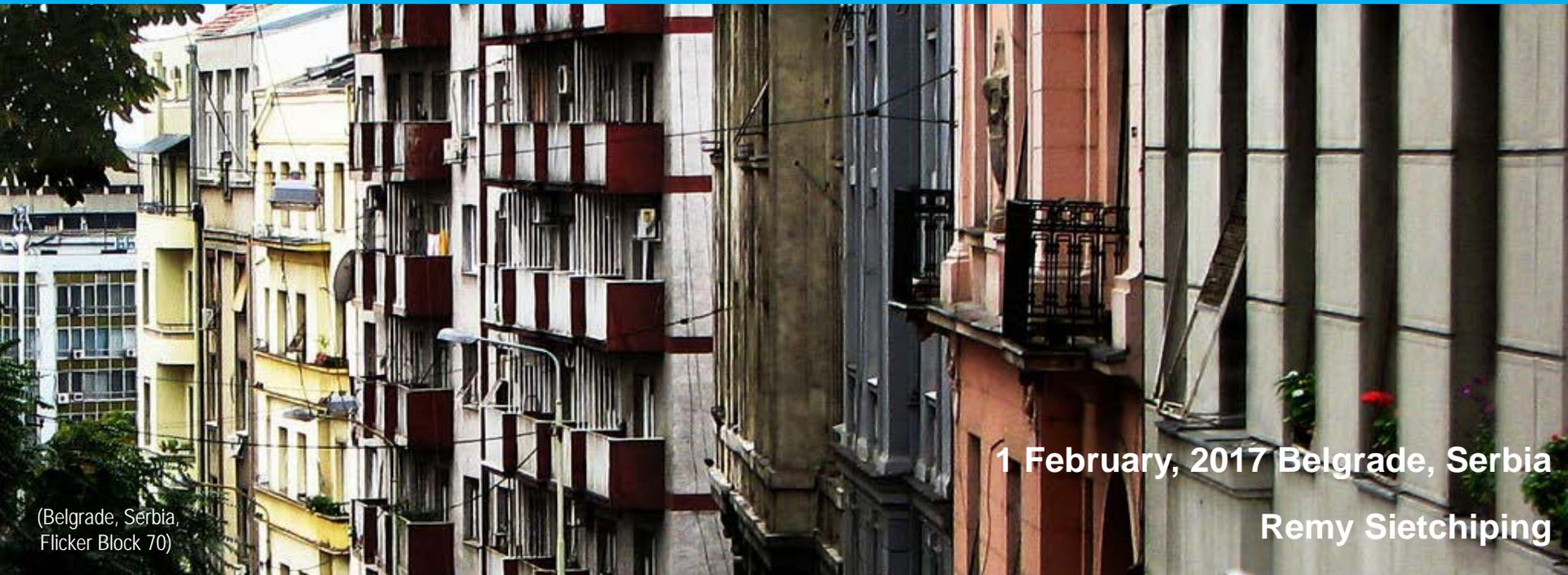




Developing and Implementing Action Plans in support to Country Profiles: The guidelines on National Action Plans



1 February, 2017 Belgrade, Serbia

Remy Sietchiping

(Belgrade, Serbia,
Flicker Block 70)



Purpose

This presentation should help:

- Design and draft action plans
- Help implement action plans
- Monitoring Action Plans
- Illustrate the benefits of National Urban Policy



Country Profiles on Housing and Land Management

Country profiles have:

Analyzed policies, strategies, institutional and financial frameworks

Helped compare progress internationally in countries with economies in transition

Given recommendations

Being aware of past developments and current situation is the basis of identifying your Action Areas.

Be aware of developments and current issues, where they do and where they could overlap. This will help you in the Action Plan.

Set a Time Schedule

2. ACTION AREAS

Action Area 1: Balanced Re-distribution of Urban Population
Policy Objective: To facilitate a balanced re-distribution of urban population

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
1.1 Create and develop new growth points as counter-magnets to fast growing cities such as Accra and Kumasi	1.1.1 Study and document the national urban system to identify functions and gaps within the urban hierarchy	X					NDPC, MLGRD (UDU)MEST (TCPD)
	1.1.2 Identify potential growth points within the urban hierarchy	X					NDPC, MLGRD (UDU)MEST (TCPD)
	1.1.3 Make appropriate investments in infrastructure and services in the identified growth points		X	X	X	X	MMDAs, ISMAs, MLGRD, GIPC, MOFEP
	1.1.4 Enhance employment and income generation in strategically selected growth points.		X	X	X	X	MDAs, SIF, NBSSI
	1.1.5 Prepare national/regional/district Spatial Development Frameworks to guide the location of economic investments, infrastructure and services into new growth areas		X	X	X	X	NDPC, MEST (TCPD)MMDAs (PPD), RDCs
1.2 Promote accelerated growth of small and medium-sized towns (including district and regional capitals)	1.2.1 Identify potential and vibrant small and medium sized towns	X					NDPC, MLGRD (UDU)MEST (TCPD) MMDAs
	1.2.2 Make enhanced investments in infrastructure, services and economic activities in the identified towns.		X	X	X	X	ISMAs, MDAs, MMDAs, GIPC
	1.2.3 Promote employment and income generation, including support for SMEs		X	X	X	X	MMDAs, MDAs, NBSSI, SIF, Private Sector
	1.2.4 Strengthen linkages (transport, communication) among and between the towns and their hinterlands		X	X	X	X	MMDAs, MOC, MRH (GHA, DFR, DUR) MOT

- Further sequences of the
- aforementioned actions
- Gives priority
- Allows partners to see their part of the whole and confirm commitment
- Gives a schedule to measure implementation

Figure 3: Identifying Phases of implementation (GIZ 2012)

Secure Financing

APPENDIX I - DRAFT BUDGET ACTION PLAN FOR UKRAINE 2015 – 2017 (in Euros)

THEMATIC AREAS	TOTAL	2015	2016	2017
1. Constitutional reform and functioning of democratic institutions	4 285 714	1 071 429	1 607 143	1 607 143
2. Reform of Judiciary	11 785 714	2 946 429	4 419 643	4 419 643
3. Democratic Governance	8 571 429	2 142 857	3 214 286	3 214 286
4. Economic Crime	7 500 000	1 875 000	2 812 500	2 812 500
5. Human Rights	12 857 143	3 214 286	4 821 429	4 821 426
TOTAL	45 000 000	11 250 000	16 875 000	16 875 000

Ongoing projects	4 324 102
Secured	7 034 664
Required	33 641 234
TOTAL	45 000 000

- First: Cost estimations for activities
- Then: Sources of funding
 - Identify
 - Get commitment (formally) to ensure amount and time

Figure 4: Example Budget from Action Plan for Ukraine 2015-2017 (GR-EDM 2015)

Sources of Financing I

1. Always look at what is available first!

All sources that are available should be identified and used. It is best if available funds can be used instead of looking for other investors.

- Who are the current investors and partners? What role can they play?
- What funds already exist that can be tapped into? Perhaps redistributed?
- Be creative

What sources do you use? What have you learned from using these sources?

2. Map it out and align sources

Coordination is key in identifying financial resources. It also adds to the transparency.

3. If preexisting sources cannot be found: Look close first and then expand

- Local sources offer autonomy, control and choice. They should be the first place to look for funding and also the place to look most thoroughly.
- Public Private Partnerships can be especially efficient due to the private aspect. A certain amount of pressure from investors can lead to a more cost-effective use of resources.
- External and international sources are a final option.

4. **Risk is always a concern.** Foreign currency risk, corruption and other financial risks should be taken seriously and risk management put in place. Transparency of sources and flows can aid in fighting corruption for example.

Interactions and Commitment

ACTION PLAN ON SUSTAINABLE HOUSING AND URBAN DEVELOPMENT

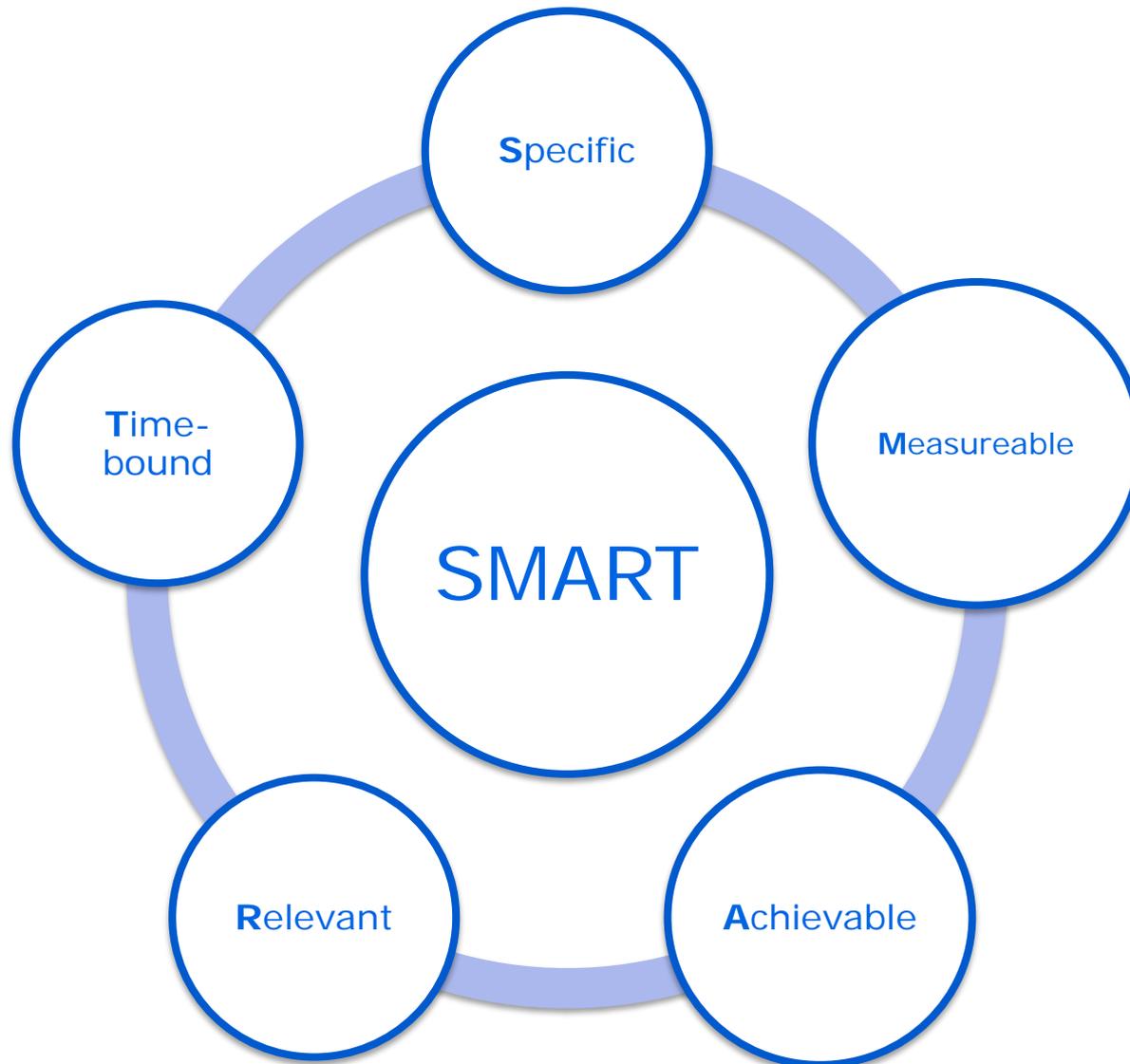
Housing policy development

	Objective	Activity	Timing of the action	Costs for implementation /stakeholders	Responsible institution/pool of relevant NGOs	Progress indicators	Reporting and evaluation
Housing policy framework	Improvement of the housing policy framework	Development of the National Housing Policy (NHP): appointment of the working group and identification of key stakeholders; initiation of dialogue between key stakeholders on the need for the NHP; preparation of the NHP document; organization of public hearings and debates; informing the public; Government confirmation; adoption by the Assembly	2015-2016	Running costs of the MCTI, Expenses for engaged experts, Funds for the organization of workshops and public hearings	The MCTI and other relevant ministries, in cooperation with the AHA, the SCTM and the RHA	Decision on the appointment of the working group, Number of meetings of the working group, Number of participants in the public hearings, Draft NHP	MCTI report, Online information, Government report, National Assembly website
Policy on condominium management and refurbishment of existing housing	Improvement of the maintenance and management of housing condominiums	Adoption of the action plan for the reform of the management and maintenance of housing condominiums (the first draft is prepared); identification of key stakeholders and the initiation of dialogue on the	2015-2016	Running costs of the MCTI, Costs of the AP preparation, Funds for the organization of workshops and public hearings	The MCTI/ Ministry of Justice, in cooperation with the SCTM, the NHA, the NHMIC and a	Number of participants in the public debate, Number of workshops, Approved pilot projects	MCTI report, Online information, Government report

Clearly define WHO is responsible for WHAT

Figure 5: Relations between interactions and responsibilities (UNECE/UN-HABITAT 2016)

Indicators for Monitoring





Indicators

Some examples:

- Energy consumption
- Number of households with access to...
- Price of ...
- Number of people accessing financial assistance
- Awareness
- Resource consumption
- Number of partners committed
-

Which indicators have you or could be used? What were the advantages or disadvantages?



Criteria for Reviewing

Questions to ask yourself while reviewing:

1. Identify recommendations as goals

Do the goals match the issues?

2. Identify phases to achieve declared goals (timing-bound)

Are the phases sequential? (Do they build on themselves?)

Do they allow enough time for the objectives planned?

3. Prioritization by level of significance

Are the resources definitely and fully available at this time?

4. Assess financing sources, build financial model

Are the financial sources secured and committed?

5. Identify interactions, distribute roles and responsibilities

Are the actions clear and do the actors recognize their parts to play?

Have they officially committed?

6. Formulate results and indicators

Does the implementation need to be readjusted after actual results start to come in?

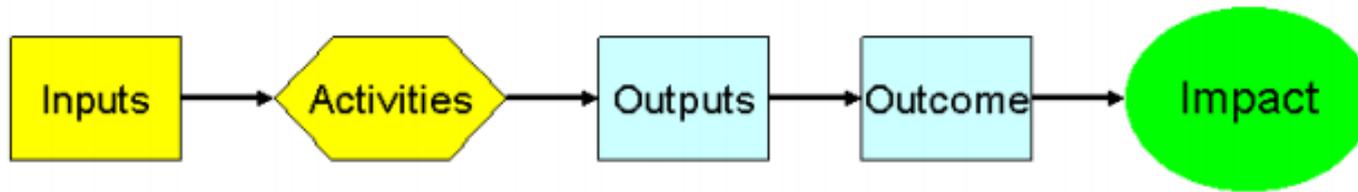


Implementation



(Kishinev morning, Flickr, Clay Gilliland)

Theory of Change



The impacts of an input can influence further activities.
A cycle of adaptation can emerge.
Be willing to make adjustments if the need arises.

Implementation I

The implementation of the Action Plan will only be as successful as those standing behind it and as their commitment to follow what was agreed upon in it. **It is vital that the plan should not sit idle.**

Implementation should be quick to follow and backed by **continuous monitoring and evaluation.**



Implementation II

Examples of good practice: National Urban Forums (NUF): A space for multi-stakeholder dialogue and consensus during implementation. Aims to:

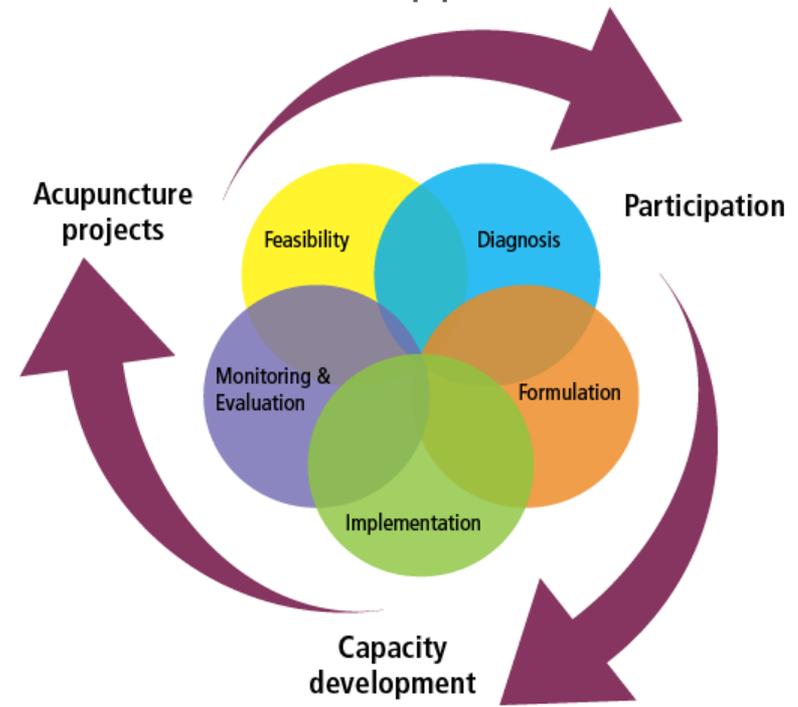
- Build knowledge base
- Engage
- Raise Awareness
- Give policy advice

**NATIONAL
URBAN
FORUM**

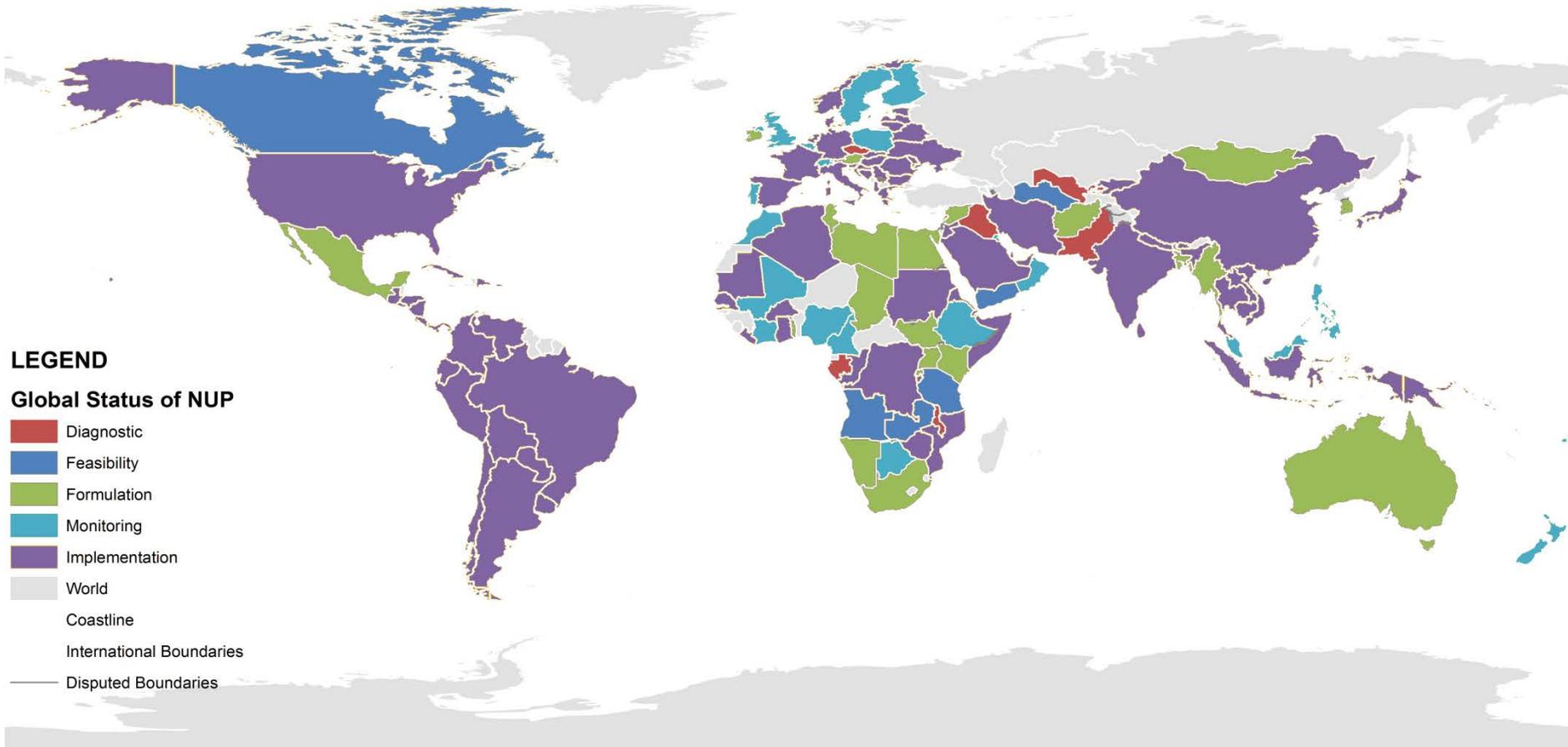
National Urban Policy

A national urban policy is an overarching framework for many planning policies. The process involves 5 phases. It is an umbrella under which topics such as housing and energy fall. Benefits of the approach:

- Inclusive
- Participatory
- Coordinated



The global state of National Urban Policy



National Urban Policy (Examples)

Phases and lessons learnt:

- **Diagnostic: Czech Republic**
 - Identified principles to base broader policy on
 - Diagnostic phase as tool and guidance
- **Feasibility**
 - Cooperation and communication between community and national level
 - Communities given greater responsibility and therefore freedom
- **Formulation: South Korea**
- **Monitoring: United Kingdom**
 - Establishing guidance for monitoring and evaluation from the beginning
 - All evaluation methods should be considered (especially concerning the vulnerable)
- **Implementation: Germany, Ireland**
 - Collaboration of government and stakeholders across levels and sectors
 - Capacity is necessary (financial, political,...)

Conclusion

An **Action Plan identifies recommendations, breaks them into manageable steps and prioritizes them in a strategic approach.** Having a financial model will ensure the feasibility, while following models for interactions between actors will ensure the implementation.

Monitoring and evaluation will be a final step in assessing progress and the **actual implementation will allow for adaptations** to the plan should lessons learned deem it necessary for the success of achieving objectives and goals.

A **National Urban Policy** is a useful tool to serve as an umbrella for organizing and coordinating various relevant policies in an inclusive and participative manner.



UN HABITAT

UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

(Apartment Building Yerevan Armenia, Flickr Lietz.photo)

References

List of Action Plans consulted:

- Federal Republic of Germany (2009): National renewable Energy Action Plan in accordance with Directive 2009/28/EC on the promotion of the use of energy from renewable sources
- GIZ (2012): Ghana National Urban Policy Action Plan
- GR-DEM (2015): Action Plan for Ukraine 2015 - 2017
- UNECE/UN-Habitat (2016): National Action Plan on Sustainable Housing and Urban Development for Serbia
- UN-HABITAT (2013): Gender Equality Action Plan. Online: <http://unhabitat.org/books/gender-equality-action-plan/>
- UN-HABITAT (2010): Citywide Action Plan for Upgrading Unplanned and Unserviced Settlements in Dar es Salaam
- UN-HABITAT (2011): Gambia: National Urban Profile. Online: <http://unhabitat.org/books/gambia-national-urban-profile/>
- UN-HABITAT (2016): Guiding Principles for City Climate Action Planning
- UN-HABITAT (2016): Guiding Principles for City Climate Action Planning: Glasgow, Scotland (UK) Assessment Report
- Whitehouse (2011): United States National Action Plan on Women, Peace, and Security

Other Documents:

- Ilina, Irina (Geneva, 2016): Presentation "General guidelines on forming goals, objectives and measures in National Action Plans"
- UN_Habitat: National Urban Forums . Online: <http://unhabitat.org/events/nuf/#>
- Urban Planning and Management Programme in Kosovo (no date): Training Program for Urban Planning and Management Framework
- UNECE (2016): Guidelines for drafting 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
- UNEP (2015): Introduction to Theory of Change/Impact pathways, the ROTI Method and the ROTI Results Score sheet. Online: <https://wedocs.unep.org/rest/bitstreams/9783/retrieve>