



**KTC Málaga**



**ENPI  
CBCMED**  
CROSS-BORDER COOPERATION  
IN THE MEDITERRANEAN



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# CONCLUSION (KTC Málaga)

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- *The city needs dreams.*
  - *Strategic planning as part of a social process.*
  - *Dynamic integration of thought-plan-project.*
- *There is no standard model applicable to multiple cases, but observables cases and methods that achieve impacts and objectives and we can render.*
  - *We have to identify, learn and apply innovating.*
  - *New ICTs are our allies and our challenge for future work.*
  - *The business world is still a source of inspiration for innovate.*
    - *We must become more relational and less technical.*



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# Question we asked at the start

- What are the key elements to investigate and deepen in strategic urban planning in this moment?.
- What are the best criteria to identify best practices in the Mediterranean?.
- Where and who are now being the vanguard?



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# MAIN CONCLUSIONS

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# Key elements to work

- **Methodological innovation:** Identify objectives and compile existing methodologies and tools, clarifying the context in which they apply and if they are best or bad practices (tool box).  
*Critical issues: Leadership and commitment, urban empathy, perception-action, trends and scenarios.*
- **Impulse, monitoring and evaluation:** Unify criteria and indicators; measure the qualitative; achieve to involve Agents; measure the evolution of the city.
- **Project management:** identify cases that transform models and their impacts; join thought- plan-project; pedagogical nature of the project; governance
- **Participation, partnerships, good governance:** determine attitudes and skills, strengthen interactions among actors to innovate; guide the good governance toward specific objectives; strengthen relational capacity and ongoing participation, identify leaders and existing strategies of actors; find meetings point to promote agreements.



# Practices and models

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**Criteria: impact measurable, observable project, modeling acceptable**

**Methodological Innovation:** Analysis HDP, perception-action system of citizenship, vision and scenarios, intermunicipal shared strategies, model delta, blue oceans, objectives tree, concurrent planning.

*Cases: North (Barcelona, Sevilla, Málaga, Las Palmas, Santander, Córdoba, Granollers, Segovia, Izmir), South (Tetuán)*

**Impulse, monitoring and evaluation:** triple approach (environment, land and projects), evaluation and permanent reprogramming.

*Cases: North (Barcelona, Málaga, Jaén, Valencia, Izmir), South (Sfax, AlFayhaa)*

**Project management:** projects with values, new roles of OPEU, learning models, rigorous management reporting software supported, funding

*Cases: Latin America (Medellín, Quito, Lima, Bogotá, Izmir), South (Izmir, AlFayhaa)*

**Participation, partnerships, good governance:** multi-level governance, letters of commitment, GIS-proximity; matrix and maps of actors; contest of ideas; leadership; forums mayors metropolitan, maps of interest between municipalities.

*Cases: CAT MED, North (Turín, Milán, Málaga, Jaén)*



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# KTC Málaga

## VISION:

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, service plans and strategic projects of the municipalities and territorial.



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# KTC Málaga

## MISION:

**U**nderstand, 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, in USUDS network, and alliances for development and implementation of strategic projects shared between cities.

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## Objectives:

1. Identify, collect and put to service members a "box of tools and methods."
2. Identify, organize and disseminate best and bad 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 work of the network and its projects.



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## Actions:

1. Creation of the **box tools and methods** for responsible local government, experts and professionals.
2. Selecting a first group of best and bad 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 Fayhaa.
4. Identification of a **group of cities and professionals** who can add value to networking.



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## Actions:

5. Animation online discussions and reflections on the 4 thematic blocks and some of its key elements.
6. Developing a joint publication.
7. Presentation of the publication in a Seminar 2013 (Sfax, Tunisia)



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**Thank you very much for helping us to  
build KTC Málaga, and hope to stay  
connected on the network**

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