

**PHASE IV
ACTION PLANS,**

**PHASE V
IMPLEMENTATION, M&E,
FUNDING THE SUDS
IMPLEMENTATION**

Action plans

- ▣ Action plans translate strategic objectives into programs and projects for implementation. They answer the following questions:
 - What resources?
 - Who does what with the resources?
 - For how long, or when do they start and when do they finish?

- ▣ Financing modalities closely linked to the implementation of the SUDS. If no provisions are made for funding, the SUDS could become just an exercise.

Prerequisites

- ▣ It is essential to know:
 - what financial resources are available
 - or those that could be potentially mobilized in order to decide which projects will be given priority.

The two prerequisites for the formulation of an operational action plan are:

- The evaluation of the city's financial capacity and its capacity to mobilize local, national and international funds.
- Including in the action plan the specific modalities for the mobilization of the funds needed for the implementation of the projects programmed.”

Criteria for prioritising projects and actions

Medcities guidelines proposes to selected projects according to:

- Their capacity to transform the urban circumstances in the direction defined in the strategic objectives (the “strategic framework”)
 - Their capacity to mobilise both actors involved and external resources
 - Their capacity to create new urban dynamics and trends (social, economic, territorial) which may help objectives to be attained
- *« Quick win » projects will give credibility to the process and attract stakeholders participation.*

Difficulties encountered

- **Tendency of cities to propose unrealistic plans:** If implementation of actions is not within the jurisdiction of the city (building hospitals, schools, cultural center, etc..), their implementation remains fictitious
- **the detailed analysis of financial capacity of cities and ways to improve them is rarely mentioned.**
- Sometimes a lack of convergence of the proposed actions by the city with the **funding priorities of donors.**

How to overcome these difficulties

- **In the medium term:** priorities in the Action Plan need to be in compliance with available resources. This will lend credibility to the action plan and the SUDS exercise itself.
- **Long term:** Improve the financial capacity of the city through **better and more efficient management of local finances** and local taxation;

Implementation, M&E

- Monitoring - evaluation is closely related to implementation. In its absence there would be no feedback to adjust actions and improve the performance of strategic planning systems.
- SUDS is a process not a program or a project whose success or failure is judged by its implementation at a given date.
- While the setting up of the implementation structure is crucial. Monitoring and Evaluation may be temporarily carried out by the implementation structure, pending the availability of means for outsourcing the task of monitoring and evaluation, for greater objectivity and independence.

Institutionalising the SUDS process still faces difficulties in the region

- SUDS could be **seen only as an exercise in fashion** to satisfy concepts currently in favor (sustainability, governance, climate change, ...),
- SUDS could be **opposed by public institutions** (seen as a threat to their established positions).
- Action plans questioned by new authority after **changes at the head of the municipality (elections)**.

Some encouraging initiatives:

- Proceed with **the institutionalization of the SUDS** at national level (Moroccan example).

Funding the implementation

Activities to be carried out :

In order to secure funding for the implementation of the SUDS, the City is to engage **lobbying, marketing and advocacy** with local authorities (municipalities, province, region), state agencies, governmental or non governmental organizations as well as foreign cooperation partners.

At the municipal level, the city must:

- **increase its own resources** by implementing a strategy for mobilizing its fiscal asset including the revision of the tax base,
- **Tap resources of economic operators** and those who have (or will) benefit from the action plan,
- **The mobilization of decentralized cooperation** through wide dissemination of SUDS to interested foreign local governments,

Funding the implementation (cont.)

At the provincial, regional and national levels resource mobilization depends on administrative and hierarchy relationships between these entities.

- Generally in the MENA region, cities have little room to maneuver,
- however, the existence of a **leader or a pressure group** contributes in helping the city attract significant public investment.
- The city must organize itself to make its voice heard through "task forces" made up of people who argue for the SUDS. These "task forces" can be organized as a national NGO (cities or mayors associations).

Obstacles/difficulties

Funding is difficult to mobilize for several reasons:

- Cities are generally subject to **heavy supervision from the State**, in a context of weak decentralization, which greatly reduces their financial independence.
- A number of **projects** in the action plans of the SUDS (building hospitals, schools, cultural centers, etc..) still come **under the authority of central government** services. Thus the realization of these projects, while relevant, is often random except of course if they are already underway.
- The **non-institutionalization of the SUDS**.
- The financial capacity of cities are often weak, almost all **budgets are spent on salaries**;
- The financial management of cities is subject to strict regulations that **prohibit**, in general, **borrowing** from local or international financing institutions.

How to overcome these difficulties

- Advocate for the **institutionalization** of national SUDS: SUDS, if institutionalized, will be an instrument having a legal effect and will mobilize resources for its implementation,
 - Develop **decentralized cooperation**,
 - **Develop own resources of the city** by improving the management of local taxation and include this issue as one of the central themes of the SUDS.
 - Intensify dialogue between governments and **international agencies** (including UN, World Bank) and networks of cities (Medcities, UCLG, etc..)