NATIONAL ACTION PLANS: 9th Tranche, Best Practices & Lessons Learned

Final regional meeting on the strengthening national capacity for sustainable housing, urban development and land management

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Process of Developing NAPs:

1. Prepare Sequence of Activities
2. Develop a Time Schedule
3. Identify Actors and Stakeholders
4. Identify Cost Estimates and Budget
5. Identify Sources of Funding
6. Develop Contingency Plans
7. Identify Monitoring Mechanisms and Indicators
8. Develop Communication and Coordination Strategies
Two surveys were carried in the spring of 2017 to collect information, evaluate the process, and identify challenges the countries are facing and opportunities.

QUESTIONNAIRE 1:
• Targeted country focal points and consultants that were responsible or involved in developing the NAPs

QUESTIONNAIRE 2:
• Targeted the attendees of the multiple workshops that took place during the 9th tranche
9th tranche – Where are we now?

Chapter 1/3
Status of National Action Plans:

• Serbia **completed** developing their NAP in **08 months**.
• Moldova is composing the NAP, the process has been **ongoing for 08 months**.
• Tajikistan is also in the development stage for the past **18 months**.
Governmental departments and organizations were involved in the process of developing the NAPs:

TAJIKISTAN 13  
MOLDOVA 2  
SERBIA 7
Successful Components of the NAP Process

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Coordination and Collaboration</td>
<td>100%</td>
</tr>
<tr>
<td>Sequencing activities time schedule</td>
<td>100%</td>
</tr>
<tr>
<td>Cost estimates</td>
<td>33%</td>
</tr>
<tr>
<td>Choosing indicators or monitoring</td>
<td>67%</td>
</tr>
<tr>
<td>Identifying sources of funding</td>
<td>0%</td>
</tr>
<tr>
<td>Implementation</td>
<td>0%</td>
</tr>
<tr>
<td>Evaluation</td>
<td>0%</td>
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Status of Supporting (Policy) Documents:

Indication of awareness of only a few policy documents being drafted in their countries, such as:

- Regional development strategies
- Legislative documents
- National strategies on housing
- National spatial strategies, and others

The majority of the policy documents are still in the drafting stage (3 out of the 11 completed).
Experienced Impact from the Outputs

- 12% Housing & Construction
- 17% Urban Planning
- 21% Legal
- 17% Administration
- 12% Housing: conditions and regulations
- 4% None
- 0% Finance

3 Countries
BEST PRACTICES

Chapter 2/3
I – COORDINATION & COLLABORATION

*Challenge:* it was initially difficult to determine the roles and responsibilities of the involved government departments and agencies.

- Tajikistan and Moldova

*Examples of Solutions:*

- Moldova overcame the challenge by deciding that the adoption of the NAP would be done by the Ministry of Regional Development and Construction, in collaboration with other agencies.

- Tajikistan formed a working group made up of focal points from government departments, and national/international consultants.
1. Develop a coordination strategy
2. Establish working groups
3. Use of information and communication technologies (ICTs)
II – SEQUENCING/ TIME SCHEDULING

The surveys indicated that defining a timeframe and the sequencing of activities worked well too:

• The countries worked closely with all the involved parties in clearly defining the priorities of the NAP to ensure an accurate and feasible time schedule.
• It is important to determine a general time framework and deadlines related to the realization of the NAP.
III – COST ESTIMATES & FUNDING

Challenge:
1. Only 1/3 of the respondents indicated that estimating costs was a strength in the process.
2. Little emphasis was given to the area of finance, echoed by 2/3 of the respondents who stated that their Country Profiles did not build on this working area.

Example of Solution:
To plan for a comprehensive budget it is important to involve all the relevant actors when estimating the costs and acquiring funding for the NAP.
“financial resources for the realization of the NAP include state budget, regional budgets, and funds of the development partners, private investments and other sources. Every organization responsible for a particular segment of the NAP should therefore secure its funding.”

- Respondent from Moldova
IV – SETTING INDICATORS & MONITORING

- Indicators will serve as a monitoring tool of the National Action Plans.
- The Action Plan indicators should be SMART:
  - **S**pecific
  - **M**easurable
  - **A**chievable
  - **R**elevant for the program
  - **T**ime Bound
### Setting Indicators & Monitoring

**Most opted for indicators that quantitatively measure the progress of the project:**

<table>
<thead>
<tr>
<th><strong>Republic of Moldova</strong></th>
<th><strong>Tajikistan</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The government monitored the process by measuring:</td>
<td>The government highlighted the importance of monitoring indicators after the realization of the NAP to:</td>
</tr>
<tr>
<td>• number of policies and laws approved,</td>
<td>• enable updates to the plan according to discoveries and new challenges,</td>
</tr>
<tr>
<td>• number of built social houses,</td>
<td>• track progress and success of the initiative,</td>
</tr>
<tr>
<td>• amount of newly issues property titles</td>
<td>• and adjust the NAP to further increase the success, leading to long-term sustainability</td>
</tr>
</tbody>
</table>
V – IMPLEMENTATION & EVALUATION

We are not all undergoing implementation already. Still, the initial outcomes can be experienced, particularly in the area of legal frameworks.

1. Implementation is undertaken through the adoption of new legislations and bylaws that address sustainable housing.

2. Acknowledging local authorities as key actors of the implementation process, e.g. the case of Serbia. We’ve learned that they are the ones responsible for implementing national-level policies at the local level.
LESSONS LEARNED
Chapter 3/3
I – Coordinating Stakeholders for Implementation

- **Key** for NAPs; a **collective effort** between **stakeholders**.

- Developing partnerships and institutional integration is essential to achieve the objectives of the NAP: *for roles and to mobilize resources.*

- Involving actors in the **decision-making process** instills a **sense of ownership**, ensuring **commitment** towards implementing the NAP.

- It is important to agree on concrete deadlines for the activities in the NAP; creating a **program schedule** can be used as an implementation tool.
II – Stakeholders for Budgeting & Funding

It is important to create a financial strategy with all the stakeholders involved in implementing the NAP:

• It can increase the accuracy of the budget.
• Actors can take ownership and reaching agreements can make actors accountable for the decisions agreed upon.
• Different actors can supply with the “how” and the “where” for funds allocation.

Developing a financial strategy in close consultation with other actors increases capability of securing funds, while still being able to receive support if/when needed.
II – Stakeholders for Budgeting & Funding

Tasking each organization and agency with securing its own funding can increase the efficiency of the process. Yet, you must consider that not every organization has the capacity to do so:

Case from Tajikistan:
The Institute of Water Issues, Hydro Energies and Ecology, Academy of Sciences encountered multiple setbacks in securing funding, resulting in delays for the structuring and planning of the project. The challenge was overcome with the support of another entity, the Dushanbe City Management.
III – Setting Realistic-Feasible Objectives

A case from Serbia:

• Serbia’s collaborative approach to defining activities enabled them to develop the NAP in a timely manner.

• Municipalities were seen as key actors for implementation at the local level, hence, they were included in the process of setting objectives.

• They involved as many stakeholders as possible and invited them to participate in the process of setting achievable activities within the given timeframe of the National Action Plan.
IV – Considering Population Dynamics

Population dynamics play a large role in development, and must therefore be considered into both planning and policy decisions.

Examples of data that can inform a decision-making process:

• population growth/decline,
• population density,
• urban – rural migration (and vice versa),
• population age structure and gender,
• family structure,
• and other relevant household data.
IV – Considering Population Dynamics

*Having just brief data on population in a decision-making process.*

*Example:* Tajikistan’s profile on population only included data on the

- total country population,
- number of people living in urban and rural areas,
- and the net migration rate out of the country.
CONCLUDING REMARKS

- **Stakeholder engagement, a recurring topic**, is an important element to consider when developing and implementing National Action Plans.
- Using **ICTs** for collecting and communicating/sharing information can increase the efficiency of developing the plans.
- It is important to consider **population trends and dynamics** when developing policy documents and action plans.

**IT’S ABOUT RESILIENCE!**
CONCLUDING REMARKS

WHERE ARE WE NOW?

Country Profiles (Informing) | National Action Plans (Planning) | Implementation (Taking action)