



THE GENEVA UN CHARTER ON  
SUSTAINABLE HOUSING



UN HABITAT  
FOR A BETTER URBAN FUTURE

UNITED NATIONS ECONOMIC COMMISSION FOR EUROPE

UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

# **Guidelines for drafting the National Action Plan for the implementation of recommendations of UNECE country profiles on housing and land management in transition economies on the basis of the Geneva UN Charter on Sustainable Housing**

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Abstract

Acknowledgements

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List of Abbreviations

## **I. Introduction**

Country information, need for a national Action Plan explained

## **II. Overview of the current situation**

- General information on housing, urban development, population characteristics
- Institutional and legal frameworks
- Key stakeholders

### **Guidelines for drafting the National Action Plan for the implementation of recommendations of UNECE country profiles on housing and land management in transition economies on the basis of the Geneva UN Charter on Sustainable Housing**

#### **1. Object of the draft Action Plan**

The object of the draft Action Plan is a system of measures and actions in the sphere of housing and land management in the context of implementation of a UNECE Country Profile on Housing in transition countries.

#### **2. Subject of the draft Action Plan**

The subject of the draft Action Plan includes policy tools and financing mechanisms for actions and measures in the sphere of housing and land management, their implementation, monitoring and control.

#### **3. Goal of drafting the Action Plan**

- organizing the work of the institutions, which are supposed to ensure the implementation of the Action Plan aimed at balanced and sustainable development of housing and land management.

Objectives of drafting the Action Plan

- drafting actions to create an environment conducive to strengthening the harmonization and sustainability of economy in the sphere of housing and land management;
- drafting actions to support and stimulate economic activities, and create a favourable investment climate in the sphere of housing and land management;
- identifying and using reserves to improve the efficiency of the implementation of activities in the sphere of housing and land management;

- organizing interaction between all major stakeholders, including government, businesses, local self-governing authorities, international organizations and foreign donors in order to develop optimal solutions and establish an effective management system for the implementation of the Action Plan.

The Action Plan is an official document at the Government (individual agency) level; its implementation is controlled in accordance with a developed and approved time schedule, as well as in accordance with a developed and approved reporting system, which includes key indicators for the assessment of its implementation. Time schedule should be approved by the Chair of the Steering Committee. It should include goals, timeline, responsible for the implementation employees and reporting format.

It is expedient to develop a government program as a tool for the implementation of the Action Plan.

#### **4. Guidelines for drafting the Action Plan for the implementation of recommendations from Country Profile on Housing and Land Management**

- Refining the list of recommendations in terms of identifying them as goals
- Decomposing planned measures in the context of identifying phases to achieve the declared goals
- Prioritization by level of significance (including financial costs, criticality of implementation)
- Assessing financing sources ratio, and building a financial model
- Identifying models of interaction between actors in the implementation of actions
- Formulating actual results of the implementation of actions

#### **5. Key areas**

The Action Plan shall include recommendations on all key areas, such as:

- Urban development policy
- Housing and public utilities
- Housing Policy
- Construction
- Land and property relations

#### **6. Systematization of recommendations and actions**

The list of recommendations may be systematized by the type of actions (administrative, organizational and economic, regulatory and legal) or by the type of areas (urban development policy, housing and public utilities, housing policy, land and property relations). For each of the identified groups there is a schedule for implementation (with identification of phases), and there is a description of interrelations between actions.

#### **Box 1. Recommendations on strengthening of the policies on housing and land management**

To contribute to further strengthening of the bases of fiscal policy in the medium- and long-term perspectives through stronger controls of state guarantees and regional and local budget expenses.

To decrease expenses on the construction of the affordable and equipped with amenities housing, it is necessary to ensure transparency of decision-making in the sphere of residential construction.

It is necessary to improve procedures of monitoring and work with population groups at risk.

## 7. Methodological approaches to the formulation of Recommendations in the categories of Goals and Objectives:

In general, the goals and objectives of the Action Plan are defined by the goal-setting system and its characteristics.

The structure of goals and objectives of the Action Plan represents a unified tree-based framework of goals and objectives generated at three levels. In accordance with it, systems of general indicators, tools and mechanisms for the implementation of the Action Plan are established.

The tree of goals and objectives (see Figure 1 below) is a sum total of goals and objectives of the Action Plan, which highlights the general goal represented as a system of first-level goals and relevant objectives. The systemic approach requires dividing the goal into elementary components, with the use of the principle of hierarchy of systems, so as to present the complex interrelations in a clear and structured way.

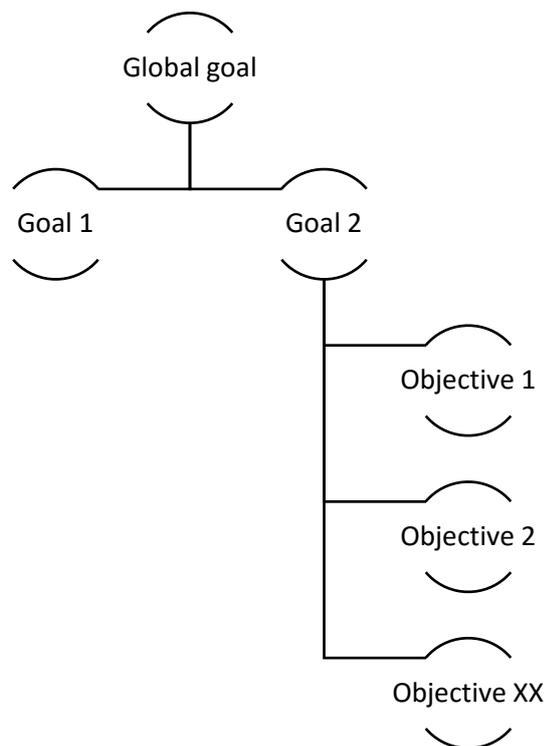


Figure 1. Structure of the tree of goals and objectives

Criteria for identifying goals:

- The goal shall be socially important and have a notable multiplicative impact upon the development of the areas in question;
- The goal shall be relevant. Goal-setting shall be based upon actual needs;
- The goal shall be practically achievable as a result of the implementation of the actions. There shall be specific indicators, which can indicate whether the goal is achieved;

- The goal shall be measurable to ensure objective monitoring of its achievement;
- The goal shall correspond to the functions, competences and powers of all those involved in the implementation of the Action Plan;
- The goal shall be consistent, i.e. the goals shall be consistent with broader goals and contribute to their achievement;
- The goal shall be linked to the time schedule, and therefore there shall be established deadlines for the achievement of the goals and phases of implementation of the Action Plan.

### 8. Form for establishing interrelations between goals, objectives and actions

Goal	Objectives	Actions
Area 1. Urban Development Policy		
Goal 1	Objective 1.1.	Action 1.1.1.
		Action X
	Objective 1.2.	Action 1.2.1.
		Action X
	Objective XX	Action 1.3.1.
		Action X
Area 2. Housing and Public Utilities		
...		

Box 2.		
Area 2. Housing and Public Utilities		
Realization of the measures on relocation of citizens from the condemned housing stock	Objective 2.1. Clarification of the number of citizens living in the dilapidated and condemned housing stock	Action 2.1.1. Formation of the timeframe on the clarification of the number of citizens living in the dilapidated and condemned housing stock
	Objective 2.2. Preparation of the additional activities on the acceleration of the demolition of dilapidated and condemned housing stock	Action 2.1.2. Execution of work on evaluation of the number of citizens living in the dilapidated and condemned housing stock
	Objective 2.3. Participation to the programme of the Fund for the Promotion of the Housing and Utilities' Reforms	Action 2.1.3. Clarification of the demographic and gender composition of the population living in the dilapidated and condemned housing stock  Action 2.2.1. Financing within the framework of the subprogramme on the relocation of the citizens living in the dilapidated and condemned housing

		<p>stock for 2017-2018</p> <p>Action 2.2.2. Securing additional funds from the budget</p> <p>Action 2.3.1. Development of the action plan on the participation of the to the programme of the Fund for the Promotion of the Housing and Utilities' Reforms</p> <p>Action 2.3.2. Defining the buildings subject to the first priority relocation financed through Fund for the Promotion of the Housing and Utilities' Reforms</p>
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## 9. Prioritization of actions by the spheres under consideration

	Phases of Implementation		
	Period (phase) 1	Period (phase) 2	Period (phase) 3
1. Urban Development Policy			
Action 1.1.			
Action 1.2. Action XX			
2. Housing and Public Utilities			
Action XX			
3. Housing Policy			
Action XX			
4. Construction			
Action XX			
5. Land and property relations			
Action XX			

## 10. Some requirements to establishing indicators of implementation of actions

For actions aimed at introduction of new technologies, modernization of administrative processes, implementation of investment projects	characteristics of the ultimate result (or intermediate result) of the implementation of a respective action (significant intermediate/expected result of the implementation of actions)
For actions aimed at improving legal framework	characteristics or the proposed result of introducing standards
For actions aimed at ensuring ongoing implementation of public functions	achievement of specified indicators for the scope and/or quality of the performed functions (provided services) during the reporting period
For actions involving the performance of state control (supervision) functions	milestones, which reflect quality, deadlines, effectiveness of the control (supervisory)

	activities: routine inspections made within the established deadlines (% of the total number that was planned); inspections made, their results annulled by decision of a court, prosecutor's office (or other authority) (% of the total number of inspections).
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### 11. Pattern for developing indicators for the assessment of the implementation of the Action Plan

Indicators for the assessment of the implementation of the Action Plan shall comply with the official state-level system of indicators and shall be consistent with the indicators of United Nations Sustainable Development Goals.

Goals, objectives and actions for the implementation of the Action Plan	Indicators established in the country	Indicators of the Sustainable Development Goals <a href="https://sustainabledevelopment.un.org/content/documents/7981List%20of%20Indicator%20Proposals%2011-8-2015.pdf">https://sustainabledevelopment.un.org/content/documents/7981List%20of%20Indicator%20Proposals%2011-8-2015.pdf</a>
Area 1. Urban Development Policy		
Goal 1		
Objective 1.1.		
Action 1.1.1.		
...		
Area 2. Housing and Public Utilities		
...		

### 12. Assessment of efficiency of implementation of actions

- assessing progress in the achievement of goals and objectives of the Action Plan;
- assessing progress in the implementation of actions and achievement of expected immediate results of their implementation;
- assessing compliance with the planned costs;
- assessing efficiency of the use of budget funds

### 13. Form for identification of indicators for assessing goals/objectives and actions

Indicators for the implementation of goals and objectives of the Action Plan	Values of indicators of goals and objectives of the Action Plan during the last year of the implementation phase of the Action Plan				Assigned Person
Area 1. Urban Development Policy					
Goal 1.					
Indicator of Goal 1					

Indicator of Goal 2					
Indicator of Goal XX					
Objective 1.1.					
Indicator of Objective 1					
Indicator of Objective 2					
Indicator of Objective XX					
Action 1.1.1.					
Indicator 1					
Indicator 2					
Indicator XX					
Area 2. Housing and Public Utilities					
...					

#### 14. Methods of valuation of financial resources required for the implementation of the Action Plan

Currently as a matter of actual practice, financial resources required for the implementation of the Action Plan are calculated as an amount of financial resources allocated for investment in fixed assets.

The amount of financial resources is calculated for the whole implementation period. Also, there is information on the amount of funding for various phases of implementation of the Action Plan.

Areas of Financing	Sources of Financing	Costs (...), years			
		the first year of implementation of action	year of implementation of action	year of implementation of action	year of implementation of action
Area 1. Urban development policy					
Goal of the Action Plan	total, ...				
	public budget, ...				
	regional (provincial) budget, ...				
	local (municipal) budget, ...				
	other sources, ...				
Objective 1 of the Action Plan	total, ...				
	federal budget, ...				
	regional budget, ...				

	local budget, ...				
	other sources, ...				
Activity 1.1.	total, ...				
	federal budget, ...				
	regional budget, ...				
	local budget, ...				
	other sources, ...				
...					
Objective 2 of the Action Plan	total, ...				
	federal budget, ...				
	regional budget, ...				
	local budget, ...				
	other sources (extra-budgetary sources, donors), ...				
Action 2.1.	total,				
	federal budget, ...				
	regional budget, ...				
	local budget, ...				
	other sources (extra-budgetary sources, donors), ...				
...					

Models of financing actions and projects are developed on the basis of particular nature of actions, conditions, sources, goals, and financing schedule.

According to financing *conditions*, the models are developed on the basis of:

1. *Internal sources.*

2. *Raised shared financing.* In practice, there are two alternatives: sale of shares to investors; issue of equity securities (open or closed issue of shares).

3. *Raising grant financing*, which includes: grants and special agreements, charitable contributions, public funding (loans, subsidies – direct or indirect).

4. *Debt financing* in the following formats: credits, loans, loanable funds (banking and non-banking, long and short-term, against various collaterals); commercial (commodity) loans; issue of debt securities (bond loans); factoring; investment tax credits; issue of promissory notes; cross-cancellation of debts; repurchase transactions; letters of credit, etc.

5. *Combined financing*, which involves: project financing; unsecured loans; loans to be converted into shares; venture financing; strategic alliances, joint ventures, limited partnerships, co-partnerships; financing provided by large financial institutions, and other combinations of conditions, sources and methods.

Based on the *sources* of financing, projects can be financed by:

- 1) *individuals and economic entities* as: sale of shares to investors; project financing; unsecured loans; loans to be converted into shares; venture capital financing; credits, loans, loanable funds (non-banking); strategic alliances, joint ventures, limited partnerships, co-partnerships;
- 2) *suppliers/customers* with the following alternatives: commercial (commodity) loans; cross-cancellation of debts; barter; repurchase transactions; letters of credit; financing due to changes in external factors;
- 3) *specialized companies* in the form of leasing, factoring, etc.;
- 4) *financial institutions* as: credits, loans, loanable funds (banking); sale of shares to investors; project financing; unsecured loans; loans to be converted into shares; venture capital financing; grants, research and development agreements; charitable contributions; insurance of export operations; financing from major financial institutions;
- 5) *the State* by means of: public funding; investment tax credits; grants and research and development agreements; charitable contributions;
- 6) *securities market actors* in the following alternative forms: issue of equity securities (issue of shares); issue of debt securities (bond loans); issue of promissory notes.
- 7) *external donors and international development institutions* as targeted subsidies.

Models for financing regional projects and programs, depending on the *purposes* of financing, are as follows:

- *Multiple-purpose financing* (issue of equity and debt securities, sale of shares to investors, credits, loans, loanable funds, public funding, internal financing, etc.)
- *Financing of capital investments* (project financing, unsecured loans, loans to be converted into shares; financing from major financial institutions, etc.)
- *Financing related to organizational arrangements* (strategic alliances, joint ventures, limited partnerships, co-partnerships, etc.)
- *Financing related to the optimization of payment cycle* (commercial loans, factoring, issue of promissory notes; cross-cancellation of debts; barter; repurchase transactions; letters of credit.)
- *Financing of science-intensive and risk-related projects* (venture capital financing, grants, research and development agreements, charitable contributions.)
- *Financing related to foreign trade transactions* (insurance of export operations, forfeiting, tolling).

### 15. Form of the summary table for drafting the Action Plan

<b>N o.</b>	<b>Action</b>	<b>Docu ment type</b>	<b>Term</b>	<b>Assigne d Persons</b>	<b>Sources and Scope of Financing</b>	<b>Implement ation mechanism (Phased scheme of action implement ation)</b>	<b>Requir ement s to the results</b>	<b>Report ing and contro l</b>	<b>Relevant principle of the Geneva UN Charter on Sustainab le Housing</b>
<i>Global Goal</i>									
<i>1. Urban Development Policy</i>									
<i>Goal. 1.1.</i>									
<i>Objective 1.1.</i>									
<i>Objective 1.2.</i>									
<i>2. Housing and Public Utilities</i>									

<i>3. Housing Policy</i>									
<i>4. Construction</i>									
<i>5. Land and Property Relations</i>									

### **III. References**

### **IV. Annexes**

- List of adopted laws, as part of the Plan implementation
- List of members of the Steering Committee
- Reports after the national workshops (which include final agendas and LoPs)
- Reports on the implementation of the Action Plan