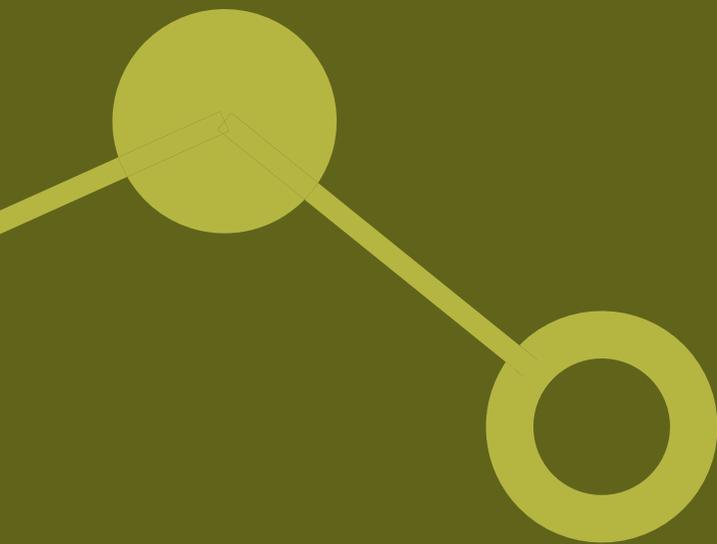


RESILIENT MUNICIPALITIES:  
A RESOURCE FOR COUNTRIES  
AFFECTED BY THE SYRIA CRISIS

MODULE 3  
COLLECTIVE ACTION  
PLANNING





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This module looks into the assets in the municipality that can be used to address sub-objectives of the strategic goals. The module also offers guidance to working groups in analyzing stakeholders' influence over these assets and their position towards the sub-objectives. Recognizing that local stakeholders may have conflicting interests, especially in the short-term, the module offers further guidance on putting together complementary collective actions to minimize opposition and build broad support. The resource also has suggestions for setting performance targets to monitor progress in plan implementation and impact.

The steps included in this module are:





## STEP 1: ANALYZE ASSETS AND STAKEHOLDERS



You can use this tool to analyze local assets using a systematic method according to the municipality's priority areas and strategic goals. Having a good understanding of the local assets most relevant for a particular strategic goal is important for designing and selecting activities and investments.

### METHOD FOR IDENTIFYING AND RANKING LOCAL ASSETS

Before looking at any specific information, the working group should brainstorm examples of different forms of capital that may be relevant for a particular strategic goal. On a rotating basis, working group members can suggest different forms of capital until there is a long list, with items in each form of capital. In the first round, the first member of the working group provides an example of physical capital, the second member of the working group provides an example of human capital, and the third member of the working group provides an example of social capital. In the second round, the first member of the working group provides an example of human capital, the second member of the working group provides an example of social capital, and the third member provides an example of physical capital. This process encourages the working group to consider different types of capital that might be relevant for a strategic goal. An example of results of such brainstorming is provided below.

## EXAMPLES OF PHYSICAL, HUMAN, AND SOCIAL CAPITAL RELEVANT FOR A STRATEGIC GOAL

**Table 1: Strategic goal (example):** The municipality is clean of garbage and litter and public spaces are attractive.

Physical capital (built & natural)	Human capital	Social capital
Vehicles for waste collection (#, size)	Staff size and assignment per department	Subsidies targeted at families with low income
Rubbish bins (#, size, design)	Appropriate skills for staff	CSO campaigns on stopping litter and encouraging recycling
Vehicles for recycle collection (#, size)	Appropriate health protection for staff	Customers' willingness to pay for services
Recycle bins (#, size, design)	Health protection for residents (minimize pests and rodents)	Customers' willingness to follow collection and recycling guidelines
Facility for recycling	Tracking system for bin use throughout the municipality	
Appropriate site for a landfill	Effective billing system to ensure timely payment of fees	Improved customer relations
	Experience in developing contracts for outsourced services	

Once various forms of capital are identified through the brainstorming exercise, the working group reviews the results from the Municipality Needs and Assets Database to identify which assets already exist within the municipality and to what degree:

- Asset is not present in the municipality
- Asset is present, but not with sufficient quantity or quality to achieve goal
- Asset is present and has sufficient quantity or quality to achieve goal

The working group should consider the geographic location of existing assets. This applies for all forms of assets—physical capital (built and natural), human capital, and social capital. While it is obvious that a school is located in one village, but not in the next village, it may be less obvious that certain skills or a sense of volunteerism can be located in one part of the municipality and not in another part of the municipality. Also, it can be the case that a physical asset exists in a specific location, but not the accompanying human and social capital. For example, there can be a health clinic in village A, but it needs qualified staff, and the families living nearby need to become accustomed to using it for preventive care.

The working group also ranks the assets according to their importance in achieving the goal:

- Goal cannot be achieved without this asset
- Goal will be achieved faster or better with this asset
- Goal can be achieved satisfactorily without this asset

Putting these pieces of information together in a grid such as in the example below, the working group can identify which assets are higher priority.

**Table 2: Ranking of Assets (Example)**

		Asset importance to achieving goal		
		High - Goal cannot be achieved without this asset	Medium - Goal will be achieved faster or better with this asset	Low - Goal can be achieved satisfactorily without this asset
Asset availability	High - Asset is present and has sufficient quantity or quality	Low priority --Appropriate site for a landfill	Low priority --Subsidies for low-income families	Low priority
	Medium - Asset is present, but not with sufficient quantity or quality	<b>High priority</b> --Effective billing system --Collection vehicles	<b>High priority</b> --Customers' willingness to pay for services	Low priority
	Low - Asset is not yet present in the municipality	<b>High priority</b> --CSO campaigns for stopping litter	<b>High priority</b> --Recycle bins --Larger bins that prevent rodent entry	Low priority --Recycling facility --Tracking system for bin use

## ASSETS AND STAKEHOLDER ANALYSIS

You will likely find broad local support for your adopted strategic goals because they set forth a positive view of the municipality's future development. However, there may be some disagreement about the sub-objectives for each strategic goal. At the level of sub-objectives, distinct interests of individuals, groups and organizations will become more apparent, particularly as the sub-objective requires the acquisition of new assets, conversion of assets, or dedication of an asset to new areas.

Before proposing specific activities or investments, the working group should analyze stakeholder positions through the lens of the high priority assets (not available at all in the municipality, or not sufficiently available) needed to achieve specific sub-objectives of a strategic goal. The next question to ask about these assets is who will help to develop these assets (i.e, who has control of or influence over the asset) within the context of who is supportive or opposed to the sub-objective.

The working group will (1) identify those stakeholders who support and oppose a sub-objective, (2) assess their level of interest in the particular sub-objective (strong or weak), and (3) indicate over which assets (physical/natural, human or social capital) they have control or influence.

Influence has different sources. One obvious form of influence is legal ownership of an asset (for physical or natural capital). It is not necessary to own an asset to have strong influence. A civil society organization may have knowledge, experience or networks (for human capital or social capital). The relevant questions are:

- Which group has the will and capacity to **promote** the sub-objective based on control of or influence over relevant assets?
- Which group has the will and capacity to **oppose** the sub-objective based on control of or influence over relevant assets?

To further inform the analysis of stakeholders, it may be useful for the working group to collect information on which stakeholders support or oppose sub-objectives of the strategic goals, assess their level of interest in the sub-objective, and assess their level of control of certain assets. The working group can best use interviews with well-informed persons (WIPs), as described in Module 4.

1. To collect the information needed for the asset analysis through interviews with well-informed persons, the main elements to consider are whom to interview and what questions to ask. When selecting the persons to interview, choose at least one well-informed person per type of stakeholders (e.g., local council representatives, civil-society organization, influential interest groups/individuals in the community, trade unions, etc.). To decide what questions to ask, develop three sets of questions to capture a) the stakeholder's groups support/opposition the sub-objective, b) their interest in the sub-objective, and c) the stakeholder's control or influence over the assets relevant to the sub-objective.

The table below provides an example of how to capture the information about stakeholder interests and their influence over relevant assets. In the example below, the workers union has influence over the hours that workers are expected to work (human capital). The citizen group has influence over public support for a clean-city initiative (social capital). The local imam is a significant figure in the community, so he has potentially strong influence over public opinion. In this case, however, his interest is weak: he does not oppose the sub-objective; he only has concerns that purchasing new garbage trucks could divert funds from renovating the mosque. Similarly, the business chamber has a weak interest in this initiative: they do not have a clear position to support a clean-city initiative, even though it may benefit its members.

It is recommended to distinguish between those stakeholders with the strongest influence and most direct interest (either supporting or opposing the sub-objective) from those stakeholders with weak influence. The weak influence results from either the stakeholder having only an indirect interest or from the weakness of the stakeholder. In the latter case, it is possible for a stakeholder to have only weak influence over the asset, even though their interests are directly

affected. This last case will happen when there are vulnerable populations. For example, people who are squatting on land to which they have no title will have weak influence over what happens to that land.

**Table 3: Sub-objective: Improve waste collection through new garbage trucks and increased work hours of waste-collection workers**

<b>Stakeholders:</b> Who supports the sub-objective? Who opposes the sub-objective? Why?	<b>Interest in sub-objective:</b> Strong or weak	<b>Assets:</b> Control of or influence over assets (physical/natural, human, or social capital)	<b>Connections:</b> Does the stakeholder have connections to other stakeholders who are supporting/opposing?
<b>Supporters</b>			
Citizen group "clean city" has been advocating for years for better waste collection	Strong	Anti-littering campaign/public support for clean-city initiative (social capital)	None
Local council	Strong	Garbage trucks (physical capital)	Local council member used to be a businessman and member of local business association
Business association would like a cleaner city	Weak	Business community support for clean-city initiative (social capital)	Good contact with former member, now sitting in local council
<b>Opponents</b>			
Workers union opposed because they will have to work longer hours	Strong	Longer work hours (human capital)	Union leader has good connection with local imam, as he regularly attends his mosque
Local imam is concerned that purchase of new trucks will divert funds from mosque renovation	Weak	Public opinion on local issues (social capital)	Imam has good connection with local union leader who regularly attends his mosque

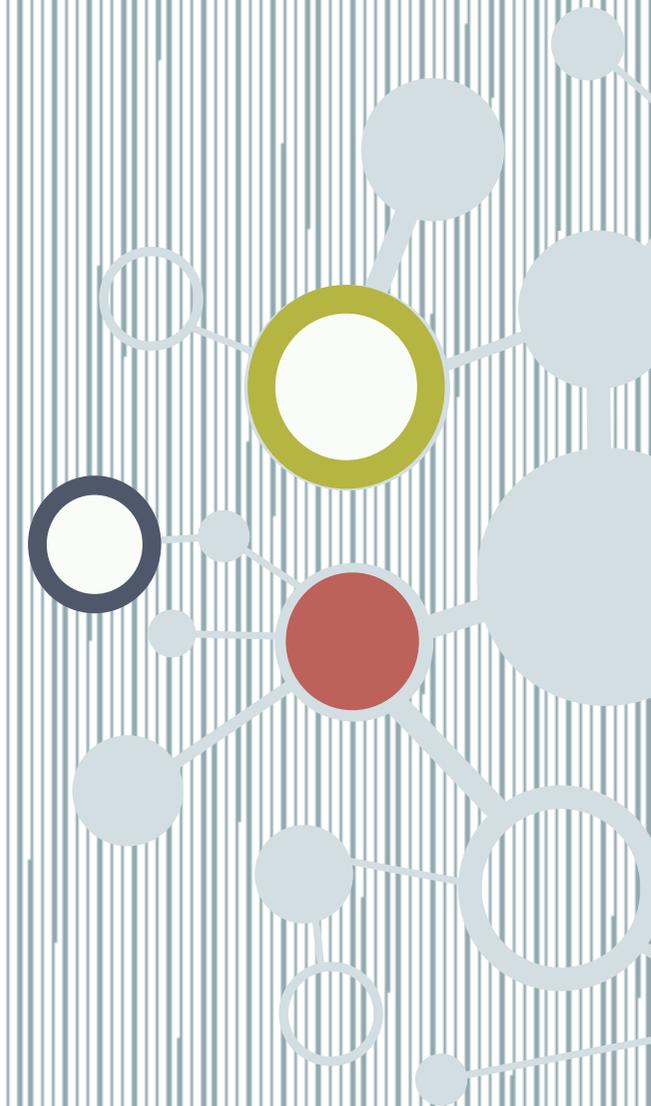


Based on the table above, the municipality can map out the key stakeholders by the extent to which they have influence to affect the issue at hand, and how intensely they feel about the issue. We can distinguish between:

- **Influential stakeholders with strong interests in the issue:** In the positive case, these stakeholders should be the main drivers behind the sub-objective. In the negative case, the stakeholders' interests must be accommodated, perhaps with direct compensation or with negotiation for support of other sub-objectives or activities that the stakeholders support.
- **Potentially influential stakeholders with weak interests:** If these stakeholders are generally supportive of the sub-objective, then it can be helpful to strengthen their support by educating them about how the sub-objective will be positive for the municipality overall. If these stakeholders are generally opposed, then their interests should be considered, and at a minimum their expressed opinions should be watched to ensure that they do not decide to oppose the sub-objective more vigorously.
- **Weak stakeholders with strong interests:** These stakeholders may have to be supported by civil society or media so that they can contribute to the sub-objective.

The working group will come across cases in which more than one organization can have strong influence over the asset. For example, in the case of vehicles for waste collection, the local government can buy the vehicles or it can contract with a private company that owns collection vehicles. Similarly, the municipal department's billing system can be handled directly by the local government or by a private-sector company. In the case of improved customer relations (social capital), a local civil-society organization may have the capacity to create a campaign with residents and work with the municipal department on introducing more customer-friendly communication.

## EXAMPLE OF ASSETS AND > STAKEHOLDER ANALYSIS



Based on the table beside the municipality can map out the key stakeholders according to the extent to which they have influence to affect the issue at hand, and how intensely they feel about the issue. We can distinguish between:

1

**INFLUENTIAL STAKEHOLDER WITH A STRONG INTEREST IN THE ISSUE**

In the positive case, this stakeholder should be the main driver behind the sub-objective. In the negative case, the stakeholder's interests must be accommodated, perhaps with direct compensation or with negotiation for support of other sub-objectives or activities that the stakeholder supports.

3

**WEAK STAKEHOLDER WITH STRONG INTEREST**

These stakeholders may have to be supported by civil society or media so that they can contribute to the sub-objective.

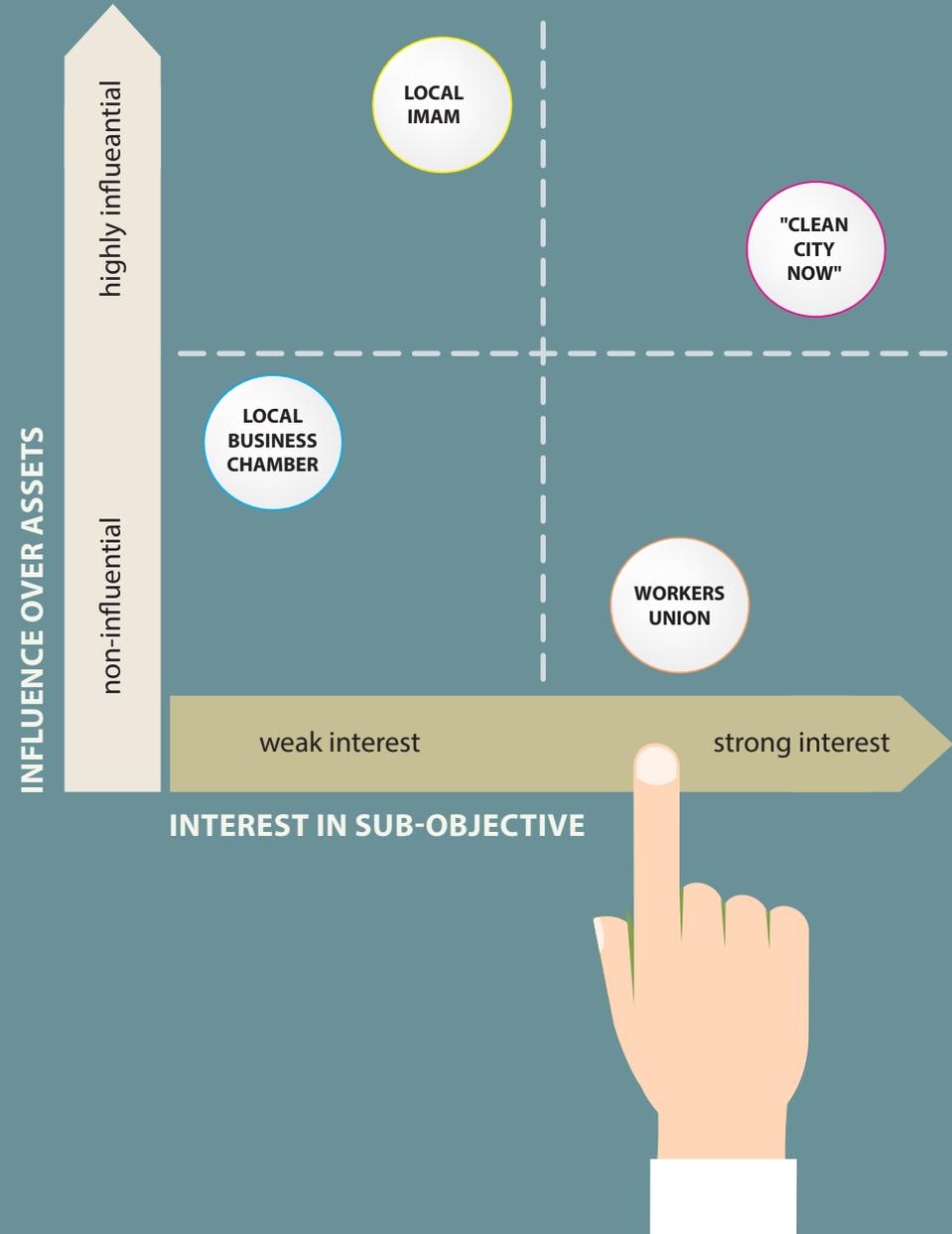


2

**POTENTIALLY INFLUENTIAL STAKEHOLDER WITH A WEAK INTEREST**

If these stakeholders are generally supportive of the sub-objective, then it can be helpful to strengthen their support by educating them about how the sub-objective will be positive for the municipality overall. If these stakeholders are generally opposed, then their interests should be considered, and at a minimum their expressed opinions should be watched to ensure that they do not decide to oppose the sub-objective more vigorously.

STAKEHOLDER MAP - EXAMPLE



The table below provides another example of possible stakeholders who are supportive and opposed to a specific sub-objective. This example examines the sub-objective of providing school transportation for all children in the municipality.

### Mapping Assets to Sub-Objectives

**Table 4:** Transportation to school is available to all children in the municipality

Stakeholders: Who supports the sub-objective? Who opposes the sub-objective? Why?	Interest in sub-objective: Strong or weak	Assets: Control of or Influence over Assets (Physical/ Natural, Human, or Social Capital)	Connections: Does the stakeholder have connections to other stakeholders who are supporting/opposing?
<b>Supporters</b>			
Residents in remote villages X and Y who have trouble getting their children to school	Strong	Support for new buses (social capital)	Some women in villages X and Y are members of an association that has members from less remote areas of the municipality
Local council	Strong	Additional buses (physical capital)	Local council has members from more and less remote parts of the municipality
<b>Opponents</b>			
Residents from less remote areas of the municipality who are concerned about the cost of buying school buses	Strong	Public support for the initiative (social capital)	Some women from less remote areas are members of an association with women from villages X and Y.
Teachers who worry that education funds will be diverted for buses and bus drivers	Strong	Political support for the initiative (through their contacts with local council)	Teachers are active in municipal affairs and have some influence over the local council



## STEP 2: SET PERFORMANCE TARGETS



Once the working groups have agreed upon strategic goals with sub-objectives, they will be able to set performance targets so it is clear what is to be achieved and when. These targets should be set by the Task Force working groups, but they should be developed in close consultation with the identified stakeholders who have influence over the relevant assets.

### WHAT IS "PERFORMANCE TARGET SETTING"?

Performance target setting is a method for measuring progress towards your stated goals, which in the process creates consensus on the desired performance in the identified priority areas. In other words, it is essentially a participatory process. It is of key importance that those who are responsible for achieving the targets are involved in setting them, as this will ensure that the targets are supported by those who will work towards them.

### HOW TO SELECT PERFORMANCE TARGETS

Each working group should select performance targets for its strategic goal and related sub-objectives. You should think about these aspects when selecting the performance targets:

- The list of targets should be short and specific: Targets are more likely to lead to better performance if their number is kept small. A few precise targets provide a clear focus and help to mobilize effort and resources in the desired direction. If the list is too long, the targets could instead lead to confusion and de-motivation.

- The targets should lead to benefits in your municipality that can be achieved at a reasonable cost. Given the uncertainty of external resources, you may sometimes need two performance targets—one target if you receive requested external resources and another target if you do not. This makes clear the way in which the receipt of external resources will enhance the improvements you can achieve with your own resources.
- The targets should be easy to understand, so that a broad audience, including municipal staff, can understand them.
- The targets should be aligned and not contradict one another.

SELECTING PERFORMANCE TARGETS: PERFORMANCE TARGETS SHOULD BE SET FOR STRATEGIC AND OPERATIONAL LEVELS.

- **Strategic level:** The targets at the strategic level should reflect changes that create a more resilient municipality. This includes increased flexibility and coordination among municipal departments so they can address critical issues effectively, partnerships with civil society organizations, the business sector, and neighboring municipalities, the establishment of two-way communication systems with the community, and building of social capital that will reduce tensions across groups.
- **Operational level:** This level should include targets describing how the local government will achieve improved service delivery, public safety, and security. What are the needed inputs – either activities, investments, or skills?

It is also useful to think of targets in terms of impact on local assets, service delivery and public safety (residents’ expectations and needs), and local government management.

- **Assets:** Focus on setting targets from the point of view of the human, social, and physical/natural capital needed to achieve a strategic goal or sub-objective.
- **Service Delivery/Public Safety:** Focus on setting targets from the point of view of the service user and resident.
- **Management:** Focus on setting targets from the point of view of what the local government will do based on improvements in skills or introduction of new approaches.

To set performance targets that include all these aspects, use the grid provided in the table below. The grid should be filled with targets that are specific to your strategic goals (and related sub-objectives). The targets in the table are examples of targets you may want to consider.

Table 5: Dimensions for setting performance targets – with examples of performance target

Levels of Performance	Assets	Service Delivery (including Public Safety and Security, Health, Education and other Services)	Management
Strategic	Social capital (e.g. youth engagement)	Extent service meets the requirements of all groups (e.g. participation rate of special needs groups)	Partnerships formed to achieve strategic goals
Operational	Physical capital (e.g. schools or clinics built or rehabilitated)  Human capital (e.g. municipal staff trained in billing software)	Proportion of residents receiving the service  Service quality meets the expectation of residents	Service fees are being collected based on actual usage  Maintenance plans are adapted to reflect increased usage

## FROM STRATEGIC GOALS TO TARGETS AND ACTIVITIES

Targets help to move from strategic goals to defined activities. When targets can be achieved will depend on which activities and investments are undertaken so the target timeline must be created in conjunction with developing a collective action plan (next step).

The collective action plan for the strategic goal and related performance targets should include:

1. Description of activities and investments needed to achieve the targets;
2. A schedule/time-line for each activity;
3. Sequencing of activities (does one activity need to precede another?).

For each strategic goal, develop a monthly schedule for each activity that will be carried out to achieve the related targets. The table below gives an example of a time line for one strategic goal. In this form, the activities should be filled in according to the order of implementation; a symbol should indicate the month of implementation. This form contains five months of 2014 and seven months of 2015. The form is used as a reference to determine what activities to carry out and when. For example, activity 1 will be implemented in August 2014.

**Table 6: Example of timeline for achieving targets of the strategic goal**

Month	8/14	9/14	10/14	11/14	12/14	1/15	2/15	3/15	4/15	5/15	6/15	7/15
Activity												
1	*											
2						*	*					
3								*	*			
4										*	*	*

## TOOLS TO MONITOR THAT THE PERIODIC PERFORMANCE TARGETS ARE FULFILLED

To monitor that the periodic targets are met, use three tools:

1. Hold periodical meetings with sectors involved in achieving the targets, in order to enhance the cooperation with the municipality by clarifying the roles of different parties. These meetings can be held every month or two and should discuss: 1) what has been accomplished toward achieving the overall target, and 2) which of the specific activities have been accomplished. The meetings will help ensure that the performance targets are progressing according to plan and create a sense of ownership of the activity among the parties;
2. Hold meetings with groups that the targets concern. This will give a clear picture on the impact of the activity;
3. Update the civil and international organizations that financed or supported or executed any activity towards achieving the set performance targets about the outcome of the work to achieve the target. These organizations should also be briefed about the future interventions.

In setting performance targets, it can be useful to interview well-informed persons in your municipality, to hear their knowledge and perspectives. The interviews with WIPs can be useful for gleaning their knowledge for two reasons when you are setting your municipality's performance target:

1. You can get insight and perspectives on the development of the performance targets from well-informed persons by interviewing them about which aspects they think are the most important; WIPs can also provide insight on what suitable target levels should be.
2. To support the methods for monitoring that the periodic performance targets are fulfilled, you can supplement the method of holding meetings (listed above) with interviews with well informed persons. The interviews can be held with three types of actors: those involved in achieving the performance targets, those who benefit from the targets being achieved (most often: the people in your community), and the various organizations that have supported the work towards the targets.



## STEP 3: CREATE COLLECTIVE ACTION PLANS



Throughout implementation of the resource, you have been working on defining the priorities and assets within your community, while at the same time building bridges across different groups within your community as they work together and understand one another's perspectives on important issues. At this stage, the Task Force working groups can now bring together the information and analysis to create a practical approach to making improvements that will have the largest impact on the lives of people in your municipality.

### WHO IS INVOLVED?

The Task Force should be leading the creation of the collective action plan, with support and input from the working groups and the secretariat. Organizations that were identified as 'influential stakeholder with strong interest' in the Assets and Stakeholder Analysis should participate in the creation of the plan, as their cooperation is essential for achieving a particular strategic goal. The Task Force needs them to participate and to provide specific contributions.

- One way to include the organizations identified as "influential stakeholders with strong interest" is to interview them to hear their perspectives. To do this, select a number of well-informed persons to interview and follow the guidelines described in Module 4.

### WHY COLLECTIVE ACTION?

Collective action utilizes different capacities and responsibilities of local stakeholder groups, coordinating them to achieve a long-term goal. Collective action can be compared to a sports team, where each position is important for the overall effectiveness and efficiency of the team's work. In a collective action plan, the "positions" may be played by public institutions and private organizations and individuals. The local government will coach the team and provide players, but should always welcome initiatives from other players.

Collective action can help your municipality become more resilient, because it prepares the municipality to manage complex challenges and shocks that cannot be addressed by one actor alone. Collective action builds a network in which one group or organization supplements or complements the strengths and efforts of another. Through the formation and implementation of a collective-action plan, the different parts of the municipality will learn to work together in a coordinated and effective manner to address challenges and crises today and in the future.

Through collective actions the local government:

- creates economies of scale and budget savings;
- brings in new resources and expertise;
- responds to citizens' demand for high quality services and opens the door to social innovation;
- increases visibility and transparency;
- ensures external partner funds are being leveraged with local resources.

### BOX 1 COLLECTIVE PLANNING: LEVERAGING COMMUNITY RESOURCES

Naseej committees, established as part of the Lebanon Civic Support Initiative, demonstrate the importance of participatory planning. In these committees, community representatives work together to define the community's needs, plan projects, and seek donor funding. The projects developed include playgrounds, dispensaries, maternal-care units, streetlights, water channels, agricultural processing equipment, and greenhouse projects. By jointly developing the projects, the communities leverage their energy and resources, and they provide donors with credible, well-grounded projects. The deliberation process can also help develop social cohesion, build social capital, and expand notions of volunteerism.

Importantly, collective action is not coerced. True collective action should be voluntary in nature, with each group willingly participating.

Collective action would not be difficult if everyone had the same interests. Unfortunately, this is not the case. Within a municipality, long-term interests such as more and better jobs, safe neighborhoods, and improved services are fairly similar across groups. However, the short- and medium-term interests of different groups can collide.

The Task Force working groups analyzed the influence stakeholders have over assets, and whether they are strong supporters or opponents of a sub-objective. In creating a politically feasible collective action plan, the Task Force should consider the interests of different stakeholders. It is not correct to assume that local actors will voluntarily cooperate, when in fact they have different motivations.

### MODIFIED STRENGTHS-WEAKNESSES- OPPORTUNITIES-THREATS (SWOT) ANALYSIS

The template provided below may help in documenting the different stakeholder interests in a particular strategic goal. The template is used for recording the results of a modified SWOT analysis for a particular strategic goal. Using the results of the Assets and Stakeholder Analysis and the Cause and Effect Analysis, the Task Force makes these records:

#### In Column 1:

- Capacity and resources of the main stakeholder groups (specifically in relation to this goal);
- What already works and should be continued;
- Existing examples of stakeholder groups successfully collaborating;
- Opportunities emanating from external groups that might facilitate achievement of the goal.

#### In Column 2:

- Different (potentially conflicting) interests (specifically in relation to this goal) of all relevant stakeholder groups;
- Common interests of the main stakeholder groups (specifically in relation to this goal).

#### In Column 3:

- weaknesses of the main stakeholder groups (specifically in relation to this goal);
- what needs to be improved;
- what planned or possible future activities or events could hinder the achievement of the goal.

### Modified SWOT analysis (template)

LONG-TERM STRATEGIC GOAL:			
	Column 1	Column 2	Column 3
Current situation/ internal factors / local stakeholder groups	Strengths that can be used to achieve the goal  What already works and should be continued?  Capacity/strengths of main stakeholders for the achievement of the goal: Local government Community Private Sector Civil society/Religious/ Cultural leaders	Separate interest/goals of main stakeholder groups in this area: Local government - different groups (officials, civil servants, workers) Community - different groups in the community Private sector	Weaknesses that prevent the achievement of the goal  What needs to be improved?  Weakness of main actors: Local government Community Private Sector Civil society/Religious/ Cultural leaders
Future scenarios/ external factors/ central government/ external investors	Opportunities that might facilitate the achievement of the goal  For example: support of the central/regional government, etc.	Common interest of main actors in this priority area	Threats that might hinder the achievement of the goal

■ The nature of decision-making includes compromise and negotiation. A group that receives something that is important to it can be willing to compromise on other areas. Alternatively, a group can be compensated if it suffers a loss or has to postpone receiving certain benefits.

## DEFINING SHORT-TERM ACTIVITIES AND MEDIUM-TERM INITIATIVES

The collective action plan should be organized by the strategic goals and the related sub-objectives. Each strategic goal will require several collective actions to meet the sub-objectives. In addition, when there are diverging interests of main stakeholders, different collective actions will be needed to satisfy those interests. The different short-term interests of stakeholders will need to be accommodated to reach overall consensus on actions to achieve the strategic goal.

Thus, the Task Force should think in terms of groups of actions that will support one another. For example, there may be quick wins of collaboration that will create trust among actors or respond to immediate needs of a particular actor. However, these quick wins need to be paired with collective actions that focus on the places in which sustained efforts and investments are needed, in which there may be need to change institutional processes, behaviors, or attitudes.

Collective action plans explain who will do what to achieve the various sub-objectives of the strategic goal. The collective action plan will combine collective actions that are short-term activities (one to six months) and medium-term initiatives (six months to two years). For each proposed collective action, the Task Force should answer the following questions:

- What is the implementation timeframe?;
- Which person or group is ultimately responsible for continuous implementation of the initiative? Does the main actor have the commitment and capacity to implement the initiative?;
- Which capacities of other actors can complement those of the main actor to ensure effective implementation?;
- How can we ensure that the initiative creates resilience in the municipality? (flexibility, social cohesion).

The Task Force should consider not only budgetary resources, but also resources connected to each of the major actor groups involved in the collective action.

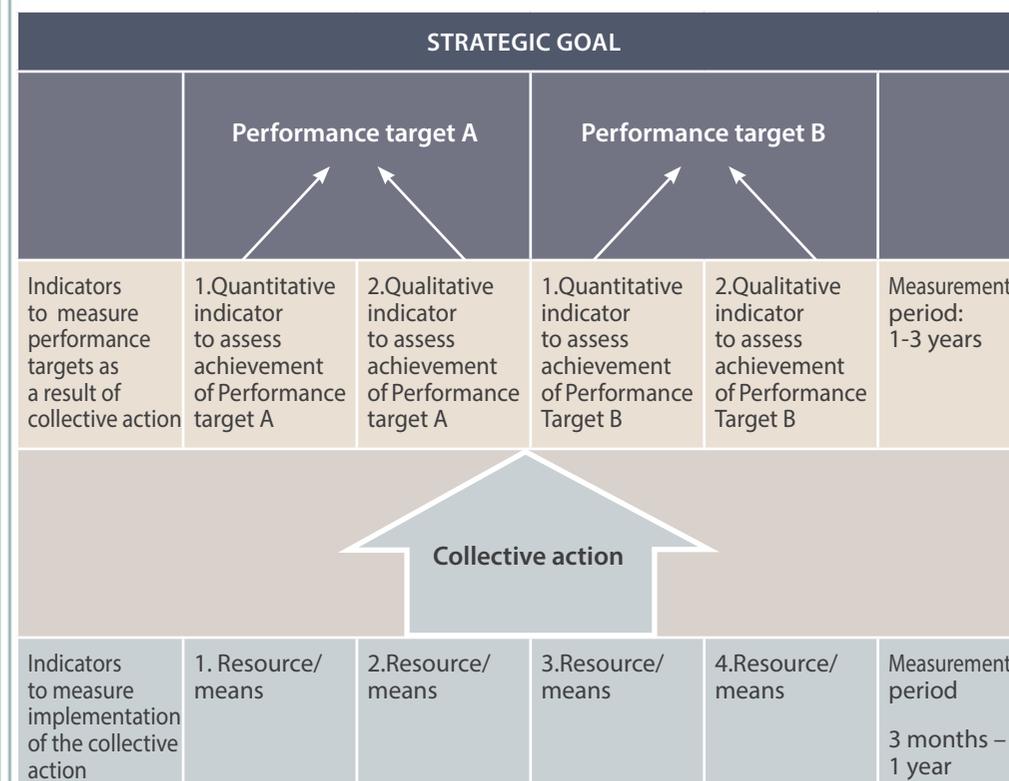
**Table7: Detailed Collective Action Plan (template)**

■ \* Impact on social cohesion may be through increased transparency in procedures/processes, increased or clearer explanation of equitable provision of services, organization of activities that bring together different groups.

Strategic Goal	Action	Implementation timeframe	Main actor responsible	Other actors	Impact on flexibility	Impact on social cohesion*
Strategic goal 1	Collective Action 1					
	Collective Action 2					
	Collective Action 3					
Strategic goal 2	Collective Action 1					
	Collective Action 2					

The monitoring plan will follow from the Performance Target Setting, which established the specific targets for each strategic goal. It is useful to think of the two layers of the monitoring plan. At one level, the Task Force needs to measure whether the collective-action plan is being implemented. Part of measuring this is confirming that all of the necessary resources and means are in place. This can be measured in the short term, from three months to one year. At the higher level, the Task Force needs to measure the achievement of the strategic goal periodically, via the performance targets. Here progress will be measured on an annual basis. Most likely, more than one indicator will be needed to gauge the achievement of the performance target. It is recommended to select a combination of qualitative and quantitative indicators. At the higher level, the Task Force is not measuring whether the collective-action plan is being implemented, but the impact of its implementation on the strategic goal.

**Choosing indicators to measure Performance Targets and collective action implementation**



## RESOURCE MOBILIZATION PLAN

The resource mobilization plan for the collective action plan should also be organized by strategic goal, with separate rows for each collective action. The resource mobilization plan should first detail the available means for conducting the collective action, including the means provided by the main actor, means provided by other actors, and resource rationalization strategies or in-kind contributions. Then, the resource mobilization plan should detail what remaining means are needed by type and value. Finally, the Task Force should identify possible sources of external funds, considering the strategic goal, and the type and value of resources needed.

### Approval by local council

The collective action plan should be approved by the local council as an official document, which later can be part of the municipality's strategic plan. However, promotion of the collective action plan should not stop with the local council. The many groups involved in the municipal situation self-assessment and later stages should help make a broad public commitment towards the goals and actions in the plan. This means involving business and civil society leaders in the public commitments.

**Table8: Resource mobilization plan (template)**

Goal	Action	Means provided by main actor	Means provided by other actors	Other ways to rationalize resources (in-kind contributions)	External means needed (type and value)	Possible sources of external funds and resources
Strategic goal 1	Collective Action 1					
	Collective Action 2					
	Collective Action 3					
Strategic goal 2	Collective Action 1					
	Collective Action 2					

