USUDS

2. DESCRIPTION OF THE PROJECT

2.1 DESCRIPTION

2.1.1 LOCATION(S) OF THE PROJECT ACTIVITIES

Project activities will be carried out in Spain (Catalonia and Andalusia), Tunisia (Sfax, Sousse), Lebanon and Cyprus.

2.1.2 OBJECTIVES

The overall objective of the action is to promote the sustainable development and the social cohesion of Mediterranean cities through the use of urban sustainable development strategies (USDS) and networking.

The specifics objectives are:

- 1. create a network of cities interested in building strategies for urban sustainable development

and

-2. develop three new Urban Sustainable Development Strategies (USDS) in Sousse, Saida and Larnaca.

2.2 RELEVANCE OF THE PROJECT

a Provide a general presentation and detailed analysis of the problems and their interrelation at territorial level.

Population and economic growth in the Mediterranean Sea Basin is occurring basically in urban areas. Today's globalised economy reinforces the importance of urban production factors, such as knowledge, services, logistics, etc. The improved quality of life of urban populations is a determining factor in social stability, economic efficiency and population settlement in the region. Consequently, the development of the region as a whole is closely associated with the construction of a system of economically and socially efficient cities. In spite of this, the cities in the region in general have weak planning instruments and deficiencies in financing and governability.

This situation is the source of great difficulties for the public administrations in matters of long-term city management. Appropriate administrative practices are not used and mechanisms for private-public cooperation in the local setting are only weakly developed, especially on the eastern and southern coasts but also in many northern cities.

On the other hand, concurrent planning instruments are used which do not generate synergies between them but rather aggravate their weakness. We consider concurrent planning instruments to be planning instruments which are applied over the same time period to the same area without there necessarily existing strategic coherence and cohesion between them.

A significant number of local administrations (Barcelona, Lyon. Malaga, Sfax, Tripoli, Aleppo; Amman; Izmir; Alexandria,) have used cooperation with the economic and social agents of the city and metropolitan region as a work method for defining these strategies and in many cases to subsequently managing them. International bodies (UN Habitat, World Bank, UNDP, etc) and global city organisations (UCLG, etc) are working together at the core of the Cities Alliance to stimulate the articulation of these

strategies. Beyond the Mediterranean there are also regional city networks that have the same objectives, such as the Ibero-American Center for Strategic Urban Development.

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.

b Demonstrate the relevance of the project to the general objective, the priority(ies) and measure(s) of the Programme, explaining the cross-border impact of the proposal.

The preparation of strategic plans for sustainable medium and long-term urban development of cities and their metropolitan regions is a growing need in order to effectively meet the challenges created by changes in the production and consumption system and the spatial extension of the area that is functionally urban.

The promotion of USDS in Mediterranean Cities has a direct relationship with Priority 1 of ENPI/CBC as the urban strategic planning has the objective of the socio-economic development and enhancement of territories. The USDS include the use of methodologies of public-private partnership and integration between levels of public administration (national, regional, local) to impulse an balanced development as in the Measure 1.3 of ENPI/CBC call.

These strategic planning processes will enable the capacities of Larnaca, Sousse and Saida to be strengthened by improving their ability to deal with their cities' economic and social agents, but also with the higher levels of the public administrations that have competency in the areas involved. A network of Mediterranean cities interested in USDS will be created.

c Provide a detailed description of the target groups and final beneficiaries and estimated number.

From Mediterranean cities, and specifically Sousse, Saida and Larnaca: Population, particulary low incomes groups, local, regional and national administrations, local, regional and national stakeholders, (private entrepreneurs and enterprises, universities and knowledge institutions, etc..).

The final beneficiaries are local authorities and the local population. Sousse, Saida and Larnaca have a total population around 505,000 inhabitants

	Population	*Municipal Staff*	*Stakeholders*	*National Authorities Ministries*	*Low Income Groups*
Sousse	*200000*	*1035*	*Relevant 10-15* *Extended 100*	*6-8*	*3,8% poverty rate Tunisia* *11%. unemployment Sousse Gov* *23% unemployment graduate*

Saida	110000 + 75000 palestinian refugees	205	Relevant 6 Extended: 70	10-15	10% old Center under poverty line 35% lives deteriorated poor quarters poverty rate Saida
Larnaka	72000	270	Relevant 6-10 Extended 150	6-10	Irrelevant poverty rate

d Identify clearly the specific problems to be addressed by the project and the perceived needs and constraints of the target groups.

The most notable common problems in Mediterranean cities, whose intensity varies with geographical and social setting, are:

- Insufficient provision of services to persons (especially public health service and education),/ - Increase of the poverty and of the population in risk of exclusion, who concentrates on specific areas of the city/ - Generation of environmental problems derived from the large human and productive settlements in coastal areas/ - Local economic development scenarios which do not reach the same growth rate as that of the population in terms of employment demand/ - Difficulty of access to the housing on the part of important contingents of population, whereas the residential and urban development exceeds the capacity of management and control of the regulatory bodies.

In dealing with these problems, cities are in the position of being the main agent dealing directly with residents, which means that local bodies are on the front line of society's emerging problems.

In spite of this, local governments have two types of limitations: a) Competencies to resolve many of the problems that occur in cities do not belong to local governments but rather to national-level bodies, which may often not have an office in the same city. Because of this, local governments must develop urban strategies that can be used as solid arguments to insist on national or regional level policies and projects which make it possible to tackle urban projects. b) Even if they have competencies, local governments generally have very limited financial, organisational and technical capacities. Given this limitation, one key requirement is the adoption of strategies that prioritise management of the scarce resources available. Another requirement for local governments is to make progress in increasing cooperation with economic and social agents to define these strategies, but it is also increasingly important for them to advance in their own financing and management of solutions. With respect to local government staff, there is no tradition of working in coordination with private bodies. They therefore have greater need to improve their direction and control capacities than their direct management abilities and to be able to present proposals to other more sophisticated bodies.

In conclusion, most of the decisions on major problems are taken far from local government, and its ability to make decisions on areas affecting it is very limited. The

institutional framework places local government in a position of weakness, when it is precisely these bodies that the public turns to resolve their problems.

e Demonstrate the relevance of the project to the needs and constraints of the target territories, target groups(s)/final beneficiary group(s) in general, and how the project will provide the desired solutions, in particular for the targeted beneficiaries and population.

The project will use a broad participative process in the three cities (administrations, stakeholders, etc...) to reach a consensus on a diagnostic of problems and needs, a common vision, strategies to approach it, a set of strategic projects to reach it as well as defining and encouraging some pilot projects on poverty reduction. This method will create a strong city lobby and a new way of long and medium-term city management which will be fairly efficient in overcoming the barriers to local sustainable development.

The project will also create a Mediterranean network on USDS that will be of real help to interested cities in encouraging their sustainable development, through knowledge sharing, new methods and initiatives, identification, etc.

f Demonstrate that the project is innovative and that it contains synergies with current initiatives, policies and strategies in the cooperation area.

The Project innovation is basically in: using IT for networking and fostering USDS, creating three Knowledge Transfer Centres (two of them in Mediterranean Partner Countries: Tunisia and Lebanon), decentralising the project management. as the start of decentralised networking and implementing the cities' long and medium-term management.

The Mediterranean Network for the promotion of Sustainable Urban Development Strategies will build a technological platform, developed under a free code; it will offer on-line services to construct and update USDS through expert virtual support and management of the knowledge of all linked users. In this way, the platform will be a work space hosting expert virtual help, valuable information on experience and urban projects, localizing new users, etc.

This technological platform will be a core instrument of the network which will increase the benefits of the technical assistance available, both in consultancy time and richness of opinions of all registered members, generating a common space to meet, debate and form a knowledge base.

The South-to-South cooperation that the project will use and consolidate is in fact one very innovative challenge that the project will implement.

Usually the local administration management deals mainly with the short-term which is not an efficient way of encouraging local sustainable development processes. The USDS is a tool for institutional strengthening to create this capacity in local administrations.

Drawing up strategic plans on Mediterranean cities should enable identification of key projects for city development. These would be actions effective in combating poverty, promoting economic development and quality of urban space on the Mediterranean.

Complying with the planned deployment of strategic plans in Mediterranean Sea Basin cities will result in a list of projects, agreed by broad sectors of society and endorsed by the competent administrations, that are eligible for support from the main instruments of cooperation.

The actual project presented for ENPI-CBC financing has been based from the outset on the synergy between cooperation programmes. The financing requested in this form will attract complementary financing from the Spanish Agency of International Cooperation for Development (AECID), Diputació de *Barcelona, Ajuntament de*

In summary, this initiative entails the joint application of three cooperation programmes with a common purpose: quality of life for the Mediterranean population.

2.3 METHODOLOGY

2.3.1 DESCRIPTION OF THE PROJECT AND ITS EFFECTIVENESS

Background

Medcities has for some years been promoting the urban sustainable development strategy, as an effective tool for integrating social, economic and environmental factors, for defining the policies and priority projects of a city and its metropolitan region, and for the sustainable development of its members.

With this in mind, Medcities and the CIEDES Foundation, the developer and body responsible for the Malaga Strategic Plan, developed the Mediterranean Strategic Planning Project in 1998 under the European Union's ECOS OUVERTURE Programme. This project was oriented towards adapting strategic decision-making and management methodology to the cities of the Mediterranean. The local governments of Tetuan, Catania and Haifa also participated.

Some Medcities member cities, such as Barcelona, Lyon, Izmir, and Sfax, have been using sustainable urban development strategies (UDS) as a medium and long-term planning and management method for their metropolitan areas for a number of years. Aleppo and Amman are currently developing such strategies. Rome has prepared an Agenda 21 that is undergoing a process which is similar but more focused on environmental aspects. Alexandria has also recently developed a UDS which is still to be approved. Tripoli-El Mina began the process in 2008. Tetuan and Tangier have taken part in a sustainable development strategy at provincial level and Marseilles, Ancona and Rome have made progress in their strategic sectorial plans.

a Outputs and expected results

Given the project objectives and the types of entities taking part, the beneficiaries of the results will be, in the first place, the local governments participating, but also in a wider sense the inhabitants of the region and, specifically, the populations of Larnaca, Sousse and Saida, cities in which new USDS initiatives are to be held. Also on a broader level the other project partners and cities which will participate in the networking. Capacity building, institutional strengthening and awareness raising will be included in each USDS and the networking will take place through the e-technical platform and the general assemblies' parallel sessions. Each KTC responsible for the technical platform will have a week's training in Barcelona.

The expected results are:

R1. Development of new Urban Sustainable Development Strategies (USDS) in the city of Sousse (Tunisia).

R2. Development of new Urban Sustainable Development Strategies (USDS) in the city of Saida (Lebanon).

R3. Development of new Urban Sustainable Development Strategies (USDS) in the city of Larnaca (Cyprus)

R4. Creation of the Knowledge Transfer Centre for Methodology and Best Practices, with head offices in Malaga.

R5. Creation of the Maghreb Antenna of the Knowledge Transfer Centre for New Plans and Dissemination, with head offices in Sfax.

R6. Creation of the Middle East Antenna of the Knowledge Transfer Centre for New Plans and Dissemination, with head offices in El-Fayhaa.

R7. Creation of a technological platform to make a digital spaces for learning and e-work for personal or collaborative groups.

R8. Creation of a decentralised project management

b The proposed activities and their effectiveness (maximum 7 pages).

R1. Development of USDS of Sousse

R1.1. Constitution of decision-making and management bodies of the USDS. It is suggested that these bodies are led by the local authorities but that other economic and social agents involved in the cities also take part.

R1.2. Constitution of the Local Work Team. It is suggested that a specific team be created with full-time dedication limited to the drafting of the USDS (for subsequent phases of execution and monitoring, complementary financing will have to be found, and possibly the profiles of team components will have to be reviewed)

R1.3. Recruitment of an international consultant for Sousse's plan to guide and facilitate the work of Local Work Teams.

R1.4. Training of the Local Work Team: USDS methodology; social participation and cooperation; instruments and policies against poverty and exclusion; local economic development instruments and policies. The training of the Work Teams will be the responsibility of the KTC on New Plans and Dissemination and those with policy and technical responsibilities in the USDS of other member cities will also be able to take part.

R1.5. Training of Local Teams on Technological Platform Management in order to facilitate the knowledge transfer and the growing of platform: news, events and best practices.

R1.6. Prediagnosis for the identification of key issues. The prediagnosis is an initial work realized by the technical local team. His aim is to gather and to synthesize the available information about the city. There is gathered information of statistical sources and of secondary sources. The aim is to have a description of the city (état des lieux) and to identify "key issues". This allows two fundamental things: a) to know the information gaps and to entrust complementary studies if it thinks that they are relevant lacks, and b) to focus the work of the participative diagnosis on the critical topics.

R1.7. Diagnosis of key issues for the sustainable development and social cohesion of the city, introducing the territorial component in the analysis of the urban elements.

R1.8. Assessments on economic, social and urban issues can be made by other associated cities within the project interested in cooperating with Sousse. The objective of this studies is to solve the needs of information and knowledge identified in the phases of prediagnosis and diagnosis.

R1.9. Description of the plan of action to reach local strategies, their prioritisation and the expected territorial impact of the proposals.

R1.10. Running a pilot project in the city of Sousse aimed at reducing the effects of poverty on the urban milieu. As well as its utility in Sousse, it is hoped that this project will have a demonstrable effect on other urban locations on the basin.

The city of Sousse have serious problems of poverty and social exclusion. The achievement of a strategic urban plan is a participative process and, therefore, we cannot know previously what the results will be, but everything indicates that one of his targets will be to act against the effects of the poverty.

The pilot project will have also a demonstrative effect of the strategic urban planning. The targets and conceptual definition will have to be decided with the participation of the community associations. For it a Consultative Committee will be constituted.

For this reason, it has been provided with 70.000 € but the project has not been defined.

R1.11. Monitoring system.

R1.12. Public monitoring and information meetings. These are public presentations opened for the civil institutions and for the large public in general to report on important aspects of the Strategic Plan. There is foreseen the achievement of two meetings, one on having finished the phase of Diagnosis and other one on having finished the works of the Plan

R1.13. Diffusion actions and social awareness. Consist in visibility actions (flyers, press…) and meetings with relevant persons or organizations to explain the USDS methodology and his benefits

R2. Development of USDS of Saida

R2.1. Constitution of decision-making and management bodies of the USDS. It is suggested that these bodies are led by the local authorities but that other economic and social agents involved in the cities also take part.

R2.2. Constitution of the Local Work Team. It is suggested that a specific team be created with full-time dedication limited to the drafting of the USDS (for subsequent phases of execution and monitoring, complementary financing will have to be found, and possibly the profiles of team components will have to be reviewed)

R2.3. Recruitment of an international consultant for Saida's plan to guide and facilitate the work of Local Work Teams.

R2.4. Training of the Local Work Team: USDS methodology; social participation and cooperation; instruments and policies against poverty and exclusion; local economic development instruments and policies. The training of the Work Teams will be the responsibility of the KTC on New Plans and Dissemination and those with policy and technical responsibilities in the USDS of other member cities will also be able to take part.

R2.5. Training of Local Teams on Technological Platform Management in order to facilitate the knowledge transfer and the growing of platform: news, events and best practices.

R2.6. Prediagnosis for the identification of key issues. The pre-diagnosis is an initial work realized by the technical local team. His aim is to gather and to synthesize the available information about the city. There is gathered information of statistical sources and of secondary sources. The aim is to have a description of the city (état des lieux) and to identify "key issues". This allows two fundamental things: a) to know the information gaps and to entrust complementary studies if it thinks that they are relevant lacks, and b) to focus the work of the participative diagnosis on the critical topics.

R2.7. Diagnosis of key issues for the sustainable development and social cohesion of the city, introducing the territorial component in the analysis of the urban elements.

R2.8. Assessments on economic, social and urban issues can be made by other associated cities withing the project and interested in cooperating with Saida. The

objective of this studies is to solve the needs of information and knowledge identified in the phases of prediagnosis and diagnosis

R2.9. Description of the plan of action to reach local strategies, their prioritisation and the expected territorial impact of the proposals.

R2.10. Running a pilot project in Saida aimed at reducing the effects of poverty on the urban milieu. As well as its utility in Saida, it is hoped that this project will have a demonstrable effect on other urban locations on the basin.

The city of Saida have serious problems of poverty and social exclusion. The achievement of a strategic urban plan is a participative process and, therefore, we cannot know previously what the results will be, but everything indicates that one of his targets will be to act against the effects of the poverty.

The pilot project will have also a demonstrative effect of the strategic urban planning. The targets and conceptual definition will have to be decided with the participation of the community associations. For it a Consultative Committee will be constituted.

For this reason, it has been provided with 35,260 € but the project has not been defined.

R2.11. Monitoring system.

R2.12. Public monitoring and information meetings. These are public presentations opened for the civil institutions and for the large public in general to report on important aspects of the Strategic Plan. There is foreseen the achievement of two meetings, one on having finished the phase of Diagnosis and other one on having finished the works of the Plan

R2.13. Diffusion actions and social awareness. Consist in visibility actions (flyers, press…) and meetings with relevant persons or organizations to explain the USDS methodology and his benefits

R3. Development of USDS of Larnaka

R3.1. Constitution of decision-making and management bodies of the USDS. It is suggested that these bodies are led by the local authorities but that other economic and social agents involved in the cities also take part.

R3.2. Constitution of the Local Work Team. It is suggested that a specific team be created with full-time dedication limited to the to the drafting of the USDS (for subsequent phases of execution and monitoring, complementary financing will have to be found, and possibly the profiles of team components will have to be reviewed)

R3.3. Recruitment of an international consultant for Larnaka's plan to guide and facilitate the work of Local Work Teams.

R3.4. Training of the Local Work Team: USDS methodology; social participation and cooperation; instruments and policies against poverty and exclusion; local economic development instruments and policies. The training of the Work Teams will be the responsibility of the KTC on New Plans and Dissemination and those with policy and technical responsibilities in the USDS of other member cities will also be able to take part.

R3.5. Training of Local Teams on Technological Platform Management in order to facilitate the knowledge transfer and the growing of platform: news, events and best practices.

R3.6. Prediagnosis for the identification of key issues. The prediagnosis is an initial work realized by the technical local team. His aim is to gather and to synthesize the available information about the city. There is gathered information of statistical sources and of secondary sources. The aim is to have a description of the city (état des lieux)

and to identify "key issues". This allows two fundamental things: a) to know the information gaps and to entrust complementary studies if it thinks that they are relevant lacks, and b) to focus the work of the participative diagnosis on the critical topics.

R3.7. Diagnosis of key issues for the sustainable development and social cohesion of the city, introducing the territorial component in the analysis of the urban elements.

R3.8. Assessments on economic, social and urban issues can be made by other associated cities within the project and interested in cooperating with Larnaca. The objective of this studies is to solve the needs of information and knowledge identified in the phases of prediagnosis and diagnosis

R3.9. Description of the plan of action to reach local strategies, their prioritisation and the expected territorial impact of the proposals.

R3.10. Monitoring system.

R3.11. Public monitoring and information meetings. These are public presentations opened for the civil institutions and for the large public in general to report on important aspects of the Strategic Plan. There is foreseen the achievement of two meetings, one on having finished the phase of Diagnosis and other one on having finished the works of the Plan.

R3.12. Diffusion actions and social awareness. Consist in visibility actions (flyers, press…) and meetings with relevant persons or organizations to explain the USDS methodology and his benefits

R4. Knowledge Transfer Centre for Methodology and Best Practices

This KTC will be in charge of creating a stable group of municipal responsible and experts on sustainable urban development and social cohesion strategies to make it possible to produce monographic reports on specific methodological aspects. Led by the CIEDES Foundation (Malaga, Spain), the participation of 6 other cities that have advanced experience in similar processes is envisaged, When the project is started, invitation will be sent to the cities associated partners and other cities of the basin, being voluntary the participation.

Activities planned for the Malaga-based KTC are:

R4.1. Two meetings are envisaged, first in Malaga (2nd to be defined by involved cities but we foreseen it in Sfax) with a total duration (travel and meeting) of 5.5 days. 14 trips are anticipated. The objective of the meetings is to define the work that it will have to realize and the commitments of the taking part cities (first) and to analyze the results obtained by the working groups on methodology issues (second)

R4.2. Creating of working groups on specific general interest methodology issues. The working groups will be created in the first meeting foreseen in R4.1. The objective of working groups is to develop new methodologies to make up the USDS processes. The use of on-line collaborative tools will be encouraged to facilitate the exchange of opinions and contributions. A total of 22 international trips are anticipated to enable group work to take place. Every trip is foreseen of 2.5 days, but his location will depend on the needs for the work.

R4.3. The CIEDES Foundation, as leader of this KTC, will manage the technological platform space dedicated to dissemination and debate on best practices in urban strategic planning on the Mediterranean. It will also dynamise the virtual forums on USDS methodologies and working groups referred to in Activity R4.2. To reinforce the CIEDES Foundation dedication, a person will be hired specifically to manage and dynamise the platform.

R4.4. Purchase of basic equipment for this created post to manage the technological platform (Intel Core 2 Q9550 2.83 GHz Processor, 2Gb DDR2 RAM Memory, 500 GB Hard disk, LCD 19'-22' Screen).

R4.5. Production of studies that allow to advance in the use of new methodologies. These studies will be identified in the first meeting of the KTC and in the work groups foreseen, for which a budget of 7,000 € has been earmarked.

R5. Creation of Maghreb Antenna of the Knowledge Transfer Centre for New Plans and Dissemination

This KTC will be responsible for dissemination, training and facilitation actions for other cities that show interest in embarking on this type of experience, using the technological platform and organising two meetings and some missions (5 missions, more or less, depends on demand and trips prices)

The Maghreb Antenna will also be in charge of guaranteeing that cooperation and support is provided to the cities of Larnaca and Sousse (supported with Barcelona Project Manager and international experts engaged by each city) in the execution of their sustainable urban development strategies

Activities planned for the Sfax-based Maghreb Antenna are:

R5.1. Holding of two meetings for the Maghreb cities and institutions that have expressed an interest in activities for disseminating strategic urban planning methodology and its objectives. The objective of the meetings is to diffuse the benefits of the strategic planning between the cities of the region .The first meeting will take place in Sfax (2nd to be defined by involved cities, but we suggest in Brindisi, to be confirmed) with a total duration (travel and meeting) of 3 days. 24 trips are envisaged

R5.2. Arranging of missions for disseminating urban strategic thinking in Maghreb cities that have shown an interest in running new initiatives, in target cities that the network itself considers to be of interest, and in the city of Sfax as leader of the KTC. Has not specified the cities beneficiaries of the dissemination and awareness missions in Maghreb cities As Morocco and Algeria are not eligible countries, we will organise the two meetings in Sfax for 6 selected towns plus 1 mision to 3 interested Tunisian cities. Around 24 trips by plane and 3 by car may be required for this action with a total duration of 3 days each one (average).

R5.3. Design and coordination of training plans for newly-created local technical teams in Larnaca and Sousse. Design of a plan for Saida in cooperation with El Fayhaa.

R5.4. Missions of support to the cities of Larnaca and Sousse to develop their USDS projects. The objective of these missions is to give methodological support to the USDS processes in Larnaka and Sousse. The final number and duration of missions depends of the march of the process in each city. Normally, 26 missions are needed to support the two cities, 3 days each, are envisaged

R5.5. Sfax, as leader of this Antenna, will manage space on the technological platform dedicated to dissemination and debate on best practices in the Maghreb on urban strategic planning. Will also be in charge of dynamising the virtual forums on dissemination and awareness-raising on urban strategic thinking and of the cities referred to in the activity.

R5.6. To reinforce the dedication of Sfax one person is to be hired specifically to manage and dynamise the platform.

R5.7. Purchase and installation of basic equipment to enable the person hired specifically for the post to manage the technological platform (Intel Core 2 Q9550 2.83 GHz Processor, 2Gb DDR2 RAM Memory, 500 GB Hard disk, LCD 19'-22' Screen).

R5.8. Preparation of studies and reports on the key issues determined at the first meeting referred to in Action R5.1., for which a budget of 13,000 € has been earmarked.

R6. Creation of Middle East Antenna of the Knowledge Transfer Centre for New Plans and Dissemination

This Antenna host in the Urban Community of El-Fayhaa will be in charge of guaranteeing that cooperation and support is provided to the city of Saida (supported by the Barcelona Project Manager and the international expert engaged by Saida) in the execution of its sustainable urban development strategies.

The Middle East Antenna will also be in charge of the dissemination, training and facilitation actions for other cities in the region that show interest in embarking on this type of experience, using the technological platform.

Activities envisaged are:

R6.1. Holding two meetings on dissemination and awareness on USUDS for the Middle-East cities and institutions that have expressed an interest for urban strategic planning methodology and its objectives. The meetings will be held in Al Fayhaa. Around 16 international trips may be earmarked for this action. The duration of each meeting is 3 days.

R6.2. Arranging .missions for the dissemination and training on USUDS methods in the Middle East in specific cities that have shown an interest to start a new initiative in USUDS and in target cities that the network itself considers to be of interest.. The cities beneficiaries of the dissemination and awareness missions will be specified after kick off meeting and first dissemination meeting . Around 18 trips may be required for this action for 9 missions (2 pax) with a total duration of 3 days (average) each one..

R6.3. Coordination of the training plan for the newly-created local technical team in Saida.

R6.4. Support missions to Saida to develop its USDS projects. The objective of these missions is to give methodological support to the USDS processes in Saida. 9 trips, 1 days each, are envisaged, in addition to the training week trips.

R6.5. As leader of this Antenna, UC El-Fayhaa will manage the technological platform space for dissemination and debate on urban strategic planning best practices in the Middle East. Will also be in charge of dynamising the virtual forums on dissemination and awareness-raising on urban strategic thinking and of the cities referred to in Activity R6.1. To reinforce the decidation of El Fayhaa one person is to be hired specifically to manage and dynamise the platform.

R6.6. Purchase of basic equipment to enable the person hired specifically for the post to manage the technological platform (Intel Core 2 Q9550 2.83 GHz Processor, 2Gb DDR2 RAM Memory, 500 GB Hard disk, LCD 19'-22' Screen).

R7. Technological platform.

This technological platform will be a core instrument of the network which will increase the benefits of the technical assistance available, both in consultancy time and the richness of opinions of all registered members, generating a common space to meet, debate and form a knowledge base.

*Programmed in free code, the technological platform will offer the following services in the **free access** area:*

− *Information, contact and interaction, a kind of directory with the different offices of the network, the technological centre situated in Barcelona and the different CTCs.*

- *Information and knowledge about USDS, the basic methodology, their benefits and the main successful experiences.*
- *Information, contact and interaction with cities that play an active part in the network, city descriptions, their USDS and strategic projects for updating what comes from the USDS.*
- *Information and knowledge about the network agenda, the participating agents and the cities which form a part of it.*
- *A zone for news of interest and a newsletter which will be accessible through subscriptions by emails and the RSS system.*

Furthermore, included in this free access zone will be the interactive applications for the promotion of strategic thinking and assistant-guides to initiate the USDS process in a city will be included.

*The platform will favour collaborative work by means of an **intranet** which, thanks to a profile and privilege management system will be able to adjust the functions and accesses for each of its users.*

*Thanks to the **restricted access,** all the member users will have:*

- *A service to incorporate, share and extract value-added information: information on a city, its USDS and/or its more relevant projects and strategic experiences.*
- *A tool to create and manage Digital Work Groups, collaborative work spaces in which a project is shared and managed by means of: agendas, calendars, forums, notice boards, digital archives, workflow archive constructors, and other functions only for registered members.*
- *An individual system of electronic inbox reserved for members.*
- *An interactive tool for virtual support during the process of making a USDS.*
- *A virtual classroom for the education of the professionals linked to a USDS of each participating city, the KTC technicians and other professional linked by the Urban Strategic Thinking.*

Activities planned for the Barcelona-based platform are:

R7.1. Subcontract of the software application development.

R7.2. Functional analysis of the platform to guarantee development of the best tools for the job.

R7.3. Development of the software applications defined in R7.2.

R7.4. Bringing of the beta version on-stream to monitor its functionality and applicability.

R7.5. Running of training days for all platform managers on all network nodes (Barcelona, Malaga, Sfax, El Fayhaa, Larnaca, Sousse and Saida). The training seminar for the 7 platform managers will take place in Barcelona. 6 travels will be envisaged with total duration of 6 days. (7 people plus 2 teachers)

R7.6. Start-up of the platform. Access to all network member cities.

R7.7. Implementation of the platform with the information envisaged for each space developed.

R8. Creation of a decentralised project management

Project management activities to be held are:

R8.1. Meetings of the Steering Committee for planning and ongoing monitoring of the actions of the Malaga, Sfax and El-Fayhaa KTC, the IT Platform and impulse of new USDS initiatives in Larnaca, Sousse and Saida. The first one will be the formal kickoff meeting of the project.

R8.2. Preparations for the First General Assembly, defining the work programme and the people and institutions invited. This General Assembly could be considered the informal kick off of the project (the related costs are not included in the budget of the project).

R8.3. Holding of the First General Assembly: constitution of bodies; validation of the action plan for two years; validation of work teams and their members. The participants are around 130 people from the entire Region, including some countries' national authorities related with urban development. The International Conference can reach an extensive dissemination of the Urban Sustainable Development Strategies in the Mediterranean and can be a deep training in this methodology inside our partners and associated.

R8.4. Preparations for the Second General Assembly, defining the work programme and the people and institutions invited. A budget has been earmarked to finance around 60 international trips related to the Assembly.

R8.5. Holding of the Second General Assembly. This General Assembly could be considered the closing of the project.: USUDS final results presentation at Regional level (KTC and Technological Platform and at city level (USDS processes of Larnaka, Sousse and Saida. Joint actions for the follow-up of the network and approved USUDS.,; Evaluation of project; As with the first edition, the Second General Assembly will offer a space for sharing experiences among cities with already-advanced USDS, a space for debate and training of cities that want to or are considering starting USDS processes and a space for debate on key development issues among all the cities attending.

R8.6. Additional support missions to collaborate with the work of the KTC and the new USUDS initiatives. This project with different works and institutions in charge (network, KTC Methodology, antenna Maghreb, Antenna Meddle East, USDS Sousse, USDS Saida, USDS Larnaka) requires, a strong coordination actions. This is the reason to foresee the participation of the members of the coordination team in several actions led or informed by others partners. A total of 47 missions are envisaged to participate in support missions (R5.4. and R.6.4.), diffusion missions (R5.2. and R6.2.), KTC meetings (R4.1. and R.5.1.), training seminars of technical local teams (R1.4., R2.4., R3.4.) and others..

R8.7. Design and coordination of the training plan for the technological platform managers of the KTC and the three cities that are drawing up strategic plans.

R8.8. Technical assistance and evaluation.

R8.9. Financial assistance, control and evaluation.

R8.10. Auditing.

c Describe how the proposed project takes into account external factors and the analysis of the problem(s) involved (maximum 2 pages).

1. - <u>At the level of the three new UDSD:</u> The project methodology takes in account the external factors and internal problems which act as the main barriers for the cities sustainable development They are caused by: a) the centralized nature of the National Governments, b) the lack of competences and means of the local governments to improve USD and c) the poor experience of municipal responsible and staff to manage the medium and long-term of its city sustainable socio- economic development.

The project methodology includes as a challenge of the project to create a strong city joint action commitment and external lobbing partnership with the relevant local stakeholders, through their pro- active participation in the USDS building, with the support of citizenship, through the information and communication strategy and the pilot projects. This method of joint ownership and action commitment has demonstrated its affectivity worldwide.

Our methodology includes an analysis of the internal and external factors acting on the city socio-economic development at the stage of the diagnostic of the USDS in order to asses the feasibility of the strategies selected and how to integrate external actors if needed.

The integration of national authorities has also been methodologically considered, although it is not an easy goal to reach. It has been included the invitation to participate to related Ministries and Governorate representative in the USDS Consultative Committee and working groups. Their integration in the Steering Committee is not recommended until their real interest on a down-up process of USD is clear. Our USDS method recommends also a formal visit, at the process early stages, of a representation of the Consultative Committee to Government Presidency or related Ministry, to facilitate the Government integration, City lobbing actions are encouraged during the IUSDS process for impulse the acceptance of the USDS proposals in National planning process and to strength institutionally and legally the local capacity to act for USD sectorial issues. They will lobby also joint with other cities and groups for this last purpose. .

Regarding the weak experience of managing the cities' medium and long-term matters of the municipal high staff and political responsible, a formation week of the local team will be developed, an Observatory creation will be proposed and a structure for the USDS follow-up after the project end will be defined and supported. The presence of Sfax and El Fayhaa, the working group of the KTC on New Plans, with the presence of the GTZ and other interested towns with the help of the networking technological platform, the missions of assistance to Saida and Sousse of Barcelona and Marseilles municipalities, the Diputacion of Barcelona to Sousse and Hariri Foundation to Saida will reinforce this capacitating.

2.- Regarding the networking level, the project methodology will create a decentralised structure of networking that is much efficient than a centralised one in terms of integrating interested towns from Partner Countries. It has included Arabic language in the Technological Platform and created two Centres of Knowledge Transfer in Arab countries to facilitate participation of Arab towns and to adapt the USDS dissemination to cultural characteristics, as this is one of the main problems of a process so related to stakeholders' participation and local authorities strengthening. The convention with the CIDEU will guarantee the exchange of experiences and information with the bigger network of USDS in the world. The technological platform based in the successful experience of CIDEU with the creation of a group of platform managers in each town, will facilitate to win of the main risk of this kind of international networking, its sustainability. The project also include international instances as GTZ as associated, and will make joint actions with the Strategic Planning Group of UCLG and will have Cities Alliance as supporter to integrate the USDS network in the global main stream of USDS impulsion. The co-organisation with Cities Alliance and the Center of Mediterranaen Integration of Marseilles and the Word Bank of the International Conference of USDS in the Mediterranean will facilitate the network image in the Region.

2.3.2 IMPLEMENTATION OF THE PROJECT

a. The methods of implementation and reasons for the proposed methodology.

Methods: Decentralisation at general and local levels, e-work, management to strong local teams, institutional strengthening through the creation of specific follow-up participated ad-hoc organisations, south-to-south cooperation, reporting, auditing, external financial and technical evaluation, knowledge transfer, contracting of international specialist, participation of associate partners to asses on sectoral aspects of the new USDS etc.

Reasons: The creation of the KTC is based on the success of its responsibles in Malaga, Sfax and Tripoli in their USDS, on the effectiveness of a decentralised network, and in the commitment whit fostering south-to-south cooperation. The sustainability of the USDS is based in the creation of local strong commitment of administrations and stakeholders through joint discussing and establishing future responsibilities in the implementation of the USDS. At last, the efficiency in the use of IT technologies for networking and USDS-building with tools for collaborative work, exchange of experiences and resources data bases. We are convinced of the positive impact of transferring knowledge to the new USDS through international experts on USDS.

b. Where the project is the prolongation of a previous project, how the project is intended to build on the results of this previous project.

The previous experience of the Sfax and Tripoli USDS is a base to build on, mainly as regards participation methods, coordination with national and regional authorities, importance of defining strategic projects as the main element of a USDS, institutionalisation of the USDS for its follow-up, etc

c. Where the project is part of a larger programme, explain how it fits or is coordinated with this Programme or any other eventual planned project.

The project is not a part of a larger programme. Nevertheless, the project follows the path of other USDS carried out by the applicant as Medcities General Secretariat in Sfax (first step finalised and second step ongoing) and Tripoli (ongoing). Both are explained in point 1.2.2. Both municipalities will be in charge of the KTC on New Projects and Dissemination, are near to Sousse and Saida, and will help them. There will be no constraints for this reason.

d. The role and participation in the project of the various actors and stakeholders.

Since this project entails cooperation between cities to strengthen their medium and long-term management capabilities, its main actors are local authorities

The role of these local authority partners is to lead the project's general and individual components.

The Barcelona Metropolitan Entity (AMB) will lead the global activities of the Urban Strategies Development Network, including the preparation and calling of General Assemblies and developing and starting up the technological platform. Malaga (CIEDES Foundation), Sfax and El Fayhaa will lead the work of the Knowledge Transfer Centres.

The Sousse, Saida and Larnaca local authorities will have the main responsibility for developing their respective strategic plans.

Here is a detailed description of the role of all partners:

APPLICANT (AMB)

General role (the activities like main *contractor they are not included**, but only the ones of* *management* *and coordination of the* *network)*

- *General coordination of the project*

- *General coordination of the network*
- *Support for new experiences on USUDS*
- *Support for KTC Methodology, Maghreb Antenna and Middle East Antenna*
- *Encouraging and facilitating the Associates to participate in the Network activities*

Specific responsibilities'

- *Organize the General Assemblies and the Steering Committees*
- *Ordering and starting off the Technological Platform*
- *Carrying out the training of the managers of the Technological Platform*
- *Guaranteeing the initial contents of the technological platform*
- *Draft the "Common TOR" for IT Managers of Sfax, Malaga and Al Fayhaa*
- *Collaborate in the selection and recruitment of Sfax, Malaga and Al Fayhaa IT Platform Managers*
- *Buying and installing the specific IT equipment*
- *Management of virtual space in the Technological Platform*
- *Encouraging and facilitating partners and associates to use the Technological Platform*
- *Draft the "Common TOR" of international consultants for Saida, Sousse and Larnaka USUDS*
- *Collaborate with Saida, Sousse and Larnaka in the recruitment of international consultants*
- *Draft the "Common TOR" for members of local teams in Saida, Sousse and Larnaka*
- *Collaborate with Sousse, Saida and Larnaka in the recruitment of members of Sousse, Saida and Larnaka Local Teams*
- *Collaborate with Sfax in the draft of the training plan for local teams of Saida, Sousse and Larnaka*
- *Participate in the training of Saida, Larnaka and Sousse local teams*
- *Carrying out missions of support to the local teams of Saida, Sousse and Larnaka*
- *Participate in the diffusion activities of Maghreb Antenna and Middle East Antenna*
- *Participate in the activities of KTC Methodology*

PARTNER 2 (SFAX)

General role

- *Management of the Maghreb Antenna*
- *Support for new experiences on USUDS in Sousse and Larnaka*
- *Diffusion of USUDUS thinking in Maghreb cities*

Specific responsibilities'

- *Organize two regional meetings in Maghreb about USDUS*
- *Carrying out missions in targeted cities to disseminate the USUDS thinking in the cities*
- *Collaborate with AMB in the draft the "Common TOR" for IT Managers of Sfax, Malaga and Al Fayhaa*

- *Selection and recruitment of Sfax IT Platform Manager*
- *Buying and installing the specific IT equipment*
- *Management of virtual space in the Technological Platform*
- *Collaborate with AMB in the draft of "Common TOR" of international consultants for Saida, Sousse and Larnaka USUDS*
- *Collaborate with Sousse and Larnaka in the recruitment of international consultants of Saida and Larnaka*
- *Collaborate with AMB in the draft of "Common TOR" for the members of Saida, Larnaka and Sousse local teams*
- *Collaborate with Sousse and Larnaka in the recruitment of members of Saida and Larnaka Local Teams*
- *Draft the training plan for local team of Saida, Sousse and Larnaka*
- *Coordinating and loaning the technical support for the development of the Sousse and Larnaka USUDS*

PARTNER 3 (MÁLAGA – CIEDES FOUNDATION)

General role

- *Management of the KTC on USUDS Methodology*
- *Encourage working groups to identify new methodologies to develop USUDS experiences*
- *Support for new experiences on USUDS*

Specific responsibilities'

- *Organize two regional meetings about USDUS Methodology*
- *Encouraging the working groups on USUDS Methodology*
- *Collaborate with AMB in the draft of "Common TOR" for IT Managers of Sfax, Malaga and Al Fayhaa*
- *Selection and recruitment of Malaga IT Platform Manager*
- *Buying and installing the specific IT equipment*
- *Management of virtual space in the Technological Platform*
- *Collaborate with AMB in the draft of "Common TOR" of international consultants for Saida, Sousse and Larnaka USUDS*
- *Collaborate with AMB in the draft of "Common TOR" for the members of Saida, Larnaka and Sousse local teams*
- *Collaborate with Sfax in the draft of the training plan for local teams of Saida, Sousse and Larnaka*

PARTNER 4 (SOUSSE)

General role

- *Lead the USUDS of Sousse*

Specific responsibilities'

- *Constituting the decision-making and management bodies of Sousse USUDS*
- *Hiring the international consultant for Sousse*
- *Hiring the technicians of his local team*
- *Managing the training of his local team*
- *Buying and installing the specific IT equipment*

- *Management of virtual space in the Technological Platform*
- *Assuring the access of the local team to the municipal resources (information and knowledge on the city)*
- *Identifying and ordering the assessments to be implemented*
- *Guaranteeing the draft of the required USUDS documents*
- *Identifying and implementing the Pilot Project for exclusion alleviation*
- *Carrying out diffusion actions in Sousse about his USUDS*

PARTNER 5 (SAIDA)

General role

- *Lead the USUDS of Saida*

Specific responsibilities'

- *Constituting the decision-making and management bodies of Saida USUDS*
- *Hiring the international consultant for Saida*
- *Hiring the technicians of his local team*
- *Managing the training of his local team*
- *Buying and installing the specific IT equipment*
- *Management of virtual space in the Technological Platform*
- *Assuring the access of the local team to the municipal resources (information and knowledge on the city)*
- *Identifying and ordering the assessments to be implemented*
- *Guaranteeing the draft of the required USUDS documents*
- *Identifying and implementing the Pilot Project for exclusion alleviation*
- *Carrying out diffusion actions in Saida about his USUDS*

PARTNER 6 (LARNAKA)

General role

- *Lead the USUDS of Larnaka*

Specific responsibilities'

- *Constituting the decision-making and management bodies of Larnaka USUDS*
- *Hiring the international consultant for Larnaka*
- *Hiring the technicians of his local team*
- *Managing the training of his local team*
- *Buying and installing the specific IT equipment*
- *Management of virtual space in the Technological Platform*
- *Assuring the access of the local team to the municipal resources (information and knowledge on the city)*
- *Identifying and ordering the assessments to be implemented*
- *Guaranteeing the draft of the required USUDS documents*
- *Carrying out diffusion actions in Larnaka about his USUDS*

PARTNER 7 (AL FAYHAA)

General role

- *Management of the Middle East Antenna*
- *Support for new experience on USUDS in Saida*

- *Diffusion of USUDUS thinking in Middle East cities*

Specific responsibilities'

- *Organize two regional meetings in Middle East about USDUS*
- *Carrying out missions in targeted cities to disseminate the USUDS thinking in the cities*
- *Collaborate with AMB in the draft of "Common TOR" for IT Managers of Sfax, Malaga and Al Fayhaa*
- *Selection and recruitment of Al Fayhaa IT Platform Manager*
- *Buying and installing the specific IT equipment*
- *Management of virtual space in the Technological Platform*
- *Collaborate with AMB in the draft of "Common TOR" of international consultants for Saida, Sousse and Larnaka USUDS*
- *Collaborate with Saida in the recruitment of his international consultant*
- *Collaborate with AMB in the draft of "Common TOR" for the members of Saida, Larnaka and Sousse local teams*
- *Collaborate with Saida in the recruitment of members of Saida Local Team*
- *Collaborate with Sfax in the draft of the training plan for local teams of Saida, Sousse and Larnaka*
- *Coordinating and loaning the technical support for the development of the Saida USUDS*

Other local authorities which already appear in the Application Form as project partners or associates, and others that may join after work has started may play an active role in the cooperation actions. These authorities may either participate in the work initiated by working groups created by the KTC or establish direct cooperation relationships with Saida, Sousse and Larnaca for the development of specific subsidies under their respective strategic plans.

Target groups are the social agents of the cities where new urban strategic planning initiatives are to be held, and they will be involved in local committees and working groups. It is hoped to secure the maximum possible participation of social and economic agents, universities, NGOs, professional and sectoral associations, etc. as well as the corresponding national and regional authorities.

In Saida and Sousse, community associations will be approached to participate in defining and launching the pilot projects against exclusion.

e. The involvement of partners and associates in the implementation.

Although the AMB, acting as Medcities Secretariat, will be responsible for the project's overall results, major decisions will be taken either in person or remotely by the Steering Committee in which all Partners take part. The AMB will organise the two General Assemblies which will agree joint decisions like inter-partner agreements, any modifications to the Action Plan and Budget, etc. In the first Assembly work will cover the main lines along which the project is to work, and its organisational mechanisms will be initiated. The second Assembly will concentrate on analysing and disseminating the results obtained, and on deciding how to institutionalise the continuity of the Mediterranean Network on Urban Sustainable Development Strategies.

In its role as Applicant, the AMB will be the sole interlocutor with the ENPI/CBC management authority for monitoring, controlling and assessing the project. Details are set out in Section 2.3.3 "Operational Management Procedures"

The AMB will sign agreements with the other Partners to establish their responsibilities in project activities and the mechanisms required for financing activities, justifying expenses and internal reporting.

The CIEDES Foundation will lead the Knowledge Transfer Centre on Methodologies and Best Practices. It will take responsibility for dynamising the working groups created for the debate on the methodological aspects of urban strategic planning.

The Urban Community of Sfax will lead the Knowledge Transfer Centre for New Plans and Dissemination. It will take responsibility for actions to disseminate urban strategic thinking in the Maghreb and giving occasional assistance to the cities of Sousse and Larnaca in drawing up their respective USDS. It will also coordinate the training actions of the local technical teams in these cities.

The Urban Community of El-Fayhaa will be responsible for the dissemination actions of the Middle East Antenna, will give specific assistance to Saida in drawing up its strategic plan, and will coordinate the training plan of its local technical team.

In addition, the cities of Saida, Sousse and Larnaca will be responsible for organising the work of drawing up their plans.

Finally, the cities and associated institutions will take part in the working groups and debates launched by the KTCs. Some will help Saida, Sousse and Larnaca to make specific assessments on aspects of particular interest for these cities.

The municipalities of Barcelona, Marseilles, Izmir and Tirana will take part in the KTC for Methodology and Good Practices. As well as the partners Sousse, Saida, Larnaca, the New Projects and Good Practices KTC will involve the GTZ along with the new cities that are interested but not associated. Barcelona and Marseilles municipalities will assist in sectorial issues to Saida and Sousse

Finally, partner cities carrying out new USDS will receive assistance from Barcelona on aspects of economic promotion and exclusion reduction, from Marseilles on environmental and governance aspects, and from the MMAMB on matters of spatial and strategic planning. The Diputación of Barcelona will assist to Sousse in the diagnostic and strategic projects' definition in two matters to be defined in the starting of the diagnostic phase and Hariri Foundation will assist Saida DS participating in their Steering Committee as one of the local core institutions committed with Saida DS building, integrating their on going City Strategy initiative into Saida DS and supporting the Local Team working capacity with their staff and collaborators, as the Beirut American University. Hariri Foundation will finally increase the capacity of Saida Municipality in the project financing raising tasks

f. The main means proposed for the implementation of the project.

One of the results expected from the project is the definition and development of a technological platform developed under a free code. It will offer online services to construct and update USDS with expert virtual support and management of the knowledge of all linked users. In this way, the platform will be the work space which will allow expert virtual help to be provided, valuable information on experience and urban projects given, new users to be localised, etc.

As an essential strategic requirement for the platform, it should be recalled that this must be multi-lingual and ensure that content management is in Spanish, French, English and Arabic.

This technological platform will be hosted on the applicant's main server. Moreover, each partner city will have a specific computer for management of contents and dynamization of online debates, work and meetings. These computers will be composed of Intel Core 2 Q8200 2.33GHz Processors, 2 GB DDR2 RAM Memories, Hard disc: 500Gb and LCD 19'-22' Screen

Besides this, the pilot projects on exclusion alleviation will make some investments if this is decided on in the corresponding USDS process.

g. A risk analysis and eventual contingency plans.

Risks & Contingencies	Mitigation measures
Change of Local authority	*Strong stakeholders commitment and information to population*
Insufficient support from National authorities	*Include them in consultative & management bodies & Mitigation measures, giving them the public image of supporters.*
Weak participation by stakeholders	*Give them ownership (leading groups, identifying appropriate strategic projects, permanent information, etc.*
Low interest of poor communities	*Integrating communities' leaders, building practical pilot projects to solve real needs*
Local management slow	*Regular reporting, general project management and technological platform assistance,*
Natural or violent events.	*Including these in diagnostics and strategies. Support to overcome their effects.*

h. The main preconditions and assumptions during and after the implementation phase

During the implementation	After the implementation
Sources of funding obtained	*Sources of funding guaranteed*
Commitment of local authorities and relevant stakeholders to develop USDS and networking.	*Ownership of USDS by public and private stakeholders. Increase of interested cities*
Leader & Partners management capacity	*Leader & partners interest on networking tasks*
Support of National authorities	*Improving legal framework of city's means and competences in its sustainable development.*

i. USDS Methodology.

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

*Urban Sustainable Development Strategies require two crucial elements to ensure effectiveness: **a) Strategies require projects.** Without viable projects of high economic, social or territorial impact, all strategies become a set of "good intentions" with no real effect, and **b) Strategy must territorialise.** The problems express themselves in different forms and with varying intensity in different areas or neighbourhoods of the city. This will require different solutions for each area. The products contemplated after ending the process are:*

***a) Descriptive Memory** of the city, offering the most objective vision of the different variables that make up its urban reality: demography, productive sectors, social*

*welfare, urban quality etc. This Memory permits identication of the Critical Issues for development which will subsequently be analysed in depth. **b) Strategic Diagnosis** of the Critical Issues identified in the Memory. Each case will be studied in depth following a transversal approach in order to allow understanding of the different interrelations of urban variables. In addition, the Diagnosis will include an analysis of trends and of the environment, to facilitate the proper positioning of each issue with respect to other comparable realities in the city. **c) Strategic Framework** of development. As the result of the work carried out in the Diagnosis of the Critical Issues, a proposal for the Strategic Axes of Development and for the General Objective will ensue (the latter is to be understood as the shared vision for the city's future). **d) Action plan** including a calendar, people in charge and estimations for all the strategic projects, and for projects identified as Structuring Projects, which may act as drivers for the city in order to achieve the results considered in the Strategic Framework, further specialised and in-depth work will be carried out.. **e) Indicator System** to allow the city to efficiently monitor urban variables affected by the Action Plan, so further interest will be placed on assessing the proposed implementation measures.*

*Cities wishing to carry out UDS should have the minimum structure to allow them to meet the requirements foreseen: **a) Clear leadership** of the municipal institution, identified by the figure of the Mayor. **b)** Constitution of an **Executive Committee** that will bring together 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. **c)** Constitution of a **Consultative Committee** with relevant stakeholders (enterprises, institutions, university, NGOs, etc..) and national and regional authorities to discuss and validate project progress. **d)** Constitute a specific **Consultative Committee for the pilot project on poverty alleviation** in Sousse and Saida with community leaders and representatives of national and regional authorities and related stakeholders. **e)** Identification of the **Municipal Service responsible** for the executive management of the work. 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 15% of 2 people with an administrative profile. **f) A technical team** dedicated full time to the project, made up of 5 people with a qualified technical background. Their task will be to execute the necessary works in order to develop the products of the Plan, as well as dynamising the working teams and any participation and broadcasting actions that are decided on. It would have the assistance of an **international expert** on USDS, and of the KTC and the Barcelona team. In some sectoral aspects it will receive help from other partners and/or associates.*

2.3.3 OPERATIONAL MANAGEMENT PROCEDURES

Organisation instruments summary: Established at project level will be a General Assembly, a Steering Committee, systems of reporting, auditing, evaluating, sharing information, collaborative work, etc.

At local level in the USDS cities there will be created a Steering Committee, a Consultative Committee with stakeholders, Working Groups for defining diagnostic, vision strategies and strategic projects, a specific Consultative Committee for Pilot Projects on poverty alleviation, a responsible for awareness and communication, etc. In networking, a responsible will be contracted and the KTC will act in its specific subjects and zones through collecting best practices, and organising missions, meetings and studies.

The specific governing bodies will be the applicant institution, as signer of the contract with the JMA, the Project General Assembly and the Steering Committee. The Project Leader, the Project Coordinator and the Steering Committee, which will also act through virtual meetings, will act as the management nucleus. Relations with Steering

Committee members will be mainly through the technological platform and email. The partner cities will use the assemblies and relationship instruments envisaged to define partners' conventions, programmes and rules for ordinary functioning. A kit including these and other relevant procedures and documents will be distributed at the first GA.

Conventions between each partner and the applicant will be signed during the first months, before they receive the first transfer of money.

The responsibility for ensuring the ordinary functioning of the network and the development and launching of the instruments envisaged (especially the technological platform as a collaboration instrument) will be the Applicant's, with the help of the KTC in their issues and areas. They will constitute the online Resources Centre. In this work they will be assisted and advised by the Ibero-American Centre for Strategic Urban Development (CIDEU). All will contract a specific network manager. As a complementary target, the Resources Centre will have permanent contact with the multilateral institutions and cooperation bodies associated with the project, with the purpose of identifying possibilities of diffusion beyond the Mediterranean region of the conclusions and proposals arising from the network work. The Medcities and partner webs will complement the platform as dissemination and information tools.

One innovative aspect of this project is its decentralised management. Most is based on the decisions and management of the two Knowledge Transfer Centres created in the Mediterranean Sea Basin. In particular, the creation of the Maghreb Antenna and the Middle East Antenna should smooth the way for consolidating the south-south relationship between cities that have already run USDS initiatives and others wishing to take their first steps in strategic urban planning

The cities with new USDS will establish a Steering Committee, a Consultative Committee with national and regional administration representative and relevant stakeholders as entrepreneur institutions such as the Chamber of Commerce, Professional Associations, Universities, related community associations, NGOs, other relevant institutions such as Port authorities, or relevant knowledge and research centres. A specific Consultative Committee will be created in Saida and Sousse to develop the pilot projects on exclusion alleviation. All will be led by the Mayor, except the Steering Committee which could be led by a Deputy Mayor. A political responsible will be established for the relevant day-to-day political decisions. A project coordinator will lead the project management, always assisted by a contracted technician and a contracted international expert on USDS. A responsible for communication and awareness will be created. The contracted technician will be responsible for networking through the technological platform.

Progress and financial reports will be made every 4 months, and these will also be evaluated by the financial and technical assistants respectively. Budget management will be decentralised except for the budgets for applicant activities, general assemblies, steering committees and the technological platform. All contracting procedures except for minor items (terms of reference, announcements, selection of winners and results) will need the approval of the applicant. Budget modifications, prior to presentation to the JMA, will need the specific approval of the Steering. Committee, and after JMA approval, the signature of an addendum to the corresponding partner convention with the applicant. The partners' budget transfer will be made in the same phase as the JMA transfers to the applicant, and dependent on each partner's correct justification. The financial reports and payment requests to the JMA will be also signed by the Chef Accountant of the applicant. An external audit will be made before any intermediate and final payment requests to the JMA in each partner and integrated in the Beneficiary audit..

Project leadership falls on a team created for the purpose in the Barcelona AMB, acting as Secretariat of Medcités, with a base in this institution.

The team will consist of:

− *A Project Leader, acting as top management and work supervisor. The Project Leader will have permanent contact with the political level of Partners, the multilateral institutions and the cooperation bodies associated with the project. He could be help by a Project supervisor who will take care of the general management control*
− *A Project Coordinator, trained in the management of cooperation projects and responsible for day-to-day operations. The list of more relevant tasks of Project Coordinator are: a) the day-to-day follow-up of the partners and associates./ b) promote the activities of the partners to assure the results expected./ c) organize the Steering Committees. and the General Assemblies./ d) having updated the technical and financial drafts and follow-up tools./ e) facilitate the tasks of Partners, particularly the tasks related with the KTC's demarche./ f) ensuring the alignment of the activities of Partners and Associates with the overall and specific objectives of the Action./ g) managing the Applicant's subcontracts./ h)communicate with JMA.*

An Assistant Project Leader, trained in local public administration and with knowledge of urban strategic planning, who will collaborate with the Project Leader on support missions and promotion of new initiatives (new staff or external contract).

− *A Network Manager, responsible for general dynamising of the network and support to KTC leader cities (Malaga, Sfax and El-Fayhaa) in disseminating urban strategic thinking and the exchange of best practices. Also in charge of dynamising the work of the technological platform's working, information and communication spaces, acting as coordinator and promoter of the decentralised managers (new staff or external contract).*
− *The financial managing activities will be ensured by the Financial Control Office of the AMB as EU public administration. This Office will be act with strict accomplishment of Spanish and EU laws and regulations. Moreover, this Office will be complemented by a Project Financial Manager, dedicated exclusively to update the financial management tools of the project and providing support to partners and associates in the economic management of assigned fund s. The list of relevant tasks are: a) to crerate the guidelines to financial management procedures./ b) facilitating and controlling on the day-to-day financial management of Partners./ c) ensure the accomplishment of laws, regulations and grant rules./ d) to support the Financial Control Office to draft the intermediates and final financial reports.*
− *Apart from the team itself, it is planned to hire an external consultancy specialised on urban strategic planning to support the Project Leader in ensuring the methodological alignment of the USDS initiatives carried out.*
− *It is planned to hire also an external consultancy as External Evaluator of the project. He will evaluate thee advancement of the project each four months in relation with the results achievement expectations.*
− *Administrative support. A secretary and the institution's Administrative Management team*

2.4 SUSTAINABILITY

a. Explain how the project could ensure a tangible impact on the target groups on the long-term.

The impact on the target groups are ensured through:

1. - In the municipalities that are initiating a new USDS:

We will utilise a methodology which is one of the pillars of any USDS process and has been utilised with success in many towns as Barcelona, Lyon, Aleppo and Sfax. Saida, Sousse and Larnaka USDS will have as a main tool to ensure the impact on the long-term, the strong participatory process implementation which will have as a main challenge of obtain the local stakeholders' ownership of the USDS results. All the USDS stages, from the first step, the constitution of the decision-making and management bodies, to the final approval of the USDS, will be made with the local agents strong and national and regional authorities' representative participation in the working groups for discussing diagnostic and defining action plans. A Consultative Committee will be created as the City formal instrument to discuss several times the USDS process outcomes. A reduced group of institutions will be asked to be member of the local Steering Committee as the funding nucleus of the institutionalisation of the USDS follow-up institutionalisation after the project end.

Another main basis of obtaining a relevant impact on the target groups on the long-term is reaching an appropriate identification and definition of the town vision and the strategies and related strategic projects of the USDS. It means that these outputs shall be realistic, reachable, specified, quantified, adapted to the city characteristics and clearly linked with the city vision process advancement. The formation week, the presence in each town of an international expert on USDS processes as permanent adviser and the assistance of other towns will successful experience on its own USDS and the roll of the KTC on new Plans and the technological platform networking will facilitate to reach this challenge.

A third factor is the constitution of long-term institutional tolls that will be defined in the USDS process, as the creation of a USDS institutional body with local socio-economic agents participation Association, Foundation; municipal Committee, etc..), with a Local Observatory of USDS., This issue will be exposed in deep later

The pilot project on exclusion alleviation realisation will also ensure the long-term interest of related agents and population and, by extension, of the all citizenship.

Finally the set of actions of awareness and communication are foreseen to extend the impact of USDS process to the population to create and atmosphere of City patriotism linked with USDS that will remain.

2- The long-term impact on the other Mediterranean towns interested on USDS that will constitute the network will depend mainly of the quality of the technological platform design and long-term management that will be reflected on its long-term outputs. The technol. platform design is based on the CIDEU network one (www.cideu.org), that facilitate the interaction from many years successfully between more than a 100 towns of Latino America interested on USDS . The challenge is create a sustainable mechanism of active participation of the municipalities and/or the institutions in charge of USDS in each town. This objective fails in many initiatives of networking. Our strategy to reach it, also following CIDEU's experience, is based in some main lines: a) Establish in each town a technological platform manager that will be in charge of the networking between its town and other partners and associates, of managing information needs solution, introducing materials of the USDS process, best practices, methods, resources, etc, depending the roll of his respective institution. This person is crucial for network sustainability. They/she will be contracted by each partner, or appointed from its actual staff, and they will receive a week of training in Barcelona. This course will be open to the associated towns and other interested towns to a maximum of 12 people. This training facility can replicate this course to other interested towns after the project end. Our challenge is that the platform manager of the new towns will remain after the project end. The integration of these platform managers in the municipalities during the process will be facilitated by the KTC's and the applicant's

work and by his/her management of the communication and information needs solving in their respective cities. The permanence of this person in the towns that have already a USDS is assured. The Central Platform is assured by Medcities network and/or a new network created in parallel and in the Medcities headquarters. b) Create a mechanism to promote e-activities through the Platform and facilitate the updating of the initial introduction of information into it. We will use for this initial task the work of the Central Platform manager and the KTC that will identify Mediterranean best practices on USDS and strategic projects and the actual CIDEU platform materials, assured by an agreement already made. The sustainability of Central Platform and KTC as centres that will facilitate the open upgrading of information is almost assured due to the demonstrated sustainability of the USDS of Barcelona Metropolitan Area, Malaga and Sfax, of Medcities network and of the Tripoli Environment and Development Observatory of El Fayhaa UC. The project platform managers of Barcelona and the KTC maintenance will facilitate it. The software of the platform will allow many applications of networking arriving to e peer to peer learning, as it is exposed in a previous chapter, This possibilities on interacting will be utilised progressively c) Joint the new networking with the activities of Medcities network who has already 18 years of existence.

b. Describe the possibilities for replication and extension of the project outcomes (multiplier effects)

The KTC New Plans and Dissemination antennas of Maghreb and Middle East will assure the willingness of many Mediterranean towns to make a USDS. We have already some of them interested in principle. Besides, many institutions are interested on promoting USDS as Cities Alliance, will collaborate with Medcities and the World Bank CMIM to organise in parallel with our First General Assembly a Mediterranean Conference on USDS; GTZ associated f our project, etc.

c. Explain how sustainability will be secured after completion of the project. This may include aspects of necessary follow-up activities, built-in strategies, ownership etc., if any.

Already exposed on paragraph a).

c1. Financial sustainability:

The financial need of the networking is assured by Medcities and the KTC by their own means. The financial needs of maintaining the USDS are not very big. As an example, Barcelona Strategic Plan is assured by 4 persons and several local stakeholders participate in its financing. The permanence of USDS team will depend mainly of each USDS success and not in the size of the financial needs. The pilot projects on exclusion alleviation will be more difficult. In principle agreements with existent local institutions and NGOs will be made to implement it and the search of sustainable financial resources will be made in the second year of the project.

c2. Institutional level:

The project will present a set of successful models of structures for the USDS follow up Each town, will decide according with the local and national circumstances, from the easiest, a USDS Committee inside the Municipality with stakeholders and national representative participation supported by a Municipal Department as Lyon or Sfax; to a more autonomous solutions as Association leaded by the Mayor joint with surrounding municipalities and regional representative as in Barcelona, or a Foundation leaded by the Mayor with regional and local stakeholders representative as Malaga municipality case through CIEDES Foundation.

c3. At level of national and local policies, where applicable:

The local policies implication is the precondition of project starting. The changes on national policies, regulations ad planning methods will be analysed and discussed with national authorities. Nevertheless the improvement of these frameworks will be not easy because the changes at national level have a longer period of maturation than the project lasting. Medcities and project partners will act also at international level through the organisation of an International Conference on USDS in the Mediterranean joint with Cities Alliance and the Centre of Marseilles for Mediterranean Integration and contacting with UpM that has adopted in Marseilles declaration the importance of urban sustainable development.

c4. Environmental sustainability:

One of each new USDS will have the environmental sustainability as one of their main components. A working group will be created on this issue to made its diagnostic and define its strategies and strategic project, which will be integrated in the USDS. It will work on issues as climate exchange effects prevention and remediation, water and air quality improvement, main polluting sources impacts depletion, mobility planning, access to public environmental services etc. Urban environment will be also one of the main components at networking level.

d. Describe the communication and information strategy specifying target groups reached, communication channels used, tools for dissemination of project results as meetings, seminars, publications, conferences... Please indicate the partners involved in the communication strategy.

The communication and information strategy at the level of the three cities that will make new USDS will be based on main messages: "The wished future of the city depends on mutual agreement and committeemen of citizenship, local agents and municipality". The final contain of the strategy will be decided by the Local Steering Committees but the project coordination will propose the following: The target groups will be relevant local socio-economic agents, interested national authorities, the Ngo's, the communities and institutions related with the pilot projects, the young and the whole citizenship. The communication channels will be mainly disseminating the information of the project nature, objectives, actions and progressive results to the media (local and national press, local and national radios and local television) previous and/or after each public action. The strong participative process will be utilised as another main channel of information and communication. Participant from local agents in public meetings and working groups will be asked to inform their members on its results. For this purpose the local team will make information dossiers. Specific dossiers will be made to press and radio. A leafed will be made at the starting of the process to be distributed to the learning population in universities and schools and relevant public places. Each town will make a final publication of the USDS.

At Regional level the information on project activities and results will be transferred through the technological platform to the partners and worldwide through its public access part. It would be encouraged their diffusion through the partners' webs and activities. Some events as the foreseen International Conference on USDS in the Mediterranean and the Medcities General Assemblies will be also utilised. Several Regional and European instances where some of the partners are members, as the Mediterranean Commission of Sustainable Development of the Mediterranean Action Plan, the Mediterranean Working Group of UCLG, the ARLEM and the European Sustainable Cities and Towns Campaign will be also utilised to disseminate project information and advancement. Specific news of USUSD project will be included in the technological platform front page

The partners involved in the communication strategies will be mainly the Applicants and the three towns with new USDS