



**Contract n° EVG1-CT-2001-00054**

Local Context Analysis of  
“La Vega del Guadalquivir case study”.  
(draft)

## Contents

1. Executive summary.
2. Main hypotheses of innovative options.
3. SDL/SWOT analysis.
  - 3.1. Orientation.
  - 3.2. Social potential
  - 3.3. Dynamics

## 1. Executive summary.

La Vega del Guadalquivir is a territory characterized by its specialization in the irrigated agriculture and the agroalimentary industry. It is a group of municipalities (a net of medium and small cities), distributed along the line of the river, and they share the most important to their economic, territorial, social and environmental opportunities and problems.

The current structure of management and government of the territory contemplates the regional scale (government of Andalusia) and the local scale (municipalities). The supralocal scale has important experiences of territorial cooperation but it does not have a clear institutional recognition.

The principal challenges of the sustainable development in La Vega put in relation with the management of natural basic resources as the water (excessive consumption in the agriculture), the energy (no utilization of the renewable available resources) and the materials (need to manage in an integrated way the agricultural, industrial and urban waste). All of them are problems that have to be approached from the perspective of the logistic sustainable management.

The conclusions of the Local Context Análisis of the project INNESTO have allowed to select a synthesis of the Main Hypotheses of Innovative Options conceived as way of actions destined to offer solution to the challenges of the sostenibility mentioned above.

The answer to these challenges is based, principally, on the need to develop new forms of management and governance of the territory in the supralocal scale and in the commencement of a Program for Territorial Sustainable Development. One of the fundamental aspects is in relation with the development of a program for integrated management of the waste and utilization of the renewable energy, in which is applied the principles of the sustainable logistics.

REGIONAL PROFILE

		S	W	O	T
		Strengths	Weaknesses	Opportunities	Threats
O1	environment	●●●●●	●●●	●●●●●	●●●●●
O2	economy	●●●	●●●	●●●●	●●●
O3	socio-culture	●●●●	●●●●	●●●●	●●●●
O4	equity between individuals	●●●	●●●	●●●●	●●
O5	equity between territories	●●●●●	●●●	●●●	●●●
O6	equity between generations	●●●●	●●●	●●●●●	●●●●
O7	diversity	●●●	●●	●●●	●●
O8	subsidiarity	●●●●●	●●●●	●●●●●	●●●●
O9	networking and partnership	●●●●●	●●●●	●●●●●	●●●●●
O10	participation	●●●●	●●●●	●●●●●	●●●●●

		S	W	O	T
		Strengths	Weaknesses	Opportunities	Threats
P1	Perception of a variety of development approaches	●●●●●	●●●	●●●●●	●●●●
P2	Creativity and innovation in an entrepreneurial culture	●●●●●	●●●●	●●●●●	●●●●
P3	Capacity to cope with complexity and ambiguity and to anticipate change	●●●●	●●●●	●●●●●	○
P4	Openness to enrich ones own culture and enhance multicultural cohesion	●●●●	●●	●●●	●●●●
P5	Discovery and re-encoding of territorial specificities and local knowledge	●●●●●	●●●●	●●●●●	●●●
P6	Ability to reach own optimal level of attainment and fulfilment	●●●	●●	●●	○
P7	Fractal distribution of competence using the counterflow principle	●●●●●	●●●●	●●●●●	●●●●
P8	Autonomy of strategic decision making within a facilitating infrastructure	●●●●●	●●●	●●●●●	●●●●
P9	Primary reliance on own resources without compromising those of others	●●●●	●●●	●●●●●	●●●
P10	Shared value system taking into account environmental, socio-cultural and economic interdependencies	●●●●●	●●●●●	●●●	●●●

P11	Social cohesion	●●	●●	●●●●	●●
P12	Opportunities and room for equitable interaction	●●●●●	●●●●	●●●●	○
P13	Capacity for creating shared visions	●●●●●	●●●●	●●●●●	○
P14	Integration of social and technical skills into the innovation process	●●●●●	●●	●●●●●	●
P15	Access to information and to the arena of dialogue and debate	●●●●●	●●●●●	●●●●●	○
P16	Multiplicity of interactions, enhanced by local actors	●●●●●	●●●●	●●●●●	○

		S	W	O	T
		Strengths	Weaknesses	Opportunities	Threats
D1	Enhancing problem understanding	●●●●●	●●●●●	●●●●●	●●●●
D2	Open collective learning	●●●●	●●●	●●●●●	●●●
D3	Negotiation and co-decision	●●●●●	●●●●	●●●●●	●●●●
D4	Creation of a shared vision	●●●●	●●●●	●●●●●	●●●●●
D5	Client orientation	●●●●●	●●●●	●●●●●	●●●
D6	Result orientation	●●●●	●●●	●●●●	●●●

## REGIONAL PERSPECTIVE

The identification of the hypotheses of innovative options refers to the 32 aspects of the SWOT (Orientations, Social Potential, Dynamics). As synthesis, six main hypotheses have been identified that they have the key to advance towards a model of sustainable development in La Vega del Guadalquivir:

1. Commencement of a Program for Supralocal Territorial Development based on the sustainability.
2. Program for integrated management of the waste and development of the environmental industry.
3. Coordination of the instruments of regional planning in the supralocal scale.
4. Potentiation of new forms of governance of the territory in the supralocal scale.
5. Participation of the institutional, economic and civil agents.
6. Technological development, qualification of the human resources, increase of the employment, improvement of the social well-being and the quality of life.

## 2. Main hypotheses of innovative options.

### 1. PROGRAM FOR SUPRALOCAL TERRITORIAL DEVELOPMENT BASED ON THE SOSTENIBILITY.

#### Short Description.

The most global aim objective must be commencement of a process of planning of supralocal scale (network of cities of La Vega) directed to build a model of sustainable development, based on: the utilization of the endogenous potential, the alteration of the inadequate forms of management of the natural basic resources (water, energy, materials), the subsidiarity (supralocal application of the regional planning), and the participation of social agents.

#### Expected results.

- Development of new forms of management and government of the territory.
- Reduction of the water consumption in the agriculture and the city.
- Improvement of the energetic efficiency and utilization of the energetic renewable resources (biomass, solar power).
- Reduction of the consumption of materials and of the generation of waste.
- Improvement of the efficiency of regional planning instruments.

- Increase of the participation and codecisión of the institutional and social agents in the governance of the territory.

## 2. PROGRAM FOR INTEGRATED MANAGEMENT OF THE WASTE AND DEVELOPMENT OF THE ENVIRONMENTAL INDUSTRY

### Short Description.

The integrated management of the waste generated by the cities and the productive activities (agriculture, industry, services) is based on the existence of an important infrastructure of waste management (plant of recycling and compostage) as well as a center of technological innovation of the waste. The commencement of this program, based on the principles of the sustainable logistics, has to be the base for the development of the environmental industry in the zone and the promotion of the diffusion of innovative technologies.

### Expected results.

- Integrated management of 100 % of the urban waste. Development of the recycling, the reutilization and the recovery of materials. Introduction in all the municipalities of the selective withdrawal of paper / carton, glass and packages.
- Commencement of systems for utilization of the energetic renewable resources from the agricultural biomass and agroindustrial based on a new logistic system.
- Commencement of a program for management dangerous waste.
- Diffusion of the application of innovative technologies in the management of the waste.

## 3. COORDINATION OF THE REGIONAL PLANNING INSTRUMENTS IN THE SUPRALOCAL SCALE.

### Short Description.

Coordination of the different sectorial planning instruments at regional scale (Plan of Ordination of the Territory of Andalusia, Andalusian Environmental Plan, Andalusian Plan for Development and Technological Innovation, Industrial Program for Andalusia, Andalusian Energetic Plan, Director Plan of Infrastructures of Andalusia), from the point of view of its effects in a concrete territory of supralocal scale.

**Expected results.**

- Improvement of the efficiency and territorial coherence of the planning instruments.
- Improvement of the subsidiarity (supralocal management of regional policies).

**4. POTENTIATION OF NEW FORMS FOR GOVERNANCE OF THE TERRITORY AT THE SUPRALOCAL SCALE****Short Description.**

The Program for Territorial Development and the process of coordination of the regional planning have to address to achieve the creation of new forms of management and governance of the territory that give answer to the need of that the supralocal areas, should possess objectives and their own instruments for the development, favoring, on one hand, a better efficiency of the regional policies and the application of the principle of subsidiarity and overcoming, for other one, the limitations of the local scale policies.

**Expected results.**

- Development of forums of coordination and participation between the municipalities of the area.
- Development of mechanisms of subsidiarity in the policies of the regional government.
- Creation of new levels for territorial management of supralocal area.

**5. PARTICIPATION OF THE INSTITUTIONAL, ECONOMIC AND CIVIL AGENTS.****Short Description.**

The new forms of governance of the territory have to be based on new forms of management that contemplate the participation of the institutional, economic and civil agents in the identification of objectives of development and in the application of concrete policies.

**Expected results.**

- Development of general forums of social participation.
- Development of forums of social participation in specific sectors (farmers, industrial, citizen collectives ...).

## 6. TECHNOLOGICAL DEVELOPMENT, QUALIFICATION OF THE HUMAN RESOURCES, INCREASE OF THE EMPLOYMENT, IMPROVEMENT OF THE SOCIAL WELL-BEING AND THE QUALITY OF LIFE

### Short Description.

The objectives of territorial sustainable development have to be sustained in the technological innovation and in the formation of the human resources and, at the same time, they have to give answer to the needs of creation of employment and improvement of the quality of life of the population in general.

### Expected results.

- Commencement of the center of technological innovation of the waste.
- Commencement of a program of technological modernization of the key productive sectors: agriculture, agroindustry.
- Commencement of a program for the development of the informational society.
- Commencement of a program for qualification of the human resources in the sector of the environmental management.
- Improvement of the indicators of social well-being and quality of life in the environmental sector
- Creation of employment in the sector of the environmental industry.

### 3. SDL/SWOT analysis.

#### 3.1. ORIENTATION.

#### O1 - Environment

#### SDL / SWOT analysis

Strengths		5 Weaknesses		3
Actions programmed for the management of the wastes	5	5	Lack of management of agricultural wastes	4 5
Plan of Urban Wastes of Andalusia	5	5		
Energetic Plan of Andalusia	5	5	Excessive urban and infrastructures pressure on very fertile soils	4 2
Programmes for the economic sustainable development	5	5	Mala calidad de las aguas superficiales y subterráneas	5 2
Project of center of innovation and technology of the wastes	5	5	Predominance of intensive agriculture. Excessive consumption of water and chemical products	5 2
Project of electrical plant of biomass	5	5	Shortage of importance of the environmental industry	4 5
Plan of Environment of Andalusia	5	3		
Environmental improvement of the Guadalquivir river	5	2		
Threats		5 Opportunities		5
Lack of coordination between the agricultural activities and the waste management	5	5	Construction of a plant of biomass	5 5
Lack of coordination between the energetic and environmental planning	5	5	Creation of the center of innovation and technology of waste	5 5
Not consideration of the environmental industry in the Plan of Sustainable Development	4	5	Improvement of the logistics of the urban waste	5 5
			Improvement of the logistics of the urban waste	5 5
			Improvement of the logistics of the urban waste	5 5

#### Main indicators

<i>Structural statistics</i>	<i>Unit of measurement</i>
Total area	1.727 Km <sup>2</sup>
Total inhabitants (2001)	139.103

Population density	80,5 inhabitants/Km <sup>2</sup>
<i>Land use development</i>	<i>Unit of measurement</i>
Agriculture area	50,6 %
Urban area	1,8 %
Area for transport purposes	0,1 %
Area under environmental protection	0,0 %
<i>Resource use development</i>	<i>Unit of measurement</i>
Total residual household waste	31.936 tonn
Residual household waste per inhabitant	229.58 Kg/inh.
Residual non-household waste per unit GDP	
Total energy consumption and in main sectors	

### Main hypotheses of alternative options

Development of one coordinated program for the integrated management of waste based in the concertation of the diferents institutional and planner agents with the local economy agents.

## O2 - Economy

### SDL / SWOT analysis

<b>Strengths</b>		<b>3 Weaknesses</b>		<b>3</b>
Development of profitable agriculture	5	3 Shortage of industrial transformation of the agricultural products	5	2
		Shortage of integration between agriculture, industry and services	4	3
High level of exportation of the agricultural production	5	2 Shortage of industrial sectors and of innovative services	5	3
New industrial and services sectors due to the proximity of the Metropolitan Area of Seville	4	3 Lack of collaboration between local companies	4	3
Existence of societies for the intermunicipal economic development	5	5 Water shortage for the agriculture in dry periods	5	1
<b>Threats</b>		<b>3 Opportunities</b>		<b>4</b>
Shortage of sostenibilidad of the model of use of the natural resources for the intensive agriculture	4	3 Plan of modernization of the agriculture of irrigation	5	2
		Public support for the economic activity	5	4

		Development of the environmental industry	5	5
		Development of the innovation and the technology	5	5

### Main indicators

Total GDP	
Employment in agriculture	33,26 %
Employment in industry	29,93 %
Employment in services	36,81 %
Employment in transport, storage and communication	5,10 %
Employment in main cluster 1 (agriculture)	33,26 %
Employment in main cluster 2 (agroindustry)	5,97 %
Facilities of transport	674
Employment in transport	1.028
Water transport employment	
Supporting and auxiliary transport activities; activities of travel agencies: Number of local units	4
Supporting and auxiliary transport activities; activities of travel agencies: employment	6
Post and Telecommunications: employment	10
Wholesale trade and commission trade. Number of local units	329
Wholesale trade and commission trade. Employment	1.367
Retail trade; repair of personal and household goods. Number of local units	2.067
Retail trade; repair of personal and household goods. Employment	2.745
railways, per inhabitant	1,71 Km. Per 1.000 inhabitants
railways - lines with double and more than double track, per inhabitant	0,98 Km. Per 1.000 inhabitants
Roads and Motorways per inhabitant	4,53 Km per 1.000 inhabitant
Roadsand Motorways per square km	0,37 Km per Km <sup>2</sup>
Motorways per inhabitant	0,3 Km per 1.000 inhabitant

### Main hypotheses of alternative options

To incorporate the enviromental criteria in the key productive sectors: agriculture and agroalimentarie industry.

### O3 – Socio-culture

#### SDL / SWOT analysis

Strengths		4 Weaknesses		4	
Programs of formation for companies and unemployed	4	3	Low level of qualification of the population	5	3
School of environmental education	2	4	Low level of innovation in the companies	5	4
Public support to the technological innovation in wastes	5	5	Difficulty for the cooperation between companies and institutions	5	5
Threats		4 Opportunities		4	
Lack of qualified professionals	5	4	Dissemination of the innovations in the companies	5	4
Shortage of integration of the productive system	5	3	Consolidation of the cooperation networks between companies and institutions	5	5
Technological obsolescence of the productive system	5	4	Coordination between regional and local planning	5	4

#### Main indicators

Share of population below 20 years	25,88 %
Share of population above 65 years	13,41 %
Unemployment rate	21,20 %
Activity rate	54,95 %
Activity rate women	40,35 %
Dependency rate	46,50 %

#### Main hypotheses of innovative options

Development of a program of formation for environmental management directed to the companies.

### O4 – Social equity (between individuals)

#### SDL / SWOT analysis

Strengths		3 Weaknesses		3	
Programs of public social equipments	5	2	High rate of unemployment	5	2

			Low level of qualification of the population	5	3
High accessibility to public an private advanced services in the regional capital (Seville)	5	3			
<b>Threats</b>		<b>2 Opportunities</b>			<b>4</b>
Extension of the metropolitan phenomenon	3	3	Diffusion of infrastructures and telecommunications services	4	4
Lost of the cultural local identity	4	2	Development of the electronic administration	4	3
Unequal access to the technologies of the information	4	2	Creation of new employments in the environmental industry	5	5

### Main indicators

Activity rate men	67,59 %
Activity rate women	40,35 %
Unemployment rate men	16,05 %
Unemployment rate women	29,49 %
Percentage of female with in higher degree	45,72 %

### Main hypotheses of innovative options

Development of a program of promotion of the employment in the environmental industry.

## O5 – Inter-local equity (between territories)

### SDL / SWOT analysis

<b>Strengths</b>		<b>5</b>	<b>Weaknesses</b>		<b>3</b>
Municipal consortiums and societies of local development	5	5	Changeable geometry of the territorial areas of intermunicipal management and cooperation	4	3
Programs of rural development	5	5	Shortage of cooperation with external territories	3	2
			Shortage of cooperation between companies and institutions inside the region of La Vega	5	4
<b>Threats</b>		<b>3</b>	<b>Opportunities</b>		<b>3</b>
Extension of the metropolitan phenomenon partly of the region of La Vega	4	4	Development of agendas of territorial cooperation of social, economic and institutional agents	5	5
Lost of the territorial and urban identity	4	3	Consolidation of the functions of La Vega in relation with the Metropolitan Area of Seville and the Nature Park of Sierra Norte de Sevilla	4	2

		Plan of Ordination of the Territory of Andalusia	5	4
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MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Establishment of homogeneous objectives of environmental endowment for the municipalities of the area.

## O6 – Inter-temporal equity (between generations)

SDL / SWOT analysis

<b>Strengths</b>		<b>4</b>	<b>Weaknesses</b>		<b>3</b>
Progressive improvement of the qualities levels of life and welfare	5	4	Inefficient use of the water in the agriculture	5	2
Improvement of the qualification level of the young generations	5	4	Lost of water quality	4	2
Incorporation of the concepts of sostenibilidad in the regional Programs of Development	5	5	Not utilization of the energetic resources of the zone	5	5
<b>Threats</b>		<b>4</b>	<b>Opportunities</b>		<b>5</b>
Weaknesses of the model of use of the natural resources for the agriculture	5	4	Introduction of a system of integral management of the urban, industrial and agrarian wastes	5	5
			Program of utilization of the energetic resources of the zone	5	5
			Plan of modernization of the agriculture of irrigation stops the efficient use of the water	5	4

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Establishment of objectives of environmental quality in the long term for all the area.

## O7 – Diversity

SDL / SWOT analysis

<b>Strengths</b>		<b>3</b>	<b>Weaknesses</b>		<b>2</b>
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Existence of a system of medium and small size cities with potential for the cooperation and common development	5	4	Deterioration of the biodiversity and environmental quality for the agricultural model of irrigation	4	2
Existence of an ecological resource of great potential importance: the Guadalquivir river	5	1	Lost of biodiversity of the Guadalquivir river	4	2
<b>Threats</b>			<b>2 Opportunities</b>		<b>3</b>
Lost of economic and cultural local functions for the metropolitan influence	4	2	Maintenance of the diversity of economic and territorial functions of the cities networks	4	2
Lost of territorial and landscape diversity for the urban growth and the homogeneización of the agricultural model	4	2	Development of a protection and environmental improvement program of the Guadalquivir river	5	3

## MAIN INDICATORS

### MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Participation of all the Town Councils in the programs of supralocal environmental development.

## O8 – Subsidiarity

### SDL / SWOT analysis

<b>Strengths</b>		<b>5</b>	<b>Weaknesses</b>		<b>4</b>
Importance of the instruments of territorial cooperation (municipal consortiums and societies of local and regional economic development)	5	5	Multiplication of public organisations of promotion of the development	3	4
Increase of the local initiatives for the development	5	5	Lack of territorial perspective of the instruments of regional planning	4	4
			Shortage of financial and technology capacity of the Town councils	5	3
			Shortage of integration and cooperation of the companies that integrate the productive local system	5	5
<b>Threats</b>			<b>4 Opportunities</b>		<b>5</b>
Control of the economics decision support exterior to the zone	5	3	Cooperation for the establishment of aims and own strategies of development of the territory	5	5
Future uncertainty about the financial instruments of the European Union	5	4	Possibility of development of a strategy for the development of the environmental industry in the zone	5	5

		Possibility of development of an energetic strategy in the area	5	5
		Integration of the agricultural, industrial and services companies of the zone for the integrated management of wastes	5	5

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Development of the provisions for the regional planning by the institutional local agents.

## O9 – Networking and partnership

SDL / SWOT analysis

Strengths		5 Weaknesses		4	
Importance of the instruments of intermunicipal territorial cooperation	5	5	Low level of integration between the companies and subsectors of the zone	5	4
Existence of a system intermunicipal of management of wastes	5	5	Low level of introduction of the technologies of the information	5	3
			Shortage of experience in processes of negotiation and co-decision	4	4
Threats		5 Opportunities		5	
Consideration of the ecological problems to local scale without global perspective	3	4	Potentiality of the cities system to be organized in a network	5	5
Difficulty to overcome the inequality in the access to the technologies of the information	5	5	Networks of cooperation between productive sectors and companies	5	5
			Plan of Ordination of the Territory of Andalusia	5	4

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Creation of a table of coordination between the institutional local agents and the economic and social agents.

## O10 – Participation

SDL / SWOT analysis

Strengths		4 Weaknesses		4	
Existence of instruments of participation of the companies in the public societies for economic promotion	4	4	Difficulty to manage in the territory the regional plannings	3	3
			Shortage of operability of the mechanisms of conciliation and social and managerial participation	4	4
Threats		5 Opportunities		5	
Different social and economic interests in opposition to the aims of the sustainable development in the long term	3	5	Consolidation of new instruments for the government of the territory	5	5

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Development of instruments for information and participation of social, economic and civil agents in the environmental programs.

## 3.2. Social Potential

### P1 - Perception of a variety of development approaches

SDL / SWOT analysis

Strengths		5 Weaknesses		3	
Existence of instruments of territorial cooperation para the development	5	5	Difficulty to articulate and to consolidate the different social and economic positions	3	3
Threats		4 Opportunities		5	
Contradiction between the interests of economic growth and the aims of sostenibility	5	5	Increase of the experience in the cooperation and the establishment of a strategy of common development	5	5
Difficulty to apply the regional strategy of development in a global economy	3				

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Development of a program of territorial development based on objectives of sostenibility, that integrates the regional planning in the supralocal scale, and elaborated of participative form.

## P2 - Entrepreneurial creativity and innovation

### SDL / SWOT analysis

Strengths	5	Weaknesses	4
Public instruments for the promotion of the innovation and technological development	5	Low level of technological innovation in the companies	4
		Low level of professional qualification	5
		Predominance of small companies	4
Threats	4	Opportunities	5
Increase of the technological inequalities	4	Creation of the Center of Technological Innovation of Wastes	5
		Dissemination of the innovations for the nearness of the Metropolitan Area of Seville	4

#### MAIN INDICATORS

#### MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Program of diffusion of the technological innovations in the companies from the Center of Technological Innovation of the waste.

## P3 - Capacity to cope with complexity and to anticipate change

### SDL / SWOT analysis

Strengths	4	Weaknesses	4
Instruments of territorial cooperation for the development	4	Predominance of strategies and objectives of short term	3
		Difficulty to adapt to the territory the instruments of land use planning	4
Threats	0	Opportunities	5
		Development of instruments for the government of the territory	5

#### MAIN INDICATORS

#### MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Pontetation of new forms of governance of the territory of supralocal scale.

## P4 - Enrichment of the local knowledge to create a cohesive multicultural environment

### SDL / SWOT analysis

<b>Strengths</b>	<b>4</b>	<b>Weaknesses</b>	<b>2</b>
Improvement of the level of qualification of the youngest generations	3	Perception of the immigration as a threat	1
Increase of the influence of the urban culture	4	Excessively localist culture	2
<b>Threats</b>	<b>4</b>	<b>Opportunities</b>	<b>3</b>
Resistance to the innovations	4	Increase of the opening and exterior relations of the population and the companies	3

#### MAIN INDICATORS

#### MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Development of activities of interchange of experiences for territorial development, technological innovation and environmental management.

## P5 - Discovery and re-encoding of the local specificities and knowledge

### SDL / SWOT analysis

<b>Strengths</b>	<b>5</b>	<b>Weaknesses</b>	<b>4</b>
Existence of instruments of territorial cooperation for the development	5	Nonexistence of a territorial express model in the zone	4
		Nonexistence of a strategy of utilization of the traditional know-how	4
<b>Threats</b>	<b>3</b>	<b>Opportunities</b>	<b>5</b>
Loss of cultural and territorial identity for the proximity of the Metropolitan Area	3	Consolidation of instruments for the government of the territory	5

#### MAIN INDICATORS

#### MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

To reinforce the identity of the supralocal territory in the institutional, managerial and civil area.

## P6 - Ability to reach optimal levels of attainment and fulfilment of life

### SDL / SWOT analysis

Strengths	3	Weaknesses	2
Improvement of the professional qualification of the youngest generations	3	Low level of professional qualification	2
		Predominance of employment of low qualification for the women	1
Threats	0	Opportunities	2
		Public instruments for the improvement of the qualification	2
		Initiatives for the incorporation of the woman to the work	1

### MAIN INDICATORS

### MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Development of formative programs directed the youngest generations and the women.

## P7 - Fractal distribution of responsibilities and competence

### SDL / SWOT analysis

Strengths	5	Weaknesses	4
Instruments of territorial cooperation for the development	5	Nonexistence of local competences in energetic policies	5
		Difficulty of local coordination of the regional planning	5
		Lack of coordination of the sectorial policies	3
Threats	4	Opportunities	5
Maintenance of the lack of territorial perspective of the regional planning	4	Development of instruments for the government of the territory	5

	Development of a strategy for the environmental industry in the area	5
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MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

- Potentiation of new forms of governance of the territory of supralocal scale.
- Application for the local and supralocal institutions of the regional planning.

**P8 - Facilitating structure for autonomy and collaboration into the decision-making**

SDL / SWOT analysis

Strengths	5	Weaknesses	3
Instruments of territorial cooperation for the development	5	Dependence of the strategies of territorial development with respect to the regional and European financing	4
		Dependence of the agricultural model with respect to the exterior trading	2
		Weakness of the instruments for the decision supports to in the area	4
		Predominance of the small enterprises	2
Threats	4	Opportunities	5
Uncertainty with respect to the European financing in the future	4	Capacity for the development of an integrated policy of management of wastes	5
Nonexistence of centers decisionales managerial	4	Development of instruments of government of the territory	5

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

To reinforce the capacity of decision of the supralocal level.

## P9 - Primary reliance on the endogenous resources without compromising the ones of the others

### SDL / SWOT analysis

Strengths	4	Weaknesses	3
Strategy of development based on the activation of the endogenous potential	4	Agricultural model dependent on exogenous resources	3
		Not utilization of the own energetic resources	5
		Inefficiency in the use of the water in the agriculture of irrigation	1
		Productive system technologically dependent	5
Threats	3	Opportunities	5
Increase of the model of energetic dependence	5	Development of the system of integrated management of wastes	5
Increase of the agricultural dependence	2	Development of instruments of government of the territory	5
		Creation of an electrical plant of biomass	5

### MAIN INDICATORS

### MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

- Development of policies of sostenibility in the key economic sectors.
- Development of the program of integral management of the waste.

## P10 - Shared value system taking into account environmental, socio-cultural and economic interdependencies

### SDL / SWOT analysis

Strengths	5	Weaknesses	5
Instruments of territorial cooperation for the development	5	Debilidad de los objetivos de sostenibility en oposición con el de crecimiento económico	5
Incorporation of the sostenibility in the objectives of development	5	Perception of the environment as decrease of the development	5
Threats	3	Opportunities	3
Maintenance of the contradiction between objectives of economic growth and sostenibility	2	Development of an environmental strategy integrated with the economic planning	5

Maintenance of the agricultural model	5	Plan of Environment for Andalusia	3
		Plan of Ordination of the Territory of Andalusia	3

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Program of supralocal territorial development orientated towards the sostenibility.

## P11 - Social cohesion

SDL / SWOT analysis

Strengths	2	Weaknesses	2
Progressive improvement of the qualities levels of life and welfare	3	Low level of social development in the European context	2
Importance of the agricultural smallholders	1	High level of unemployment	1
		Low level of qualification of the population	2
		Unequal integration of the women in the labour market	4
Threats	2	Opportunities	4
Increase of the inequality in the access to the technologies of the information	3	Development of a strategy of the society of information in the territory	4
Appearance of phenomena of social marginality of metropolitan character	1		

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

- Development of policies of social well-being.
- Development of a strategy on the society of the information in the territory.

## P12 - Opportunity and room for fair interactions

SDL / SWOT analysis

Strengths	5	Weaknesses	4
Instruments of territorial cooperation for the development	5	Shortage of development of the culture of the negotiation and conciliation between the social and economic agents	4

		and economic agents	
		Difficulty of local coordination of the regional planning	3
<b>Threats</b>	<b>0</b>	<b>Opportunities</b>	<b>4</b>
		Development of instruments of government of the territory	5
		Plan of Ordination of the Territory of Andalusia	3

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Potentiation of the forums of participation and co-decision at local and supralocal level.

### P13 – Capacity for creating shared visions of local development

SDL / SWOT analysis

<b>Strengths</b>	<b>5</b>	<b>Weaknesses</b>	<b>4</b>
Instruments of territorial cooperation for the development	5	Shortage of development of the culture of the negotiation and conciliation between the public and private agents	4
		Difficulty of local coordination of regional plannings	3
<b>Threats</b>	<b>0</b>	<b>Opportunities</b>	<b>5</b>
		Development of instruments of government of the territory	5
		Network of Medium Cities of La Vega (Plan of Ordination of the Territory of Andalusia)	4

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Managerial and civil participation in the program of territorial development.

### P14 - Integration of social and technical skills for innovative processes

SDL / SWOT analysis

<b>Strengths</b>	<b>5</b>	<b>Weaknesses</b>	<b>2</b>
Strategy of development based on the activation of the endogenous potential	5	Nonexistence of instruments that they should recognize the local know-how	2
<b>Threats</b>	<b>1</b>	<b>Opportunities</b>	<b>5</b>
Loss of knowledges and local technologies	1	Development of public instruments of promotion of the innovation	5

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

To take advantage of the endogenous potential and to incorporate the traditional know how in the strategies of development and technological innovation.

**P15 - Access to information and dialogue**

SDL / SWOT analysis

<b>Strengths</b>	<b>5</b>	<b>Weaknesses</b>	<b>5</b>
Instruments of territorial cooperation for the development	5	Predominance of small companies	5
		Shortage of development of the culture of the negotiation and conciliation between the public and private agents	4
<b>Threats</b>	<b>0</b>	<b>Opportunities</b>	<b>5</b>
		Development of instruments of government of the territory	5

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Potentiation of the instruments of information and communication in the frame of the strategy on the society of the information.

**P16 - Existence of facilitators and animators of multiple interactions**

SDL / SWOT analysis

<b>Strengths</b>	<b>5</b>	<b>Weaknesses</b>	<b>4</b>
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Instruments of territorial cooperation for the development	5	Shortage of culture of the negotiation and the conciliation between public and private agents	4
Network of local agents for the development	5		
<b>Threats</b>	<b>0</b>	<b>Opportunities</b>	<b>5</b>
		Development of instruments of government of the territory	5

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Potentiation of the activity of the agents of local and supralocal development.

### 3. 3. Dynamics

#### D1 - Enhancing problem understanding

SDL / SWOT analysis

<b>Strengths</b>	<b>5</b>	<b>Weaknesses</b>	<b>5</b>
Existence of forums of relation between companies and public local and areal administration	5	Shortage of experience in processes of negotiation and conciliation between the companies	5
<b>Threats</b>	<b>4</b>	<b>Opportunities</b>	<b>5</b>
Not creation of instruments of conciliation between companies	4	Process of negotiation led by the public administration and the intermunicipal consortia	5

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Increase of the knowledge on the territorial, economic and environmental reality of the supralocal area.

#### D2 - Open collective learning

SDL / SWOT analysis

<b>Strengths</b>	<b>4</b>	<b>Weaknesses</b>	<b>3</b>
Instruments of public support to programs of qualification for companies	4	Shortage of demand of qualification from the companies	3
		Resistance to the innovations	3

		Lack of collaboration between companies	3
<b>Threats</b>	<b>3</b>	<b>Opportunities</b>	<b>5</b>
Lack of development of programs of cooperation and qualification of the companies	3	Specific program of qualification for the environmental industry	5

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Program of formation in the sectors of the environmental industry and the technological innovation.

**D3 - Negotiation and co-decision**

SDL / SWOT analysis

<b>Strengths</b>	<b>5</b>	<b>Weaknesses</b>	<b>4</b>
Existence of forums of relation between companies and administration	5	Unsuccessful experiences in processes of participation of the companies	4
		Nonexistence of instruments of co-decision	4
<b>Threats</b>	<b>4</b>	<b>Opportunities</b>	<b>5</b>
Not creation of instruments of co-decision	4	Process of negotiation and co-decision led by the public administration	5

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Development of the capacity of management of the territory at supralocal scale.

**D4 - Creation of a shared vision**

SDL / SWOT analysis

<b>Strengths</b>	<b>4</b>	<b>Weaknesses</b>	<b>4</b>
Existence of a Program for the sustainable Development agreed by consensus with the companies	4	Few concrection of the objectives of sostenibility	5
		Predominance of the small companies	4
		Conflicts of interests between municipalities and companies	4

Threats	5	Opportunities	5
Not establishment of a strategy of development really compromised between companies and public administration	5	Creation of instruments of negotiation and co-decision between companies of the local productive system and public administration	5

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Potentialization of the forums of participation and co-decision at local and supralocal level.

## D5 - Client orientation

SDL / SWOT analysis

Strengths	5	Weaknesses	4
Existence of forums of relation between companies and public administration	5	Shortage of experience in negotiation and co-decision between companies and public administration	4
Threats	3	Opportunities	5
Development of public policies without effective participation of the companies	3	Creation of instruments of negotiation and co-decision between companies of the local productive system and public administration	5
Not consolidation of instruments of integration of the local productive system	3		

MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Managerial and civil participation in the program of territorial development.

## D6 - Result orientation

SDL / SWOT analysis

Strengths	4	Weaknesses	3
Existence of a Program of Sustainable Development with mechanisms of follow-up	4	Lack of experience in the follow-up of the planning	3
Threats	3	Opportunities	4
Lack of experience in the follow-up of the planning	3	Establishment of global strategies made concrete in specific projects with measurable objectives and periods	4

		periods	
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MAIN INDICATORS

MAIN HYPOTHESES OF INNOVATIVE OPTIONS.

Creation of an observatory of territorial development.