

Good Practice Summary

URBAN MURCIA – ESPIRITU SANTO

[Time of execution: 2007-2013 \(5 years\)](#)

Phases: Analysis, Citizen Participation Project, Draft Project, Feedback, Final Project, Intervention Involvement and Monitoring, Assessment and Round Up, Follow Up

The neighbourhood has a very high concentration of social problems result of problems accumulating during many years partly because of a lack of municipal intervention (partly because of lack of funding). This “deterioration” process of many years is related to problems of social integration and exclusion, economic and labour precariousness and instability, poverty and conflict in coexistence of residents, delinquency, violence and drug-trafficking, illiteracy, poorly-educated and low-skilled population, all of these problems that were not only perpetual and structural in form, but also worsening.

Special focus on and around citizens and special collectives in a specially designed citizen participation process as to prepare a full scale intervention tackling all identified problems at once in an integrated effort by all entities involved ensuring horizontal and vertical integration on behalf of all stakeholders and the municipality and the coordination with local partners via a citizen and stakeholder engagement programme through meetings, direct contact and questionnaires leading to a draft proposal (actions, improvements, activities, etc.) which was presented to all stakeholders after which a “feedback round” was initiated to further improve the project centered on the dialogue with citizens.

The Action Programs are structured around the three functional areas

1. Remodelling the physical space

Measures aimed at the reorganization and improvement of public spaces, a new distribution of equipment and emblematic public buildings, as well as the remodelling of free spaces as places of recreation and coexistence.

Social and cultural facilities: construction of a pavilion for sports practice and the realization of quality events. Construction of a training center for social inclusion,

adaptation of classrooms of the Public School and low houses for artistic training in dance, theatre, music, video and ceramics.

Equipment for economic development: construction of an artistic and creative production centre as a meeting place for professionals in the performing arts, dance, music and video.

Improvement of public space and environmental quality: remodelling of squares and the adaptation of lots for cultural purposes; underground trash containers, expanding, improving lighting and a comprehensive environmental education program.

2. Remodelling the social and cultural space

Development of the community through the incorporation of culture as a factor of change, as a key element for the creation of a dynamic, tolerant, open and creative social environment. And activities to promote the permeability and sustainability of the neighbourhood

Measures for social inclusion: support program for families, plan to improve coexistence through dialogue and promotion of equality, Actions to facilitate educational success, such as school reinforcement, didactic exhibitions, creative leisure activities. Use of ICT for administrative management.

Actions to reinforce the attractiveness of education: artistic education programs in Dance, Music, Musical Theater, Video. Training program in ICT as an educational resource.

3. Renewal of the economic area

Stimulating the creation of cultural and creative enterprises, strengthening existing economic activities in the area and training and job placement of unemployed people.

Measures to increase the personal capacity to get a job: Job Orientation Service, advice for the creation of micro-enterprises and to improve existing ones: preparation of personal curriculum, how to do a job interview, how to improve small business activities, how to create and manage a new company.

Training and professional training programs in cultural sector activities and ICT: sound and lighting of live shows, event organization, live video recording and editing, etc.

All documentation required by the URBAN programme including guidelines and manuals (contrasted and found satisfactory): Project management guidelines, compliance with the regulations, elaboration and diffusion, monitoring and evaluation of actions, ICT support, collection of achievements, monitoring reports, etc. Also the quantitative and qualitative monitoring of the actions during the project execution process & fulfilment of the objectives based on a series of performance, result and impact indicators.

The project has also been a process of learning by doing. Which is why we hope cities adopting our approach will hopefully not make the same mistakes we did, and even perfect our model. In a scenario and context where each city is different, consequently a singular and customised approach would be most beneficial. The immediate improvements would especially be in the field of coordination and communication, between companies involved in the execution of the project, and to a lesser extent between municipal departments.