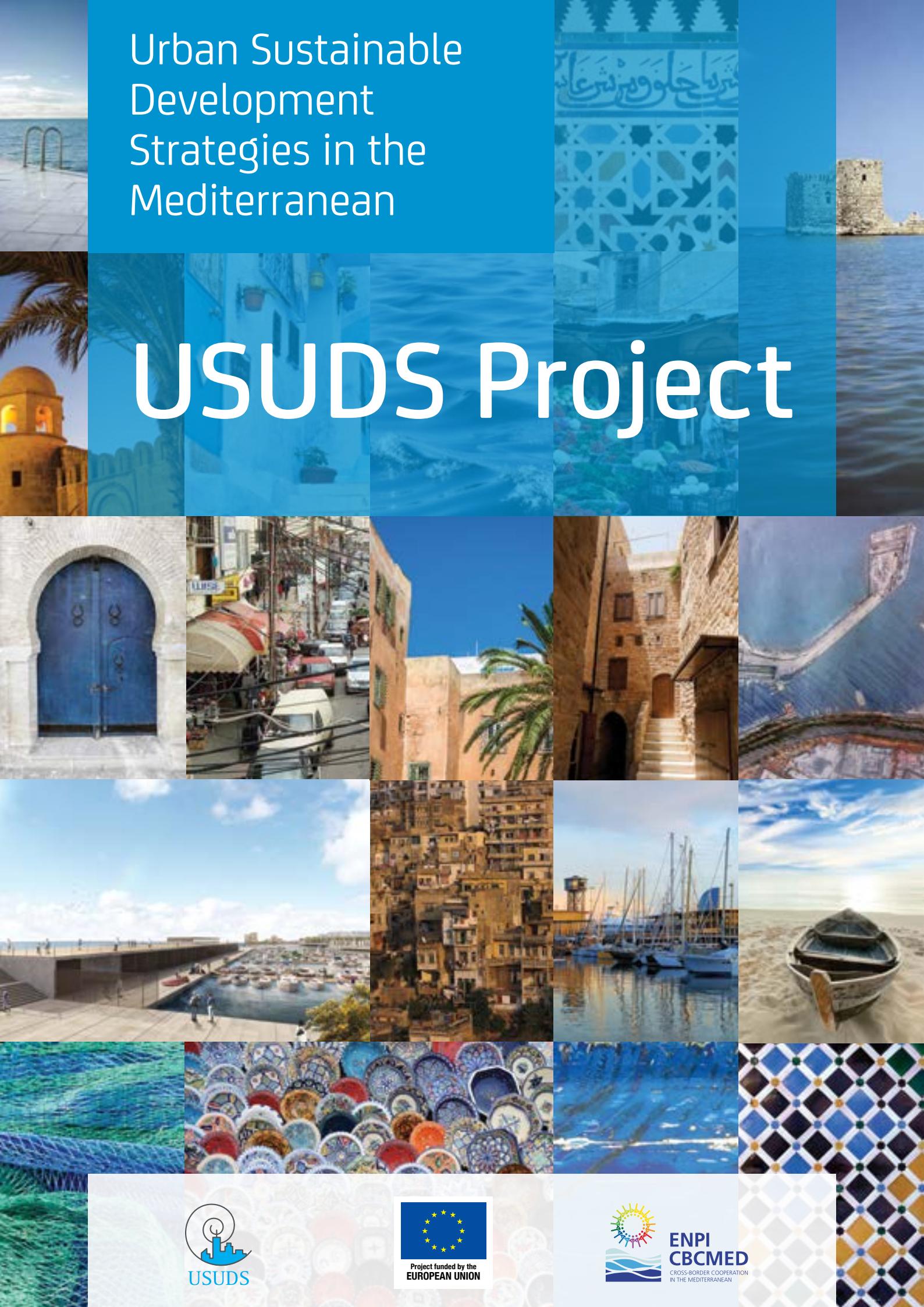


# Urban Sustainable Development Strategies in the Mediterranean

# USUDS Project



**Project leader:**  
Metropolitan Area of Barcelona,  
acting as the general secretariat of MedCities Network

**Project partners:**  
CIEDES Foundation – Málaga  
Municipality of Sfax  
Urban Community of Al Fayhaa  
Municipality of Sousse  
Municipality of Saida  
Municipality of Larnaca

**Associate Partners:**  
GIZ  
Municipality of Barcelona  
Barcelona Provincial Council  
Izmir Metropolitan Municipality  
Municipality of Marseille  
Municipality of Ancona  
Municipality of Tirana  
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**Graphic Design:**  
Begraf Studio  
[www.begrafstudio.com](http://www.begrafstudio.com)

**Translation:**  
Idiomatic Language Services SL  
[www.idiomatic.net](http://www.idiomatic.net)

**Printed by:**  
Quadern Graf S L  
[quadern@quaderngraf.com](mailto:quadern@quaderngraf.com)

**Legal deposit: B 23918-2014**

Urban Sustainable  
Development  
Strategies in the  
Mediterranean

# USUDS Project



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“Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”

**Jane Jacobs,**  
american urban theorist



Twenty-three years after its creation, the experience of MedCities and its will to better respond to the needs of Mediterranean cities has led the network to a significant transformation through its enlargement and the creation of territorial antennas. This transformation is the result of a long process of collaborative work not only with the city members of the network but also with multilateral partners that are active in the Mediterranean region. With the objective of becoming an even more powerful instrument for our members, this transformation has been possible partially thanks to the work done under the USUDS Project, the results of which are presented in this book.

In the last decades, the Mediterranean region has experienced a process of rapid changes that has transformed it into an essentially urbanised region. This fast urban growth has caused significant imbalances and challenges at multiple levels: territorial, economic, social and environmental.

This phenomenon, combined with essentially centralised political structures, renders the cities unable to meet the challenges they encounter on a daily basis. Cities need to be empowered to gain value as local development agents and decentralisation needs to be further fostered and promoted, in order to achieve good governance and better meet the needs of the local population.

In addition, the current state of political turmoil in the region fosters major changes in the organisation of the state, society and economy. This instability calls for large political and social efforts to maintain and improve social cohesion and demands a more active political role of Mediterranean cities.

The political responsibility of cities, with their corresponding institutional and financial strengthening, is the way not only of solving these defects, but also of creating the new social urban organisation that can respond to the challenges of the moment. This will have to be achieved in cooperation with the civil society and the coordination between public and private actors. I had the opportunity to personally foster this dynamic through the elaboration of the Plan Communal de Développement of Tetouan and I am glad to see how the USUDS Project has allowed other cities to undergo the same process. In this constantly changing environment in the Mediterranean, the MedCities network has proven to be an important actor that seeks to empower local governments to face these challenges by thinking about their city strategically and designing their future. Cooperation between member cities (North-South but also South-South and North-North) has proved to be essential for understanding the particularities of the region and building on similar responses to common problems.

**Mohamed Idaomar**  
President of MedCities



The world is facing a process of rapid urban growth and it is estimated that, by 2050, 70% of its residents will be living in cities. The Mediterranean region is no stranger to this trend and, for this reason, its progress inexorably depends on the sustainable development of its cities.

Barcelona has had a long commitment to the Mediterranean. Apart from the political, economic and cultural relations and friendships with different cities of the region, it is the headquarters of the Union for the Mediterranean and also hosts various international organisations dedicated to this area. One of these organisations is MedCités, a network of cities which is supported by the Barcelona Metropolitan Area, Barcelona City Council and some forty other cities in different countries on both the northern and southern shores of the sea that unites them.

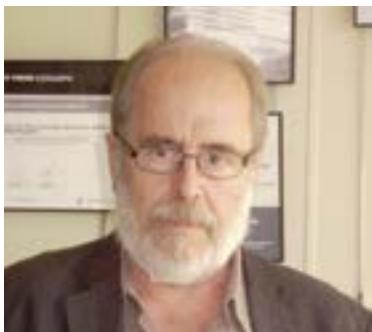
Barcelona has traditionally favoured a municipalist approach to Mediterranean cooperation, because we understand that this allows us to deal with the daily problems faced by citizens from within a framework of flexible cooperation and closeness. In recent years, when the Mediterranean region has suffered episodes of political and economic instability, joint working between cities has been one of the ways that has allowed the strengthening of the bonds of friendship between different peoples to continue.

The USUDS project, which has received recognition and financial support from the European Union, has provided a wonderful opportunity to share best practices and strategies for sustainable urban development. In this regard, I am pleased to see that the model promoted by Barcelona in the 1990s, to encourage the development of its metropolitan area through working with other municipalities, institutions and economic and social agents, is spreading to other cities of the Mediterranean as a tool for integration and sustainable growth.

With these words, I would like to reaffirm the commitment of Barcelona to the Mediterranean region and its willingness to continue working with the cities of the region to build a space for peace, opportunity and prosperity.

#### **Xavier Trias**

Mayor of Barcelona and  
President of the Barcelona Metropolitan Area



Since 1991, the MedCities network has been involved in actively supporting local governments in the Mediterranean to promote sustainable urban development and improve the quality of life of their citizens.

In this context, the preparation of strategic planning for sustainable urban development has become a growing need. This was the reasoning that led to the celebration of the *Conference on Urban Development Strategies in the Mediterranean* held in March 2011 in Barcelona. On that occasion, Mediterranean cities and experts called for major efforts from international institutions, Mediterranean countries and local administrations to work towards urban development and good local governance.

The USUDS project was a continuation of the work done in that Conference and a commitment of MedCities to urban strategic planning as a tool for designing sustainable cities that is closer to the needs of their population and building on the capacities and forces of the existing urban fabric.

Today, 36 months after the initiation of the USUDS project and through the involvement and hard work of all its partners, we are honoured to present you with the successful results in terms of methodology and implementation. The last three years have been very intense in the Mediterranean region. For this reason, we are proud to have completed the project despite a context of political turmoil, economic instability and security concerns, demonstrating that cooperation at the local level is often the best way to advance in the development of the region.

The partners of USUDS have managed to design, in a participative way, three new urban strategies in Sousse, Saida and Larnaka, and to create the basis for the future implementation of their strategic projects, which remains now the main challenge for all cities with a completed City Development Strategy. The project has experimented with short-term initiatives for the implementation of strategic projects that have given fruit to further cooperation among Mediterranean cities. Furthermore, the project focused on the improvement of methodology, led by the CIEDES Foundation in Malaga, which was established as a Knowledge Transfer Centre of Methodology and Best Practices, and for the dissemination of the idea of strategic planning.

To that end, the project has created territorial Knowledge Transfer Centres in order to accompany interested cities that see urban planning as an opportunity for their sustainable development. Such antennas were created in Sfax (Tunisia) and in the Urban Community of Al Fayhaa (Lebanon) and, together with the technological platform ([www.usuds.org](http://www.usuds.org)) developed by the Metropolitan Area of Barcelona, acting as General Secretariat of MedCities, can be significant allies in further promoting strategic urban planning as a tool for the sustainable development of Mediterranean cities.

To conclude, the USUDS project is now over but it continues as a strategic working line in MedCities to strengthen and promote urban sustainable development strategies in the Mediterranean zone. This was the mandate of the General Assembly of MedCities held in Barcelona in November 2013.

In the following pages, you will have the chance to check the results of the USUDS project. I hope this will be an inspiring reading that will pave the way for further cooperation in urban development in the Mediterranean.

**Joan Parpal**  
Secretary General of MedCities

# ENPI CBCMED: Cross-border Cooperation in the Mediterranean

The multilateral cross-border cooperation "Mediterranean Sea Basin Programme" is part of the new European Neighbourhood Policy (ENP) and of its financing instrument (European Neighbourhood and Partnership Instrument - ENPI) for the 2007-2013 period: it aims at reinforcing cooperation between the European Union (EU) and partner countries regions placed along the shores of the Mediterranean Sea.

**14 participating countries**, which represent 76 territories and around 110 million people, are eligible under the Programme: Cyprus, Egypt, France, Greece, Israel, Italy, Jordan, Lebanon, Malta, Palestinian Authority, Portugal, Spain, Syria and Tunisia.

**The general objective of the Programme is to contribute to promoting the sustainable and harmonious cooperation process at the Mediterranean Basin level** by dealing with the common challenges and enhancing its endogenous potential.

**The Programme is based on a series of principles**, jointly identified by the participating countries:

**Co-ownership:** Programme contents as well as its implementation modalities result from a joint elaboration based on the contribution of all the participating countries.  
**Common benefits:** the Programme shall benefit to all the territories involved by combining local partners' capacities to solve common problems and to improve social cohesion and competitiveness in the cooperation area.

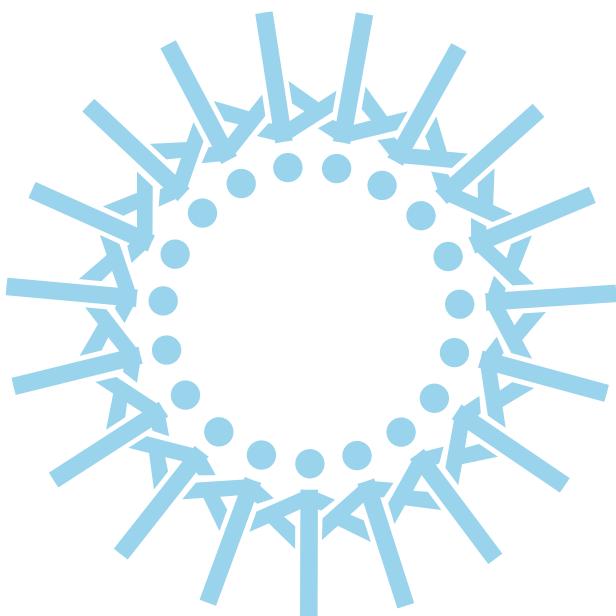
**Partnership:** it is the essential condition to ensure the Programme effectiveness, guaranteeing the participation of the two shores of the Mediterranean sea and contributing to a better governance of the local development process.  
**Sustainable development:** environment protection, management of natural resources, promotion of renewable energy sources and energy efficiency, sustainable socio-economic development and social cohesion should be considered in an integrated approach.

**Equality of opportunity, non-discrimination, respect for human rights:** while implementing the Programme and projects, a special attention should be paid to the principle of non-discrimination in order to avoid any discrimination based on race, sex, nationality, language or religion.

**Territorial dimension of the development processes and enhancement of endogenous potential of the cooperation area:** this is to ensure that disadvantaged areas are also taken into account (for example, rural areas, small towns, declining industrial areas, landlocked territories, insular areas, etc.), with the aim of reinforcing a process of balanced and polycentric development.

**Reinforcement the level of competitiveness:** the process of integration of the Euro-Mediterranean region should also be complemented with a joint effort oriented towards a progressive definition of a coherent strategy of competitiveness of the area on the world scene. Coordination with other national and local initiatives should be pursued to ensure a better impact of the projects.

**Co-financing:** to promote the beneficiaries' appropriation of the Programme and to maximize its leverage effects, it is necessary to mobilize public and private additional resources in order to ensure the sustainability of the undertaken projects.



In coherence with the general objective, participating countries have agreed to define the following four priorities:

**Priority 1:** Promotion of socio-economic development and enhancement of territories, concentrating on innovation and research in key sectors for the cooperation area, creating synergies among potentials of the Mediterranean Sea Basin countries and strengthening strategies of territorial planning.

**Priority 2:** Promotion of environmental sustainability at the Basin level, pursued through the preservation of natural common heritage, the reduction of risk factors for the environment, the improvement of energy efficiency and the promotion of the use of renewable energy sources.

**Priority 3:** Promotion of better conditions and modalities for ensuring the mobility of persons, goods and capitals, supporting the flows of people among territories as a cultural, social and economic plus for countries on both shores, and improving the conditions and modalities of circulation of goods and capitals among the territories.

**Priority 4:** Promotion of cultural dialogue and local governance, supporting the exchange, training and professional development of young people and all forms of dialogue among the communities as well as improving the governance process at local level.

Public and private actors organized in Mediterranean cross-border partnerships are invited to submit projects proposals following the launch of public calls, which will be largely publicized. Main beneficiaries include regional and local public authorities, NGOs, associations, development agencies, universities and research institutes, as well as private actors operating in the fields of intervention of the Programme.



1

# The MedCities Network

# MedCities Goals

MedCities is a network of Mediterranean cities created in Barcelona in November 1991 at the initiative of the Mediterranean Environmental Technical Assistance Programme (METAP). The METAP, whose objective was the environmental improvement in the Mediterranean region, was established in 1990 by the World Bank, the European Investment Bank, the European Commission and the UNDP (United Nations Development Programme).

The creation of MedCities was a consequence of METAP's objective of strengthening decentralised actions involving technical assistance as the best means of promoting awareness of urban environmental problems and making those actions into a vehicle for empowering municipalities in developing countries in respect of management of urban environmental issues. MedCities continues offering this support. Since then, MedCities has extended its activities from the initial local environment to the wider local sustainable development field.



Being a network of Mediterranean towns and cities belonging to different countries, its purposes are **urban sustainable development** as a way to improve living conditions in the Mediterranean region.

**The main aims and purposes of the network are:**

**To develop** the awareness of interdependence and common responsibility as regard policies of sustainable development, environmental conservation and social cohesion of the Mediterranean basin.

**To reinforce** the role, competences and resources (institutional, financial and technical) of local administrations in the adoption and implementation of sustainable local development policies.

**To develop** citizens' awareness and involvement in the sustainable development of their towns and cities.

**To get** under way and develop policies for direct cooperation and partnership between partners and with other associations.

# Cities of the network



The network originally comprised one city in each country, with a preference for cities other than the capital. The founding members were Barcelona (Spain), Marseilles (France), Monaco, Brindisi (Italy), Tiranë (Albania), Dubrovnik (Croatia), Salonika (Greece), Izmir (Turkey), Latakia (Syria), Limassol (Cyprus), Al-Mina (Lebanon), Haifa (Israel), Alexandria (Egypt), Benghazi (Libya), Sousse (Tunisia), Gozo (Malta) and Tangier (Morocco). An agreement was subsequently reached expanding possible membership to two cities per country and including Jordan. The network was enlarged by Rome, Tetouan (Morocco), Sfax (Tunisia), Tripoli (Lebanon), Ashdod (Israel), Larnaca (Cyprus), Aleppo (Syria), Zarqa (Jordan), and Silifke (Turkey). Brindisi has since withdrawn from the network.

Finally, in November 2013 the following new cities entered the network: Nicosie (Cyprus), Málaga (Spain), Montpellier (France), Danniyyeh, Jbeil/Byblos, Jezzine, Saida and Zgharta/Elden from Lebanon, Agadir and Chefchaouen in Morocco, Antalya (Turkey) and Bizerte, Djerba, Gabès, Kairouan, Monastir, Nabeul, Sidi Bou Said and Tunis in Tunisia.



# MedCities Organisation

The managing bodies of the network are:

**General Meeting.** It is the supreme governing body of MedCities and it is made up of all MedCities members. The sessions of the General Meeting can be ordinary and extraordinary. The ordinary meetings are held once a year. Extraordinary meetings are held when the circumstances make this advisable, in the President's opinion, when the Board of Directors agrees to this or when proposed in writing by one tenth of the members.

**Board of Directors.** MedCities is managed and represented by a Board of Directors made up of 7 to 9 members: one President, five to seven members plus the General Secretary. A Vice-president and a Treasurer are designated. All the posts forming the Board of Directors are unremunerated. These are appointed and revoked by the Extraordinary General Meeting and their mandate lasts for four years. The Board of Directors meets as often as this is determined by its President and at the initiative or request of three of its members.

**Presidency.** The President is the legal representative of MedCities at any kind of public and private bodies. He or she calls, presides over and concludes any sessions of the General Meeting and the Board of Directors, as well as direct their discussions. The President adopts any urgent measure that the proper running of MedCities makes advisable or that proves necessary or useful in undertaking its activities, with no detriment to rendering accounts to the Board of Directors thereafter. The Vice-president shall stand in for the President in the latter's absence, on grounds of illness or for any other reason, and shall have the same attributes as him or her.

The Presidency has been held by Barcelona, Marseilles, Tangier, Limassol, and Rome. The current President of MedCities is Dr. Mohamed Idaomar, Mayor of Tetuan.



**General Secretariat.** This administrative body assists the President and Board in their respective tasks. It is in charge of the ordinary running of MedCities; ordering payments and authorising any documents, certificates and correspondence with his or her signature; governing the purely administrative work; issuing certificates, and keeping any books that may be legally established and the file of members, and shall custody legal documents, having the notifications sent as regards the designation of Boards of Directors and other corporate agreements that can be entered in the relevant Registries, as well as the presentation of the annual accounts and compliance with documentary obligations in the terms legally applicable.

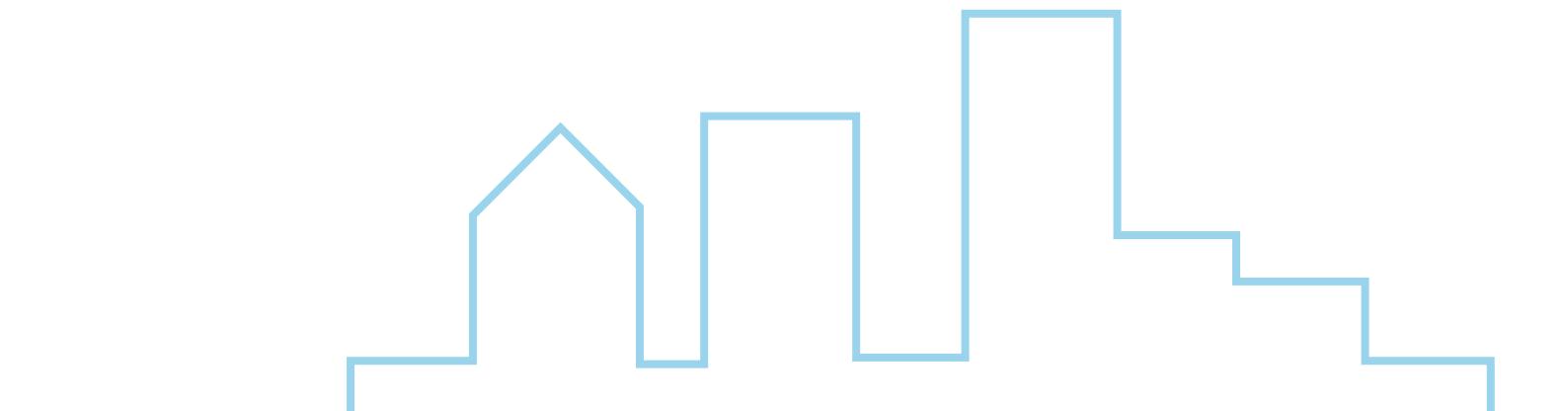
Currently, the Metropolitan Area of Barcelona holds the post of General Secretariat. The Secretary General is Mr. Joan Parpal.

# Strategic Alliances

The establishment of strong partnerships with other institutions is a must to guarantee the success of different actors' strategies on urban development in the Mediterranean. MedCities participates in international *fora* that seek to promote sustainable urban development and strategic planning. Specifically, MedCities has established complicities and alliances with a set of institutions well-known for their high reputation on strategic planning and other specific domains. This collaboration is based on information sharing and cooperation in the implementation of projects and promoting urban sustainable development in the Mediterranean. It also organises joint events and activities through partnership.

In this sense, MedCities is partner of the Centre for Mediterranean Integration of Marseilles (CMI) and actively participates in its Urban Hub together with the World Bank, the German Agency for International Cooperation (GIZ), the French Agency for Development (AFD), the European Investment Bank (EIB), Caisse des Dépôts et Consignations (CDC). It is also member of the Urban Experts Group of the Secretariat of the Union for the Mediterranean. It participates in the Strategic Planning Commission of United Cities and Local Governments (UCLG) and in the Mediterranean Commission of UCLG.

Moreover, MedCities has participated in common projects with the United Nations Development Program – ART Initiative (UNDP-ART), Cities Alliance and the Inter-Mediterranean Commission of the Conference of *Peripheral Maritime Regions* (CRPM-CMI), and participates in the ECOTER commission of the Euro-Mediterranean Local and Regional Assembly (ARLEM).





2

# USUDS Project

# Presentation

The USUDS Project brought together Mediterranean cities interested in building and developing urban sustainable development strategies. The Project was realized with the support of ENPI-CBCMED European Union Programme for Cross-Border Cooperation in the Mediterranean, under the priority 1 for the promotion of socio-economic development and enhancement of territories.

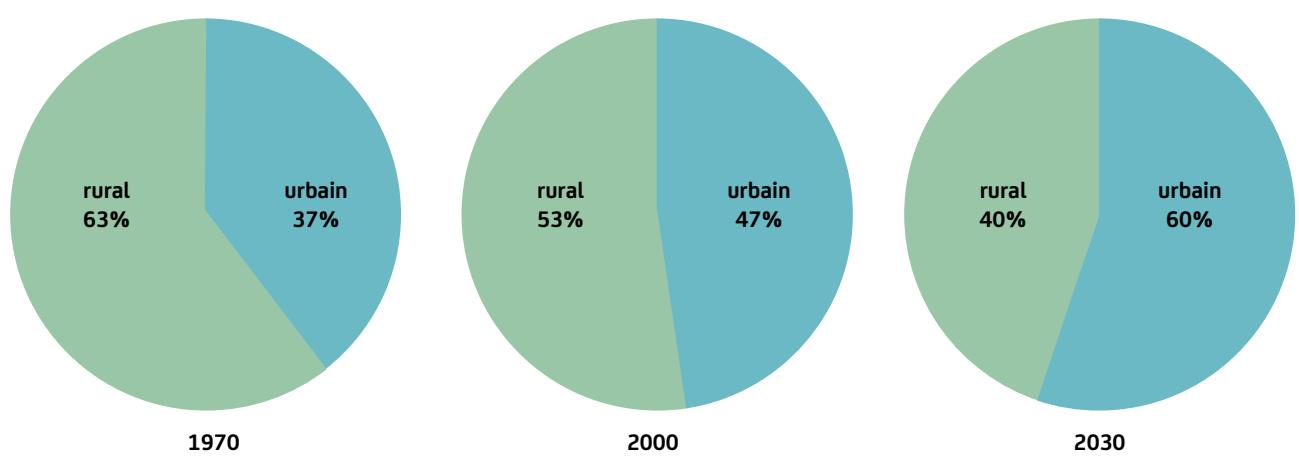
The Metropolitan Area of Barcelona, acting as MedCities General Secretariat, has been the project leader. USUDS started in October 2011 and ran until October 2014. The budget of the Project was €2,863,011, co-financed by €1,783,742 from the ENPI-CBCMED. Other donors were the Spanish Agency of International Cooperation for Development (AECID), the Provincial Council of Barcelona, the Municipality of Barcelona and the Hariri Foundation for Sustainable Human Development.

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

The creation of urban sustainable development strategies (UDS, also called City Development Strategies - CDS) in the Mediterranean region has gathered momentum in recent years because it is a powerful tool to promote growth, stability and development. CDS also reinforce decentralisation processes, and contributes to the consolidation of good practises in government. By enhancing the role of 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.

Evolution of urban population in the world



## Population: Structure and Distribution

	Population age composition				Rural population	Population in urban agglomerations of more than 750,000 inhabitants	Population located on the Mediterranean coastline		Urban population living in slums	Population density
	%	%	%	%			%	thousand		
	2011	2011	2011	2011			2010	2000	2025	2005/09*
<b>age 0-14    age 15-64    ≥ age 65</b>										
	%	%	%	%			%	thousand	%	people per km2
Portugal	15	67	18	39		39.2			..	115
Spain	15	68	17	23		27.5	15,560	16,464	..	93
France	18	65	17	14		27.4	6,265	7,151	..	119
Italy	14	65	21	32		19.6	32,837	30,291	..	206
Malta	15	71	15	5		..	389	430	..	1,299
Slovenia	14	69	17	50		..	101	106	..	102
Croatia	15	68	17	42		..	1,529	1,480	..	79
Bosnia & Herzegovina	15	71	14	52		..	226	246	..	74
Serbia	18	68	14	44		11.5			..	83
Montenegro	19	68	13	37		..	266	289	..	47
FYROM	17	71	12	41		..			..	82
Albania	22	68	10	47		..	1,193	1,468	..	117
Greece	15	67	19	39		37.5	9,482	9,412	..	88
Cyprus	17	71	12	29		..	785	900	..	121
Turkey	26	68	6	29		33.0	13,691	19,514	13.0	96
Syria	36	60	4	44		38.5	1,533	2,040	22.5	113
Lebanon	24	68	7	13		46.9	2,906	3,766	53.1	416
Jordan	37	67	4	17		18.6			19.6	70
Israel	27	71	11	8		69.3	5,045	6,585	..	359
Palestine	42	68	3	26		..	1,119	1,996	..	652
Egypt	31	64	5	56		19.0	22,929	32,633	13.1	83
Libya	31	65	4	22		17.5	5,179	7,784	..	4
Tunisia	23	70	7	34		7.4	6,762	9,154		69
Algeria	27	69	5	27		10.2	12,271	17,669	..	15
Morocco	28	67	6	43		26.2	3,233	4,586	13.1	72
	WB	WB	WB	WB	UNPOP	Bleu Plan	Bleu Plan		MDG	WB

Source: IEMED

# Objectives and Participants

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. This would allow effectively meet the challenges created by changes in the production and consumption system and the spatial extension of the area that is functionally urban.

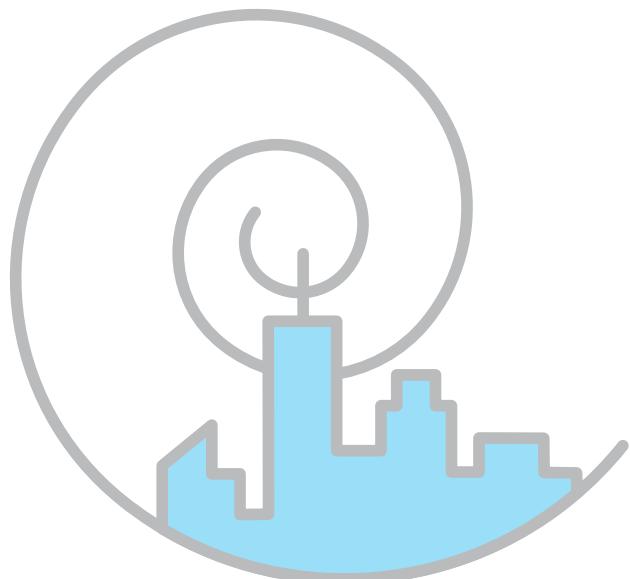
In recent years, several Mediterranean cities have been putting together efforts in order to share knowledge and expertise and guarantee the promotion of new city development strategies and their implementation. Based on horizontal cooperation and networking, USUDS has fostered best-practices sharing and joint cooperation to promote 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 Spanish 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 sought 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 project objective was to promote sustainable development and social cohesion in Mediterranean cities through the creation of three new City Development Strategies in the cities of Sousse (Tunisia), Saida (Lebanon) and Larnaka (Cyprus), and the creation of a network of cities interested in building and implementing urban sustainable development strategies.

Two kind of cities joint the initiative to create a network of municipalities interested in City Development Strategies. On the one hand, those cities that wanted to elaborate a Strategic Plan. On the other hand, cities that went under this process in the past and wanted to share their experience. Three Knowledge Transfer Centres were established in the cities of Malaga, Sfax and Al Fayhaa, with previous experience in urban strategic planning. The function of the KTCs was to disseminate urban strategic thinking in the region and to identify Best Practices that could be useful for other cities.





The cooperation on city development strategies established through the USUDS project will continue after the end of the project scope as one of the main working lines of MedCities network.

**USUDS entailed cooperation between cities to strengthen their medium and long-term management capabilities.** Through a sought a decentralized structure of management, the project sought to strengthen networking and cooperation among partners.

Cities participated sharing their best practices while creating and developing their city development strategies. USUDS project promoted knowledge and practical exchange between cities in order to empower them in their own development process.

#### The USUDS Project partners are:

Metropolitan Area of Barcelona,  
acting as General Secretariat of MedCities.  
Fundación CIEDES - Málaga  
Urban Community of Al Fayhaa  
Municipality of Larnaka  
Municipality of Sousse  
Municipality of Sfax  
Municipality of Saida

#### The project Associates are:

Barcelona Provincial Council (Diputació de Barcelona)  
Hariri Foundation for Sustainable Human Development  
Municipality of Ancona  
Municipality of Marseille  
German Agency for International Cooperation (GIZ)  
Municipality of Tirana  
Izmir Metropolitan Municipality  
Municipality of Barcelona

#### The Project has been co-financed by:

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



# Strategic planning: an instrument to develop cities

# Thinking the city strategically

After decades in which city planning was equivalent to spatial urban planning, cities strategic thinking has evolved towards a holistic approach in which citizens' participation and multidisciplinary analysis are intrinsic elements when thinking the future of a city.

The production of master plans which extended over several years and were rarely implemented due to the large gap between theoretical thinking and day-to-day life, left room for the new approach of urban sustainable development strategies. Today, the way we think and act on urban issues is the cumulative result of some three decades of assessments, studies and practices, rights and wrongs.

Three elements are crucial when thinking a city strategically:

**Local authorities** are central to the design and concrete realization of the urban development process.

**The participation of local actors** (elected officials, associations, citizens, administrations, etc.) is a sine qua non to the success of the urban development project.

**Public-Private Partnerships** at national and international levels are seen as key elements for the implementation of action plans resulting from urban development projects.

As defined by the Asian Development Bank, an Urban Development Strategy is "*an action plan for equitable growth in a city, developed and sustained through public participation to improve the quality of life for all citizens. The goals include a collective city vision and an action plan to improve governance and management, increasing investments to expand employment and services, and systematic and sustained programs to reduce poverty. A city is expected to drive the process and local ownership is essential. [...] A UDS is focused on the process of change. [...] A UDS is focused on a city as the unit of analysis... A UDS helps a city to make the most of its strengths and opportunities, [...] improve its competitive position and thus contribute more to national development*".

Taking this description into account, we can conclude that a City Development Strategy is thus:

- A leadership instrument that enables local decision-makers to have a clear vision of the development of their city and to mobilize public and private actors to build ownership to this vision.
- A participatory tool that offers the possibility of involving all urban actors who will contribute one way or another to the development of their city.
- A broad-spectrum multi-sectoral development tool that may be used to address all urban issues: economic, political, social, environmental, etc.
- More than a social and economic plan. It is inherently local and linked very closely to urban planning. Through its long-term perspectives, it complements legal spatial planning tools.
- A strategic planning tool. It allows implementing short-term actions as part of a long-term strategy.



The objective of a Urban Sustainable Development Strategy is to incorporate **public-private cooperation** in the definition of the key elements of the socioeconomic and urban development of the city, without overlapping the responsibility of final decision-takers on these series of issues.

MedCities regards strategic planning as being more of a **continuous management method** rather than a one-off planning method for the city. Therefore, **social and economic agents** (such as citizens, unions, entrepreneurs, administrations, associations, etc.) **become active players in the urban transformation**. Their role is not merely of consultative or deliberative nature. They are actively involved in decision taking processes and are directly or jointly responsible for the financing and/or execution of specific projects which are strategic to the whole city.

From this point of view, the Urban Sustainable Development Strategies require two crucial elements for ensuring effectiveness:

**Strategies require Projects** > Without viable projects of high economic, social or territorial impact, all strategies become a set of “good intentions” with no real effects.

**Strategies must territorialize** > The problems express themselves of different forms and with varying intensity in different areas or neighbourhoods in the city. This will require different solutions for each area.

Several cities have already developed promising CDS during the last years. These experiences allow extracting lessons to be learnt by other cities willing to develop their strategies as well as to improve the implementation of the existing strategies through concrete projects and best practices.

MedCities has been promoting these strategies for some years as an effective instrument which integrates social, economic and environmental factors to define the policies and priority projects of a city and its metropolitan region. The USUDS project is a result of this vision on urban development.

### UDS or CDS?

Urban Development Strategy (UDS) and City Development Strategy (CDS) are synonyms. Both terms designate a methodology and process that complement other urban planning tools and which lead to the definition of a more holistic product for the economic, social and spatial development of a city. Some authors argue that UDS has a spatial connotation, excluding the economic and social dimensions of planning. However, in most cases -like in this publication- both terms are used indistinctively.

### Urban Sustainable Development in the Mediterranean region

The Mediterranean region has several specificities that need to be taken into account when developing city development strategies. Some of the most relevant are:

**Rich** and centuries-old urban development.

**Growing** urbanization and inadequate provision of basic infrastructure.

**Strong** urban development in coastal areas.

**Substantial** proportion of slums and informal settlements related to serious land management problems.

**Delayed** implementation of reforms for improved local governance and democracy and marginal role of civil society.

**Environmental** issues not properly addressed.

**Social** dynamics challenging current practices.

# How to build a City Development Strategy

The process of elaboration of a City Development Strategy depends entirely on the context and initiative of each city. Replicating exactly what other cities did before would lead to a strategy not adapted to the local context and needs. However, a common methodology can be used for all cities when planning their future strategically.

Under the MedCities approach, each city elaborating a City Development Strategy has the support of an international expert, working in close collaboration with the Local Team. The three Knowledge Transfer Centre based on cities that had elaborated a CDS before, are also at the disposal of cities. Finally, the General Secretariat of MedCities, also provides support and technical assistance.

What follows is a [methodology for urban strategic planning elaborated by MedCities\\*](#), in cooperation with other international partners, thanks to the experience and expertise acquired over time.

## Phases of a City Development Strategy

### Organization and start up

The objective of this first phase is to identify the municipal service that will be in charge of leading the executive production of materials, selecting and training the members of the **Technical team**, consider if external assistance is needed and **holding a public information meeting** to present the process and its decision-making bodies. These **decision-making bodies** shall be constituted in this first phase. It is also important to define the scope that will be given to **citizens' participation**.

**Clear leadership** of the municipal institution, identified in the figure of the Mayor.

**Constitution of** an Executive Committee that will integrate the key economic and social agents, as well as other public administrations and companies already operating in the city. This will be the main decision-making body during the process.

**Identification of** the Municipal Service responsible for the executive management of the works. A possible part-time dedication to the project would be equivalent to 25% dedication (with respect to the total) of 3 people with a technical profile and of 15% of 2 people with an administrative profile.

**A technical team** dedicated full time to the project, made up of 5 people with a qualified technical background. Their task will be executing the necessary works in order to develop the products of the Plan as well as making more dynamic the working teams and the actions of participation and broadcasting that are decided upon.

\* See: [http://www.medcities.org/documents/10180/82735/UD1\\_GuidebookCDS\\_EN.pdf/cf864967-78c7-4505-b942-25b793cac68f](http://www.medcities.org/documents/10180/82735/UD1_GuidebookCDS_EN.pdf/cf864967-78c7-4505-b942-25b793cac68f)

### Drawing up of the Descriptive Memory (Pre-diagnosis)

It is an initial work carried out by the technical local team through a participative process. Its aim is to gather and synthesize the information available about the city (statistical data and secondary sources). It aims at defining a "state of the art" of the city and identifies the key issues that will be developed in the Diagnosis.

The **Descriptive Memory** of the city offers the most objective vision of the different variables that make up the urban reality: demography, productive sectors, social welfare, urban quality, etc. The report also includes a list and brief description of major projects already underway in the city. This Memory permits identifying the Critical Issues for development which will subsequently be analysed in depth. Transversal (or key) issues should be identified jointly by members of the Technical Team working together, once the conclusions of the *Pre diagnosis* have been agreed.

In this phase, **work must be done with representatives of the social and economic agents with knowledge and expertise on the city** (e.g: university professors or members of the research departments of other institutions).

### Drawing up the Strategic Diagnosis

It is a transversal vision of the critical issues and involves elaborating new specific approaches on the main aspects of the issues treated. Working groups integrated by representatives of significant stakeholders are ideally created in order to enrich the discussion. This phase is concluded with a document defining the current situation of the key issues, its territorialized impact, a definition of trends and a SWOT analysis with regards to each critical issue. A public information meeting with these conclusions and to identify the next steps to be taken is also envisaged.

### Strategic Framework

It consists of a general objective ("City Vision") and the strategic lines ("City Mission"). The General Objective is the purpose of the strategy. It is an easily understandable description of the future forecast which defines the unique nature of the city. The strategic lines organize the actions and projects of the Plan into coherent groups. The programs, policies, plans, projects and actions undertaken should allow the city's vision and mission to be attained.



### Action Plan

Strategies require Projects. The Action Plan includes **a wide range of projects that allow** achieving the objectives set in the Strategic Framework. These projects can be divided into strategic, complementary and instrumental projects. Drawing the Action Plan requires identifying projects in progress or planned and selecting those considered positive for the evolution of the city. It implies also including a calendar, a clear identification of the people in charge of each project, and analysis of cost and feasibility and the expected results. Participation is also important in this phase. A successful Action Plan needs managing working groups made up by representatives of the main institutions and cities organizations that make easier the identification of necessary projects which were not considered at the beginning as well as the design of Structuring Projects that act as drivers of the strategy.

### Monitoring and Evaluation System

This system allows the assessment of the projects in progress and the overall implementation of the strategy. It is essential that the Strategy moves forward from a planning document to a living dynamic process of transformation of the city. Objective evaluation is needed in order to determine whether this process is being carried out successfully.

An **Indicators System** will allow the city to efficiently monitor those urban variables affected by the Action Plan. The aim of the city is to evolve in the direction set by the administration and citizenship, so further interest will be placed into assessing the evolution of the city than implementing the proposed measures.



The USUDS project was based on the above mentioned methodology; however, this methodology is compatible with the implementation of complementary tools and instruments for the identification of the complex singularity of each city. One of the instruments put in practice by the project is the analysis Facts, Challenges and Projects (Faits, Défis, Projets - FDP from its name in French), elaborated by Josep Maria Pascual, an international expert on CDS. The following section describes the methodology FDP and its implementation as a tool for identifying the main drivers for the strategic urban sustainable development.

## Facts, Challenges and Projects

There is a range of different methods and techniques in strategic land use planning, depending on the features of the town, city or area, on the capacity of the technical staff involved and political leadership and above all, on the objectives or purposes for which the process is got under way. More specifically, different procedural approaches are implemented depending on whether what is being sought after is only to identify the most important projects to be promoted or whether the intention is also to strengthen the organising capacity and shared response of the city to the challenges brought up.

It needs to be grasped that each town or city has a complex singularity, that is, that **cities are distinguished by the way they arrange the different factors constituting the structure of their territory, economy and society in processes**. There is nevertheless a set of instruments whose flexibility and ability to reflect the complex singularity of each city mean that these can be more generally applicable; this is the case of FCP (HDP/FDP<sup>1</sup>).

1. HDP in Spanish, FDP in Catalan, French and Portuguese. FSP in Italian.

**FCP (Facts, Challenges, Projects) analysis was systematised as a methodology for drawing up urban strategies** and was initially used successfully in Barcelona (Strategic Framework for Social Action), Seville (II Strategic Plan), Cordoba (Strategic Analysis of the Province), Granollers (II Strategic Plan) and Santander (Strategic Plan). The MedCities network applied this for the first time in cities on the southern shore of the Mediterranean in an innovative way, starting in Tetouan in Morocco and in Sousse in Tunisia.

FCP, as the initials indicate, involves the following aspects:

**The facts identified:** the events that are taking place in the city and its surroundings, and which have the greatest impact on the city and its future. The facts refer to objective factors affecting economic, spatial and social development and the sustainability of the town or city. These are the facts with the greatest influence or/and forecast to have most influence, on both the economy and on society or the territory of the city in its future. The main facts and key challenges are not the same in all cities, but do indeed tend to be transversal to the main scopes of action if these are properly considered. Experience shows that from 5 to 10 facts considered of great strategic importance are generally identified.

**Challenges:** aspects that have to be faced up to from a strategic standpoint, and which stem from the impact of the facts on the production, social and spatial structure of the city. Challenges are not objective, that is, situations to be attained, although they are directly related to these: *it could be a problem, a situation, an opportunity or highly objectified danger, etc.* Challenges thus act as indicators enabling the fulfilment of objectives to be assessed.

**Projects or programmes:** instruments which are planned or being executed in the town or city at the time when the analysis is made and which are intended to provide a solution for challenges. That is, challenges are tackled with programmes and projects. This section is highly important since it indicates at the time of the analysis the challenges that are already being tackled or are planned to be tackled through projects. The project has to be specific and able to be budgeted and financed for execution in a specific time.

There is a very widespread flaw found among planners, in the analysis or diagnosis stage, consisting in not taking the projects already existing or under way into account. FCP has three major advantages:

- 1) From the first stage in the analysis work is done with projects and proposals that will gradually be prioritised and specified in the process for drawing up the Plan.
- 2) This is a synthetic document, easy to understand and very useful as an aid in processes of citizens' participation and discussion, since it not only allows prioritisation, but above all enables channelling the main demands, expectations and needs of the main sectors of the city and its citizens.
- 3) It is easy to be corrected and reprogrammed, which makes it a dynamic instrument for preparing a shared strategy which not only has widespread agreement of the main agents and sectors of citizens, but also involves their commitment to action.

## The forms of using FCP: its adaptation to the stages in the Methodological Guide put forward by MedCities and the USUDS project

FCP has been used as a document for strategic synthesis of the diagnosis or even pre-diagnosis stage, with greater value for urban strategy than the well-known SWOT, which is recommended, as has already been pointed out, as a complement and particularly in subject areas in which the city or town is in a highly competitive situation with other territories for attracting investments, headquarters of institutions and companies or major events.

The FCP was nevertheless used in the city of Tetouan for the first time, at the start of the process in the stage known as pre-diagnosis or identification of the critical factors conditioning the city's situation and its future. The critical subject areas are clearly facts (F) and the main challenges brought up by these, which in the case of Tetouan were identified by the technical team, after completing their in-depth interviews of the main agents. The technical team drew up a first FDP document, which was validated by the pilot committee after being completed, and the diagnosis or analysis stage started, which consisted in going more deeply into the first FCP document and opening work groups with experts and actors from the city, to be able to reflect on these and start to construct the system of complicities as regards the challenges to be tackled by the city.

In the case of Sousse, in view of the non-existence of analyses of the city, the technical team drew up a first report based on quantitative and qualitative methodologies on the basic dimensions of the city: Economy, Infrastructures and Territory, Social Cohesion, Sustainability and Governance. These reports were used for drawing up a first FCP, which was discussed and prioritised in the work groups.

FCP analysis procedure is not only highly compatible with the different stages proposed by the methodological guide for strategic planning used by Med Cities, but furthermore constitutes a method for efficiently deploying this guide, since FCP is a conceptually clear method, easy to understand, highly operative, and which enables working with key projects from the start of the process, and cuts down the time needed for preparing the strategic contents of the Plan.

The stages in the USUDS Guide for preparing a strategic plan and the way these are solved by FCP can in fact be seen in the following table:

Stages in the methodological guide	Development of the FCP
Pre-Diagnosis: Identification of critical themes.	First formulation of structuring Facts, Challenges and Projects under way or planned.
Diagnosis: Analysis of critical subject areas.	Deliberation, extension and deeper analysis of the first FCP
Strategic Framework: General objective or view, strategic lines and line objectives	From the FCP to the proposal for Strategic Framework: Vision and model of the city (strategic purposes), strategic lines or vectors, projects (under way, envisaged and new).
Action Programme: Project Datasheets	Action Programme. Complete project datasheets: purposes and objectives which these respond to, specific objectives, agents involved, envisaged/desirable calendar, approximate budget, sources of financing.

FCP is thus a methodological instrument for analysis of the town or city to organise a set of information and knowledge about the city in its different dimensions consistent with the purposes of an urban strategy which structures, facilitates and gives coherency to the methodological deployment of an urban strategy.

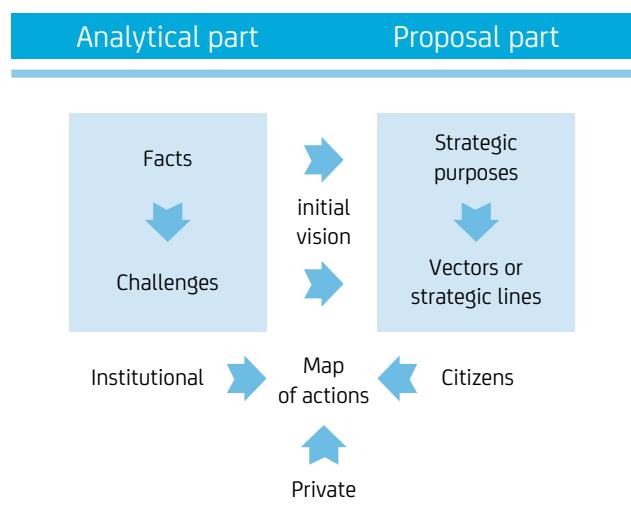
## From the FCP to the strategic proposal

Perhaps the main comparative advantage of the FCP as compared with other strategic analysis methodologies is that this enormously and consistently facilitates the transition to the proposal or strategic proposal stage, since by taking into account the facts of greatest influence on the city possible *future scenarios* can be deduced from this, depending on whether the main challenges that these bring up are being, or could be, tackled successfully. The most desirable scenario of the possible ones strictly constituting the definition of the vision of the city is chosen from these, thus enabling identification of the main strategic purposes that have to be attained. From the deliberation on the facts the major strategic purposes forming part of the vision or future model of the city will be identified.

In quite a lot of land use strategies, the vision or model of the city arises from the deliberation process (this is not a mechanical process under any circumstances) to transform the key facts which most condition the present and foreseeable future of the city, in intentions or major strategic objectives which will be the line or sub-line objectives of land use strategy. In many cities the vision or future model of the city is not only a desirable one of the possible scenarios, but a permanent and rational aspiration, which arises at a given time and in spite of necessarily being reprogrammable, is prepared with the intention to be permanent, constituting an act of "historical affirmation" for the city, in which the shared ethical will of wishing to reach this is displayed. *Scenarios in this case constitute the medium or setting of which the city forms part* and in accordance with the development of this setting, not controlled by the city, its evolution will be different. Hence the level of progress/regression with regard to the model or vision of the city will be different depending on which scenario actually arises. The city, its capacity for organisation and action and its strategic lines will understandably have to consider the different scenarios and have to be reprogrammed in line with these, but the vision or model is not necessarily relinquished, instead reprogramming the strategy or bearing.

Challenges are the basis for drawing up a first identification of objectives and criteria for action which will be structured in axes or strategic lines, which are organised by means of the strategic lines or vectors for transforming the city. Projects under way, planned or the new ones brought up in interviews, participative workshops and thematic committees are compiled and arranged by their impact on the deployment of the objectives.

This can be expressed in a conceptual diagram:



This methodology is a new instrument for drawing up shared urban strategies arising from the need to respond to certain demands in the preparation of a specific strategy, but whose application can be very extensive by fostering the city's ability to singularise the analysis of its strategic situation.



# The CDS of the USUDS Project

## Objective 1: The creation of three new urban development strategies in the cities of Sousse, Saida and Larnaca

During the USUDS project, the cities of [Sousse](#), [Saida](#) and [Larnaca](#) engaged in defining their urban sustainable development strategy. In order to present the three processes, it is important to highlight some common issues as well as some methodological variants that make the results of the process implemented by each city unique.

Firstly, **all three cities based their strategy on the methodology of USUDS** for strategic city planning as it is reflected in the methodological guides summarised in the previous section. In this sense, the three cities worked in **identifying a Vision (General Objective) of the city, which was structured in different Strategic Lines or Axes**. **These were developed into some concrete Objectives to be formalised as an Action Plan that contained projects, programmes, plans and actions**. All partners followed the same rationale, and the plan will be presented in continuation; nonetheless, each partner has used the classification and wording that better suits the current situation and needs of each city, with these differences being respected in this document.

Furthermore, the city of Sousse, under the guidance of the International Consultant Mr. Josep Maria Pascual, implemented a complementary tool for drawing up urban strategies - the Facts, Challenges and Projects method. This methodology is especially valid for early identification of the primary facts and challenges of the city that are later translated into projects. In turn, this enables working with key projects from the start of the process and cuts down on the time needed for preparing the strategic contents of the Plan.

In terms of methodology, the three cities engaged into a **broad participation and consultation process for both the identification of the city's needs as well as the definition of the future strategic objectives**. Each city prepared its own plan of citizen mobilisation, based on its needs and current political situation, and adapted the tools used to the security constraints and the particular needs of each phase of the strategy. However, the participatory process was successful in all cases since it managed to identify the key stakeholders, the civil society and the citizens in the debates as well as the validation of the results. In this way, **it created a sense of ownership of the proposed strategy and developed the basis for the future governance of the plan**.

In the cases of Sousse and Saida, despite implementing different methodologies, one can perceive the guiding thread between the works of the Diagnosis, the Strategic Framework and the Action Plan. Such thread is not that obvious in the case of Larnaca, where there was no concrete methodology used for passing from the SWOT analysis to the identification of key issues.

Also, in the case of Sousse, maintaining this thread was possible through the methodology of Facts, Challenges and Projects that allows for focusing from the beginning of the diagnosis phase on the critical or strategic aspects and debating on projects and proposals since the initial diagnostic phase. In the case of Saida, and under the guidance of the International Consultant Mr. Farouk Tebbal, the local team formulated a series of strategic objectives based on the analysis of the thematic issues identified in the diagnosis. A detailed work of synthesis was then undertaken for all the defined strategies in order to create clusters of strategies grouped in six "general objectives". In this way, a certain level of continuity was guaranteed between the different definition phases of the action plan, especially in the case of Saida, where the political situation hampered citizen participation in the last phases.

Furthermore, Larnaca and Saida have done a remarkable effort to introduce the **spatial component** in their Action Plan by analysing the dissemination of all defined actions and of their effects on the territory.





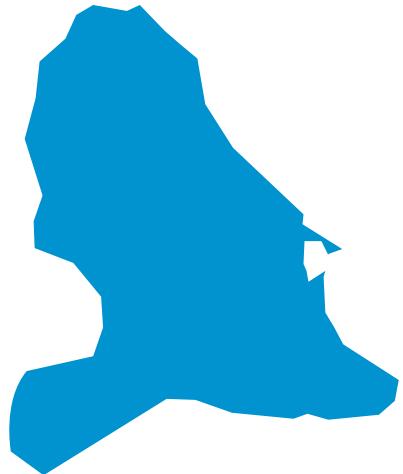
In the case of Larnaca, under the guidance of the International Consultant Mr. Josep Acebillo, the territorial element has been introduced by defining three areas of territorial intervention: the coastal corridor, the neo-tertiary corridor and a concrete intervention designed as urban acupuncture. In the case of Saida, the effort to present the territorial effect of the Action Plan was not limited to the totality of the strategic framework. Rather, it included detailed spatial information for each one of the 6 general objectives defined by the plan, in order to be able to understand how the concrete thematic interventions and their effects were represented spatially. The following images present the global territorial cartography of the Action Plan of Saida and a concrete example of one of the strategic objectives.

## CDS

The three processes undertaken in the USUDS project have been based on a common methodology. However, the implementation of this methodology and of the specific tools for the analysis, the prioritisation and the participation are subject to small variations that make each process unique.



# The City Development Strategy of Sousse



The needs identified by the city of Sousse that led to the development of a City Development Strategy (CDS) are of two types. On one hand, there are contextual concerns, given the political upheaval that Tunisia has undergone since 2011, and the fact that it is currently passing through a transition phase meant to lead to greater decentralization. On the other hand, there are current on-the-ground concerns, given the simultaneous economic, social, environmental and urban development challenges that Sousse is facing.

In 2011, Tunisia experienced a **Citizen Revolution** that led to the downfall of an authoritarian regime and to the calling into question of the centralized state model. One of the major causes of the popular uprising was without a doubt the great **disparity that existed between the various Tunisian regions**, and even between different neighbourhoods of the same city, a consequence of a **combination of political patronage and vertical and sectorial planning**.

**Since 2011, Tunisia has been undergoing a democratic transition.** The State institutions have certainly kept their powers and remits, but they have undergone profound changes in vision and procedures. The new Constitution, passed in 2014, recognizes the **principle of decentralization** and advocates working towards devolving more responsibilities, jurisdiction and financial means to local authorities. Since the establishment of a new local government, the members of the Special Delegation in charge of the Municipality of Sousse have become aware of the future role that local authorities should play, and of their influence in city development.

In order to face up to future challenges, the conducting of a cross-sectorial analysis of Sousse's situation, as well as the crafting of a shared strategic vision for the future, seemed in the eyes of all to be necessary. Additionally, the development of a global strategy, taking into account all

the **development data and issues**, as well as the identification of realistic and achievable projects, represent indispensable steps toward guaranteeing equitable and sustainable city development. This development must simultaneously take into account the real needs of citizens, the urgent priorities of the community, and the technical and financial capacities of the local actors.

**The development of a City Development Strategy appeared to be the most optimal solution to respond to the future challenges of the city.**

At the time the project was conceived, it was decided to develop the City Development Strategy of the City of Sousse in a **participatory manner**. The objective was to define a future vision of the city, shared and validated across all of the stakeholders on the ground (municipality, public administrations, private actors...), across the beneficiaries of local development (civil society and citizens), and across the relevant subject matter experts (urban planners, academics, researchers, consultants...).

Given the political environment and the instability within which the City Development Strategy would be developed, the advocates of the project opted for the establishment of a steering **committee representing the various local elements**. The position of chair was entrusted to the Municipality, and the other seats were divided between regional branches of the ministries involved in development (Equipment, Sustainable Development, Regional Development), the public bodies (National Tourism Office, Chamber of Commerce, Agency for the Promotion of Industry and Innovation), the universities (Faculty of Law and Political Science, Faculty of Economics and Management), urban planners and representatives of civil society (representatives of employers, unions, youth and culture). All this is aimed **to ensure the simultaneous involvement of local public bodies, actors and experts**.



These groups were brought in from the time of the first, pre-diagnostic phase, via individual meetings with representatives of the involved public bodies, with local actors and with experts. In fact, to get around the dearth of local data and the imprecision of certain numbers, the project team conducted a “qualitative” study of the city’s situation, of its gaps and of its future needs. This work then led to the writing of pre-diagnostic reports in the different subject matter areas, developed with the participation of the various actors.

During the diagnostic phase, **five subject matter groups** were constituted: **economy, social, environment, urban planning, and governance**. The objective of the workshops was essentially to prioritize the various challenges in each developmental and local affairs management sector. These groups, constituted mostly of those actors who had participated in the earlier diagnostic process, received the backing of personalities and of bodies that intervened in the different areas. This phase led to the development of a shared situational analysis document and to the defining of development priorities.

For the third phase, in which a strategic framework was developed, the participants were first assigned to the subject matter groups, which were divided according to strategic thread. The objective was simultaneously to define the next strategic objectives for the city and to achieve a consensus between the different actors whose needs sometimes appear contradictory (industry/environmental preservation, areas of intervention of public bodies/future municipal jurisdictions....). This stage contributed to the development of a shared vision of the future of the city and to the outlining of cross-sectorial development areas. It also led to the identification of future projects to implement. The strategic framework document was then submitted through the civil society conciliation and validation process (in anticipation of the one with citizens) and made it possi-

ble to nail down a first draft of the city’s strategic development plan. Members of the steering committee then signed a solemn undertaking to ensure this plan’s implementation. Finally, in the last step, that of the action plan, final priorities were determined and future projects for implementation were precisely defined. During this phase, local participation took its most direct form, with the local actors involved in the implementation and/or the funding of the projects. Through the course of individual meetings, the local team simultaneously looked to define the contours of the action plan and to obtain agreements about the implementation of certain projects. The results of this phase are laid out for reading in the project files of those projects which will be implemented in the next three years.

During the development process, the local technical team was confronted with numerous challenges. The major obstacle was **the absence of local data for various sectors**. Effectively speaking, the collection and the publication of figures related to development had always been conducted at a national level, or at best at a regional one. But these figures aren’t transposable to the local level given the disparities that exist even inside a single city. Therefore, it was necessary to undertake some data “generation” and matching work, as well as to resort, in particular, to a qualitative diagnosis of the city’s situation.

What’s more, the technical team had to deal with **mistrust on the part of certain actors against the project and its initiator, the Municipality of Sousse**. On one hand, some did not see the point of intervention by City Hall in development issues (which are not currently in its jurisdiction). Others didn’t understand why there was a necessity for the development of a City Development Strategy during a transition period. And finally, many remembered the period before 2011, and notably how the municipal government (both politically and administratively) was run under the dictatorship, with a combination of patronage and favouritism. In

order to deal with these constraints, the technical team employed quite a lot of diplomacy, education and communication. First of all, **the development of the City Development Strategy was presented as a city project, and not as a municipal one**. Then, the actors began to understand that future projects would not be run solely under municipal jurisdiction, but could be spearheaded by other public bodies, or even by private actors. Finally, many grew to understand that participation would be effective, and that the choices and priorities that would be defined would be so done in a collaborative and shared way.

During the process, difficulties were identified regarding assimilation of the work methods and of the development methodology by the participants. After an initial period of uncertainty, the episode demonstrated the utility of the tools chosen and their effectiveness in the implementation of the workgroup objectives.

Furthermore, constraints appeared during the actual implementation of the phases of the project. First of all, **political instability** led to changes in the composition of the Special Delegation, and to the appointment of a new mayor. Next, some representatives of the public bodies (tourism, industry...) changed. Each time, the new actors had to have the work explained to them, and then be convinced in order to become involved. Finally, after the strategic framework phase, **a blockage on the financing side led to the slowing down of the project** and to delays in the implementation of several activities (communication, citizen participation, sectorial studies...).

**The development of the CDS engendered two types of results.** On one hand, it led to the creation of important documents for the future development of the city, and on the other hand, it led to some changes in approach to the management of local affairs.

Effectively, the CDS development **project fostered the development of a current, cross-sectorial analysis of the situation of the city**. It led to the agreeing of a future vision for the City of Sousse, validated by the involvement of all the participants: public bodies, local actors, civil society, and citizens. This vision is accompanied by several defined priority development areas and strategic objectives, which were developed in a collaborative manner. In order to reach them, a coordinated action plan and realistic and achievable projects were identified.

What's more, the CDS development process led to a notable **change in ways of understanding management at the local level**. On one hand, participation led to a general realization about the necessity of coordinating between the various local actors in order to seed future projects. The constant search for consensus was beneficial in calming tensions that could previously exist between the various elements of the city. The CDS development process was also useful in that it helped the actors get to know one another better, and helped them mutually understand each other's prerogatives, fields of expertise and concern, and operational challenges. The working groups also led to the establishment of the first collaborative initiatives between certain participants, and to the initiation and implementation of certain projects.

**Finally, the development of the CDS allowed the municipality to play a new role in local development as the articulator of city projects, and as such to concretely prepare itself for the imminent growth in its jurisdiction as more powers are devolved to it through the national decentralization process.**

For the City of Sousse, the two strategic challenges for **the future are the implementation of the action plan and the following-through of the process** initiated with the development of the CDS.

The development of the CDS led to the identification of a group of projects that need to be implemented. In order to converge on the wished-for vision and to reach the strategic objectives, the City must pull out all the stops to implement the action plan. This is necessary in order to ensure sustainable and balanced development, but also to reinforce the CDS development process. The implementation of this action plan requires financing and a monitoring structure. Additionally, it is essential for the City to continue the process that was established during the development of the CDS. On one hand, the participatory process tying in the actors, civil society and citizens must be maintained. Simultaneously, it is necessary to reinforce coordination between the various interveners on the ground. **With that purpose in mind, one of the main projects in the “governance” strategic thread is the establishment of a Local Development Office.** This office would be in charge of instigating new projects and looking for financing, as well as of monitoring the progress, conducting the evaluation, and being in charge of the updating of the Sousse strategic plan.

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### The Action Plan of Sousse is structured in:

- 6 strategic lines developed in
- 170 objectives structured in two levels  
(in this publication we only present the first level)  
to be materialised through.
- An Action Plan containing 70 projects, plans,  
programmes and actions.

Each project has been developed in a spreadsheet detailing the objectives, the stakeholders involved, approximate budget and possible funding. To have access to each spreadsheet, please visit [www.usuds.org](http://www.usuds.org) ou [www.strategie-sousse.com](http://www.strategie-sousse.com).

Sousse established a classification of the projects in terms of short-term implementation (2014-2017) or medium-long-term implementation (from 2017 onwards).

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**In contrast to the other two cities, Sousse also identified 5 projects as structural or transforming ones. These are as follows:**

Social, cultural and community revitalisation of the neighbourhoods through schooling and fighting school failure.

A programme to conserve, revitalise and re-energize the Medina and historic city centre.

A project to expand and diversify port activity.

A project to lay out segregated-corridor public transportation.

A programme to rehabilitate and redesign the south beach.

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**Vision: “Sousse 2030: Inclusive, Attractive, Creative”**

**In 2030, the city of Sousse aspires to be an Inclusive city.** It must be so both for those people who immigrate to the city, as well as for those who are marginalized and whose needs are routinely excluded from development consideration (the poor, the disabled). Further, it must also be so for its women and its youth.

**In 2030, the city of Sousse aspires to be an Attractive city.** This attractiveness must be apparent to the citizens of the city, but also to visitors (tourists) and transient populations (students). The city must be attractive both economically and culturally.

**In 2030, the city of Sousse aspires to be a Creative city.** This creativity must characterize the city's innovative industries, arts and culture, as well as the ways in which the city is administered and the land within its boundaries managed.

## Strategic Axis 1: An Inclusive and Egalitarian City, with Balanced Spatial Development

Ensure that development rebalances resources across the city, and that it promotes integration and equality between citizens

### OBJECTIVES

**Improve** housing stock for the poor and marginalized.  
**Integrate** the southern zone into the city.  
**Support** social cohesion and fight poverty.  
**Support** wellbeing through public health.  
**Promote** equality of opportunity between women and men.  
**Build** city capacity through youth integration.  
**Guarantee** all citizens' freedom to fully exercise citizenship rights.

### ACTION PLAN PROJECTS

#### 2014/2017

**"Street" program** to provide social mediation, reduce violence, and assist individuals.  
**Rehabilitation** of the Hammam Maarouf area.  
**Development** of the City Social Map.  
**Development** of the City School Map.  
**Establishment** of a Youth Municipal Advisory Council.  
**Construction** of the Municipal Pool.

#### 2018/2030

**Rehabilitation** of the squatter settlement neighbourhoods.  
**Socioeconomic** integration of unskilled youth.  
**Creation** of service-provision areas within the industrial zone.

## Strategic Axis 2: Heritage Protection and Support for Certain Cultural Aspects

Support and develop the cultural life of the city and ensure the protection and the vibrancy of the city's historic centre (around the Medina)

### OBJECTIVES

**Reinforce** social cohesion through culture.  
**Support** and promote cultural creative industries.  
**Revitalize** the built environment in the historic city centre and improve quality of life.  
**Make** the Medina area vibrant.

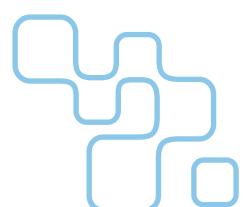
### ACTION PLAN PROJECTS

#### 2014/2017

**Create** an agency to manage the Medina.  
**Development** of a global strategy for the protection and conservation of the Medina.  
**Development** of a city cultural events programme.  
**Relaunch** the Carnaval d'Aoussou.  
**Construction** of the outdoor theatre.  
**Construction** of the performing arts centre.

#### 2018/2030

**Creation** of recreation parks in the squatter neighbourhoods.  
**Creation** of children's clubs.



## Strategic Axis 3: An Attractive Hub with Sustainable and Diverse Tourism

Promote a competitive economy, open to the world, and develop a sustainable and diverse base of tourism

### OBJECTIVES

**Build** the capacities of the city.  
**Promote** innovation and creativity.  
**Develop** the skills of the city towards the goal of implementing “Greater Sousse”.  
**Diversify** tourism activities.  
**Develop** a new urban design and integrate the **environment** into tourism development.

### ACTION PLAN PROJECTS

2014/2017

**Technopole** Project.  
**Creation** of a Joint Tourism Initiative.  
**Redevelopment** of the Corniche Boujaâfar.  
**Creation** of a new “recreational/tourism” zone.  
**Promotion** of entrepreneurship .  
**Creation** of a structure for the promotion and stimulation of the economic area.  
**Creation** of the Artisanal Village.

2018/2030

**Expansion** of the Industrial Zone.  
**Creation** of a “Craft Zone”.  
**Obtain** eco-label designation for the hotels.

## Strategic Axis 4: An Accessible City with a Thoughtful and Attractive Design

Build an attractive city using integrated urban planning, and promote accessibility through diverse and complementary modes of transport

### OBJECTIVES

**Work** towards developing in a way that integrates the city with its environment.  
**Support** the quality of life and the wellbeing of the citizenry.  
**Balance** development across various modes of transportation.  
**Support** transportation networks.  
**Redevelop** the built environment and public spaces to improve the accessibility of the city.

### ACTION PLAN PROJECTS

2014/2017

**Redevelop** the disused space at the railway station.  
**Build** the road link between Sahloul and the Southern Zone.  
**Establishment** of a travel-management agency.  
**Build** the ring road/GP12 interchange.

2018/2030

**Create** multi-level car parks in town.  
**Create** a multimodal pole.  
**Redevelop** Farhat Hached Place.  
**Redevelop** the urban SNCFT level crossings.  
**Create** pedestrian areas in the city centre.  
**Optimise** the bus network.



## Strategic Axis 5: A Clean City with Protected and Valued Resources

Preserve the environment and ensure sustainable development of the city, keep the city clean, protect natural resources and locations, and guarantee clean air for all

### OBJECTIVES

- Reduce** damage to the coast.
- Grow** the city's hosting and welcoming capacity and develop the coastal strip.
- Foster** better coastal management.
- Preserve** wetland areas from pollution.
- Rehabilitate** wetland areas to turn them into functional and "useful" areas.
- Protect** water resources from pollution.
- Optimise** the management of water resources.
- Develop** non-conventional water resources.
- Optimise the flow of waste production, collection and treatment.
- View** solid waste as a resource to tap.
- Apply** good governance in the management of solid waste.
- Improve** the city's energy performance ratings and foster the identification of sustainable and clean energy sources.
- Reduce** energy consumption and ensure better air quality across the city.
- Make** the Medina area vibrant.



### ACTION PLAN PROJECTS

2014/2017

- Develop** a new Beaches Habitat Plan.
- Obtain** Blue Flag status.
- Clean up** and show off "Oued Hamdoun".
- Create** an "Oued Blibene" intervention programme.
- Turn** the Sebkha into a multithematic park.
- Sousse South STEP** rehabilitation project, Hamdoun STEP construction and sludge management.
- Rainwater** harvesting for the Olympic Stadium.
- Manage** green waste and construction waste.
- Develop** a solid wastes management plan.
- Sorting**, selected pickup and recovery of organic waste.
- Integrated management** of the public lighting network.
- Develop** new building permit criteria.
- Construct** the Sousse Sustainable House and "Maison des Associations".
- Lay out** Hmedet Douik park (Sahloul).
- Set up** an Eco-School.

2018/2030

- South coast** protection study.
- Coastal** intervention plan.
- Rainwater** management programme.
- Seawater** desalination plant.
- Develop** a household waste management TdB.
- Create** a waste exchange.
- Develop** a City Light Plan.
- Seawater** desalination plant.
- Develop** an environmental code.
- Environmental** education programme.
- Local risk** management policy.

## Strategic Axis 6: A Model of Local Governance with an Effective Civil Society Sector

Become a model city for local governance and support the development of an efficient civil society

### OBJECTIVES

- Carry** out the transition to decentralized governance.
- Put into** place and develop the means of establishing “good governance”.
- Foster** synergies between regional and local urban actors.
- Support** the structure and organisation of public bodies.
- Develop** collaborations between bodies.



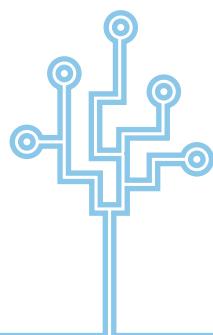
### ACTION PLAN PROJECTS

2014/2017

- Lock in** the use of local democracy at the municipal level.
- Create** a “City Observatory” to monitor the city.
- Create** a Local Development Office.
- Set up** an intercommunal collaborative project.

2018/2030

- Create** an inter-municipality structure.
- Create** local context-adapted university courses of study.



# The City Development Strategy of Saida



Saida city, the third city of Lebanon, is located 45 kilometres south of the capital city of Beirut on the narrow coastal strip separating the mountain region from the sea and has a population of approximately 110,000 residents. Saida is a historical city where its natural rocky harbour is one of the oldest and most important harbours in the Levant. Its Old City is a living Urban Heritage Site considered to be the cultural heart of the South, which, noting the diversity of its people and their religions, is considered an asset to the city of Saida.

Despite these unique features of the city, **Saida has been unable to cope with the growing and multidimensional urban problems** due to its serious limitations on management resources. Saida is also in **constant crisis-management mode**, as it has historically faced myriad challenges. Even so, Saida boasts a **vibrant civil society** and a **determined political will** that empower the civil society in the city and bolster the municipality's authority and role in the development process, aiming at placing Saida on the map of the well-developed world. For this reason, Saida city has begun to implement its urban sustainable development strategy (CDS), based on the active participation of the community.

Saida Municipality, in partnership with Hariri Foundation for Sustainable Human Development, has been implementing the USUDS based on the active participation of all stakeholders in the city to ensure a sense of ownership amongst them to commit to implementing the strategy.

Several entities were created within the strategy to enhance the community participation at all levels of the project. In addition to the technical team responsible for the project's management and the local team of experts that is designing the strategy, a Steering Committee comprised of key stakeholders in the development of the city was established. This Committee was the decision-making body that approved the experts' reports at the end of each phase and oversaw the flow of activities in the project.

A Consultative Committee was also created with more than 200 members representing almost all the stakeholders with the aim to meet twice per year for a presentation on the outcomes of the USUDS project. This Committee enhanced the networking and **public-private partnerships in development projects** based on the discussions conducted in the previous meetings.

In addition, by the end of the descriptive memory phase, six working groups were created according to the identified overlapping issues. These groups, with more than 95 participants, were responsible to validate the data collected by the experts, as well as to identify and confirm the general objectives and strategies set for the city.

Several forms of meetings were conducted throughout the USUDS including the Steering Committee meetings, working groups meetings, public meetings, workshops with youth, focus groups with specific entities, as well as public campaign using social media and formal media to raise awareness on USUDS. **The entire process of community participation has been the key for USUDS success in Saida** despite all the challenges and obstacles that faced the project, especially that it is being implemented in a critical period of time for both Saida and Lebanon.





**Some administrative and financial issues have impeded** the start of work and all the planned activities in the project. In addition, **the general political instability in Lebanon** and the **political and security situation in Saida** that escalated after the armed conflicts that erupted in the city during the Strategic Framework phase have hindered the experts' work and the community participation activities as **it was so challenging to convince citizens to discuss the city's future during a critical and gloomy present.**

However, Saida Municipality and Hariri Foundation for Sustainable Human Development were keen to overcome the challenges and use USUDS as a reconciliation tool among citizens to promote strategic planning and contemplation of the city through setting the vision and mission.

Thus, Saida has been able to set its vision, mission, strategic framework including 26 strategic objectives an action plan consisting of 27 projects, and an indicators system based on science, thorough diagnosis and analysis.

The Urban Sustainable Development Strategy **is not a project but a process** that has been introduced to the city in order to have a holistic development approach in all the future development projects and priorities planned for the city. Moreover, it shifts the role of Saida Municipality to that of **a local authority playing a major role in the development process of the city**. This in turn will put Saida on the map of modernisation and development while also preserving its historical identity. Such processes have been adopted by Saida Municipality in all its work and have enhanced **transparency and accountability within the community** through the use of this effective, participative approach.

As USUDS is approaching its end, Saida city is moving forward with its community participation in developing and implementing the proposed projects in the Action Plan and creating an institutionalised system in the municipality to

sustain this adopted process and approach. However, the **inadequate human resources and capacities** in Saida Municipality remain a challenge that is being overcome through various means, such as capacity building programs for staff, establishment of the development unit, and technical support from the community.

In addition, Saida in many ways is **a victim of a national political and security crisis** that have been hampering many of the on-going development processes and social events as well as diminishing the role of the law and public order in the entire state. Thus, the sense of ownership amongst the community, along with political will and the determination of Saida Municipality and Hariri Foundation for Sustainable Human Development in implementing and sustaining USUDS, will be the **guarantee of overcoming any obstacle that might hinder the city's journey towards sustainable urban development.**



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**The Action Plan of Saida is structured in:**

- 6 strategic lines developed in
- 22 objectives, deriving in 63 strategies, to be materialised through
- an Action Plan containing 27 projects, plans, programmes and actions

Each project has been developed in a spreadsheet detailing the objectives, the stakeholders involved, approximate budget and possible funding. To have access to each project-sheet, please visit [www.usuds.org](http://www.usuds.org).

In contrast to the other two cities, the action plan of Saida includes not only the 27 projects identified and proposed throughout the strategic planning process but also 50 projects that the city is already executing under previously defined financing schemes. These projects were analysed taking into consideration how they could contribute to the strategic objectives and the desired transformations. Furthermore, the city made an effort to identify those projects that could have a “quick win” effect and act as an exemplification of the importance of urban strategic planning, especially for the public that had been less involved in the process.

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### Vision

Saida and its dynamic surroundings offer future generations a healthy, diversified economy and a green environment in which to live and prosper by capitalising on its geographic advantages, rich history and cultural diversity.

## General Objective 1: Improving the Social and Economic Conditions of the Residents

### STRATEGIC OBJECTIVES

**To ensure** the continuous diversification of the city's economic base and the viability of all sectors through technical support and training to ailing sectors to adapt to new economic realities and conditions.

**To develop** full cycles of development to attract and retain qualitative investments particularly in the tourism sector and to link these networks to efforts to preserve the tangible and intangible heritage of the city.

**To integrate** marginalised groups into the city services and economic development, such as poor Lebanese families and Palestinian refugees.

**To empower** local communities particularly the less advantaged ones.

**To promote** innovative economic enterprises.

**To focus** on traditional livelihoods (fishing, agriculture and related cottage industries) by institutional capacity building of organisations representing workers and businesses involved in traditional crafts.

**To restore** the historical housing stock by engaging residents through subsidies and training according to consistent and affordable restoration guidelines and techniques.

**To seek** employment opportunities for owners and residents of the Old City.

### ACTION PLAN PROJECTS

**Rezoning & Parcelisation** of Wastani.

**Ring Road** Project.

**Upgrading** of Ain Al-Helweh Camp.

**Increasing** competitiveness of Saida's traditional trade and crafts.

**Improving** sustainability of fishermen's livelihoods: appraisal, diversification and capacity building.

**SME Support** Program.

**Introduction** of Urban Agriculture for poverty alleviation in Greater Saida.



## General Objective 2: Sustaining Environmental Health

### STRATEGIC OBJECTIVES

- To ensure** the ecological integrity of water courses, marine and groundwater and safeguard against seasonal flooding.
- To plan** for a Blue-Green Network that serves amenity and promotes sustainable use of environmental resources.
- To enhance** the system of infrastructure management.
- To develop** a proper monitoring and evaluation process for infrastructure

## General Objective 3: Connecting the City with its Surroundings

### STRATEGIC OBJECTIVES

- To link** the old city culturally, spatially and economically with the greater city and beyond.
- To increase** quantity and improve quality of green areas.
- To preserve** the city historical link with the sea, with the coastal orchards and the hills.
- To develop** a collective spatial strategy for the greater Saida area and to link the development of future infrastructure projects to a comprehensive vision for the city.

### ACTION PLAN PROJECTS

- Rainwater Harvesting from Rooftops.**
- Rainwater Harvesting from Streets.**
- Revitalising Al Qamleh and Abou Ghayyath Streams**
- Revitalising Sayniq River.**
- Reviving** and protecting Shat el Qamleh and Al Ziri.
- Protect** the coastal Al-Kinayat as part of the Mala'b Al Baladi Amenity Space.
- Protect** "Qanaya El Khaskiyeh" Agricultural Heritage.
- Revitalise** Khat El Sikkeh as a Public Green Corridor.
- Landscape Management** for Existing Municipal Green Areas.
- Saida Development** Unit and Urban Observatory.

### ACTION PLAN PROJECTS

- Restoration** Program for historical housing in the Old City of Saida.
- Revitalisation** and reactivation of Hammams in private ownership in the Old City.
- Design** and activate the open space of the Land Citadel.
- Redesign** and reactivate Bahr El Eid as a primary social space in the Old City.
- Creating** economic opportunities for marginalised youth through introduction of urban tourism Activities.

## General Objective 4: Coordination, Cooperation and Networking

### STRATEGIC OBJECTIVES

**To develop** a comprehensive plan for the Old City to ensure and guide coordination among the various actors and projects for restoration.

**To develop** a framework for true cooperation among the municipalities in the greater Saida area in a manner to ensure that duties and rights of every party are clearly defined and adhered to by the various municipalities.

**To coordinate** with the Union of Municipalities of Saida Al-Zahrani to identify regional development projects and to organise and structure the tax base and tax collection within the Union.

**To assure** coordination amongst the various mega projects and develop cross-sectorial synergies and mutual benefits.

**To create** formal and informal networks for branding the city and marketing its potential assets.

**To create** mechanisms of technology transfer amongst concerned parties in order to increase quality and quantity of production to meet market demand.

### ACTION PLAN PROJECTS

**Develop** an urban conservation plan for the Old City of Saida.

## General Objective 5: Lobbying with National Institutions for Legal Frameworks

### STRATEGIC OBJECTIVES

**To adopt** and implement the decentralisation law as well as numerous other laws pertaining to the finances and responsibilities of municipalities.

**To elaborate** a new zoning for the Old City including micro schemes based on improved data and wider surveying.

**To protect** Saida's distinctive landscape by enforcing and enhancing the existing legal framework for the protection of water resources and green areas.

### ACTION PLAN PROJECTS

**Lobbying** for decentralisation.

## General Objective 6: Security and Stability

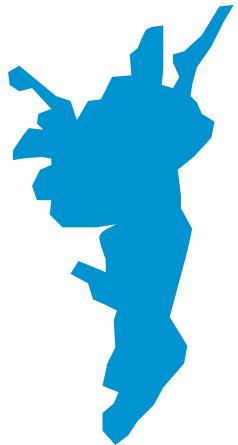
### STRATEGIC OBJECTIVES

**To prove** Saida's centrality and leadership in opening local dialogues about these issues.

### ACTION PLAN PROJECTS

**Institutional development** of the Lebanese-Palestinian Dialogue Committee.  
**Saida's civil society** strategic planning for cooperation and common action.  
**Dialogue Forum**.

# The City Development Strategy of Larnaca



Larnaca is one of the oldest cities of Cyprus and is located in the southeastern part of the island, situated at the crossroads of three continents in the eastern Mediterranean basin. It is the main city of the Larnaca district and the third largest region of Cyprus in area and population. The region has an area of 1,393 square kilometres, or 15% of the total area of the island. The total population of the Larnaca district is approximately 146,000, or 17% of the total population of Cyprus. The population of the urban area is approximately 86,000, or 10% of the total population of the island. Despite the fact that the city can easily combine the mystique of the old era and the freshness of modern life, rushed interventions made to the city's culture throughout the years, and especially after the Turkish invasion in 1974 when an influx of refugees pressed for the creation of more housing units, gave the city a **character of irregularity and discontinuity**.

In recent years, Larnaca has entered into a **new development period** with the construction of the new terminal building at the international airport, now a vital hub in the Eastern Mediterranean region. Furthermore, the modern national and urban roads along with the planned development at the port and marina have created a new impetus in the city's development and have strengthened the agglomeration of Larnaca as the **main gateway to Cyprus and connective node of the country with the rest of the world**. For this reason in September of 2012 Larnaca city began implementing its urban sustainable development strategy (USUDS/CDS), based on the active participation of the community.

During the final phase of the USUDS Programme, Larnaca elaborated on the results of the diagnostic analysis using the SWOT method. **The results were then summarised into five groups and the basic needs to develop a CDS were identified.**

For its essential infrastructure and accessibility, the city identified that there was inadequate port and marina infrastructure, that the road servicing Larnaca - Dhekelia tourist area -along with the road connecting the southern coastline- was inadequate. Additionally, the city concluded that, in general, the secondary roads and public transport were in disrepair.

For social infrastructure and demography, the city recognised that there was lack of infrastructure for social welfare, as well as an inadequacy in university infrastructure. Also, provisions for persons with disabilities throughout the city were insufficient. The population was ageing, and there was an inability to attract the urban population. In addition, the population composition within the city centre was changing rapidly, with foreign nationals increasing at a higher rate than locals. Moreover, there was difficulty in integrating foreign nationals into the society. The city also identified that there was rampant garbage dumping in undeveloped plots, and an inability to keep public spaces clean. Finally, health care within neighbourhoods was absent.

For its economic environment, Larnaca acknowledged that it did not have a distinct economic base, and that the city's investment in research and technology, as well as the yield of the secondary export sector, was very low. In addition, the city's weak business culture was recognised to lead to unemployment and reduced opportunities for work. The city was not producing sufficiently to meet its needs, and there was a lack of production in the manufacture of chemical and pharmaceutical products, which could be exported abroad, thus providing employment and revenue for the city. In the tourist sector, Larnaca had the lowest percentage in the distribution of tourist beds nationwide compared to other coastal areas and it had a low occupancy rate in tourist accommodations.



Klemen Misic / Shutterstock.com

For its Natural and Built Environment, the city identified the great extent aesthetic degradation of its urban core, along with fragmentation of the waterfront, coastal erosion and atmospheric pollution, and pressures on the environment specifically on the Salt Lakes' ecosystem. The localisation of the petroleum refinery area and storage tanks on the waterfront, as well as other ill-suited uses of land within the city posed a huge setback in the development of the area. Furthermore, there were inadequacies in the creation and maintenance of public parks, absence of landmarks, and a poor network of walkways, bike lanes and parking spaces. For its History and Culture, Larnaca recognised that listed buildings and ancient monuments had been abandoned, and that there was minimum maintenance, promotion and enhancement of archaeological sites, with both factors leading to low interest in visiting archaeological sites. In addition, there were pressures on the environment within the areas of special character. It also identified that there were too many artistic events and only a few cultural events, thus indicating a need for enrichment and promotion of museums and cultural sites.

The strategic plan for sustainable development for Larnaca aims to provide a creative challenge that will serve as the core for the composition and coordination of all efforts amongst development actors such as the government, municipalities and communities of the Larnaca District, public bodies, and the inhabitants of the city for the continuous improvement of living conditions, employment and economic development.

**Two well-attended Steering Committee Meetings, in which all parties exchanged opinions, led to the formation of the vision of Larnaca.** The meetings also led to the creation of a series of workshops between the Municipal and Local Teams for the setting out of the Strategic Plan consisting of specific projects. When the process was completed, the new vision for the city and the strategic

projects were presented at numerous sessions in which small groups of various stakeholders such as Municipal counsellors, politicians, mayors of the Larnaca district, and city organisations were invited.

During this basic design framework, the General Secretary of the USUDS program, Joan Parpal and his associates made an invaluable contribution. Furthermore, the intervention of international expert, Prof. Josep Acebillo, was very decisive and reinforced the process significantly.

**Unfortunately the country's economic crisis of 2013 was very critical, changing most characteristics of the city,** and relating directly to the economy. However, even if the data from the Department of Statistics, collected during the last census in 2011 and used during the diagnostic phase, had become obsolete, both the Municipal and the Local teams decided to use those records as a base for the study due to the assurance of the government regarding the return to stable economic conditions in the next two to three years.

The UDS process facilitated the formation of a clear vision for the city of Larnaca, which now has a new vision on which it can invest for a sustainable future.

A key parameter in relation to the feasibility of the action plan is one of **gradual implementation, which can be done through detailed scheduling and planning.** It is essential to make the necessary interventions, redesigns and corrective actions whenever required, since the projects' dependence external factors affect its implementation.

Another factor affecting the implementation of the Action Plan is the **political commitment** towards implementation of the Action Plan and the final materialisation of the vision of the city.

#### **The Action Plan of Larnaca is structured in:**

- 4 strategic lines developed in.
- 37 strategic objectives to be materialised through.
- An Action Plan containing 76 projects, programmes, plans and actions.

Each project has been developed in a spreadsheet detailing the objectives, the stakeholders involved, approximate budget and possible funding. To have access to each spreadsheet, please visit [www.usuds.org](http://www.usuds.org).

Larnaca classified the identified projects based on the timeline for their development, as short-term (2020) and as medium-long term (2040). The projects below are designated as short-term.



#### **Vision**

Larnaca 2040. The Gateway to Cyprus that transforms its geographical advantage into a bridge connecting Europe and Asia. The emerging Energy Hub of the Eastern Mediterranean offers a unique business environment where research, development and innovation can flourish by 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 breath-taking natural beauty and long history, is a modern tourist destination for every season and desire. It is a 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.**

## Strategic Axis 1: City of Choice

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

### STRATEGIC ACTIONS

- To provide** quality living and residential conditions.
- To reduce** social inequality.
- To maximise** employment opportunities in Larnaca.
- To upgrade** safety conditions in the city.
- To ensure** excellent conditions of public health and hygiene.
- To protect** Larnaca from natural disasters and climate change.
- To protect** and preserve the microclimate.
- To provide** quality education of all levels with equal opportunities.
- To upgrade** the quality and promote public transport use, along with sustainable mobility.
- To protect** and revitalise biodiversity conservation areas, with emphasis on the protection of the coastal front and the salt lakes.
- To accentuate** the cultural and historical character of Larnaca.
- To develop** entrepreneurship.

### STRATEGIC PROJECTS

- Connect** public green spaces with residential areas.
- Provide** safe access (pedestrian and cycle routes), to connect residential areas with schools, public and cultural spaces.
- Reinforce** the competitiveness of Larnaca as a residential destination.
- Create** public spaces for passive and active entertainment within residential areas.
- Construct** proper pedestrian pavements to facilitate movement by the elderly and people with special needs.
- Promote** the harmonious coexistence of all cultural groups and diminish social exclusion.
- All projects related** to the above action fall within the long-term time framework, projected for 2040.
- Increase** policing in problematic areas.
- Increase** policing in problematic areas.
- Protect** biodiversity.
- Prevent** and reverse desertification.
- Upgrade** public transport to facilitate efficient intra-city and inter-city routes.
- Encouraging** the use of bicycles.
- Carry out** enrichment planting in natural areas.
- Protect** and enhance areas of natural beauty, e.g. the Salt Lakes.
- Enrich** and utilise the coastal zone.
- Enrich** and upgrade cultural activities for all ages.
- Upgrade** and promote archaeological and historical sites.
- Protect** buildings, or sites of historical and cultural interest.
- Protect** and upgrade areas of natural beauty.
- Maintain** the crucial environmental parameters at satisfactory levels.
- Protect** residential areas from non-conforming uses.
- Maintain** public and private spaces clean.
- Provide** sustainable liquid and solid waste management.
- Revitalise** the Central Business District and other retail areas.
- Establish** a Municipal Enterprise information and support centre.
- Create** incentives for the establishment of new businesses in Larnaca.

## Strategic Axis 2: Tourist Destination

The utilisation of Larnaca's comparative advantages, such as geographical location, infrastructure, natural resources, history and culture, for the development of a sustainable touristic product.

### STRATEGIC ACTIONS

**To provide** sufficient tourist accommodations.

**To provide** touristic activities.

**To preserve, protect, and promote** the natural environment.

**To improve and enhance** the aesthetics of the man-made environment.

**To ensure** safe and sustainable mobility, and to interconnect Larnaca with all regions of the island by utilising all means of public transport.

**To improve** and enhance the aesthetics of the man-made environment.

**To protect** and enhance the Larnaca waterfront.

**To promote** the cultural and historical character of Larnaca.

**To ensure** excellent conditions of public health and hygiene.

**To provide** high quality services for entertainment and leisure.

**To encourage** the development of agrotourism, and Oikos-tourism as an alternative touristic product.

**To promote** Larnaca as a competitive trade centre.

**To promote** Larnaca as a tourist destination in the local and international market.

### STRATEGIC PROJECTS

**Provide** incentives for the modernisation and extension of existing tourist accommodations.

**Create** incentives for developing new tourist accommodations.

**Develop** a planning/economic framework of incentives for the construction of city hotels within the greater urban area, to facilitate transit and/or other passengers/visitors.

**Provide** incentives for the development of tourist accommodations in historically preserved and traditional buildings.

**Identify** and secure land for the development of future tourist accommodations.

**Promote** the construction of golf courses in the district of Larnaca.

**Examine** the feasibility of creating appropriate infrastructure to host conferences and exhibitions  
Promote the construction of a resort casino in Larnaca.

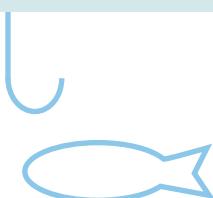
**Construct** the Salt Lake Environmental Centre.

**Construct** the sports park in Larnaca.

**Provide** incentives to facilitate the development of sport tourism.

**Protect** and enhance areas of natural beauty, e.g. the Salt Lakes.

**Protect** biodiversity.





- Carry** out enrichment planting in natural areas.
- Enrich** and utilise the coastal zone.
- Facilitate** immediate response of emergency services (police, fire department, and paramedics).
- Upgrade** public transport to facilitate efficient intra-city and inter-city routes.
- Encouraging** the use of bicycles.
- Aesthetic enhancement** of the Central Business District.
- Aesthetic enhancement** of areas with unique architectural character.
- Aesthetic and functional improvements** of the Foinikoudes promenade.
- Aesthetic and functional improvements** of Makenzy area.
- Unify** the waterfront.
- Create** more Blue Flag-certified swimming beaches.
- Enrich and upgrade** cultural activities for all ages.
- Upgrade and promote** archaeological and historical sites.
- Protect buildings**, or sites of historical and cultural interest.
- Protect and upgrade** areas of natural beauty.
- Develop** thematic, historic and cultural routes.
- Illuminate** ancient monuments and locations of special architectural interest.

**Maintain** the crucial environmental parameters at satisfactory levels.

**Protect** residential areas from non-conforming uses.

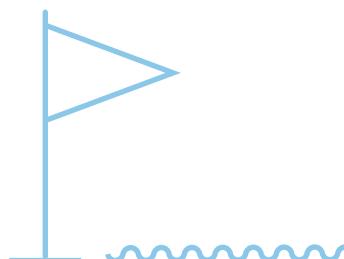
**Maintain** public and private spaces clean.

**Take noise** control measures/regulations, to reduce noise pollution.

**Conduct** a study and develop regulations, and incentives for the utilisation of the existing housing stock, in order to promote an Oikos-tourism infrastructure within areas of unique architectural character.

**Enhance** and strengthen the incentives for the creation of new agro-tourism accommodations.

**Regenerate** the Central Business District, and other retail areas.





## Strategic Axis 3: Gateway

The utilisation of Larnaca's comparative advantage as the only city that combines significant gateway infrastructure - such as the airport, the port, and the marina - with its central geographical location that minimises distance between cities, in order to develop a local economy related to logistic activities.

### STRATEGIC ACTIONS

**To upgrade** the role of the airport in order to become a hub airport and to promote clustering with other airports in the region.

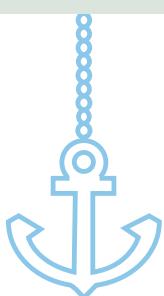
**To attract** industrial, storage and office developments close to the airport area, related to airport activities.

**To upgrade** the role of the port in order to serve cruises, passengers and compatible trade, and to develop the designated port land area.

**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 a bonded exhibition centre.

**To interconnect** Larnaca with all regions of the island utilising all means of public transport.



### STRATEGIC PROJECTS

**Develop** a planning/economic framework of incentives for the construction of city hotels within the greater urban area, to facilitate transit and/or other passengers/visitors.

**Examine** the impact of a future agreement regarding the Cyprus problem in the role of Larnaca vs. Tymvou Airport.

**Create** appropriate zoning and infrastructure to serve specialised office developments associated with the airport's functions.

**Create** appropriate zoning and infrastructure to accommodate industrial and storage units associated with the airport's functions.

**Examine** the impact of a future agreement regarding the Cyprus problem in the role of Larnaca vs Ammochostos port.

**Conduct** studies to explore the possibility of relocating port facilities to the airport area and transform the existing port into a mega yacht marina.

**Attract** services related to the activities to the marina and supplemental to the existing office stock of the city.

**Expand** and/or upgrade the existing marina infrastructure.

**Develop** a logistics village [special zone and planning regulations] in Larnaca.

**Upgrade** and modernise the public transport fleet through a municipal transport company.

**Conduct** a study to optimise the frequency of routes and pricing policies of public transport and monitor the implementation.

**Develop** an innovative transport information system Conduct/Upgrade a transportation study for Larnaca.

## Strategic Axis 4: Energy Hub

The utilisation of Larnaca's comparative advantage in terms of energy, infrastructure, and its central geographical location, in order to attract energy related activities and to develop a local economy related to the energy sector and renewable energy sources.

### STRATEGIC ACTIONS

**To attract** energy sector infrastructure.

**To attract** energy sector economic activities.

**To attract** government, semi-government and NGO departments related to the energy sector.

**To attract** private businesses and economic activities related to the energy sector.

**To promote** research and innovation related to energy and sustainable energy sources.

**To establish** academic institutions related to the energy sector and to promote the city as a regional centre of energy-related expertise.

**To promote** the use of renewable energy sources and energy saving measures and to reduce CO<sub>2</sub> emissions.

### STRATEGIC PROJECTS

**Develop** the energy centre at the Vasilikos area  
Investigate/study the possibility of creating an energy port at the Vasilikos area.

**Investigate/study** the possibility of utilising the port of Larnaca to facilitate the logistics activities of the energy sector, without restricting other port uses or harming the environment -passengers, commercial-.

**Develop** specialised infrastructure at the airport.

**Conduct** studies to explore the possibility of relocating port facilities to the airport area and transform the existing port into a mega yacht marina.

**Develop** a heavy industrial area/zone for industrial units of the energy sector.

**Develop** a specialised office area/zone for housing/relocating government departments related to the energy sector.

**Create** Energy Non-Governmental Organizations [NGOs] to promote Larnaca as an energy centre and to coordinate the activities of the private sector.

**Develop** a technology and innovation park.

**Examine** the feasibility of creating appropriate infrastructure to host conferences and exhibitions  
Upgrade the existing colleges into universities, and/or provide specialized training programmes on energy-related subjects.

**Provide** incentives for the location in Larnaca of the energy companies' regional training centres.

**Provide** incentives for investments in the production of energy from renewable sources for domestic purposes.

**Promote** energy conservation measures in transportation.

▽ CO<sub>2</sub>

# Promoting the short-term implementation of the CDS

Taking into consideration that urban strategies are not merely a document that guides the future of the city but a living process with many actors involved, the USUDS project recognises **the importance of implementing short-term projects** during the final stages of the elaboration of a CDS, in order to give visibility to the work done during the Strategy elaboration period.

To guarantee the continuity of the Strategy after its presentation, it is important to start with implementation from an early stage with **tangible short-term projects**. This contributes to increasing ownership among citizens and to reinforcing the work done during the elaboration stage. The USUDS Project has promoted three different initiatives to guide the first steps of the implementation process of those cities developing a CDS.



First, it has **launched pilot projects to implement specific initiatives**, as has been the case in the project “Fighting Against School Dropout” in Sousse and “Supporting Craftsmen in the Old City” in Saida. These projects were identified during the diagnosis and the definition phases and aim to reduce poverty and social exclusion in the areas where they are implemented. Furthermore, these pilot projects allow for testing of these interventions and subsequent results as well as permitting their possible extrapolation to other areas with similar characteristics and problems.

Second, it has **promoted technical assistance missions through decentralised cooperation** to make further advancements in some specific projects identified during the elaboration of the Strategy. The role of the project’s associate partners in this regard has been very important. These technical assistance missions allowed for a valuable exchange of knowledge and experience between the cities of Sousse and Saida and the partners involved, and paved the way for further technical cooperation after the end of the project. The positive results of these missions have highlighted the opportunities encompassed by decentralised cooperation and the importance to further develop and explore these technical exchanges that help advance the implementation of concrete projects and build links of collaboration between cities.

Finally, the **elaboration of reports and feasibility studies** is a third way to start fostering implementation. These reports and studies help the cities advance with the definition and planning of the projects by analysing their feasibility in terms of implementation.

## Pilot Project for Poverty Alleviation in Sousse: Fighting School Failure in Marginalised Neighbourhoods

The pilot project on poverty alleviation in Sousse focused on fighting the school failure in one of the most populated and disadvantaged neighbourhoods of the city, «Cité Ghodrane». This project was derived from the priorities identified in the City Development Strategy of Sousse, which highlights the importance of social issues for the development of the city. The findings during the pre-diagnostic and diagnostic strategy phases reveal the remarkable increase in social inequalities in Sousse. These inequalities threaten social cohesion and contribute to the erosion of social bonds and to increasing urban violence, insecurity and fundamentalism. Sousse is characterized by a strong imbalance between the northern part of the city where entertainment activities, middle-class housing and residential areas are gathered, and the southern part of the city where there is a concentration of industries and marginalised neighbourhoods. The work done by the group of local experts in the pre-diagnostic and diagnostic phases of the strategy signals the importance of social intervention in the most deprived areas in order to reduce social inequalities and begin to “rebuild the city” on the basic values of justice and citizenship.

For these reasons the pilot project decided to attack the failure rate in the Kheireddine School, one of the highest in the city. Many families are forced to send their children out to perform informal income generating activities such as garbage searching. Thus, school absence rates are extremely high. Similarly, lack of support to teachers provokes anxiety, disappointment and doubts among the staff.



The project consists of offering pedagogic support to pupils in risk at Kheireddine School so they are able to regain normal school standards. This guidance is accompanied by a support structure for the families as well as by sport and cultural activities in collaboration with external actors of the city. In summary, the activities launched in December 2013, include:

- Incorporation of a team of young graduates from the area, accompanied by two experienced teachers (in total 10 persons contracted).
- Support courses for those students who need it in first, second and fifth grades, during vacations and throughout the school year (92 students have been identified as possible beneficiaries of this action).
- Creation of an assistance cell for the parents and the students formed by a child teacher and a sociologist.
- Implementation of a program of cultural and sport activities in collaboration with city associations and the Youth Center (in total 803 possible beneficiaries of these activities).



As a result of the project, concrete interventions were made with the families in the neighbourhood and changes are already being seen in terms of reduction of school absence and appreciation of the importance of education. Also, a positive step has been made in the relationship between the school and its surroundings. This has fortified the role of school in city life and how this institution can boost social integration for the whole population. Furthermore, the pilot project has favoured the interaction between different city-level structures and promoted public/private cooperation, always in order to help students in difficulty.

The analysis of project results will also contribute to the development of a municipal program of inclusive schooling—one of the priorities foreseen in the action plan of the City Development Strategy elaborated in the USUDS project.

## Pilot Project for Poverty Alleviation in Saida: Supporting Traditional Handicrafts in the Old City

The Pilot project for the poverty alleviation in the city of Saida has focused on the Old City of Saida and especially on preserving the traditional handicrafts and improving the livelihoods of the craftsmen and their families.

The Old City of Saida is a living Urban Heritage Site that is considered to be the cultural heart of greater Saida with major components of special significance such as the souqs, the residential neighbourhoods, the monuments and the historic housing stock. The Old City has suffered deterioration due to high congestion, out-dated infrastructure, aging housing stock, and the migration of inhabitants who were replaced by the poorer strata of the population or by poor migrants from rural areas.

In the recent years, the Old City has witnessed a large-scale process of renovation and restoration with the attempt to revitalise the area and attract tourists. However, a lot of effort still needs to be done in terms of raising the security and safety in the area, and creating a socio-economic dynamic of change driven by architectural renovation and a social (re)-construction of the city space. Thus, improving the living conditions of the inhabitants, developing and promoting the traditional crafts in the Old City, and training and providing alternatives for inhabitants to restore their houses will strengthen the people's sense of ownership of the city's image, as they will benefit from it and be major contributors to its maintenance and sustainable cultural tourism.

The USUDS Strategic Diagnosis Report, "*Employment in Traditional Crafts and Trades*", in Saida categorises that households relying on income from traditional crafts are one of the most vulnerable social groups in Saida. For this reason, the Pilot Project for the Poverty Alleviation of Saida focused on preserving the traditional handicrafts and improving the socio-economic conditions for the craftsmen and their families, with the objective to:

- 1.** Increase the quality and quantity of production
- 2.** Build trust between the traditional craftsmen and development stakeholders in the city.



In order to achieve these goals, the city of Saida has organised interventions in order to improve the conditions of the craftsmen shops and support the adequate promotion of the crafts products, by creating a collective brand based on the identification of the stories behind these projects. The pilot project included the following activities: mapping of the craftsmen and assessment of their needs, training and capacity building activities in collaboration with development NGOs active in the Old City, identification of the stories behind these projects, creation of a common trademark and branding activities for these products based on a common packaging, and organisation of public exhibitions of the traditional crafts of Saida's Old City.

As a result, field visits were made to the 17 craft shops that exist in the Carpenter souqs and inquiries were made in order to understand their socio-economic problems and barriers that led to the regression of their profession and to identify proposals regarding the future development of their profession. Based on this identification of needs it was decided to train each craftsman in financial management, packaging techniques, as well as packaging sustainability and benefits in order to help them acquire essential skills to develop and preserve the crafts and prepare them for future collaborations with partners and associations that might be promoting or buying their crafts. Also, a common brand identity and packaging material were proposed as a means to strengthen the products' reputation and marketability, enhance and assure quality, and establish new customer segments. Furthermore, a group of youth was trained in carpentry by Saida's craftsmen as a means to ensure the preservation and sustainability of their profession. Lastly, exhibitions were made in the Khan El Franj of Saida, with live displays of wood crafts and traditional handicrafts related to Saida's heritage. Additionally, a specific showroom was created for the promotion of the common brand of carpentry from Saida.

This pilot project forms part of a greater plan of intervention for increasing the competitiveness of Saida's traditional trade and crafts, identified as a priority of the strategic action plan elaborated under the USUDS project.

## Technical Assistance on Water Cycle Management in Sousse - Preliminary Project for a Rainwater Harvesting Complexe de L'Étoile du Sahel

The Municipality of Barcelona provided technical assistance to the city of Sousse in the **management** of the **water cycle**. Mr. Javier Varela and Mrs. Maria José Chesa carried out the assistance from the municipal public enterprise of water resources management, *Barcelona Cicle d'Aigua SA*, under the coordination of the *International Cooperation Department of the Municipality of Barcelona*

Three technical missions were organised during USUDS project in order to:

- a) identify the subject of the cooperation and collect all necessary data for a preliminary proposal,
- b) engage in technical exchange on the preliminary proposal as well as present experiences and projects related to adequate water cycle management in the city of Barcelona and
- c) present the results of this cooperation to the Municipal Council of Sousse and to relevant stakeholders on water management.

The first mission allowed the experts to identify two different subjects of collaboration: the first, regarding an assessment for the design and construction of a Rainwater Harvesting (RWH) System for the Olympic Stadium of Sousse and the second, regarding the exchange of experiences for the creation of a water-related museum in the city of Sousse. Furthermore, it led them to identify some training opportunities for the technical team of Sousse regarding the management of water resources and infrastructure. The technical assistance was then focused on the deposit and reutilisation of rain water.



The remaining subjects were discussed during the second mission carried out in the city of Barcelona through physical site visits and technical meetings.

As a result of this assistance, a **document** was produced with the following aims:

- Make a preliminary assessment on the potential use of RWH techniques in the *Complexe de L'Étoile du Sahel* area.
  - Produce a general description of a RWH system and its main components, including the sizing of components of the RWH and a preliminary budget.
  - Analyse the site feasibility and scoping assessments, covering a range of engineering, environmental and sustainability constraints.
  - Identify subsequent steps, information and actions needed to develop a construction project for the RWH System.
- This work was based on the close collaboration between the technical team of the Municipality of Barcelona and that of Sousse through their exchange of data, knowledge and experiences. This technical cooperation has created new possibilities for future long-term collaboration between the two cities, which would build on some of the issues identified in the missions, and has shown the importance of creating shared spaces between technical municipal personnel.



## Technical Assistance on Public Infrastructure in Sousse – Cooperation with the City of Marseille on the Management of Public Lighting

The [Municipality of Marseille](#) provided technical assistance to the city of Sousse related to **public lighting management and improvement of the energy consumption in public buildings**. The city of Sousse had identified the need to improve the management of the electricity and lighting in municipal buildings and facilities, as part of the comprehensive definition of the strategic issues for the future development of the city, done under the USUDS project.

The delegation was composed of Mr. Philippe Giard and Mr. Jacques Huser, from the General Delegation of Development and Upgrading of Facilities, Mr. Raoul Icard from the Directorate of Studies and Major Projects and Mr. Frédéric Olivo, from the Department of International Relations of the City of Marseille.

The first part of the assistance included a visit to the city of Sousse where technical meetings were arranged with municipal personnel and other relevant stakeholders. Site visits were also undertaken to municipal facilities, including sports facilities, schools, and administrative and cultural buildings in order to better understand the city's needs regarding public lighting, the challenges faced and the current system of management, as well as the improvements implemented and the budget mobilised for this issue.

The two cities identified possible lines of cooperation for a future framework of mid-term cooperation, including:

**Analysis of** the state of affairs, including the description of the lighting, actual consumption, current budget and desired one, the organization set up;

**A number of actions** to be carried out in the technical, budgetary and organisational domain:  
Conducting a thorough diagnosis,  
Completion of a facilities management scheme in the context of a lighting map,  
Development of a multiannual program, defining investment priorities and establishing the technical specifications,  
Budget assessment (cost / benefit),  
Development of specifications in the field of management, organisation, communication and training;



**Support** of the development of technical specifications, in the field of energy conservation, for the future new city hall;

**Participation** in the realisation of the House of the Environment.

**Providing recommendations** for the development of the Riadh zone, in the field of public lighting and energy saving (pilot project);

**Undertaking** a need-assessment to set the safety standards in buildings;

**Providing expertise** and advice for the Olympic swimming pool project.

A second mission has been undertaken during September 2014 in order to further explore these possibilities for the identification of mid- and long-term cooperative projects to be carried out by the two cities. A technical delegation from Sousse witnessed examples of sustainable and energy-saving public lighting in Marseille and worked together with the technical services of the City of Marseille to define guidelines for improving the energy efficiency of public lighting in the long term. A joint project has been formulated, with proposed interventions for energy-efficient urban lighting in neighbourhood of Sousse, the lighting of monument sites in the Medina as well as the lighting of public buildings. A third mission will be undertaken in October 2014 in order to better design the project and adequate the technical part in order to obtain funding through the operational cooperation schemes available in France.

## Technical Assistance on Economic Promotion in Sousse – Support for the Creation of a Structure of Coordination of Local Development Activities

The Provincial Council of Barcelona provided technical assistance to the city of Sousse on issues related to the **economic promotion of the territory and the creation of a local development coordination structure**.

This assistance was carried out by Mr. Roger Pumares, Head of Sector of Productive Fabric of the Provincial Council of Barcelona, and Mr. Eduard Barcons, from the *Local Development Agency (ADL) of the country Berguedà* in Catalonia, a public-private concertation agency responsible for designing and implementing local development activities at the supra-municipal level.

The first mission of the Provincial Council of Barcelona helped identify possible collaboration issues between the two institutions, while the second mission focused directly on the opportunities and the methodologies for putting in place a structure of actors and activities for the economic promotion of the territory. The experts met with stakeholders from the city of Sousse and with municipal representatives, sharing with them the experience of ADL Berguedà, while gathering information on the existing resources for the economic promotion of the territory.



This structure would be an approximation of the model of local development agencies existing in the province of Barcelona. It would probably include the office that will be created for the implementation of the City Development Strategy of Sousse that was adopted in April 2014 as a result of USUDS project. The ADL of Berguedà will accompany the Municipality of Sousse in the process to be undertaken for the creation of this structure by providing recommendations and proposals regarding the function and the services of such an agency.

The result of this assessment is a report, which presents the process to be undertaken by the city of Sousse in order to implement the basis of a public-private cooperation structure that would lead to the creation of a Local Development Agency. The report is primarily focused on the first steps of this process, rather than the final result and formal constitution of the Agency. It is considered an official declaration of intent necessary in order to bring the stakeholders together for defining the competencies and services of the future agency, the structures of coordination among the different participant institutions, the juridical format and the decision-making process that this local development agency would have in the long term.



## Technical Assistance on Infrastructure in Saida – Preliminary Project for the Revitalisation of the Fishermen’s Harbour

The Municipality of Barcelona provided technical assistance to the city of Saida on the **revitalisation of the fishermen's harbour**. The assistance was carried out by Mr. Carles Casamor from *Habitat Urbà* the municipal department in charge of urban transformation, public space, environment and infrastructure; and Mrs. Sandra Bestraten, lecturer at the Polytechnic University of Catalonia, under the coordination of the International Cooperation Department of the Municipality of Barcelona.

Three technical missions were organised during USUDS project in order to:

- a) identify the subject of the cooperation and collect all necessary data for the preliminary proposal,
- b) engage in technical exchange on the preliminary proposal as well as present similar experiences of remodelling the waterfront in different Catalan cities and
- c) present the results of this assistance to the Municipal Council of Saida, representatives of the fishermen and other relevant stakeholders.



Since the beginning, it was clear that the city of Saida had an interest in renovating the fishing port and improving its relationship with the city, particularly the Old City a need defined by the Strategic Plan generated by the USUDS project.

Furthermore, as a result of the participatory approach in the strategic planning process, it was also clear that for Saida this project should be open to participation at the city level. For these reasons the Municipality of Barcelona agreed to assist Saida in its initial considerations and in the proposal that the city would launch for the participation process. Before entering into a participation exercise for a project that was so ambitious and central to the city, the city of Saida had to be clear on what were the central issues of this reform, the limits of its feasibility and the different uses that the port should have in the future.



The work carried out between Barcelona and Saida in the USUDS project has led to the elaboration of a [concrete initial proposal](#) that includes the technical limits of feasibility, the bases of the reform (public space and access to port-related spaces, remodelling of the adjacent streets, etc.) and an initial idea of future activities. Also, it served as a process of reflection by the municipal representatives on the relationship between the city and the sea in the context of the Mediterranean, a reflection that will be submitted to the consultation and participation of the stakeholders of the city.

As a result of this work and of the different technical missions organised, the municipal team was empowered for the future participatory process, with both the public and the relevant stakeholders involved in the management of the port. On a second level, the tight collaboration between the technical services of the City of Saida and those of the city of Barcelona and the Polytechnic University allowed for the exchange of knowledge and experiences at the professional level as well as regarding the management of the port by the municipality.

In order to build on the experience that was initiated through the USUDS project, the two parts agreed to explore further possibilities of cooperation in the following months.

## Technical Assistance on Green and Open Areas in Saida – Proposal of a System of Public and Green Spaces

The Metropolitan Area of Barcelona (AMB) provided technical assistance to the city of Saida regarding the organisation of green and open areas, which concluded with the [proposal of a system of public and green spaces](#) and the analysis of two case studies. This assistance was carried out by Mr. Joan Roig and Mr. Guillem Matallanas from *Batlle i Roig Architects*, with the support of Mr. Oriol Ribera from the Directorate of Public Space Services of the AMB and included two technical missions in the city of Saida.

The objective of the first mission was the identification of the concrete subject of collaboration and the result of this assistance. Through discussions with municipal representatives and stakeholders regarding open areas, it was decided that the assistance would conclude with the proposal of a system of public and green spaces for the city of Saida in order to promote the creation of new public spaces, especially through interventions in two specific areas of the city: the seafront and the inland corridor next to the old railway.

The proposal builds on the need identified by the city of Saida for improving not only the quality and quantity of public spaces but also the relationship between these areas and the city, by creating new possible uses of these areas by pedestrians with quality facilities and by making these areas a reference for the citizens of Saida. Regarding the sea promenade, it is transformed into a wider and more attractive pedestrian strip, with dense tree meridians and with improved access to the beach and the proposed facilities. As far as the corridor of the old railway is concerned, the proposal converts it into a green promenade that crosses the city from north to south, with a focus on pedestrians. It also includes plans for the future re-planning of the Al-Wastani area, based on the installation and maintenance of green vertical corridors and green connectors that link it to the railway tracks and then with the seafront.

The proposal offers an integral view of the different green areas and public spaces of the city and implements connecting sectors that lead to the creation of a system of green areas and green corridors that enrich the ecological matrix of the city. The dossier with the proposal was presented to the Municipality of Saida and the relevant stakeholders in the second mission undertaken by the experts.



## Study for the Assessment of the Image and Self-image of Larnaca

The city of Larnaca conducted an assessment of the image and self-image of the city in order to identify those elements of the city that are considered positive and negative by visitors and residents.

The selection process of a city or region as a tourist destination, investment space and as a place for relocation is affected to a large extent by its reputation in the global arena. It is the communication tool to promote the special identity of the place, defining subconscious images and opinions. The reputation and image has a direct impact on almost all aspects of subsequent collaborations with other cities, and plays an important role in economic growth. In order to determine the image of Larnaca, questionnaires were designed, covering six areas:

*Visitors*

*The sense of place*

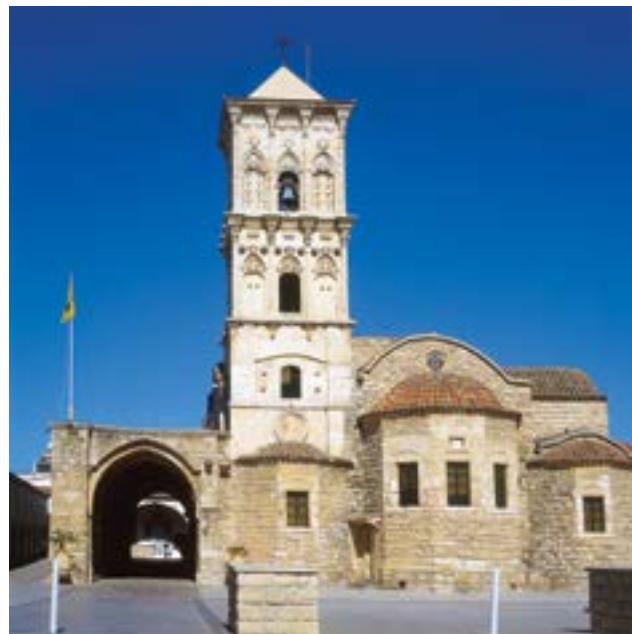
*The appeal of the environment*

*The pulse of the city*

*The dynamics of the city*

*The appearance of the city*

In the case of Larnaca, these indicators have been used to communicate how the city is understood by its residents (Self-image) and non-residents (Image). The questionnaires were distributed in three languages (Greek, English, Russian) and were answered in a valid way by 1,526 people. The main advantages of Larnaca based on the results of this analysis are: safety, weather, friendliness of residents, food & drink, the beaches, the sun, the sea and the festivals. In all other factors it was assessed below or around moderate by the inhabitants (self-image) and by the non-residents. This negative assessment includes issues such as technological development of the city, the attractiveness of the city in terms of public green areas and modern architecture, the accessibility; social and economic benefits, the lack of the a favourable environment for business development, the low perception of education, etc.



A more positive view exists of effective governance, since the self-image and the image in handling social, economic, environmental and development issues fluctuate below average and around moderate, while guests assessed it slightly higher.

In order to gain a competitive advantage over other markets and attract visitors, investors and talent, a place must achieve an image that ranges from positive to very positive. Without such an image, there is a risk of reduced visitors and investments where tourism and investment interests turns to other competing cities causing a loss of vitality in the poorly performing city. As a result of this analysis, it was clear that Larnaca should seek comparative advantages in the existing environment and the characteristics of its identity and should look for possible prospects and developments that at this time may not be distinct.

At the same time, in terms of tourism, the visitor is looking for experiences that can be assessed as special, unique, original, different and able to attract his attention. These elements form a set of impressions arising from the place and its special identities. The city requires a development strategy for enhancement starting from the inside and then growing externally. This process is necessary for the City of Larnaca to achieve re-vitalisation, attract visitors, researchers and talent.

## Study for the Assessment of the Sustainable Economic Development of Larnaca

The city of Larnaca conducted a study in order to identify the socioeconomic advantages and disadvantages that characterise the city.

For purposes of illustration and discussion, two methods were used, the Export Base Analysis and Shift and Share Analysis. All information and data for the city of Larnaca was presented in diagrammatic form in order to present the differences of the local economy with the global economy of the island.

The economy of Larnaca was evaluated taking into consideration the 21 economic sectors that the Statistical Service of Cyprus recognises:

- A > Agriculture, Forestry and Fishing
- B > Mining and Quarrying
- C > Manufacturing
- D > Electricity, Gas, Steam and Air Conditioning Supply
- E > Water Supply, Sewerage, Waste Management
- F > Construction
- G > Wholesale and Retail Trade
- H > Transportation and Storage
- I > Accommodation and Food Service Activities
- J > Information and Communication
- K > Financial and Insurance Activities
- L > Real Estate Activities
- M > Professional Scientific and Technical Activities
- N > Administrative and Support Service Activities
- O > Public Administration and Defence
- P > Education
- Q > Human Health and Social Work Activities
- R > Arts, Entertainment and Recreation
- S > Other Service Activities
- T > Activities of Households
- U > Activities of Extraterritorial Organizations

The process focused on data analysis work from 2007-2014 with a view to creating models for Export Base Analysis or Location Quotient and Shift and Share Analysis.

The export base model allows researchers to classify an industry within the local economy according to commercial import-export activities. The “EBA” places particular emphasis on an export economy because, in theory, the export activities are considered a key driver of the local market.

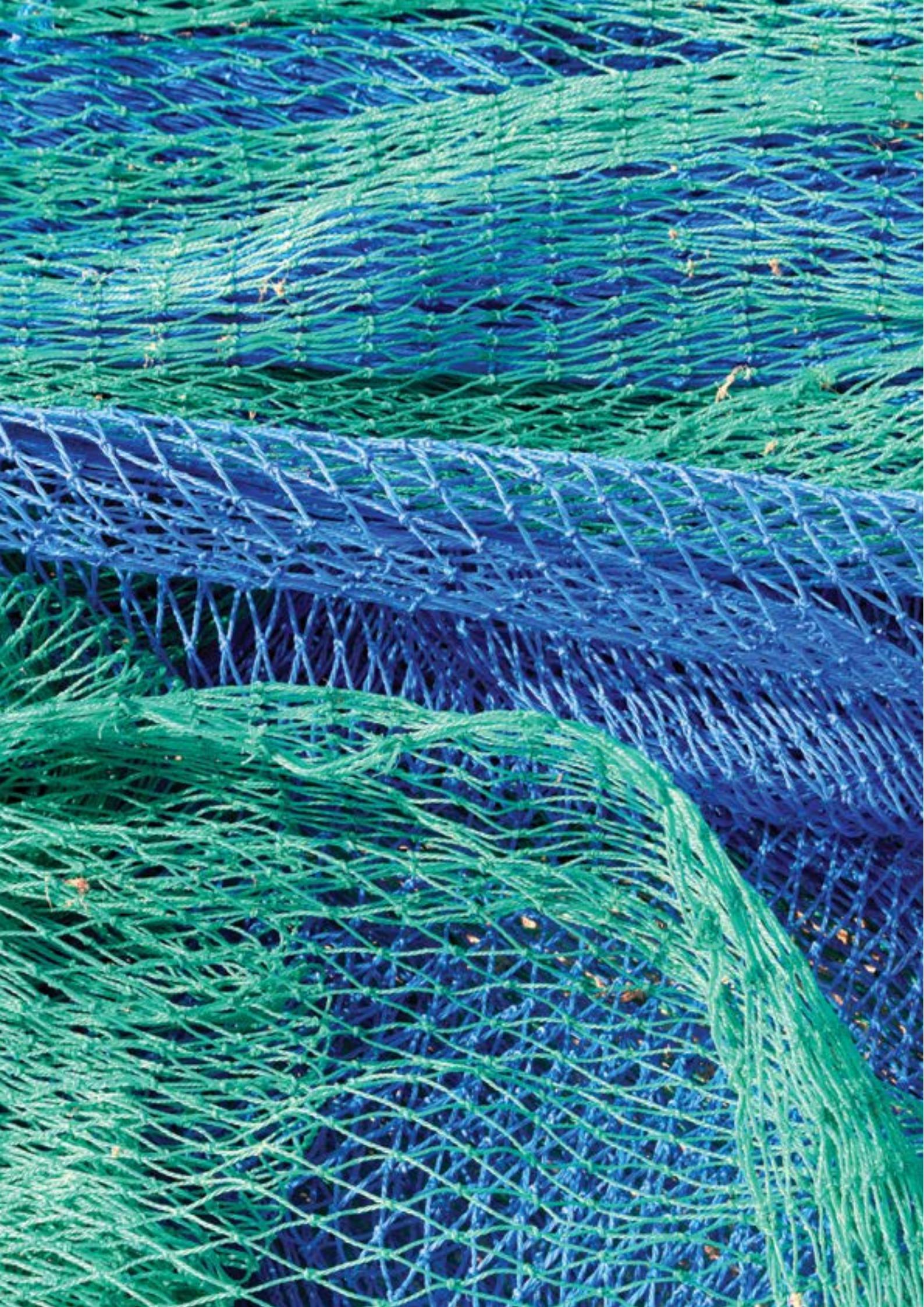
For example the field J -Information and Communication- is traditionally an import sector. Also areas such as D -Electricity, Gas, Steam and Air conditioning Supplies- and H -Transportation and Storage-- are traditional export sectors.

Another important part of the export base model is measurement of the export employment multiplier. The multiplier of export employment calculates job creation at local non-core sectors given the increase in employment in a key sector by one job. This variable is very important in order for the local government to combat unemployment and to correctly partition its limited resources in the export sectors. For example in the case of field C -Manufacturing-, in 2010 nearly ten new jobs were created if a worker was employed in this export sector. The Sectors H and D are particularly important since the employment multiplier increased from 2010 to 2013. In contrast, the multiplier employment fell sharply in other export sectors. The employment multiplier is therefore important for local government because it can help to create a strategy for local economic development. The aim of the analysis “Shift and Share” is to indicate the relative growth rate of industries in the region compared with national trends and determine the level of industrial diversification. The two variables of interest are: “National Growth” and “Competitive Share”.

The variable National Growth (NG) is used to calculate the rate of growth of a local industry compared to the overall national economy. The “Competitive Share” is the most important calculation because it is the only component that can be directly influenced by local policy makers. The calculation of the “Competitive Share” can determine if the local economy does or does not pick the market share of a particular industry compared to the national economy. After analysing these two variables, it is important to note that the two areas that showed an increasing trend in the employment multiplier are also gaining a competitive advantage. These areas are energy and transport.

To conclude, the export base and shift and share models were used to identify the strategic positioning of the economy of Larnaca. The results show an upward development in the fields of energy and transport. The local government should protect these export sectors which are collectively responsible for the flow of liquidity to the city of Larnaca. Allowing export sectors to lose their comparative advantage will lead to an increase in unemployment and a decline in local production.

By properly strengthening the sectors of energy and transport, unemployment will be significantly reduced in the local economy since these two areas have traditionally proven to constitute the core of the economy of Larnaca.



# The creation of the USUDS Network

# Knowledge Transfer Centers

## Objective 2: The creation of a network of cities interested in developing and implementing urban development strategies in the Mediterranean

The USUDS Project has served to create a network of cities interested in developing and implementing urban development strategies that will continue beyond the Project's scope as one of MedCities main working lines.

Knowledge transfer has been an important element for the project and different instruments have been implemented in order to disseminate the concept of strategic urban planning; advance the methodological tools existing for the elaboration and implementation of strategic plans; and promote the exchange of experiences between cities that are elaborating or implementing strategies.

In order to achieve this objective and to construct this network of cities, the USUDS project undertook in place two main initiatives: three **Knowledge Transfer Centres (KTCs)** and an **online platform** ([www.usuds.org](http://www.usuds.org)). The results of this process of knowledge transfer will be presented in the following section.

The USUDS project has established three Knowledge Transfer Centres based in the cities of Málaga (Spain), Al Fayhaa (Lebanon) and Sfax (Tunisia). These three cities developed their City Development Strategy in the past and have a strong background in strategic planning in the Mediterranean.

Their mission in the project was to spread and disseminate city strategic thinking in the region and to support the implementation processes through methodological accompaniment and the identification of best practices in sustainable urban development. In this way, other cities would learn from their experience through P2P sharing and the implementation of technical assistance missions and seminars.

## KTCs

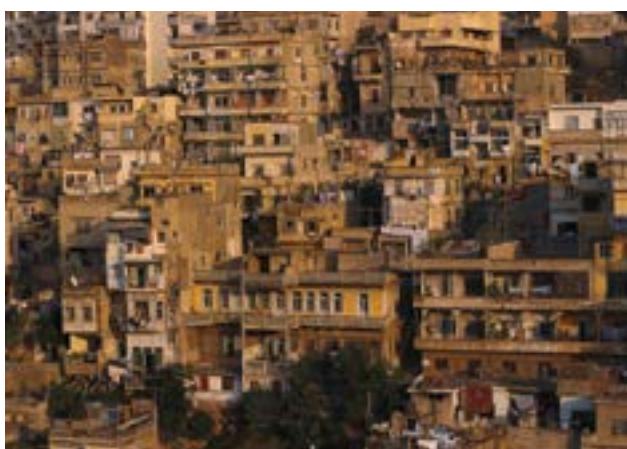
The work of the three KTCs has been essential for the implementation and development of a network of cities and has set the basis for its future consolidation.



In concrete, [KTC Málaga](#), based at CIEDES Foundation, worked specifically on advancing the methodologies of urban strategic planning and on bringing innovation and providing tools to the cities of the Mediterranean in order to develop their Strategy. The mission of KTC Málaga was to **understand, analyze and disseminate methodologies, tools and practices of strategic planning processes in the Mediterranean**. In order to achieve it, three different instruments were used: the facilitation of methodological debates in the USUDS platform, the identification of good practices on urban development and the identification of a set of tools to facilitate urban strategic planning. Furthermore, the KTC Málaga coordinated the KTCs of Sfax and Al Fayhaa with regards to the identification of best practices and participated in the training of the local teams of Sousse, Saida and Larnaka with regards to the elaboration of urban strategies.



The [KTC of Sfax](#), based at the Municipality of Sfax, has acted as the territorial antenna of the project for knowledge transfer in the Maghreb and has mainly focused on the dissemination of the Urban Development Strategies to those cities interested in undertaking their own strategy. This dissemination took place through the accomplishment of missions to interested cities and the organization of dissemination and awareness seminars. Furthermore, it accompanied the elaboration and implementation of the UDS of Sousse through support missions to the local expert teams of the project, participated in the training sessions of the local team of the strategy of Sousse and contributed to the identification of best practices on urban development.



On the other hand, the [KTC of Al Fayhaa](#), based at the Urban Community of Al Fayhaa, has been the responsible for the **dissemination and awareness of urban strategic planning in the Middle East**. The KTC of Al Fayhaa participated in the different activities of the project such as methodological support to the local teams of Saida and Larnaka in the elaboration of its UDS; participation in the trainings of the technical team of Saida and Larnaka on urban strategic planning; contribution to the identification of projects in the Middle East region that could be considered as best practices in order to enrich the USUDS Platform and organization of dissemination activities in the Middle East region, through seminars and missions addressed to cities of Lebanon and the rest of the Middle East.

# Methodology, Tools and Best Practices

The KTC of Málaga has been responsible for the implementation of activities in order to understand, analyze, maintain, improve and **disseminate methodologies, tools and best practices** of strategic planning in the Mediterranean. These activities have been based on the joint work of the three KTCs under the coordination of the CIEDES Foundation and were focused on:

The facilitation of **methodological debates** with the participation of external experts on strategic urban planning;

The creation of a **tool and methods box** for the successful elaboration and implementation of strategic planning processes and

The **identification of best practices** and cases of interest on urban sustainable development in the Mediterranean.

## Facilitation of methodological debates and working groups on methodology

The elaboration of a City Development Strategy (CDS) is the result of the actions of multiple actors. Thanks to previous experiences in other cities, urban strategic thinking in the Mediterranean is further developed as a result of the debates aroused in previous similar initiatives. In order to advance the methodological considerations on urban strategic planning, the KTC of Málaga contacted a group of experts on urban sustainable development and social cohesion strategies and created working groups to facilitate knowledge sharing and best practices and to develop new methodologies.

Four thematic blocks were created, and the working groups were put in place through Facebook discussions, through online debates in the USUDS platform as well as through the celebration of methodological workshop in some of the seminars organised during the project.

The thematic blocks were:

### 1. Continuous methodological innovation in Strategic Diagnostics processes

New tools and methods for making an integrated diagnosis of the city are being implemented in many cities. These include the application of new technologies (i.e. 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 was to identify and evaluate these new tools and methods which are proved as extremely useful in analysing the internal and external situation of cities, including information compiling and processing techniques or options that can be used when these are not available.

## 2. Tools and Innovation in Participation and Consensus

The purpose of this block was 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. 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 allow to redesign the traditional methods of participating in the plan.

## 3. 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 plans, precisely because when executing the actions, they fall outside the possibilities and authority of a strategic office. This block aimed 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.

## 4. Design and management of strategic projects

Historically, mid and long term were the traditional scopes of urban strategic planning processes. 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. We analyze different project management tools and how to build comprehensive projects, both multi-level and multi-sector.

The conclusions of the debates that were conducted under the USUDS project were included in a publication on "*Methodology and Best Practices in Urban Strategic Planning in the Mediterranean*", produced by the KTC Málaga. This publication presents the results of the work of the KTC Málaga and includes 11 articles from different experts.

## Best Practices Identification

One of the best ways of learning how to approach a strategic planning process or the management of strategic projects is through the example of others. The USUDS project has focused on the identification of Best Practices in the implementation of projects in order to promote a P2P learning approach. A best practice is an 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. Under the coordination of the KTC Málaga, a benchmarking was done regarding the classification of good practices and the systematization of concrete criteria for identifying good practices and cases of interest. These criteria and procedures were agreed upon with the other KTCs and experts and were used to analyse the added value of each case so as to determine if it is a best practice or a case of interest.

**Best Practices are those which:**

- Have a demonstrable and tangible impact on improving the people 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, keys for USUDS:**

- Improve the performance of urban projects.
- Increase awareness of responsible 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.

Based on this analysis, the criteria used by USUDS to identify Best Practices are:

Criteria	Key issues
<b>Innovation</b> It may arise due to the changing or questioning of traditional focuses of action or because it gives rise to experiences based on a model that are targeted at solving problems in different areas and contexts. Innovation may refer to a problem, procedure or decision and does not necessarily need to be a total novelty in the scope within which it is applied.	1. In which aspects has innovation been generated in focusing on the problem, procedure or decision? 2. From what other pre-existing experience does this innovation come? 3. What new technologies have been applied? 4. What new legislation, regulations, methodologies, etc. have been generated?
<b>Strategy</b> Definition of action lines that will permit progress to be made in achieving specific objectives. These lines or strategies must be related not only to the objectives, but to the actions and results sought and to the circumstances of the agents involved and their context.	1. What were the project objectives? Were they measurable and quantifiable? 2. What were the strategies for achieving the established objectives? 3. Did all the agents involved take part in defining the strategies?
<b>Cooperation</b> The participation of all those involved in the project is contemplated: public-private and public-public cooperation: establishing the competencies and responsibilities.	1. Who were the project partners? 2. What is the general distribution of responsibilities among the parties involved? 3. How did the beneficiaries participate?
<b>Impact</b> Observable, tangible and positive changes have been implemented within the scope of action of the project.	1. What tangible improvements have taken place in the beneficiaries? 2. What tangible improvements have been observed in the community? 3. What changes have been produced by the project with respect to regulations, legislation..., applied in this scope of action? 4. Has the project led to changes in the methodology?
<b>Evaluation and effectiveness</b> Creation of a system that will permit the monitoring and evaluation of the actions taken and the level of compliance regarding objectives. The initiative or action shows the achieving of objectives through the evaluation and recording of its results.	1. What were the results of the project, compared to the defined objectives? 2. Has any system been designed or used for measuring, monitoring or evaluating the project? 3. What indicators are used to monitor objectives?
<b>Sustainability</b> The experiences were conceived and planned to last over time with respect to consolidating forms of relation and action that affect all agents and considering the cost-benefit-efficacy ratios involved in their future maintenance.	1. What actions have lasted over time? 2. How will the project and its results be financed in the future? 3. What agents will intervene in its operation and maintenance?
<b>Transfer capacity</b> The capacity to serve as a guide or model in order to apply the experience in other similar scopes and contexts.	1. Has this action been applied in any other scope or place? 2. Is there a possibility of other bodies or programmes using this practice? 3. Is there any characteristic that does not allow its transferability?

# Methodological and Dissemination Activities

**Best Practices** identified during the USUDS project are initiatives from several Mediterranean countries such as Lebanon, Tunisia, Spain, Italy, Greece, Morocco and Jordan. Moreover, the three KTCs analyzed 20 additional projects that were considered as cases of interest to be further studied.

## The creation of a tool and methods box

The KTC of Málaga was responsible for identifying a “Tool-box”, a set of tools and methodologies that may be needed when designing, implementing and evaluating a strategic plan. The information derives from an analysis of various strategic plans in the Mediterranean area as well as from universities and private actors with experience in this area. The identified tools have been structured according to three phases of the Strategic Plan, such as the diagnostic, the implementation and monitoring and the evaluation. A transversal issue was also foreseen, on communication and advertising, which is a key element during the entire planning process.

For each tool, the following elements are provided: the Strategic Plan Stage where it can be used; the actors involved; the goals when using this tool and a short description of the tool. In total 22 tools were identified during the USUDS project and uploaded in the [platform](#).

## Organisation of Seminars under the USUDS Project



### 1. First Methodological Seminar organised by KTC-Malaga

The launching of the KTC was held in Malaga (Spain), the 22nd and 23rd March 2012, where 13 experts in strategic planning in the Mediterranean area participated and the cities of Lebanon, Turkey, Tunisia and Italy were represented. The seminar focused on methodological aspects and the main result was the identification and consensus over the key issues, from a methodological point of view, for the elaboration and launching of strategic urban planning experiences in the Mediterranean. The participants defined the methodological aspects that should be further explored during the project such as:

**Continuous methodological innovation** in Strategic Diagnostics processes.

**Tools and Innovation** in Participation and Consensus.

**Tools and Innovation** in the Execution, Monitoring and Evaluation of Strategic Plans and Projects.

**Design and management** of strategic projects.

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



## 2. First Dissemination Seminar organised by the KTC of Sfax: Dissemination of urban development strategies

The seminar “Dissemination of urban development strategies” took place the 2nd and 3rd July 2013 in Sfax.

During the seminar, **the cities that are part of the USUDS project and network were presented together with the objectives of the KTCs**, to the almost 90 representatives of Mediterranean cities: Barcelona, Malaga (Spain), Saida, Al Fayhaa (Lebanon), Larnaka (Cyprus), Chechouane, Tétouan, Rabat, Tanger, Aghadir (Morocco), Zaouia and Trípoli (Lybia), Alkhroub (Algeria), Djerba, Gabes, Mahdia, Monastir, Sousse, Tunis, Sidibouzid, Kairouan, Bizerte and Nabeul (Tunisia).

The two-day seminar included **methodological workshops**, organised by the KTC of Malaga on the four thematic blocks identified by the project. Seven experts and more than 20 municipal representatives participated in the workshops in order to advance methodological debates.



## 3. Second Methodological Seminar organised by KTC-Malaga: Methodology and Best Practices in Urban Strategic Planning

The meeting, which brought together experts of the USUDS project and cities from MedCities network, took place in Sousse (Tunisia) on 10th and 11th April 2014 and was focused on the **discussion of methodologies, strategies and best practices in Urban Strategic Planning**.

The seminar had two different parts:

**Part I.** Methodological problems and solutions adopted by the new strategic plans (Saida, Larnaka and Sousse).

**Part II.** Conclusions of the experts on the four key methodological issues that have been analysed during the project. In concrete, the different situations and processes the three cities of USUDS had gone through project were presented, as well as the methodological challenges faced during the elaboration of their City Development Strategy. Also, based on the four methodological blocks identified, the experts offered some theoretical notes on the Strategic Diagnosis Phase; the Participation Phase; the Impulse, Monitoring and Evaluation of strategic plans and the Project Management and tools for urban transformation. These expositions were followed by the workshops sessions, where the participants discussed limitations and innovations on these phases of a CDS.

Ten experts and thirty-seven municipal representatives 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, Larnaca, Tetouan, Barcelona, Al Fayhaa, Saida, Gafsa, Gabes and Tunis.



**4. First dissemination seminar organised by  
KTC Al Fayhaa: City Sustainable Development Strategies  
in the Middle East**

The KTC of Al Fayhaa organised a dissemination meeting on 26th June 2014 in order to **promote urban strategic planning in the cities of Lebanon and other Middle Eastern countries.**

The seminar was focused on identifying the **future challenges** of city strategic planning and the supporting tools for UDS development in the Middle East region, as they were proposed and elaborated under the USUDS project. Furthermore, emphasis was placed on the **implementation phase of the strategy and on the creation of public private partnerships for the execution of strategic projects.** The importance of adequate monitoring and evaluation tools was explained and the role of the Local Development Offices in the implementation of the strategy was presented during the seminar, as elements that can boost the correct follow-up and execution of the strategic plan. Furthermore, the opportunities of decentralised cooperation for funding strategic projects were explored.

In total, 122 participants attended the seminar, primarily from Lebanese institutions and municipalities, although there were municipals representatives from 18 cities coming from 6 different countries (Spain, Turkey, Jordan, Lebanon, Cyprus and Egypt).



**5. Second dissemination seminar organised by  
KTC Malaga: Urban Strategic Planning in the Maghreb  
and new lines of European Financing**

The CIEDES Foundation organised on 15th September 2014 the final activity of the project, the second dissemination seminar for the cities of the Maghreb. This seminar was focused on the **promotion of urban strategic planning as a sustainable development tool for the South of the Mediterranean and on the implementation of strategic projects through the networking for possible project funding.**

Representatives from cities of Tetouan, Chefchaouen (Morocco), Faro (Portugal), Málaga, Barcelona (Spain) and Sousse, Sfax and Kairouan (Tunisia) participated in the seminar and had the occasion to know the new funding opportunities for the implementation of strategic projects and the possibilities of cooperation between the North and the South basin of the Mediterranean under the 2014-2020 programming period of the EU. Furthermore, a participative workshop was held in order to identify common problems that could be dealt with through partnerships and cooperation among the Mediterranean cities. In concrete, the workshops were related to the following subjects: economic and social development, including intelligent growth and support to SMEs; green and sustainable development and efficiency of natural resources; efficient territorial management, mobility and urban planning; cooperation between local and regional authorities, good governance and support of civil society.

## Missions for the promotion of strategic urban planning carried out by the KTCs under the USUDS Project

One of the missions of the KTCs was to carry out missions in other cities interested in urban strategic planning in order to provide further information and technical assistance.

**In the case of Sfax,** the creation of the KTC was followed by a round of personal contacts with the Tunisian Union of Municipalities and the General Direction of Local Authorities in order to present the project and its objectives and create possible partnerships. Also, bilateral contacts were done with Tunisian cities interested in strategic planning.

On the 27th February 2014 a mission of 9 Tunisian cities to the KTC Sfax was organised for the promotion of sustainable urban development strategies and the creation of possible future partnerships. The meeting included methodological presentations on strategic planning and the presentation of the experience of different cities of the Maghreb that have been elaborating or implementing urban strategies. Based on the interest of the municipal representatives that assisted the meeting, an agreement was reached to start working on the consolidation of a project for the detection of further needs of Tunisian cities related to strategic planning and for the expand the elaboration of city development strategies in other cities. The cities that attended the meeting were: Gafsa, Nabeul, Bizerte, Mahdia, Kairouan, Gabès, Monastir, Sousse, Sfax and Tetouan (Morocco) and Barcelona (Spain).

**In the case of the KTC of Al Fayhaa,** the foreseen missions materialized in individual meetings with municipal representatives interested in knowing the methodology of strategic urban planning in order to engage in this process. In these missions, the representatives of KTC Al Fayhaa explained the objectives of the USUDS Project, the mission of the KTC, the function of the USUDS Platform as well as the process and criteria for the identification of Best Practices on urban sustainable development. A presentation was also done on the concept of strategic urban planning and the opportunities that this process entails for the city as an instrument for identifying the needs and designing the short and long term strategic projects in order to achieve the future vision of the city, constructed in a participatory way.

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The KTCs manager established personal contact with the following institutions and persons potentially interested on strategic planning and that can bring knowledge on the reality of other cities:

Eng. Saleh Jaradat, Director, Regional and Local Development Project, Jordan Ministry of Municipal Affairs.  
Dr. Jihad Al Sawair, Aqaba Special Economic Zone Authority, Jordan.  
M. Mihoub Mezouaghi, Agence Française de Développement (Ambassade au Liban).  
M. Muhammed Al Gweri, Mayor of Zarqa, Jordan.  
Mme. Ladin Yildiran, Izmir Municipality.  
M. Hossam Allam, Regional Programme Manager, Centre for Environment and Development for the Arab Region & Europe, Egypt.  
M. Khalil Harfouche, President of the Union of Jezzine Municipalities, Lebanon.  
M. Tarek Osseiran, Project Manager, UN-HABITAT.  
M. Murat Daoudov, Director of International Cooperation, Union of Municipalities of Marmara, Turkey.  
M. Bechir Odeimi, Director, Bureau Technique des Villes Libanaises (UCLG).

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During the project, meetings and dissemination actions were held with the following cities:

Municipality of Zgharta-Ehden in Lebanon,  
Urban Community of Jerd El Kaiteh (Akkar): the collaboration of the two Urban Communities resulted in the submission of a joint project proposal on sustainable urban development,  
Al Koura Union of Municipalities,  
Union of Tyre Region Municipalities,  
Municipality of Jbeil-Byblos: identification of possible good practices to be included in the Platform.  
Participation in inverse missions with Jordanian cities such as Zarqa, Karak or Tfailah in order to disseminate the concept of urban strategic planning and explain the role and the importance of the USUDS network.  
Participation in a dissemination meeting in the framework of the LivCom/UneP Seminar in Ali Ain (UAE) in 2012,  
Participation in Lebanon Mundial Forum (UNESCO, Beirut. June 2012).  
Participation in the Training Seminar on Urban Planning, organised by AFD (Beirut, October 2012).  
Participation in the Seminar “Planification Urbaine au Liban. Enjeux, Outils et Mise en Oeuvre” (Liban, September 2012).

Also, several contacts have been made with Lebanese towns such as Jezzine, Danniye Union of Municipalities and Foundations as *Zouk Mikael Youth and Culture Centre* (YCC) and the *Safadi Foundation*. These organizations have assisted the KTC Al Fayhaa in identifying good practices on urban sustainable development.

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# The USUDS Platform

The contents of the USUDS Platform will be enlarged and integrated in the new MedCities website, so they become updated and available after the end of the project.

The USUDS Technological Platform ([www.usuds.org](http://www.usuds.org)) was one of the main outcomes of the Project and contributed significantly in the objective of creating a network of cities interested in urban development strategies in the Mediterranean. The Metropolitan Area of Barcelona, acting as General Secretariat of MedCities, was the responsible for its creation and it has been boosted by all the partners of the USUDS project.

The rationale of this platform was not only to communicate the activities and results of the project, but to create a space to promote strategic planning based on participation and interaction between different actors. Special emphasis was given to the methodological part (coordinated by the KTC of Málaga).

According to this vision, the objectives of the platform were:

- Promote collaborative learning between network members.
- To provide an effective tool for sharing experiences.
- To facilitate the decentralized work of KTC and identify best practices.
- To ensure the maintenance and updating of the information resource centre.
- To provide information about initiatives related to urban strategic planning in the Mediterranean region.
- To serve as a database for each city's future projects and to contribute to their implementation.

The USUDS Platform was the central point for communication between project partners. The supply of content is decentralised so different network focal points participate and are responsible on its management.

The USUDS Platform plays an active role in the promotion of networking and knowledge transfer between cities.

It is a multifunctional space to share information, carry out training sessions, participate in debates, and create working groups in an intranet space. It allows interaction between different kinds of parties (politicians, experts, officials, etc.) and best practices sharing. This tool has fostered South-to-South cooperation, and a networking approach in which all partners learn from the others.

The Platform was a powerful tool to develop the activities of the KTCs. It represented an effective way of disseminating best practices and cases of interest, providing the contact details of project managers considered best practices or cases of interest so others could contact them for further information.

Similarly, through the online development of methodological debates, strategic planning experts could engage in enriching discussions with all project partners and cities that are developing their strategic plans, as well as with any other user interested in the subject. This methodological part was partly filled by the development of a Tool Box, where all the methodological tools that can be useful in the development, monitoring and evaluation of strategic plans, were set forth.

The platform has been also a source of news and events on urban strategic planning in the Mediterranean and a resource centre for cities on topics related to urban development.

Local administration management deals mainly with the short-term issues which may not seem compatible with engaging in local sustainable development processes. However, the CDS is a tool for institutional strengthening and to increase in the capacity of local administrations and the USUDS Platform has been 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 urban strategic planning. The challenges that the platform has to deal with in the future are how to improve and further develop the methodological and participation parts, how to give more prominence to cities and their future projects, and finally, how to improve communication among different cities through the intranet space.



# 6

# After the USUDS Project

# Outcomes, conclusions and lessons learned

The implementation of the USUDS project in the last 36 months has been an enriching process. It has provided the MedCities network and its partners with interesting experiences regarding **the process and methodology of strategic city planning, the definition of city strategies in the concrete region of the Mediterranean and the implementation of projects with partnerships formed by municipal entities**. In this chapter we will try to summarise and present the main outcomes, conclusions and lessons learned regarding the abovementioned issues.

## Tangible and intangible outcomes of the project

The partners of the project have managed to successfully carry out all the activities initially foreseen and to conclude the project in its totality. As a first result, the **following outcomes were achieved:**

- 3 new strategies of sustainable city development were defined for the cities of Sousse, Saida and Larnaca.
- 3 Knowledge Transfer Centres (KTC) were created for the dissemination of strategic city planning. In Malaga, the CIEDES Foundation established a KTC of Methodology and Best Practices. The Municipality of Sfax and the Al Fayhaa Urban Community put in place territorial antennas in Tunisia and Lebanon for the promotion of urban strategic planning in the Maghreb and the Middle Eastern countries, respectively. The organisation of the dissemination and methodological seminars has contributed to creating a Mediterranean community of practitioners and cities interested in strategic urban planning.

- Creation of a technological platform, [www.usuds.com](http://www.usuds.com), as an interactive platform which includes the online methodological debates, the best practices identified during the project and an extended database of tools, resources and experts on strategic planning.
- Development of on-the-job training of municipal political representatives, stakeholders, municipal technical staff and local team members in urban strategic development. This was achieved through the missions and training sessions of the international consultants and of MedCities' experts; the methodological seminars and debates generated during the project; as well as through the actual activities of the project, where the debates on sustainable urban development and local governance were present among the local teams.
- Advancement and enrichment of the methodology of MedCities on strategic urban planning by experimenting with complementary methodologies such as the Facts, Challenges and Projects method.
- Initiation of concrete activities for implementing some strategic projects identified, in the short-term, through the pilot projects executed, the technical assistance missions undertaken by Associate Partners of the project and the studies and reports elaborated.

Apart from these tangible outcomes, the USUDS project has **contributed to the capacity building of the municipal representatives and of the professionals** of the local teams on the **consultation processes with the stakeholders** of the city for the definition of the future vision; the **collaborative work** with other institutions and stakeholders and the **mobilisation of citizen participation**. In some cases, **the project has also contributed to the resolution of conflicts among stakeholders of one city** regarding, for example, the shared vision of the city or the priorities of local development or of discrepancies regarding specific projects. This process has contributed in **changing the organisational culture of the institutions involved**. As some USUDS partners have mentioned on various occasions, **USUDS has been a process of empowering local governances rather than a project**.

Furthermore, the extended diagnostic phase provided the municipalities -both elected representatives and technical structures- with a **great insight into the reality of the city**. **This has contributed to a better understanding of the problems faced and of the potential** of the city as well as to a good identification of the different stakeholders and institutions that intervene in each area. The **involvement of the stakeholders** in USUDS has led to the **creation of**

**trusted relationships with the municipal teams.** These relationships could evolve towards a **lobby of the city**, which can be a driving force for change, social innovation and improvement. Last, the USUDS project contributed to the creation of personal relationships between the professionals and the municipal political representatives, as well as between the municipal representatives of the various Mediterranean cities that have an interest in strategic urban planning.

Finally the **project partners and beneficiaries have successfully overcome several situations that had put the success of the project in jeopardy**, such as:

- The post-revolutionary context in Tunisia and the continuous changes of municipal representatives (three in total from project presentation to EC of the project).
- The destabilisation of the political and security situation in Lebanon that affected the execution of all public activities of the project (especially by the KTC Al Fayhaa and the Municipality of Saida).
- The financial crisis in Cyprus and the changes of municipal representatives in Larnaca.
- The delay in the availability of credit in Lebanon and Tunisia as a result of the internal administrative procedures in those countries

## Evaluation of the process and results of the project

Regarding the implementation of the methodology, we would like to draw some conclusions from the innovations introduced during the USUDS project. First of all, although the methodological framework has been common to all partners, **its adaptation to the reality and the context of each city has led to small methodological variations in the definition of the three CDSs.** The role of the international experts has been particularly important in this respect, since the tools implemented and their methodological insights to the process can make the result of the strategic planning vary. The role of the international experts who accompanied each city has been also very important regarding the **transition from the descriptive memory of the city towards a strategic diagnostic**, where the critical aspects identified are transformed into the strategic projects of the city.

The experimentation with different methodologies for the identification of these critical issues has been very enriching and has given different results. However, the role of the consultants in this aspect can be very significant in order to guarantee that there is coherence in all stages of the process and that the strategic projects identified are **realistic**.

The implementation of USUDS has showed that the diagnostic phase of the methodology tends to be excessively prolonged in time, not only with regards to the USUDS project time schedule, but also with regards to the total time dedicated to the elaboration of the CDSs. There should be a **better time balance between the diagnostic phase and the other phases of the strategy definition**, especially in a context of continuous change, as is the case of the Mediterranean cities. Regarding the different phases of the definition of the strategy, **more emphasis should be placed in the definition of the Action Plan, especially in creating the structures and tools that will guarantee the implementation and follow-up of the strategy once the project is finalised.**

**It is important that the local teams understand that the Strategic Plan is not finalised with the definition of the projects; this is only the starting point. So, they should focus on creating the conditions to assure the continuation and sustainability of the Strategy and that it will actually be implemented.**

Regarding the **dissemination work undertaken by the KTCs**, it has been particularly successful in the countries where the KTCs are based, namely Tunisia and Lebanon. It **has contributed to generating political debate on strategic urban planning** and in creating a network of cities interested in working with a strategic approach towards urban development. However, **the challenge remains for the KTCs when it comes to promoting the debates on strategic planning outside their countries and having a greater regional role** in providing methodological support to cities in the Maghreb and the Middle East. Furthermore, the implementation of USUDS showed that the methodological debates and exchanges are particularly fruitful when they are face-to-face, but further participation must be sought when they are online.

**Identifying the adequate tools that would allow for a long-distance, genuine and successful exchange between interested practitioners and experts is an important challenge for those working in strategic urban planning.**

Apart from the above issues, the implementation of USUDS has allowed us to draw some general conclusions on strategic urban planning in the Mediterranean. Firstly, to reaffirm that thinking about the city strategically and **working towards the definition of strategic urban planning is necessary even in unstable contexts**, such as the ones of Saida, Sousse and Larnaca during the last years. The Strategic Plan is not merely a document, but rather a process that helps to create a lobby of the city and promote a participatory culture, thus contributing to democratisation and accountability of local governments. Furthermore, it is a way of promoting intersecting capacity building of local governments through their direct involvement with the process.

We should also highlight the **positive results that the project has had regarding the short-term implementation initiatives**. Such activities, based primarily on technical assistance missions by Associate Partners, have helped the cities in advancing in the definition of a strategic project and start tackling the implementation phase. This assistance is also the driving force in creating consultation groups around projects and mobilising the stakeholders. Moreover, they can contribute to reinforcing the process of planning, since the municipal team starts visualising the value of the work done through concrete results.

One of these short-term implementation schemes -the pilot project on fighting school failure in Sousse- has been an example of how municipalities can work for the improvement of living conditions of citizens in a particular domain despite not having formal competencies in it. Rather, a municipality can intervene with different projects outside its formal framework of competencies in order to improve the reality of the cities. This fact has another positive effect: it contributes to building trust between the local population and the local government and in recognising the involvement of the latter in the citizens' daily problems.

Last, the USUDS project has allowed us to draw some conclusions on EU cooperation in the Mediterranean through the funding of European projects. First of all, we consider that southern Mediterranean cities are facing strong difficulties in executing European projects, especially those from the ENPI CBCMED. The internal procedures in each country make their participation in multilateral

projects very difficult: the role of ministries in the approval of expenses, as in Tunisia, or in the authorisation of credit, as in Lebanon, are only some examples of the limitations faced by cities. Apart from these internal factors, the cities have to face the **demanding administrative procedures of the ENPI CBCMED Programme and the possible lags in the flow of funds for the execution of the project**. All these issues could be reasons that **hamper the participation of southern Mediterranean cities in multilateral European cooperation projects**.

## **Some recommendations based on the experience of USUDS**

Following the presentation about the conclusions drawn from the project, we will attempt to make some initial proposals and recommendations.

With regards to the methodological advancement on strategic urban planning, we consider that the city strategies cannot be successful unless there is a **clear municipal leadership** and an understanding of the importance of genuine consultation and participation in order to create a shared vision of the city. The **participation of citizens and stakeholders** should not remain at words, but rather should be a real process within the definition of the strategy to achieve ownership of the Plan. Furthermore, the process should actively **involve the existing municipal technical structure** in order to avoid losing all the knowledge and expertise generated once the elaboration of the CDS is finished.

**One of the main proposals and challenges is to promote urban strategies with the direct involvement of the internal structures of the municipalities, rather than with external local experts, in order to truly empower the municipalities and assure that this know-how will not be lost after the end of the project.**

Taking into consideration the fact that in the southern Mediterranean the municipal technical structures might be too weak, there is still a long way to go for this to be achieved. Furthermore, after experimenting with USUDS methodology, we consider that the challenge for the cities that start their strategic planning process is to **accomplish a correct time balance between the different phases of the methodology**. It is important to analyse and define correctly the critical aspects of the city in the diagnosis. However, **the emphasis and the resources should be divided equally**

### **between the definition of the strategic action plan**

and the creation of the structures that will implement it afterwards. The team, political and technical, should always have in mind the implementation of the strategy and should create the basis for the institutional and economic sustainability of the Strategy upon its finalisation.

For this reason, it is important to identify and execute short-term implementation projects, with *quick-win* results, during the definition of the strategy.

This is a way to show the involvement of the municipality in the process, to mobilise stakeholders around these projects and to start dealing with the implementation phase of the Strategy from the beginning.

The implementation of the strategic projects is an **implicit way of promoting the empowerment of local governments in the Mediterranean**. The involvement of the municipalities in defining their vision and future **should be combined with a large-scale dialogue between the central government and the local authorities** in order to create a common ownership of the Strategic Plans. Moreover, municipal empowerment leads inexorably to greater local autonomy in the execution of projects.

The strategic urban planning should be, thus, an opportunity to achieve greater decentralisation and to put municipalities at the forefront of their city development. The Strategy and the implementing structures reinforce the role of municipalities in the interlocution with the central government for project implementation.

Promoting a culture of strategic thinking goes beyond the mere definition of a strategic plan. It is a process that includes a good identification of needs, capacity building, empowerment, training and participation and could lead to a plan or simply to the identification of those strategic projects that will transform the city.

For all these reasons, we consider that **city development strategies are important assets for cities and should be further promoted by the international organisations** involved in urban development in the Mediterranean. The Strategic Action Plan provides the city with a list of prioritised projects, for which there is a broad consensus inside the city of their relevancy. This is particularly important for international, European and bilateral cooperation programmes, whose actions sometimes may lack a wide consensus regarding the priorities at the local level. For this reason, we consider that the results of the strategic plan-

ning processes should be adequately highlighted to those actors active in urban development within the Mediterranean, and can serve as a needs assessment for their future actions. This goes in line with the effort of coordinating actions within the domain fostered by MedCities and other organisations in recent years.

Last, the implementation of the USUDS project has showed that there is a need to make European cooperation programmes more accessible for southern Mediterranean cities. The EU Management Authorities should be aware of the concrete administrative procedures that affect the local governments and how the interference of central governments can, in many cases, jeopardise the correct execution of the project. It is important that the **management procedures take into consideration the different realities in each Mediterranean country, while maintaining the same level of transparency and rigor**. Furthermore, it is important to **work towards the empowerment of local counterparts with regards to managing European projects**. This great challenge could be achieved through **permanent training and assistance** of the teams involved in the financial management of the projects, including municipal teams or external auditors.

However, what is more important is to advocate for recognising urban development and local governance as priorities in European programming. There is a risk of losing their nature if they are introduced as intersecting issues and as general values in the current thematic priorities. **The European Union**, as an actor for the democratisation of the Mediterranean region, **should make urban sustainable development and the promotion of a culture of local governance its main priorities**. In this sense, strategic urban planning could become an important instrument towards the promotion of values such as citizen participation, public-private partnership, local empowerment and capacity building, decentralisation and accountability and democratisation. MedCities reaffirms its will to continue advocating for each and every one.

# Acknowledgements

The Metropolitan Area of Barcelona, acting as General Secretariat of MedCities' network, would like to express its gratitude to all partners, experts and collaborators for their involvement in the USUDS project and contribution to its successful implementation.

First, to the partners and local teams that have participated in the project: the Municipality of Larnaca and its Urban Strategic Plan Local Team, the Municipality of Saida and its Urban Strategic Plan Local Team, the Municipality of Sousse and its Urban Strategic Plan Local Team, the Urban Community of Al Fayhaa and its KTC team, the Municipality of Sfax and its KTC team and CIEDES Foundation and its KTC team. Furthermore, we would like to thank all associate partners and funders of the USUDS project for their involvement in the initial definition of the project activities and partnership and/or their economic support: the Izmir Metropolitan Municipality, the German International Cooperation Agency (GIZ), the Municipality of Barcelona, the Diputació de Barcelona (Provincial Council of Barcelona), the Municipality of Ancona, the Municipality of Tirana, the Municipality of Marseille, the Hariri Foundation of Sustainable Human Development, the ENPI-CBC MED Programme of the European Union and the Spanish Agency of International Cooperation and Development.

We would specifically like to thank the experts who have accompanied USUDS partners in the implementation and advancement of the methodology: Abdallah Abdul-Wahab, Josep Acebillo, Claudio Calvaresi, Joan Campreciós Hernández, Pedro Marín Cots, Antonio Martín Mesa, Taoufik Megdiche, Maravillas Rojo Torrecilla, María del Carmen García Peña, Josep María Pascual Esteve, Joan Parpal Marfà, Adel Saidi, Alfons Segura Urroz and Farouk Tebbal.

Also, to the institutions and members of MedCities' network that organised and carried out the technical assistance missions as well as other fruitful exchanges with the partners of the project, such as: the Municipality of Barcelona – International Relations and Cooperation Department, the Municipality of Barcelona – Urban Habitat, Polytechnic University of Catalonia, Barcelona Cicle de l'Aigua SA, the Metropolitan Area of Barcelona – Directorate of Public Space, Batlle i Roig Architects, the Municipality of Marseille – International and European Relations Department, the Municipality of Marseille – Délégation Générale Valorisation des Equipements (DGVE), the Diputació de Barcelona (Provincial Council of Barcelona) – International Relations Directorate and the Local Development Agency of Berguedà.

Last but not least, we would like to specially thank all the experts and institutions that have participated not only in the seminars and debates of the project, but have worked jointly with MedCities Secretariat in promoting strategic urban planning in the Mediterranean and advocating for sustainable urban development. This list is evidently not exhaustive and we apologise in advance for all possible omissions: the Municipality of Tetouan, the Centre for Mediterranean Integration (CMI), Caisse des Dépôts et Consignations, the Secretariat of the Union for the Mediterranean, ARLEM, Fédération Nationale des Villes Tunisiennes, the French Development Agency (AFD), Cities Alliance, AVITEM (Agency for Sustainable Mediterranean Cities and Territories) and UNDP-ART among others.

We finally thank all other people and institutions that help MedCities in its task to support Mediterranean municipalities that, unfairly, are not mentioned in this section.

«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).  
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Official Programme languages are Arabic, English and French.»

«This publication has been produced with the financial assistance of the European Union  
under the ENPI CBC Mediterranean Sea Basin Programme.  
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Project funded by the  
EUROPEAN UNION



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