



Mediterranean Network for the Promotion of Urban Sustainable Development Strategies (USUDS)



# MALAGA STRATEGIC PLANNING: PROCESS, RESULTS AND LESSONS LEARNED.

*M<sup>a</sup> del Carmen García Peña  
Managing Director  
CIEDES Foundation*



09/11-13/2012  
SAIDA, LEBANON



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1. CIEDES FOUNDATION
2. OUR STRATEGIC PLANNING  
PROCESS
3. RESULTS
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málaga, metrópoli abierta

# 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**

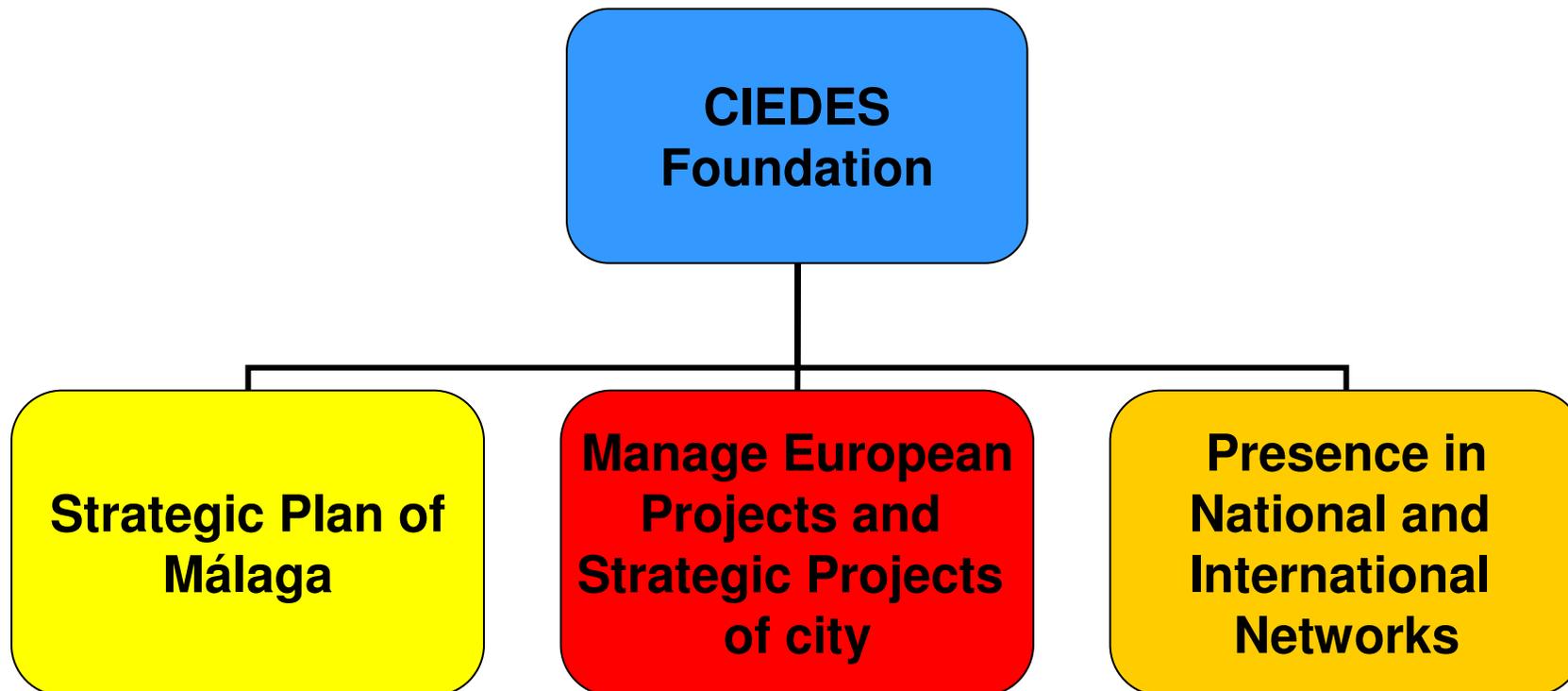
**Mannaging Director (6 person team: 2 Economist, Sociologist, Journalist, counter and administrative)**

# Who are our Patrons?

 <b>Ayuntamiento de Málaga</b>  AYUNTAMIENTO DE MÁLAGA  <i>Francisco de la Torre Prados</i> <i>Juan Ramón Casero Domínguez</i>	 <b>Cámara</b> Málaga  CÁMARA DE COMERCIO, INDUSTRIA Y NAVEGACIÓN  <i>Jerónimo Pérez Casero</i> <i>Andrés García Martínez</i>	 CONFEDERACIÓN DE EMPRESARIOS DE MÁLAGA  CONFEDERACIÓN DE EMPRESARIOS DE MÁLAGA  <i>Vicente García Martín</i> <i>Javier González de Lara y Sarriá</i>	 <b>málaga.es diputación</b>  DIPUTACIÓN PROVINCIAL DE MÁLAGA  <i>Salvador Pendón Muñoz</i> <i>Antonio Chaves Jiménez</i>
 FEDERACIÓN DE ASOCIACIONES DE VECINOS "UNIDAD"  <i>Ramón Carlos Morales Cruces</i>	 JUNTA DE ANDALUCÍA  JUNTA DE ANDALUCÍA  <i>María Gámez Gámez</i> <i>Salvadora Estébanez Morales</i>	 PARQUE TECNOLÓGICO DE ANDALUCÍA  PARQUE TECNOLÓGICO DE ANDALUCÍA  <i>Felipe Romera Lubias</i> <i>Luis Fernando Valverde García</i>	 <b>Puerto de Málaga</b> Autoridad Portuaria de Málaga  PUERTO DE MÁLAGA  <i>Enrique Linde Cirujano</i> <i>Francisco Jesús Peña Martín</i>
 SINDICATO COMISIONES OBRERAS  <i>Antonio Herrera López</i> <i>José López Bravo</i>	 SUBDELEGACIÓN DEL GOBIERNO  <i>Hilario López Luna</i>	 SINDICATO UGT  <i>Manuel Ferrer Guerrero</i> <i>Mª Auxiliadora Jiménez Zafrá</i>	 UNICAJA  <i>Braulio Medel Cámara</i> <i>Jose M. Domínguez Martínez</i>
 UNIVERSIDAD DE MÁLAGA  <i>Adelaida de la Calle Martín</i> <i>Enrique Caro Guerra</i>			

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# Working areas of CIEDES Foundation



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Àrea Metropolitana  
de Barcelona



## 2. MALAGA STRATEGIC PLANNING (PEM)

Starting the work on the PEM 1992

Approval of 1<sup>st</sup> PEM 1996

1<sup>st</sup> PEM Evaluation 2001

Starting the 2<sup>nd</sup> Strategic Plan 2002

Approval of diagnosis 2003

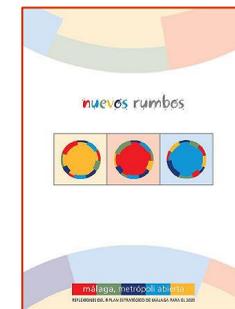
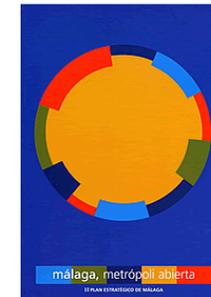
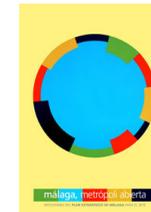
Approval of Advancement Projects 2005

Approval of 2<sup>nd</sup> PEM 2006

Monitoring and evaluation: Operational Programme 2009-2011

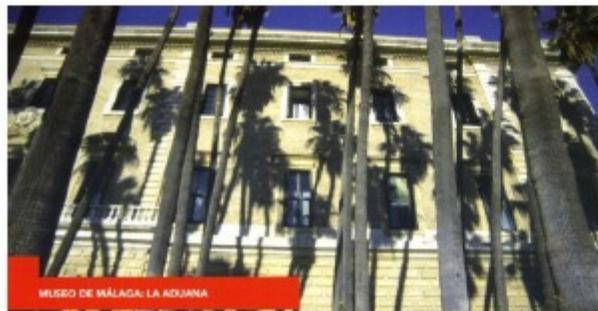
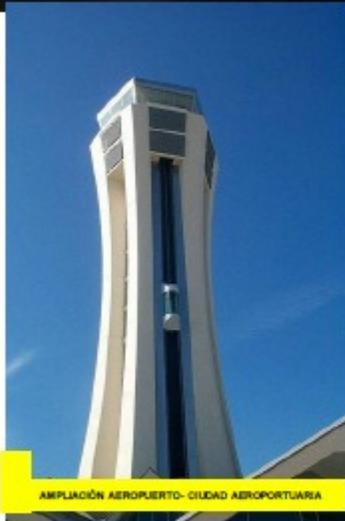
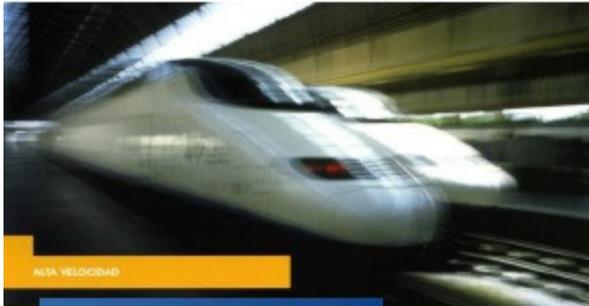
Review before the crisis 2010: New Directions

Evaluation 2<sup>nd</sup> PEM and new Operational Programme 2012-2014



### 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

M4  
MÁLAGA

EL MUNDO, JUEVES 31 DE MARZO DE 2011

### El trabajo previo sobre el río se aleja de directrices políticas

Los expertos que redactarán las bases del concurso de ideas sobre el Guadalmedina se reunieron ayer por primera vez

SUZANA VILAVRDE / Málaga  
Los ocho expertos designados por las distintas administraciones públicas para redactar las bases del concurso de ideas sobre el río Guadalmedina de la capital se reunieron ayer por primera vez y tuvieron una primera toma de contacto. Jefe de las direcciones políticas que generaron el polémico debate entre partidos amasados en la semana pasada, se hablará de emboradar o no emboradar el cauce, si no de qué tipo de concurso hay que convocar, cómo garantizar la calidad de todas las ideas o propuestas posibles y cuál es la mejor manera de resolver el proceso para evitar litigios futuros.

#### POLEMICA

### Retirarán dos videos a petición de Gámez

El vídeo 'Inundaciones en Monterrey', incluido en el Buzón Guadalmedina, puesto en marcha por la Fundación Ciedes para que los ciudadanos aporten sugerencias e ideas en torno a la solución para el río, fue retirado el pasado 29 de marzo, tras el malestar expresado por la delegada del Gobierno andaluz, María Gámez, una vez que el mismo se visionó en la presentación del comité redactor de las bases para el concurso de ideas sobre el río, con algunos comentarios del gerente de Ciedes, José Estrada, que Gámez consideró injuriosos. Asimismo, también se ha quitado la grabación 'El río Guadalmedina en Málaga' la mañana del 7 de enero de 2010 tras las intensas lluvias sufridas después de recibir copia de la carta que Gámez ha enviado al presidente de Ciedes y alcalde de Málaga, Francisco de la Torre, en la que pide la retirada de ambos vídeos. La Gerencia de la Fundación Ciedes lamentó ayer, en una nota, el malestar de la delegada, ya que «nunca fue su intención molestar ni a ella ni a ningún miembro del Patronato».

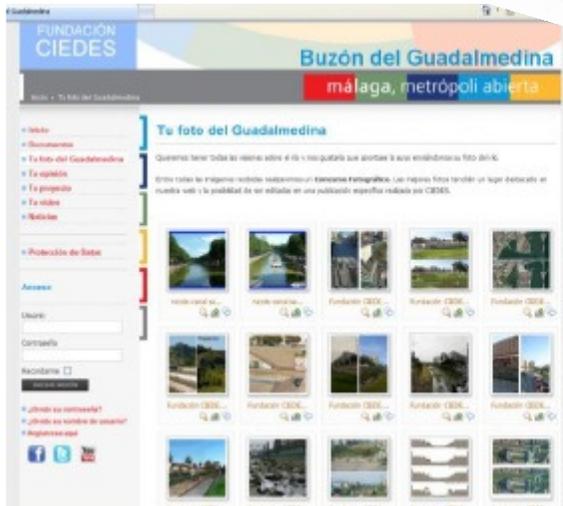
una última reunión el 20 de abril, cuando las bases debían estar ya listas o al menos enfocadas, ya que la idea es que el concurso salga entre mayo y puede resultar en 2012, indicó Casera, quien no obstante subrayó la complejidad del proyecto, «tanto en sí mismo como por la participación de todas las administraciones».

De hecho son éstas las que deben decidir en un futuro, a partir de la idea ganadora, cómo resolver la propuesta en función de sus competencias, ya que tanto el Gobierno local como el autonómico y el central son responsables del río. La intención de todas, según expresaron en el marco de la Fundación Ciedes, es alcanzar un consenso que deberá incluir el futuro proyecto y ejecución del mismo, «aunque todo se hará por partes, acabamos de comenzar, que ya es algo», indicó Casera.

El comité redactor designado que se reunió ayer en la sede municipal de la Gerencia de Urbanismo, por su parte, abordó este primer encuentro desde la «máxima neutralidad», aseguraron las fuentes consultadas. Todos participaron al margen del posicionamiento político manifestado previamente por las administraciones que los han designado y sus directrices políticas. La finalidad, afirmaron, es buscar la fórmula



**Managing project**  
**Financiation**  
**Image**  
**Construction projects**  
**Execution**  
**Citizenship use**



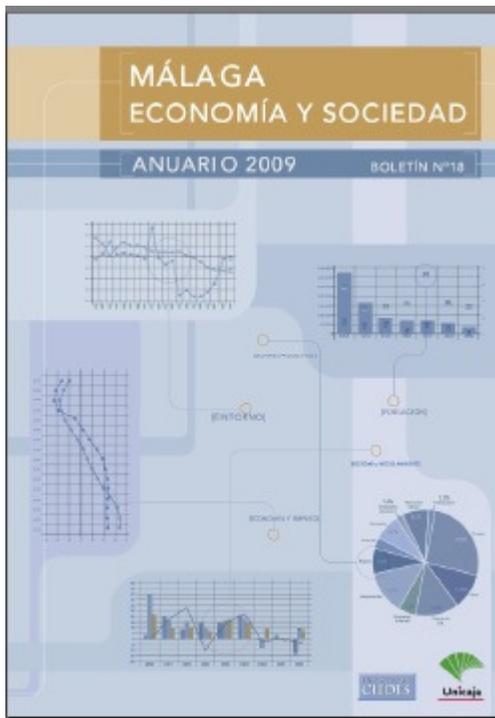
# INITIATION OF NEW INSTRUMENTS FOR GOOD GOVERNANCE

- Metropolitan Mayor Forum: CIEDES y MADECA.
- Biannual operational program: finished 2009-2011 and ongoing 2012-2014 (up to “Nuevos Rumbos”).
- Groups for project management: Guadalmedina river.



# PERMANENT MONITORING OF METROPOLI EVOLUTION

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



Fundación CIEDES - Plan Estratégico de Málaga - Windows Internet Explorer

http://www.ciedes.es/estadisticas.php#

Al pinchar sobre los datos de cada indicador podrá consultar las series históricas y la información para el resto de municipios metropolitanos. Esta información la puede copiar y pegar en otros programas para trabajar con ellos.

POBLACIÓN	2008	2009	Último dato mensual disponible	Fecha último dato mensual	Fuente
Población (Nº de habitantes)	576.426	577.884	577.095	09/2010	Gestisan, Ayto. Málaga
Densidad de población (Nº de habitantes/ superficie total (km2))	1.480	1.483	1.481	09/2010	Gestisan, Ayto. Málaga
Población extranjera (Nº de habitantes)	43.252	48.158	47.768	09/2010	Gestisan, Ayto. Málaga
Índice de envejecimiento	0,9	0,8	-	-	INE
Índice de dependencia	44,8	45,6	-	-	INE
Tasa bruta de natalidad (nacimientos por cada 1.000 habitantes)	11,9	13,7	-	-	INE

Para obtener información más detallada >>>

Fundación CIEDES - Plan Estratégico de Málaga - Windows Internet Explorer

http://www.ciedes.es/estadist/poblacion.html

**POBLACION TOTAL**  
Nº de habitantes  
Fuente: Gestisan, Padrón municipal, Ayuntamiento de Málaga.

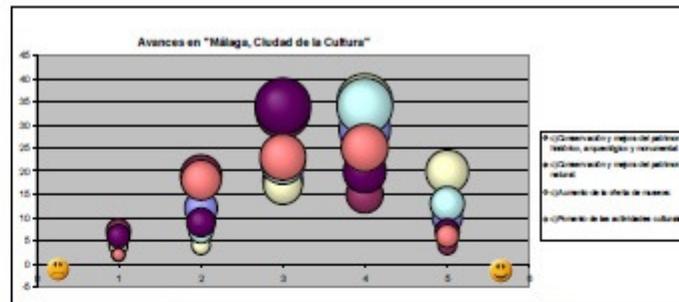
	TOTAL	Hombres	Mujeres
2004	558.265	269.582	288.683
2005	560.755	271.154	289.601
2006	573.909	278.029	295.880
2007	574.353	277.706	296.647
2008	576.725	278.745	297.980
2009	577.884	279.111	298.773
2010	577.095	278.296	298.799

**POBLACION TOTAL**  
(Nº de habitantes)  
Fuente: INE

	Alhaurín de la Torre	Alhaurín el Grande	Almogía	Álora	Benalmádena	Cártama	Casabermeja	Cóin	Colmenar	Málaga	Pízarra	Rincón de la Victoria
2000	21649	17021	4072	12509	31964	13188	3003	17868	3124	531565	6608	23029
2001	22854	17488	4093	12471	33557	13483	3016	17998	3146	534207	6593	24224

# REFORMULATION IN CRISIS TIME:

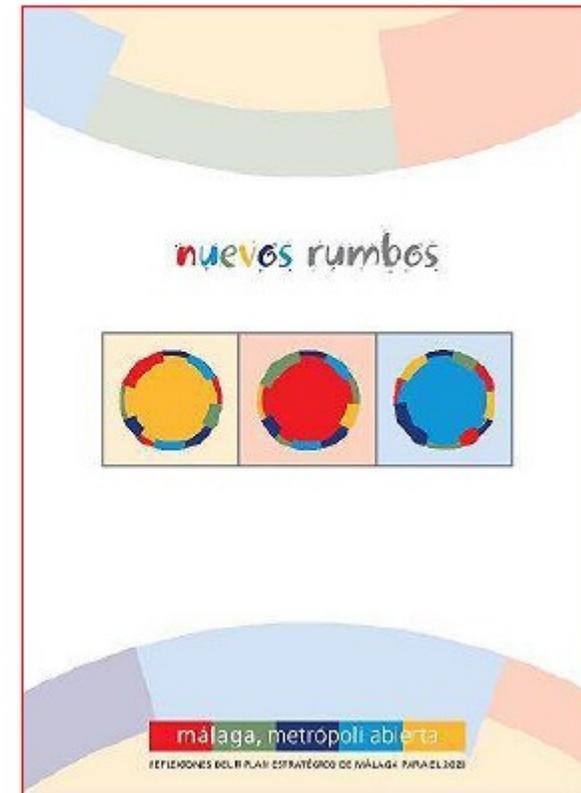
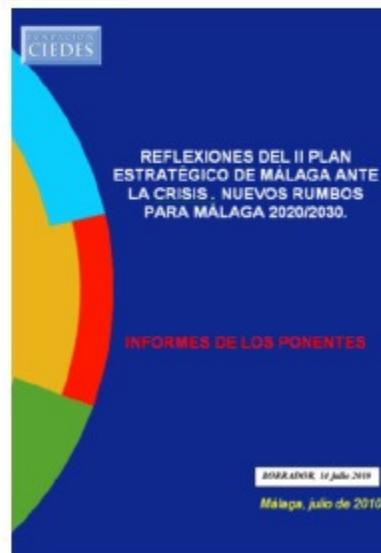
*Participation and perception of citizenship*



ENCUESTA DE PERCEPCIÓN 2010 SOBRE LA ECONOMÍA Y SOCIEDAD MÁLAGUEÑAS

**PERSPECTIVAS GENERALES DE LA CIUDAD**

Ítem	1	2	3	4	5
Crecimiento de la actividad económica	0	0	0	0	0
Facilidad urbana y transportes	0	0	0	0	0
Medio físico/ambiental	0	0	0	0	0
Imagen social/relación con grandes...	0	0	0	0	0
Participación ciudadana	0	0	0	0	0
Educación urbana	0	0	0	0	0
Otras...	0	0	0	0	0



Review and bases for Operative Program 2012-2014  
 Flagship project reformulation and performance criteria

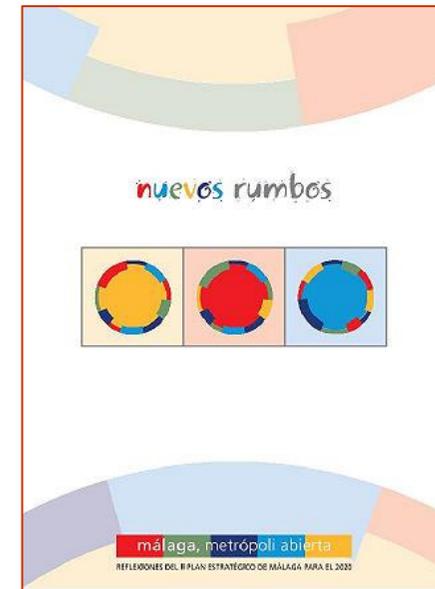


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## 4. MÁLAGA LESSONS OF STRATEGIC PLANNING

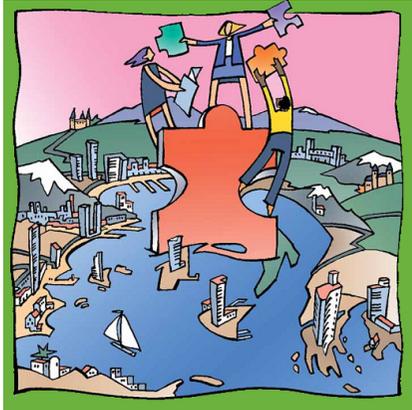
- Importance of a city model maintained over time.
- Methodological flexibility and innovation: urban empathy.
- Clear and defined stakes for projects and metropolitan infrastructure.
- Acceptance and minimum consensus of political parties and society: steps for managing governance.
- Ongoing review of the direction of the city and definition of new directions.



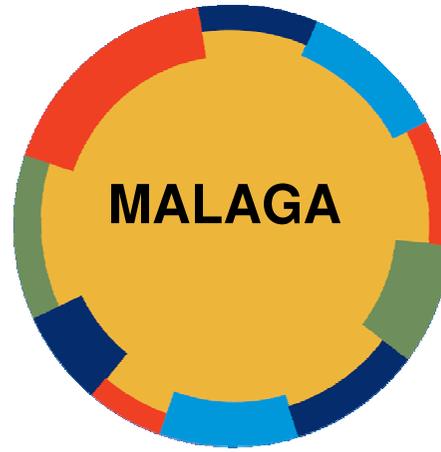
# ANOTHER IMPORTANT LESSON: CONTRIBUTIONS TO THE STRATEGIES OF THE NETWORK AND KNOWLEDGE EXCHANGE.

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).



**THANK YOU FOR YOUR ATTENTION**

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***M<sup>a</sup> Carmen García Peña***  
*Managing Director*

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IN THE MEDITERRANEAN





# MALAGA KTC: what can we do for our partners?

*M<sup>a</sup> del Carmen García Peña  
Managing Director  
CIEDES Foundation*



09/11-13/2012  
SAIDA, LEBANON





# MALAGA ROLE IN THE KNOWLEDGE TRANSFER CENTRE.

*Identify best practices of strategic planning methodology and its processes. Innovation.*

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

- **1<sup>st</sup> meeting:** setting up working groups and defining issues (Malaga 2012).

- **Virtual Working Groups** (*with experts and municipal teams*).

- **2<sup>nd</sup> meeting:** sharing conclusions and publish reports (Sousse 2013).





# Malaga Seminar. Practices and models

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

**Methodological Innovation:** Analysis HDP (*facts, challenge and projects*), 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 CDS team, 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; metropolitan mayors forums, maps of interest between municipalities.

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





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## Objectives:

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



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# KTC Málaga

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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 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.



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## KTC - Málaga (english)



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- KTC - Málaga (english)
- Best practices
- Participate and generates knowledge
- Toolbox and methodologies
- Catalogue of good practices
- Other cases of interest
- Network of experts
- Events
- Links
- Todas las páginas

#### o Definition and Mision:

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

#### o Objectives and Actions:

Objectives:



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# Criteria for identifying best practices

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CRITERIA	BASIC QUESTIONS
<p><b>Innovation</b> Can be when traditional approaches to performance change, or they start a model-based experiences that are directed to solving problems in different settings and contexts. Innovation can be referred to the problem, the procedure or to the resolution and not have to be an absolute news, it may be new to the area in which it applies.</p>	<ol style="list-style-type: none"> <li>1. In what way there has been innovation: the problem statement, in the procedure or resolution?</li> <li>2. Does Innovation come from some other pre-existing experience?</li> <li>3. What new technologies have been applied?</li> <li>4. Have there been any legislative, regulatory, methodological, etc. news?</li> </ol>
<p><b>Strategy</b> Definition of guidelines that let advance on the achievement of specific goals. These lines or strategies must be related, not only with the objectives, but with the actions and outcomes adapted to the circumstances and context of stakeholders.</p>	<ol style="list-style-type: none"> <li>1. What were the project's goals, they were measurable and quantifiable?</li> <li>2. What had been the strategies for achieving the objectives?</li> <li>3. Have all stakeholders been involved in the definition of strategies?</li> </ol>
<p><b>Consultation</b> It contemplates the participation of everyone involved in the project: public-private and public-public cooperation, establishing the powers and responsibilities</p>	<ol style="list-style-type: none"> <li>1. Who have been the partners?</li> <li>2. Have the participants been involved in the develop of the project?</li> <li>3. What has been the general division of responsibilities between the parties involved?</li> </ol>
<p><b>Impact</b> Observable, tangible and positive changes have been developed in the scope of the project</p>	<ol style="list-style-type: none"> <li>1. Who have been the direct and indirect beneficiaries?</li> <li>2. Over time, which tangible improvements have been observed in beneficiaries and community?</li> <li>3. Which tangible improvements have been observed in the scope of the project?</li> </ol>



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# Criteria for identifying best practices

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CRITERIA	BASIC QUESTIONS
<p><b>Evaluation and effectiveness</b> 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.</p>	<p>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?</p>
<p><b>Sustanaibility</b> 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</p>	<p>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?</p>
<p><b>Transfer capacity</b> Ability to serve as a guide or model to apply the experience in other areas and similar settings</p>	<p>1.Has been applied this action in another area or place? 2.Can be possible to interact with other agencies or programs?</p>



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# Work system to identify best practices and apply criteria. Debates on Facebook

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- 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.





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# Conclusion: How can we help you?

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

4°. Offer the international contact and on line debates with experts in urban strategic planning.



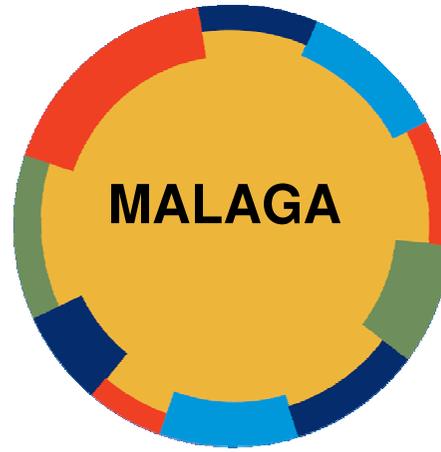
26/10/2011  
AL FAYHAA, LEBANON



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KTC Málaga

# KTC Málaga

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## 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.



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CROSS-BORDER COOPERATION  
IN THE MEDITERRANEAN



Programa Operativo  
EUROPEAN UNION



KTC Málaga

# KTC Málaga

FUNDACIÓN  
CIEDES

## 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.



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Programme Inter Régional  
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