

INTERNATIONAL TRAINING WORKSHOP

Urban Policies & Planning Strategies for Achieving Prosperity in Cities

Action Planning

Designing an Action Plan in Response to the CPI Outcome

This text provides you with the step per step guideline to develop your action plan drawn on the results of the analysis made on your city based on the City Prosperity Index that you developed in the previous simulation exercise.

A Step per Step Process

Location:

The city subject of the analysis and performance review by the CPI.

The process will be organized as follows:

1. The previous exercise enabled you to develop the CPI of your city and acquire a holistic view of the development and shortfalls of your city. It enabled you to assess the performance of your city and current policies through the 6 dimensions of urban prosperity namely:
 - Productivity
 - Infrastructure Development
 - Quality of Life
 - Equity and Social Inclusion
 - Environmental Sustainability
 - Urban Governance and Legislation

You have been able to visualize the CPI results in bar charts and radial graphs and analyze the different sub-dimensions and results and indicators which helped you to identify areas of concern, possible shortfalls and policy areas that need attention in order to reverse negative trends and achieve balanced development needed for your city to follow the path of urban prosperity. You have also worked on possible scenarios based on the assumptions of possible

outcomes that certain sub-dimensions and indicators can improve to a certain target.

2. **This second stage of the exercise** focuses now on the shortfalls in the performance of the city as identified by the CPI. These are areas that show current and future problems that may hinder the city to achieve a path of prosperity. You need to identify the area of concern and start developing an action plan that will be comprised of the following steps:
 - Identification of the problem area and policy decision area
 - Identification of the key problem and the roots of the problem
 - Prioritize the problem that your action plan will address (make a choice)
 - Define the objective of the action plan, identifying the ultimate goal of your action plan
 - Develop a strategy to achieve the objective of your action plan, explaining how you intend to go about your means, resources, institutions and obstacles to reach your goals.
 - Make a stakeholders analysis to assure that you have mapped all actors, individuals, institutions, organizations that must be considered for the success of the action plan, and identify who is the one responsible for the planning and management of the action plan implementation.
 - List the activities and their outcomes that help in the achievement of the action plan
 - Identify the sources of funding, resources, finance, so that you are assured that there are resources identified or mobilized for supporting the action plan.

STEPS

1. **Prepare a rapid SWOT Analysis** in case you are not very clear about the development context under which your action plan will be implemented. The SWOT analysis is a very useful tool to help you refine your analysis and unpack the development conditions under which your action plan will be implemented. The SWOT analysis will help you define the opportunities for actions and delineating a development scenario by identifying the Strengths, Weaknesses (internal to the problem, to the organization, the policy area), Opportunities and Threats (external to the problem, the organization, the policy area).
2. **Make a Problem Analysis:** Define the key problem within the policy area and problem area related to the dimension and/or sub-dimension of the CPI where shortfalls have been detected. Use the form/guideline attached to help you clarify the problem and its nature: What is the problem? Why is it a problem? Whose problem is that? Where is it? When it is? Etc.

3. **Set the Objective:** Based on the results of the previous step, you now must define the objective(s) of the action plan. The objective of the action plan must address the central problem and is closely related to it. Use the form/guideline attached to help you clarify your objective setting.
4. **Define and Describe the Strategies:** it is important to elaborate on the strategies and explain how you intend to use your institutional resources, financial resources, and mechanisms to surpass obstacles and achieve the goals set for the action plan. Here is the step where you will respond to the question how, how to mobilize resources and support, and how to use institutional and regulatory mechanisms to achieve the goal set by the action plan.
5. **Define and Describe the Actions and Activities:** At this stage you must start thinking of the different actions and activities that comprise your action plan. Here is where different activities and strategic actions are shaped in a way that will comprise the implementation soul of your action plan. Prepare a list of all activities and place them under each strategic action.
6. **Define Tasks, Responsibilities, Time and Duration:** if you have gone this far with your action plan, then it is time to start defining clear tasks and responsibilities to different organizations, institutions, departments that are responsible for these actions. Reflect on the time and duration so that the action plan gets real ground for implementation. Organize a table/matrix where you list the name of each strategic action on the top and list all activities underneath in one column, another column by whom/who is responsible, duration, and timetable.

SWOT ANALYSIS

ASPECT	PRELIMINARY ASSESSMENT
<i>Strength</i>	
<i>Weaknesses</i>	
<i>Opportunity</i>	
<i>Threats</i>	

DEFINING THE FOCUS OF THE PROBLEM

INSTRUCTION: Individually, prior to start the group discussion, try to think methodically and systematically about the problem with the support of this basic questionnaire. It is only meant to support your thinking through the problem and to help you to clarify how you really perceive the problem.

1 What is the PROBLEM ?

(Write a rough description and underline key words and phrases)

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2. Why is it a problem? What would it look like if it were solved?

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3 Whose problem is it ? Who owns it?

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Who would be interested in a solution? - name individuals/organizations who might be willing to put some effort into finding a solution

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Who would be the most important person or group ?

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4. Where is it a problem? The whole neighbourhood / part of the neighbourhood or part of the surrounding district?

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5 When is it a problem ? Special time of day ? Seasonal?

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6 How long has it been a problem? Weeks? Months? Years?

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7 Are you dealing with the real problem? It may be a symptom of a bigger problem or a solution to a problem . if it is either, go back to no 1 and redefine the problem?

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8 What would happen if nothing was done about the problem?

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This exercise is adapted from Goethert and Hamdi (1988), Davidson et al (1994), and UNCHS (1989).

DEFINING & CHECKING THE OBJECTIVE

Use this checklist to test one objective

CENTRAL PROBLEM:		
OBJECTIVE:		
REVISED OBJECTIVE:		
Indicator: (How can you know whether you reached your objective or not?)		
Criteria for the OBJECTIVE. The objective selected is:	YES	NO
Specific in time?		
Specific in place?		
Specific in quantitative terms which can be measured:		
Realistically can be accomplished within a specified period of time?		
Is it legitimate to an organization responsible for neighborhood affairs?		
Has the probability to receive support from key persons involved?		
Sufficiently under the control of the organization for it to work?		
Can it result in real/concrete benefits?		
Is it a solution instead of an objective?		

In case you have responded any “NO”, with the exception of the last question, then you have to review your objective.

At this stage, you should try to respond to the questions in the best way possible. You will probably have to come back to the first stage later on and review your objective if you consider it unrealistic and/or unfeasible.