

A Guide* for Effective Development and Implementation of National Spatial Strategies

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Welcome!

Introduction

- Drivers of development & development impulses
- Why National Spatial Strategies matter
- A Guide for National Spatial Strategies (NSS)
- Mechanisms for successful implementation of NSS

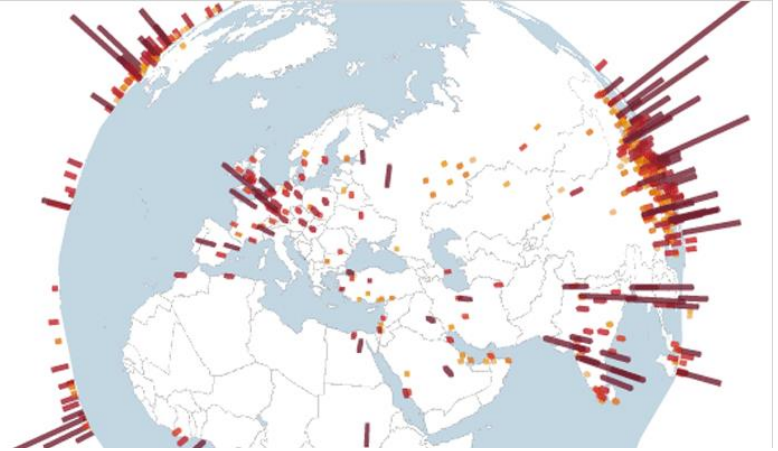
Discussion

Summary

Expert contribution

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Drivers of development



- Population growth
- Rural-urban migration
- Economic power of cities

References: m.technologijos.lt; labgov.city

Drivers of development



Impacts of climate change

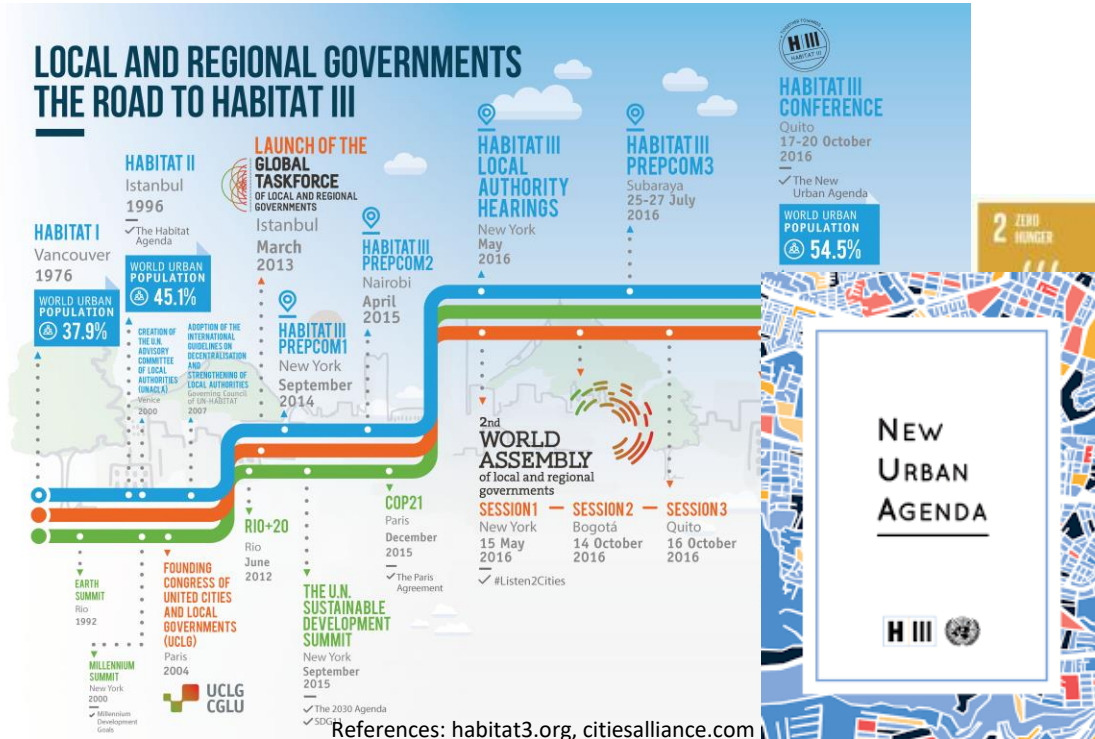
Reference: climate.nasa.gov/effects

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References: memoori.com, veryday.com

Development impulses



- Spatial impacts/conflicts
- International efforts and coordination needed



Why NSS matter

A national Spatial Strategy is

national – it provides a national framework to guide policies, programs and investment decisions; maximize the potential of the country and its regions by formulating an overarching **vision**

spatial – it is concerned with the location of people, their work and other activities and with how different places relate to each other; **coordination between central, regional and local level** and between the needs of **different sectors**

strategic – it offers a broad, long-term, comprehensive view for achieving more balanced patterns of development

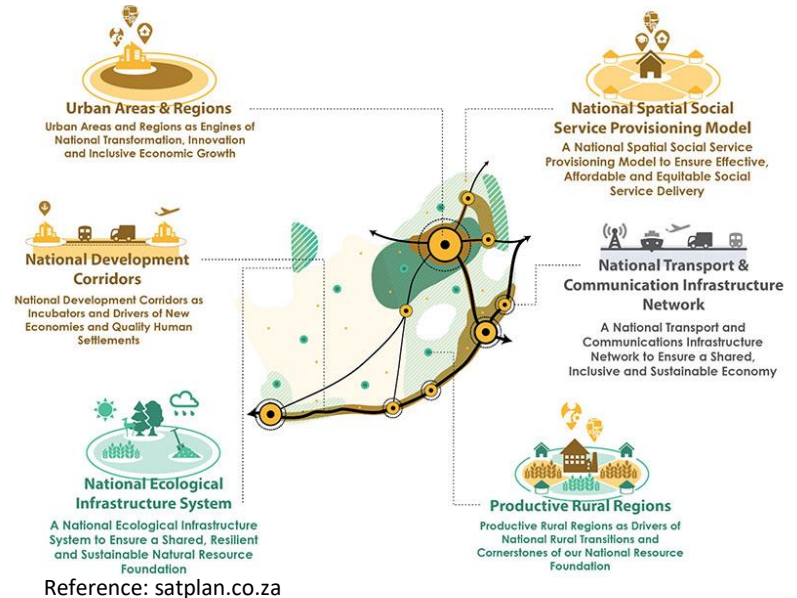
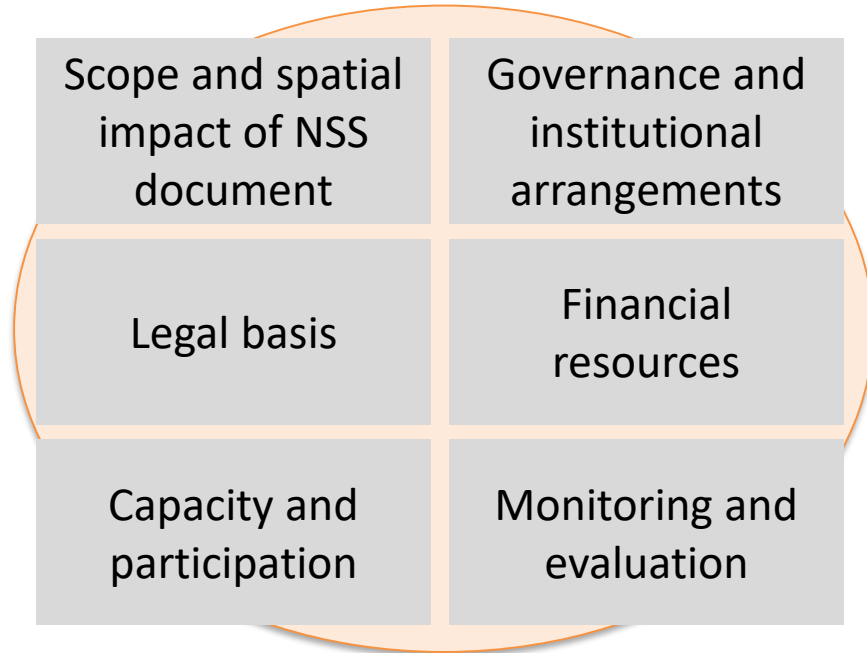


Why NSS matter

New paradigm of Planning – National Spatial Strategies	Old paradigm of Planning – National development planning / master planning
Strategic, process-based approach	Project-based approach
Spatial dimension as integrator for different sectors	Sector orientated, working in silos
Mid to long term perspective (15 to 20 years)	Short term perspective (1 to 5-year horizon)
Enables different degrees of deconcentration and decentralization of planning (from national, to regional and city region level down to neighbourhood level)	National level is the focus of policy
Defining goals and setting targets	Input orientated by allocating money
Provides a framework and defines processes to reach the aims and targets – enables flexibility and continuous planning processes	Fixes the development for the plan's live time – static future picture
Informs decision makers about best place and time for investments	Documents budgets available for projects
Developed by planners but with participation of other stakeholders	Developed by planners
Increasingly spatial data-driven, evidence-based approach	spatially uninformed, political decisions

A Guide for NSS

Six mechanisms for successful implementation of NSS



Scope and spatial impact of NSS document

→ **Assess the needs and potentials, define clear goals, link to overall context**

- It should be based on **research** and technical evidence (trends, drivers of development)
- It is a **strategy** (not a master plan) that shows strategic development directions (e.g. future growth centers/corridors)
- NSS is the **integrator of** sectoral strategies but could be complemented by specific more detailed sectoral elements i.e. tourism
- It must be **linked to related policies** and respective delivery mechanisms (timing is important)
- NSS should include an **implementation strategy** (financial, human and legal capacity development requirements)

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- **Example** Ireland: Lack of power on national level to establish a hierarchical planning. In a period of developer-led, localist planning ‘due regard’ was a license to largely ignore the NSS.
- Decentralization program cut across and ignored the whole NSS policy / undermined its rationale and impetus in implementation. Decentralization was not linked to national priorities.



Governance and institutional arrangements

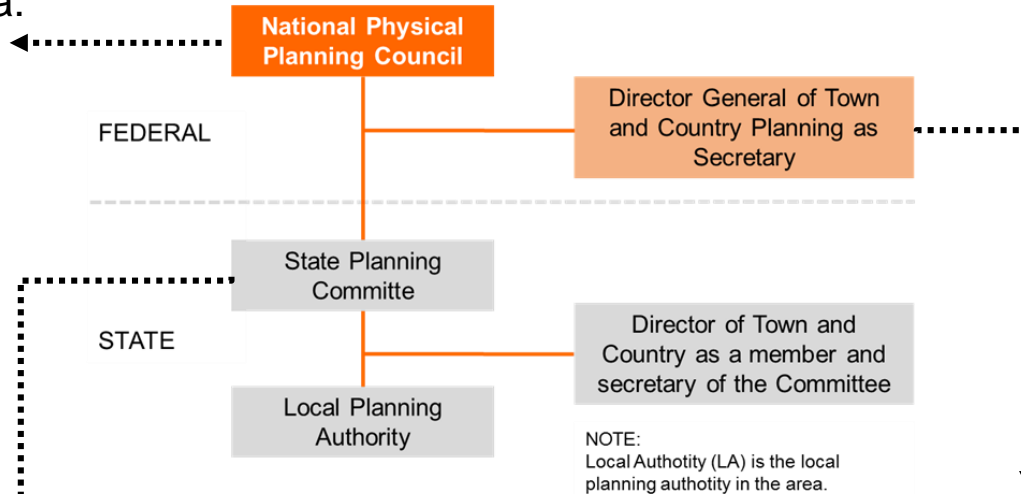
→ Strategy matters, but implementation is key - set the framework!

- **Clear implementation structure with highest level commitment as pre-condition**
- **Clear responsibilities and mandates:** Assign a highest-level, central coordination unit which takes the lead. There should be also one person in every concerned ministry/authority (incl. budgeting) as contact and implementation partner.
- Initiate close and direct **cooperation** with concerned authorities and stakeholders on **national, regional and local level** (balance central/decentral units). There is a need to explain and convince the concerned authorities and stakeholders for their buy-in.
- A supporting environment is essential to provide a sound basis NSS development and implementation (e.g. EU: ESPON, INTERREG, METREX)

A Guide for NSS

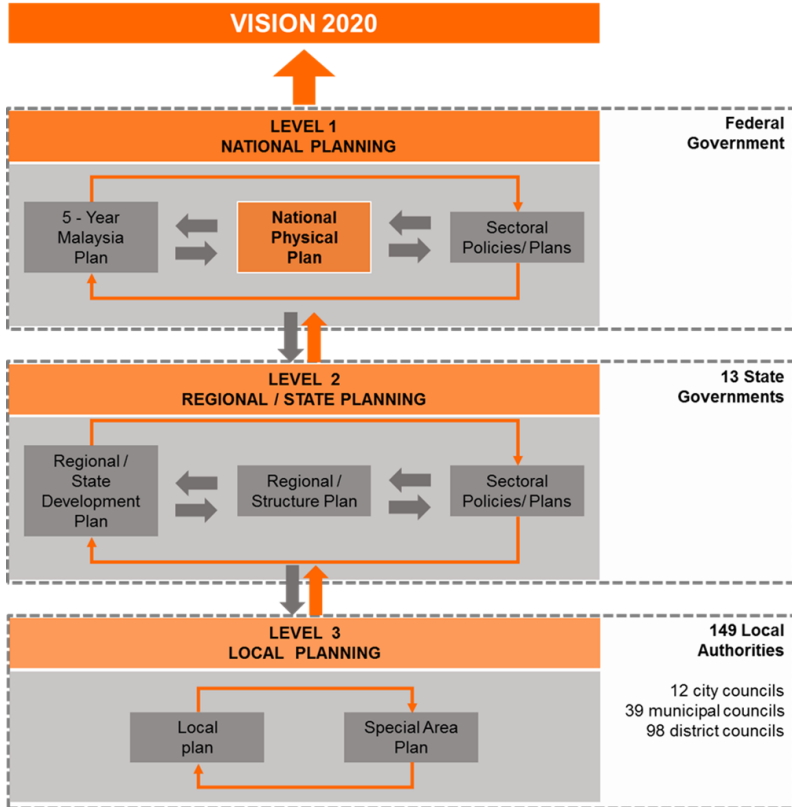
Example Malaysia:
Chairman
= Prime Minister
Deputy Chairman
= Deputy Prime Minister
and concerned
Ministers.

Top ranking,
inter-
ministerial
advisory unit



A clear, hierarchical institutional set-up **on national level**:
Director General of FDTCP has the overall responsibility, acting upon the advice of National Physical Planning Council (composed of ministers of sectoral ministries) as secretary of this council.

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- NPP sets out the general directions and priorities of the overall physical development of the nation.
- Regional and local plans provide detailed strategic direction, targets and plans.
- This has impact at all three levels of government and allows for coordinated planning activities between all levels (Project Coordination Unit with 18 staff members plays an important role in integrating development activities).
- Coordination with sectoral strategies and international agenda (e.g. Habitat, Climate Agreements etc.) and inter-department collaboration is provided so that national spatial policies are incorporated into and integrated with the other sectoral policies, strategies and programs (clear roles, avoiding overlaps as success factor).

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Legal basis

→ **Strong legal framework, clear mandates, binding standards as basis for enforcement**

- A clear legal basis, such as **Planning Act** and **planning standards** as well as land use regulations for the different levels as pre-condition for NSS
- Assessment of **existing legal framework** to identify gaps, conflicts/need for reform
- Consider **linkages** to other relevant legal regulations (esp. tax regulations, fiscal laws)
- Clear reporting procedures to enable **fast decision-making processes**
- provide options with varying degrees of central government involvement, e.g. stronger national influence in small and medium cities until the point where they are enabled to take over responsibility, less national influence in metropolitan regions.
- **Enforcement** mechanisms (financial or judicial)
- **Readiness to change** the existing regulatory framework is required

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Financial resources

→ **Money is important, but it must be spent wisely, public and private resources**

- Use the **coordinating function of NSS to prioritize** and guide public and private **investment decisions** (encourage private sector engagement)
- **Link NSS with existing sectoral or other development plans** for successful implementation (National Development Plan; Five Year Plans) and budgets at least for financing pilot projects
- NSS needs a certain **degree of fiscal deconcentration / decentralization**
- Improve **cross-department alignment**: Department of Finance and Department of Housing, Planning, Community and Local Government pursue their own agendas
- Secure **own budgets** for Spatial Planning implementation in minimum for coordination, pilot projects and capacity building programs

Capacity development and participation

→ Improve human resource base, raise awareness, create ownership

- Base capacity development on **needs assessment**, identify different **target groups**
- **Upgrade the capabilities and capacities** of national, regional and local institutions by introducing capacity development programs (higher education, on the job training)
- **Stakeholder participation** should not only be used to integrate the opinions and needs of the concerned stakeholders, but also to convince the concerned authorities and stakeholders to follow and to integrate the aims and approaches of the NSS into their own policies and programs.
- Mobilize **multipliers** (esp. media, political decision makers, NGOs), use digitalization
- Strengthen **strategic partnerships** (public/non-public)

Monitoring and evaluation

→ **Create knowledgebase, check performance and present successes**

- A sound monitoring and evaluation system, aligned to the goals, is a key element not only to observe the implementation but also to improve and accelerate it.
 - E.g. Korea: goals → 4 strategic policy areas → 48 implementation tasks → 223 detailed tasks → evaluation and feedback through **performance indicators**
- **Research** needs a comprehensive spatial data base
- **Spatial statistics and spatially relevant information** should be bundled in one organization/**databank**
- Example Germany: Planning education has a long tradition. Statistic and spatial research base is strong and results are publicly available; **national and international Think Tanks**



Six mechanisms for successful implementation of NSS

1. Scope and spatial impact of NSS document
2. Governance and institutional arrangements
3. Legal basis
4. Financial resources
5. Capacity and participation
6. Monitoring and evaluation

Thank you!

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