planning in the Mediterranean zone.
KTC Málaga

Objectives:

1. Identify, collect and put at the service of partners a “toolsbox and methods.“

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

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

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

Actions:

1. Creation of the box tools and methods for responsible local government, experts and professionals.

2. Selecting a first group of best and worst practices that help cities in its strategic planning and pilot projects.

3. Using the “method of case” with different practices, to analyze and draw conclusions. Prioritize the needs of USUDS cities performing strategic plans (Sousse, Saida and Larnaka) and KTC Sfax and Al Fayhaa.

4. Identification of a group of cities and professionals who can add value to networking (in cooperation with the other KTC).

5. Animation online discussions and reflections on the thematic blocks and some of its key elements.

6. Developing and presentation of publication at Seminar in 2013.
MALAGA ROLE IN THE KNOWLEDGE TRANSFER CENTRE.


HOW TO WORK? Two meetings with partners and cities of interest: (Al Fayhaa, Sfax, Sousse, Larnaca, Lyon, Marsella, Barcelona, Turin, Genova, Tetouan, Chaouen)

• 1st meeting: setting up working groups and defining issues (Malaga 2012).

• Virtual Working Groups (with experts and municipal teams).

• 2nd meeting: sharing conclusions and publish reports (Sfax 2013).
KTC - Málaga (english)

**Definition and Mission:**

CIEDES Foundation leads the development of the Knowledge Transfer Center of Methodology and Best Practices in Strategic Planning in the Mediterranean (KTC Málaga), within USUDS projects, ENPI Cooperation Program.

**Vision:** KTC Málaga must be a reference entity in USUDS network, with a broad technology base and at the forefront of strategic planning urban 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.

**Objectives and Actions:**

Objectives:
Criteria for identifying best practices

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

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

1 °. Identify a real case of good practice.
(we would make requests to our experts and partners network to identify best practices in their fields of activity or interest, during the diagnosis)

2 °. Get on to our experts and partners network to contact with people (technical and/or political) involved in the case of study and to try to implicate in the debate.

3 °. Propose the debate on Facebook, with a commitment to participation of the expert/s and the people involved in the real case.

4 °. Discussion would focus on identifying what good practices criteria are applicable to this case and why, and finally getting a model case to replicate.

5 °. When the discussion finish, we post the best practices identified and the conclusions on our website and we send it to the interested partner, so we have a wide and useful information about this real case.
Conclusion: How can we help you?

1. Offer a toolbox and methods for upgrading your processes.

2. Select good practices after your diagnostic for 5 or 6 policies, strategies or projects that you have pre-identified as strategic for you (in coordination with Al Fayhaa) (benchmarking).

3. Get in contact with people (expert, technical and/or political) involved in the study-cases to contrast the utility of their experiences.

4. Offer international contact and online debates with experts in urban strategic planning.
THANK YOU FOR YOUR ATTENTION

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