A PROPOSED STRATEGIC PLAN FOR SUSTAINABLE DEVELOPMENT «LARNACA 2040»
The European Union’s USUDS project for Larnaka

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The 2007-2013 ENPI CBC Mediterranean Sea Basin Programme is a multilateral Cross-Border Cooperation initiative funded by the European Neighbourhood and Partnership Instrument (ENPI). The Programme objective is to promote the sustainable and harmonious cooperation process at the Mediterranean basin level by dealing with the common challenges and enhancing its endogenous potential. It finances cooperation projects as a contribution to the economic, social, environmental and cultural development of the Mediterranean region. The following 14 countries participate in the Programme: Cyprus, Egypt, France, Greece, Israel, Italy, Jordan, Lebanon, Malta, Palestine, Portugal, Spain, Syria (participation currently suspended), Tunisia. The Joint Managing Authority (JMA) is the Autonomous Region of Sardinia (Italy). Official Programme languages are Arabic, English and French (www.enpicbcmed.eu).

The European Union is made up of 28 Member States who have decided to gradually link together their know-how, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders.
Sustainable development is a key concept and a great challenge for Larnaca in the 21st century. The proposed strategic plan for sustainable development ‘Larnaca 2040’ defines the vision, the strategic goals, actions and projects for a time horizon until the year 2040. In recent years, sustainable development evolved into a worldwide priority for governments and local authorities and in accordance with the European strategy of sustainable development as adopted for the first time in Goteborg in 2001. Sustainable development is an ongoing process of change and adaptation, and it is aimed at meeting the needs of the present without compromising the ability of future generations to meet their own needs through the balance of the three pillars: economy - environment - society.

The proposed strategic development plan ‘Larnaca 2040’ aims at providing a creative challenge that will act as a composition and coordination tool between central and local authorities and the private sector.

The strategic goals set forth follow the philosophy of sustainable development by seeking to expand the regional and international role of Larnaca as a competitive economy, and a city of social cohesion that ensures ecological balance and improves the quality of life.
The use of the SWOT analysis tool is applied with increasing sources to areas of research, which are concerned with integrated interventions and actions for development of local and regional geographical entities. In many cases the interventions and actions of this kind, especially those aimed at structural and permanent changes, have clear spatial dimension, since efforts are made to advance local endogenous development and socio-economic potential.

The main objective of the SWOT analysis is an effective and methodological combination of endogenous development features and capabilities with a range of external factors in order to identify and design interventions.

For grouping purposes and better presenting of the results, the SWOT analysis is analysed under the following topics:

- **S.W.O.T. ANALYSIS**

**WEAKNESSES**

- Geographical position in the wider region of the eastern Mediterranean at the crossroads of three continents.
- Strategic location on the island, which minimizes the total distance travelled of each destination.
- An important transportation hub.
- Existence of the modern international airport.
- Port facilities capable of servicing passenger, cruise, and cargo ships.
- Marina with a carrying capacity of 400 vessels.
- Excellent connection to the other cities through intercity highways.
- Strategic position on the maritime transport/trade corridors.
- Satisfactory primary road network.
- Geomorphologic specificity, which facilitates the development of pedestrian and cycle routes.

**STRENGTHS**

- Satisfactory presence of administrative infrastructure due to its position as the capital city of the district.
- Modern waste management units.
- Territorial wastewater treatment and rational utilization of treated water.
- A satisfactory level of public safety.
- Balanced distribution of school buildings for every level.
- Satisfactory frequency and level of collection of household waste.
- Satisfactory coverage and quality of water throughout the city.
- Satisfactory coverage and quality of Electricity.
- Satisfactory coverage and quality of telecommunication and Wi-Fi.
- Plenty of volunteering actions with principal fields of application such as the environment, culture, social services.

**SOCIAL INFRASTRUCTURE AND SERVICES**

- Demographic problems associated with the aging population.
- Non-existence of a distinct economic base.
- Weak business culture.
- Strong secondary export sector.
- Absence of landmarks.
- Insufficiency in the creation and maintenance of green spaces, playgrounds and roadside plantings.
- Insufficiency in the development of alternative energy sources.
- Historical tradition of extroversion and trade.
- Competitive, livestock activity.
- Fertile rural areas and agricultural activity that retains its product.

**ECONOMIC ENVIRONMENT AND DEMOGRAPHY**

- High quality of natural and manmade environment.
- Mediterranean climate.
- Enduring tension with the coexistence of mountains, plains and costs of unique aesthetic value.
- The coastal area is characterised by the most important statutory friedly and is protected under the Ramsar Treaty as a nature site.
- A significant number of clean coasts accredited with blue flag.
- A long coastline.
- A large number of urban and suburban parks.
- Compact and accessible Urban Shopping Centre.
- Low densities.

**NATURAL AND BUILD ENVIRONMENT**

- Numerous visible archaeological sites.
- Network of traditional communities.
- Rich cultural activity.
- Compact Area of Special Character.
- A significant number of listed buildings and ancient monuments.
- Remarkable number of churches, monasteries and other religious monuments.
- Unique archaeological sites of global reach.
- Rich historical tradition.
- Satisfactory infrastructure of cultural expression, such as theatres, museums, galleries.
- Events of national range such as Katakama folklores festival.

**HISTORIC AND CULTURAL CONTEXT**

- Satisfactory primary road network.
- Strategic position on the maritime transport/trade corridors.
- Excellent connection to the other cities through intercity highways.
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- Balanced distribution of school buildings for every level.
- Satisfactory frequency and level of collection of household waste.
- Satisfactory coverage and quality of water throughout the city.
- Satisfactory coverage and quality of Electricity.
- Satisfactory coverage and quality of telecommunication and Wi-Fi.
- Plenty of volunteering actions with principal fields of application such as the environment, culture, social services.
**OPPORTUNITIES**

- Exploit territorial / maritime transportation
- Exploit the synergy of airport - port infrastructure to support the national strategic bridge of the eastern Mediterranean
- Improvement / development of combined air and sea links
- Expansion and improvement of port infrastructure towards increasing the degree of service and coastal tourism
- Prospects for the development of the cruise industry in the eastern Mediterranean - Black Sea
- Reorganization of the system of public transport processes
- Exploitation of combined transport
- Recall the relationship “city-sea” and exploit the potential of urban regeneration
- Need of higher education institutions as autonomous and dynamic growth poles, associated with the identity of the region
- Need of programs to promote and support sensitive and vulnerable social groups and their integration into the labour market
- Creation of a favourable environment and mechanism for attracting foreign investment and promoting openness of the economy
- Improvement of service to citizens, by reducing bureaucracy
- e-government
- Utilization of EU expansion to the East
- Potential for commercial transactions and services between the EU and the Middle East
- Exploitation of the geographical position of the region to create a sustainable economic base
- Exploitation of Larnaca’s advantages for quality of living
- Harness tourism as the key regeneration and further development of the city
- Attract investments in infrastructure for tourism of special interests
- Exploit the perspectives offered by the new trends in tourist accommodation such as agrotourism / aikos-tourism / boutique hotels / residential accommodation
- Need for sports cultural infrastructure for an alternative tourist product
- Need for intersectoral / comprehensive partnerships to boost the tourist industry
- Design of a new tourist product and a strong regional identity of a tourist destination
- Exploitation of spatial perspective for economic growth offered by the energy sector.
- Possibilities for cooperation in the Mediterranean in the areas of research and the environment
- Exploit the natural wealth of Larnaca
- Exploit the advantages of Larnaca such as climate, topography and geographical location for the implementation of RES.
- Use new technologies for monitoring and preventing natural disasters
- Utilise available resources for research and technology
- Utilise available resources for a technology park
- Invest in the growing trends of the tourist industry for tourism of special interests and exploit the cultural, historical and archaeological wealth of the province

**THREATS**

- Shift of the strategic geographical location, with a possible solution to the Cyprus problem.
- Uncertainty of the role of the airport and port, with a possible solution to the Cyprus problem
- Reduced competition in aviation - increase in ticket prices
- Increased competition for charter flights with other regional airports
- Adverse political conditions in the region
- Multilevel regional disparities, can lead to leakage of social cohesion in conditions of severe economic crisis
- Ghettoization of specific areas due to the aging population, and the concentration of immigrants.
- Reduction in significance of the role and participation of Larnaca in the country’s economic activity, and formation of a development gap.
- Intensity of spatial competition at national and regional level and retaining of investment funds
- Reduction in resources and difficulty in ensuring the necessary funding for new projects
- Prolonged recession and unfavourable environment for development and financing of business initiatives
- Trends of decline in the number of economically active population
- Further increase in unemployment
- Economic retardation due to lack of professional specialisation
- Abandonment of traditional disciplines and professions
- Competitive tourist destination in Cyprus and the Eastern Mediterranean
- Aquifer Depletion - salinization and climate change
- Sensitive seismic area
- Hazards and disasters by coastal erosion
- Risk of coastal pollution from the activities in the energy sector
- SEVESO risk by the location of LPG / petroleum tanks in close proximity to residential areas and the city centre
- Danger of desertification of urban forests from climate change.
- Risk of ecological degradation of sensitive areas and ecosystems
- Risk of deterioration of ecological reserves from climate change.
- Delay in solving spatial problems (moving tank farm, road of Larnaca - Dhekelia, and so on.)
- Loss of cultural heritage by the lack of resources and delay in maintenance.
Larnaca. The Gateway to Cyprus that transforms its geographical advantage to a bridge connecting Europe and Asia. The emerging Energy Hub of the Eastern Mediterranean, that offers a unique business environment, where research, development and innovation can flourish, encouraging employment opportunities and investments in education and state of the art technologies, in a sustainable manner. The picturesque waterfront city, with its traditional and welcoming countryside, its breathtaking natural beauty and long history, the modern tourist destination for every season and desire. The city of choice that draws its true strength from the quality of family life, the liveliness and the creativity of its people.

Larnaca. The city to live the dream.
The establishment of Larnaca as a ‘city of choice’ to live and work, within an environment of equal opportunities, safety, and sustainable development.

**City of Choice**

**To provide quality living and residential conditions**
1. Provide adequate and affordable residential units, affordable for all age groups.
2. Provide quality living conditions for people with special needs.
3. Provide affordable/social housing to meet the needs of vulnerable population groups.
4. Connect public green spaces with residential areas.
5. Provide safe access (pedestrian and cycle routes), to connect residential areas with schools, public and cultural spaces.
6. Reinforce the competitiveness of Larnaca as a destination for residency.
7. Provide complete coverage of smart information systems and telecommunications to all residential areas.
8. Provide sufficient coverage of all public utilities to all residential areas (i.e. power, communications, water, sewage and drainage, and gas).
9. Create public spaces for passive and active entertainment within residential areas.
10. Construct proper pedestrian pavements to facilitate movement by the elderly and people with special needs.
11. Provide adequate parking, including disabled parking, in residential areas.

**To reduce social inequality**
12. Promote the harmonious coexistence of all cultural groups and diminish social exclusion.
13. Provide infrastructure for social interaction among foreign nationals.
14. Create appropriate infrastructure in Larnaca for providing services to foreign nationals, and for facilitating their adaptation to the local culture.

**To maximise employment opportunities in Larnaca**
15. Provide equal employment opportunities for every citizen.
16. Provide appropriate infrastructure and programs to facilitate lifelong learning.

**To upgrade safety conditions in the city**
17. Reduce road accidents and increase road safety.
18. Increase policing in problematic areas.
19. Prevent criminal and/or violent actions.
20. Facilitate immediate response of emergency services (police, fire department, and paramedics).

**To ensure excellent conditions of public health and hygiene**
17. Reduce road accidents and increase road safety.
18. Increase policing in problematic areas.
19. Prevent criminal and/or violent actions.
20. Facilitate immediate response of emergency services (police, fire department, and paramedics).
21. Provide health care services to all population groups, in proximity to residential areas.
22. Provide proper infrastructure to ensure daycare conditions for the elderly.
23. Sustain critical environmental parameters to acceptable levels.
24. Protect residential areas from non-conforming uses.
25. Provide sufficient supply, and ensure quality of drinking water.
26. Maintain the public and private areas clean.
27. Provide sustainable liquid and solid waste management.
28. Provide proper care and protection of stray animals.
29. Take actions for pest control.

**To protect Larnaca from natural disasters and climate change**
30. Monitor environmental parameters related to climate change.
31. Protect coastal areas from rising level of sea water.
32. Protect biodiversity.
33. Prevent and reverse desertification.
34. Ensure groundwater quality.

**To protect and preserve microclimate**
35. Create large green areas, in and outside Larnaca, to sustain microclimate parameters.
36. Sustain microclimate parameters from the impact of the built environment.

**To provide quality education of all levels with equal opportunities**
37. Establish Higher education institutions in the district of Larnaca.
38. Establish foreign-language schools for primary, secondary and higher education.
39. Provide high quality supplementary facilities in educational institutions (sports, student halls, libraries, etc).
40. Upgrade the Public Library to complement facilities of Universities and other institutions based in Larnaca.

**To provide quality living and residential conditions**
41. Upgrade public transport to facilitate intracity and intercity connections.
42. Encourage the use of alternative and environmental friendly motor vehicles.
43. Encourage the use of bicycles.

**To protect and rehabilitate biodiversity conservation areas, with emphasis on the protection of the coastal front and the salt lakes**
44. Carry out enrichment planting in natural areas.
45. Protect and enhance areas of natural beauty, e.g. the Salt lakes.
46. Protect the coastal front against erosion.
47. Conserve marine life.
48. Enrich and utilize the coastal zone.

**To accentuate the cultural and historical character of Larnaca**
49. Enrich and/or upgrade cultural activities for all ages.
50. Enrich and/or upgrade exhibition and museum facilities for use by all age groups.
51. Upgrade and promote archaeological and historical sites.
52. Protect buildings, or sites of historical and cultural interest.
53. Protect and upgrade areas of natural beauty.

**To develop entrepreneurship**
54. Regenerate the Central Business District, and other retail areas.
55. Promote the development of a business centre.
56. Promote the development of a business incubator.
57. Establish a Municipal Enterprise information and support centre.
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59. Establish a Municipal Enterprise information and support centre.
60. Establish the regional business observatory.
61. Create incentives for the establishment of new businesses in Larnaca.
Tourist Destination

To provide sufficient tourist accommodation
- Develop the municipal property.
- Provide incentives for the modernization and extension of existing tourist accommodation.
- Provide incentives for developing new tourism accommodation.
- Develop an airport hotel within the airport proximity for the accommodation of transit and/or other passengers/visitors (Gateway - Action 1).
- Develop a planning/economic framework of incentives for the construction of city hotels within the green zone area, to facilitate transit and/or other passengers/visitors (Gateway - Action 1).
- Construct a luxury hotel in the designated port land area (Gateway - Action 3).
- Provide incentives for the development of tourist accommodation in historically preserved and traditional buildings.
- Identify and secure land for the development of future tourist accommodation.
- Construct an innovative camping site.

To provide touristic thematic projects
- Promote the construction of golf courses in the district of Larnaca.
- Examine the feasibility of creating appropriate infrastructure to facilitate conferences and exhibitions (Energy Hub - Action 5).
- Construct a municipal market in the central business district.
- Promote the construction of resort casino in Larnaca.
- Construct the Salt Lake Environmental Centre.
- Promote the development of the Oroklini theme park.
- Construct the sports park in Larnaca.
- Promote the development of artificial reefs in the Larnaca bay for the development of marine biodiversity.
- Provide incentives to facilitate the development of sport tourism.

To preserve, protect, and promote the natural environment
- Sustain microclimate parameters from the impact of the built environment (City of Choice - Action 7).
- Protect and enhance areas of natural beauty, e.g. the Salt Lakes (City of Choice - Action 10).
- Protect coastal areas from rising level of sea water (City of Choice - Action 6).
- Protect biodiversity (City of Choice - Action 6).
- Create large green spaces, in and outside Larnaca, to sustain microclimate parameters (City of Choice - Action 7).
- Create green buffer zones, in and outside Larnaca, to contain microclimate parameters (City of Choice - Action 7).
- Conserve and protect natural vegetation, in and outside Larnaca, to sustain microclimate parameters (City of Choice - Action 7).
- Enrich and utilise the coastal zone (City of Choice - Action 10).

To ensure safe and sustainable mobility, and to interconnect Larnaca with all regions of the island, by utilising all means of public transport
- Facilitate immediate response of emergency services (police, fire department, and paramedics) (City of Choice - Action 4).
- Surge the construction of new accommodations.
- Formalise the construction of new accommodations.
- Develop the construction of new accommodations.
- Enhance and strengthen the incentives for the development of new accommodations.

To promote Larnaca as a competitive trade centre
- Facilitate immediate response of emergency services (police, fire department, and paramedics) (City of Choice - Action 4).
- Support the construction of new accommodations.
- Enhance and strengthen the incentives for the development of new accommodations.

To promote Larnaca as a tourist destination in the local and international market
- Create an innovative terminal station for public transport (Gateway - Action 6).
- Establish and improve the use of bicycles (City of choice - Action 9).
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Larnaca for the promotion of Larnaca as a tourist destination.
- Enrich and upgrade exhibition and museum facilities for use by all age groups (City of Choice - Action 11).
- Protect residential areas from non-conforming uses (City of Choice - Action 5).
- Provide conditions for safe swimming and beaches.
- Promote the waterfront against erosion (City of choice - Action 10).
- Develop thematic, historic and cultural routes.
- Ensure excellent conditions of public health and hygiene
- To improve and enhance the aesthetics of the built environment
- Aesthetical enhancement of the Central Business District.
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To upgrade the role of the airport in order to become a base airport for airlines and to promote clustering with other airports in the region

To attract industrial, storage and office developments close to the airport area, related to airport activities

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To expand and upgrade the Marina in order to accommodate more vessels and Mega Yachts, and to develop the designated Marina land area

To attract and facilitate Logistic activities in Larnaca, such as storing, handling and transporting goods, bonded warehouses as well as to develop bonded exhibition centre

To interconnect Larnaca with all regions of the island, by utilising all means of public transport

The utilization of Larnaca’s comparative advantage as the only city that combines significant gateway infrastructure - such as the airport, the port, and the marina - and with its central geographical location that minimizes distance between cities, in order to develop a local economy related to logistic activities.
To attract the energy sector infrastructure in Larnaca
124. Develop the energy centre at the Vasilikos area, to facilitate all the activities of the energy sector.
125. Investigate/study the possibility of creating an energy port.
126. Investigate/study the possibility of utilizing the port of Larnaca to facilitate the logistic activities of the energy sector without restricting other port uses (passenger, commercial) or harming the environment.
127. Develop specialised infrastructure at the airport to facilitate the energy sector.
128. Establish adequate facilities at the Vasilikos energy centre for the management and recycling of the wastes produced by the energy processes (drilling etc.).
129. Create an observation body for monitoring the impact of the energy facilities and for ensuring health conditions, hygiene, safety and environmental quality.
130. Develop a heavy industrial area/zone for industrial units of the energy sector.
131. Develop a light industrial area/zone for industrial units and warehouses of the energy sector.
132. Develop a specialised office area/zone for housing/relocating government departments and offices related to the energy sector.
133. Locate a Crisis Management Centre for the energy sector in Larnaca.
134. Locate the unit responsible for surveillance and safety of the energy infrastructure in Larnaca.
136. Create energy Non Governmental Organisations (NGOs) to promote Larnaca as an energy centre and to coordinate the activities of the private sector.
137. Provide planning and other incentives for the expansion and modernization of office space to meet the energy sector’s needs.

To attract in Larnaca energy sector economic activities
130. Develop a heavy industrial area/zone for industrial units of the energy sector.
131. Develop a light industrial area/zone for industrial units and warehouses of the energy sector.

To attract in Larnaca government, semi-government and NGO departments related to the energy sector
132. Develop a specialised office area/zone for housing/relocating government departments and offices related to the energy sector.
133. Locate a Crisis Management Centre for the energy sector in Larnaca.
134. Locate the unit responsible for surveillance and safety of the energy infrastructure in Larnaca.
136. Create energy Non Governmental Organisations (NGOs) to promote Larnaca as an energy centre and to coordinate the activities of the private sector.
137. Provide planning and other incentives for the expansion and modernization of office space to meet the energy sector’s needs.

To attract private businesses and economic activities related to the energy sector in Larnaca
138. Establish a university, or other academic institutions specialized in energy and sustainable energy studies.
139. Upgrade the existing colleges into universities, and/or provide specialized training programs on energy-related subjects.
140. Upgrade the Public Library, or create a new library for energy subjects in cooperation with other university libraries.
141. Provide incentives for the location in Larnaca of the energy companies’ regional training centres.
142. Provide incentives for investments in the production of energy from renewable sources, for domestic purposes.
143. Promote the investments in the production of energy from renewable sources to supplement existing conventional energy sources.
144. Carry out energy conservation measures for street lighting.
145. Promote energy conservation measures in transportation.
146. Promote public awareness activities for energy conservation.

To promote research and innovation related to energy and sustainable energy sources
137. Develop a technology and innovation park.
70. Examine the feasibility of creating appropriate infrastructure to facilitate conferences and exhibitions. (Tourist Destination, Action 2).
138. Establish a university, or other academic institutions specialized in energy and sustainable energy studies.
139. Upgrade the existing colleges into universities, and/or provide specialized training programs on energy-related subjects.
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144. Carry out energy conservation measures for street lighting.
145. Promote energy conservation measures in transportation.
146. Promote public awareness activities for energy conservation.

To establish academic institutions related to the energy sector in Larnaca and to promote the city as a regional energy knowledge centre
138. Establish a university, or other academic institutions specialized in energy and sustainable energy studies.
139. Upgrade the existing colleges into universities, and/or provide specialized training programs on energy-related subjects.
140. Upgrade the Public Library, or create a new library for energy subjects in cooperation with other university libraries.
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143. Promote the investments in the production of energy from renewable sources to supplement existing conventional energy sources.
144. Carry out energy conservation measures for street lighting.
145. Promote energy conservation measures in transportation.
146. Promote public awareness activities for energy conservation.

To promote the use of renewable energy sources and the energy saving measures and to reduce CO2 emissions
142. Provide incentives for investments in the production of energy from renewable sources, for domestic purposes.
143. Promote the investments in the production of energy from renewable sources to supplement existing conventional energy sources.
144. Carry out energy conservation measures for street lighting.
145. Promote energy conservation measures in transportation.
146. Promote public awareness activities for energy conservation.
For the successful implementation of strategic planning and the achievement of the strategic goals, the following basic requirements are necessary:

1. The formulation and continuous revising through participatory processes and public consultation of the sustainable development strategy as defined by the strategic plan.

2. The appointment of a central body in the Municipality of Larnaca for the development, monitoring, adaptation, and implementation of the Action Plan.

3. The provision of adequate staffing of municipal services and the development of policy, training, and continuing education.

4. The constant and close cooperation with the social partners.

**IMPLEMENTATION**

- Restructuring of Municipal Service - Appointment of Strategic Planning Team - Staffing
- Implementation of the training program
- Empowerment of the Public Procurement Team
- Designation of the Project Manager at Political and Departmental level
- Appoint the financial planning and budget implementation team

**MONITORING AND CONTROL**

- Defining Political monitoring and control of the Implementation of the Strategic Plan
- Scheduling the planning control of implementation, Determining and approving of the Monitoring Plan
- Establishing assessment criteria for qualitative implementation of the objectives
- Determining the process for public updating about the progress of the Strategic Plan implementation

**REVIEW**

- Appointment of the Steering Committee with the social partners for the necessary revisions of the Strategic Plan
- Scheduling periodic (annual) revisions of the Diagnostic Study
- Defining the public consultation process for any divergencies from the Strategic Plan