

SUB-NATIONAL URBAN POLICY



A GUIDE

UN HABITAT
FOR A BETTER URBAN FUTURE

UCLG
United Cities
and Local Governments

A
Asociación Argentina de Cooperación Interjurisdiccional,
Municipal y Comunal
Consejo de Igualdad, Políticas Sociales
y Convivencia

Sub-National Urban Policy: A Guide

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SUB-NATIONAL URBAN POLICY

A GUIDE

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FOREWORD



Local, regional and national governments are all key actors in the achievement of the global agendas. Their coordination is particularly important in ensuring policies are being aligned as well as effectively implemented at all levels. As the COVID-19 pandemic has made clear at the start of the Decade of Action on the Sustainable Development Goals (SDGs), we cannot overcome the challenges of poverty, inequality, climate change and conflict alone. Joining efforts towards the implementation of the SDGs and New Urban Agenda (NUA) has become more urgent than ever.

The realisation of the SDGs is directly linked to the capacity of local, regional and national governments to work together. The NUA underlines that governments should partner with each other to seek new solutions to the enormous challenges the world faces today. Such vertical and horizontal cooperation requires clear methodologies and coordination mechanisms.

The capacity of sub-national governments needs to be strengthened to allow them to fulfil their important commitments to the global agendas. This means not only supporting them with targeted programmes or trainings, but also with designing appropriate organisational systems and procedures and clarification of competences that support effective decision making, policy design and implementation, at all levels.

Ms. Maimunah Mohd Sharif

*Under-Secretary-General and
Executive Director of UN-Habitat*



It is in this context that UN-Habitat and United Cities and Local Governments launch this publication - '**Sub-national Urban Policy: A Guide**'. The Guide provides a clear explanation on what sub-national urban policies consist of, why they are important, and how they contribute towards achieving the global agendas. The Guide draws from a range of global examples and issues such as local public service provision, housing, mobility, water and sanitation and climate change, among others. Moreover, the Guide provides a practical set of methodologies, tools and the necessary steps necessary to realize a sub-national urban policy, from its feasibility and formulation phases to implementation, monitoring and evaluation.

UN-Habitat and UCLG have been championing the localization of the global agendas, in particular the SDGs. This Guide is an important milestone and achievement of our partnership. We are convinced that it will be of interest to local, regional, and national policy makers, as well as relevant stakeholders committed to designing and implementing effective urban policies for a sustainable future.

Ms. Emilia Saiz

Secretary General, UCLG



EXECUTIVE SUMMARY

Cities and local and regional governments have a fundamental role in leading the transformation towards sustainable development and in the achievement of the Sustainable Development Goals through local public service provision.

They are also direct drivers of development to mitigate inequalities and segregation in the urban environment. When these problems go beyond local borders, it is necessary to establish territorial alliances to manage the challenges which exceed the capacities of those at the local level.

New scenarios for urban policies then emerge, such as the sub-national scenario. Sub-national urban policies are instruments for territorial cooperation and integration that promote the process of sustainable urban development and territorial competitiveness in national and global contexts. Policies are critical to solve challenges that arise while facilitating effective and efficient public action; through sub-national urban policies, a special framework is provided to achieve the implementation of the 2030 Agenda and New Urban Agenda.

These policies are not sufficient on their own and require a management system to sustain them, and governance aspects such as decision-taking, decentralization, administration and capacity are key.

The guide offers governments and stakeholders the conceptual and methodological aspects for the development of subnational urban policies. It sets out the steps for the successful development, implementation, evaluation and monitoring of sub-national urban policies through a flexible process that adapts to different contexts.

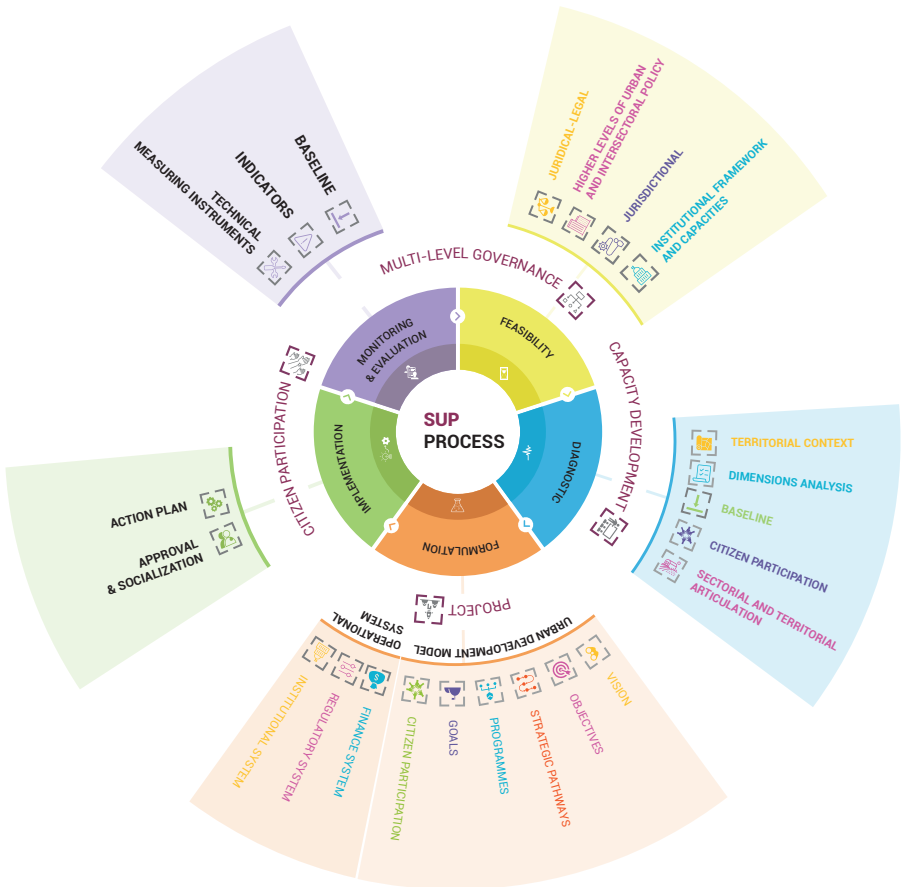
The process of the subnational urban policy consists of 5 phases: feasibility, diagnosis, formulation, implementation, and monitoring and evaluation, that are characterized by guaranteeing intersectorality, articulated vision of the territory, horizontal and vertical articulation and fundamental aspects in sub-national contexts.

Likewise, it is based on the key pillars of multilevel governance, citizen participation, capacity development and projects.

Decision-making is linked to the type of state government system which in turn defines at what level decisions are made and who assumes the responsibilities of urban development. Depending on what type of government is in place – centralized or federal, for example – will create a different enabling environment for policy making, the division of tasks and responsibilities, and the actors involved. All of these factors will result in varying management systems and policymaking strategies.

This guide is a tool for sub-national governments, policy makers and all stakeholders in urban development. It guides the approach to urban policies at

the appropriate level to achieve sustainable development objectives and to articulate and coordinate levels of government in this endeavour.



INTRODUCTION

THE NEW SCENARIOS FOR URBAN POLICIES

Globalization is a phenomenon that goes beyond the economic aspect; it influences the relations of society, expressing itself culturally and socially, and interacting with the environment and the organization of space in cities.

Cities, where the majority of the world's population is concentrated, are expressions of society and need to be treated with greater rigor for they have a fundamental role in leading the transformation towards sustainable development. Moreover, cities, and local and regional governments, play a key role in the achievement of the Sustainable Development Goals through local public service provision. In fact, the OECD found that 65 per cent of the 169 targets characterized by the 17 SDGs cannot be achieved without the involvement or coordination of local and regional governments.¹

The city is not only the closest territorial level to society but it is also the closest to the aspirations of its citizens and their demand for goods and services. Local and regional governments play an essential role in protecting the rights and freedom of citizens as custodians of local democracy, and their presence in decision-making spaces ensures the protection of these rights. However, on top of the challenge of managing citizens' rights and duties,

it is also the territorial scale at which change materializes through a governance model based on the principle of subsidiarity, local democracy, integration and complementarity, and management instruments adjusted to their levels of development, such as policies, regulatory frameworks and urban plans.

In urban agglomerates, social, economic and cultural heterogeneity is expressed to a greater extent, and the effects of urbanization impact the growth of social segregation and fragmentation as a result of the emphasis of territorial management on competitiveness and the attraction of investments to achieve economic development.

Today, due to the accentuation of inequalities in cities, it is necessary to turn attention to urban development and management, putting people at the centre, to achieve cities and human settlements where everyone can enjoy equal rights and opportunities, guaranteeing the protection of the environment and equity in development. This has become all the more urgent with the Covid-19 pandemic, which has exacerbated inequality and which has shone a light on the importance of local public service delivery and the need for policies to maintain its sustainable provision.

¹ Source: <https://www.oecd.org/cfe/territorial-approach-sdgs.htm>

Today, and after decades of debate, there is agreement that the development phenomenon is multidimensional and complex. Sustainable development is defined as meeting "the needs of the present generation without compromising the ability of future generations to meet their own needs". (Report entitled *Our Common Future* (1987). World Commission on Environment and Development.) Consisting of three pillars, sustainable development seeks to achieve, in a balanced way, economic development, social development and protection of the environment.

In understanding the concept of development, it is worth considering what type of policies, initiatives or actions fit the territorial development approach.

Several authors have made efforts to identify the main dimensions that affect development and the key initiatives that lead to its revitalization. For Francisco Albuquerque (2015), for example, the multidimensionality of territorial development articulates four central dimensions: i) social / human; ii) cultural, political and institutional; iii) environmental / sustainable; and iv) economic, technological and financial. Therefore, to promote development, it is necessary to activate initiatives with a local perspective in all these areas or dimensions. Oscar Madoery (2008), on the other hand, identifies six key plans of action if local development policies are to be implemented: i) the strengthening of territorial productive systems; ii) the adoption and diffusion of innovations and knowledge; iii) the creation of suitable environments to live and produce, iv) institutional and cultural change, v) the cohesion of the social fabric; and vi) education for development.

Thus, as the territory is the main scenario for the activation of sustainable development, it becomes imperative to consider the hierarchical levels established in the administrative political distribution of the State for the suitable implementation of global agendas and for territorial public management at the adequate level, which includes territorial, selective and horizontal policies, according to its own history, values, culture, education, economy and productive profiles, spatial and institutional structure.

Sub-national and local governments are relevant actors in sustainable development, especially when the impact of social, economic and environmental dynamics is close to the territorial dimension, because they have the mandate of the communities, the competences and the greatest opportunities to implement actions to address the challenges and derivatives. But how is this function understood and put into practice? Through policy instruments, in particular the provision and financing of public services, political cooperation, regulatory frameworks and plans, which incorporate programmes and projects to face the challenges of globalization and urbanization.

Local and regional governments play a fundamental role as direct drivers of development to mitigate inequalities and segregation in the urban environment. However, when these problems go beyond local borders, it is necessary to establish territorial alliances to enhance and optimize the management of urban challenges, which exceed the capacities of local levels and lose their proximity to the national hierarchy.

New scenarios for urban policies then emerge, such as the sub-national scenario, which refers to the regions and cities that make up a national territory, in which social processes and relationships occur, with attributes that give identity and characterize the territory and that determine both the size, shape, location and type of political-spatial organization. The sub-national scenario can be characterized by a complex structure that interacts between multiple limits and forms alliances with strategies to identify problems and to achieve objectives that allow it to improve its positioning in the context, whether national or international.

Regions, provinces, districts and metropolitan areas are some of the denominations of the political-administrative levels of sub-national territories. Incorporating a vision of sub-national development implies thinking about a set of regional, metropolitan and local territories with policies, regulatory frameworks and plans for sustainable development, which on their own, as well as when they interact, contribute to sustainable development at the national level.



PART 1. CONCEPTUAL FRAMEWORK



SUB-NATIONAL URBAN POLICY CONCEPTUAL FRAMEWORK

1. LOCALIZATION OF THE SDGs: THE ROLE OF SUB-NATIONAL URBAN POLICIES

Cities are the primary scenarios for the achievement of the SDGs. Moreover, the SDGs are directly linked to the capacity of local and regional governments to ensure citizens' access to the basic service provision that underpins quality of life and protects the environment, such as adequate housing, education, food security, health, public transport, sanitation and water, among others.²

SDG 11 aims to make "cities and human settlements inclusive, safe, resilient and sustainable", and the New Urban Agenda provides a political framework for authorities and society within which local and regional actions can make the aspirations of SDG 11 tangible for citizens, as well as many other SDG goals that have an urban dimension. Thus, the achievement of this objective depends on the leadership and commitment of local and regional governments to exercise good governance for sustainable territorial development.

Although the context of the SDGs is global, their achievement is local and regional, therefore their localization implies counting on sub-national contexts to achieve the 2030 Agenda, the support of local and regional government associations and networks, as well as a supportive national context and a strengthened multilateral system that scales up knowledge sharing, promotes open dialogue,

and investment and prioritizes a bottom-up approach of urban development, that is, having a strong participation of local and regional governments in the achievement of the SDGs. Only through collaboration between spheres of government, regions, cities and the civil society can we truly leave no one and no place behind.

This political leadership of local and regional authorities to locate the SDGs in their territory requires a connection to technical solutions, through urban policy instruments that guide planning and strategies to achieve sustainable development of the territory. In this context, sub-national urban policies become a governance instrument to make the localization of the SDGs viable in cities and regions, in as much as they summon all actors for the collective definition of the vision of territorial development based on the concept of social, economic and environmental sustainability in whose centre people are located.

Some of the SDGs' aims are to improve the quality of life of people in the urban environment, overcome poverty, gender inequality, combat climate change and insecurity, territorial resilience, and to provide high-quality public services, including education, health, transport, water, energy, clean air, housing and conservation of natural resources.

² Source: <https://www.gold.uclg.org/sites/default/files/Informe%20HLPF-FINAL.pdf>

All these issues of urban development require political instruments that integrally guide their management and that allow the participation of society in defining the strategies to be implemented to close the gaps in the provision of urban goods and services and to achieve equitable development of the territory. Sub-national urban policy allows articulation of the relations between different territorial jurisdictions. Policies are critical to solve challenges that arise in the face of these issues while facilitating effective and efficient public action. Thus, through sub-national urban policies, a special framework is provided to achieve the implementation of the 2030 Agenda and New Urban Agenda.

The New Urban Agenda (see annex) considers urban policies as one of its pillars of application, being a resource for the common ideal of sustainable urban development to be realized from all levels of government (national, sub-national and local), making reference to on the territorial scale, approach, characteristics, applicability, governance, integration, articulation, transversality and financing of urban policies.

In addition, the New Urban Agenda identifies the urban policy themes³ that are necessary to achieve sustainable urban development and the themes⁴ where the sub-national level plays a fundamental role.

2. TERRITORIAL DECENTRALIZATION: THE ROLE OF SUB-NATIONAL URBAN POLICY

The administration of the national territory requires instruments that facilitate and articulate urban management in regions. Sub-national urban policies function as vehicles that mobilize the actions, strategies and resources of the national agenda towards the lower-level territorial contexts, guaranteeing the articulation in the fulfilment of sustainable development, the investment of resources in the urban challenges of each territory, and the delegated administration of the territory.

Sub-national urban policies are an instrument for territorial decentralization in which both the government authorities coexist in the sub-

national context and the representatives of society to implement the policies, strategies and actions proposed by the national level according to the urban realities and challenges of the territory. They are an instrument for good urban governance and management from both the top down and bottom up.

Sub-national urban policies enhance the comparative advantages of the territory to respond to global competitiveness and allow it to advance independently and in coordination with the sustainable development in the national context.

3 See Annex: Social cohesion, equality and inclusion migration, housing, natural and cultural heritage, resilience, climate change, territorial planning, urban planning and design transport, urban security, road safety, energy efficient, food security, governance.

4 See Annex: Migration, housing, natural and cultural heritage, climate change, regulatory frameworks for urban development, urban planning and design, transport and capacity development.

3. WHY A SUB-NATIONAL URBAN POLICY

Cities and local and regional governments also play a key role in the achievement of the 2030 Agenda and the New Urban Agenda through basic service delivery. This has been further emphasized during the COVID-19 pandemic whereby local and regional governments, and their associations, have worked tirelessly at the frontline to safeguard the rights and health of communities via access to adequate housing, health services, the provision of services to people living in informal settlements, the application of digital technologies, and sanitation and waste management services among others.⁵ Globalization has highlighted the current connections between cities and global dynamics and flows, revealing a tension between local and global scales.

Studies on global cities (Castells, 1996; Taylor et al., 2006) show that the context of globalization and new information technologies gives large cities the decisive advantages of interconnectivity. Inter-urban cooperation builds new levels of territorial contexts, such as metropolitan areas, provinces and regions which are supra-municipal and are below the national context.

These contexts require urban management through the elaboration and implementation of urban policies at the appropriate level, based on a clear division of competences in line with the principle of subsidiarity, cooperation and integration between the different levels of government to avoid the overlapping of competences and functions and to achieve sustainable urban development.

In such cases, different types of cooperation are presented, which therefore require elaborate urban policies in accordance with them, including;

- Cooperation around infrastructure and basic services, such as transport, road construction, health and education services, green spaces, waste collection, etc.
- Cooperation on land management issues that cover a territory that is broader than a single administrative unit or in the same planning instrument.
- Integrated cooperation, which tries to build a new level of governance in order to regroup the different territories into a larger unit with greater weight in national and international governance.
- Economic cooperation, which enables greater economies of scale and complementarity of production chains to be generated, as well as avoiding unfair competition processes between neighbouring territories.

⁵ Source: <https://www.gold.uclg.org/sites/default/files/Informe%20HLPF-FINAL.pdf>

The purpose of all these territorial cooperation initiatives is to identify concrete objectives that require the joint intervention of all levels of government, actors and society in general. Through this instrument for urban management, the territories establish the same development vision, incorporate the strategies and actions to achieve it, and define the mechanisms to finance it, guaranteeing participation, deliberative construction, and the evaluation and monitoring of progress in

the process of sustainable development of the territory and its competitiveness in the face of national and international contexts.

In short, sub-national urban policies are instruments for territorial cooperation and integration that promote the process of sustainable urban development and territorial competitiveness in the face of national and global contexts.

4. WHAT IS A SUB-NATIONAL URBAN POLICY?

4.1. Definition and main elements of a sub-national urban policy

Definition of sub-national urban policy

An urban management instrument whose objective is to contribute to sustainable territorial development, multi-level governance and territorial decentralization, within the framework of a common ideal of a city for all, led by the sub-national government and built with the participation of society. It incorporates guidelines, strategies and actions to solve problems and take advantage of urbanization opportunities, improve planning, strengthen governance and finance the provision of goods and services, depending on the attributes and identity of the regional territory.

UN-Habitat has conceptualized the national urban policy as:

"A coherent set of decisions derived from a government-led deliberative process to coordinate and bring together various actors for a common vision and goal that promotes more transformative, productive, inclusive and resilient urban development for the long term."

(UN-Habitat, 2014).

Urban policies contemplate a "comprehensive and integrated vision and action that leads to the resolution of urban problems and aims to achieve a lasting improvement in the economic, physical, social and environmental conditions of an area that has been subject to change", (Roberts, 2000).

Turok (2014) conceives national urban policy as "instruments to cover the global intentions that governments have, and what they really do, within their towns, cities and metropolitan regions to make them function better - economically, socially and ecologically".

It could be said, then, that urban policies are an instrument to improve the planning and provision of services by the State.

At the sub-national level, urban policies are instruments to locate the national, regional, local and global agenda and to make the administration of the territory under delegated authorities more efficient, taking into account the complexities and tensions of the spatial area.

Main elements of a sub-national urban policy include:

- The promotion of multi-level governance.
- The strengthening of citizen participation.
- The strengthening of local public service delivery.
- The establishment of competencies based on the specificities of the territory.
- An adaptation of the necessary capacities of the administrations involved to enable sustainable urban development
- Focus and optimization of the efficient investment of national and local resources.

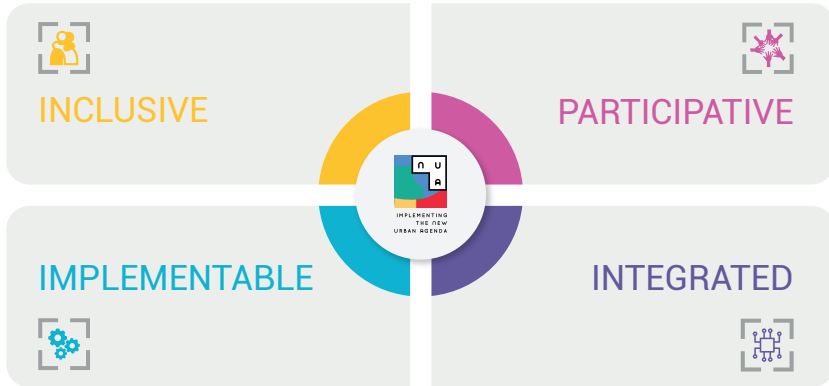


Differences between a National Urban Policy and a Sub-national Urban Policy

NATIONAL URBAN POLICY	SUB-NATIONAL URBAN POLICY
It is the general framework on urban development	It is an instrument to implement the general framework of urban development in the sub-national context, or it constitutes the general framework of urban development in its own territorial context.
It is an instrument that guides decentralization	It is an instrument through which decentralization materializes.
It tends to facilitate the implementation of the Sustainable Development Goals and the New Urban Agenda from top to bottom	It tends to facilitate the implementation of the Sustainable Development Goals and the New Urban Agenda from the bottom up
Its objective is to maximize the benefits of urbanization, while mitigating inequalities and possible adverse externalities.	Its objective is to maximize the potential of the territory and face the challenges of urbanization / mitigate inequalities according to the territorial identity and its level of urbanization.
Guides the development of national legislation to strengthen cities and regions.	It guides the development of regulatory frameworks to implement national or sub-national legislation according to the realities of the territory.
Provides a framework for effective vertical collaboration between national and sub-national governments	Provides a framework for effective horizontal collaboration between governments and institutions that coexist in sub-national territory.
Guides urban and territorial planning.	Defines the urban issues that must be planned.
It favours territorial competitiveness by strengthening connectivity and collaboration between cities and towns.	Identify the functional specialties of the territory to activate the urban economy and improve its competitiveness.
The territorial scale is the entire national territory.	The territorial scale is a territory less than the national context, such as regions, metropolises, among others.
Provides a framework and guidance for administrative competences and resources.	Will address and compensate administration shortfalls and gaps.

4.2. Characteristics

For the effective application of the New Urban Agenda, the urban policies that are implemented must meet the following characteristics (paragraph 86 NAU):



Inclusive. They incorporate strategies so that spatial inclusion (accessibility and affordability of urban infrastructure and essential services) is guaranteed in the sub-national territory, social inclusion (equal rights and participation for all, particularly the most vulnerable and marginalized groups, whose objective is reduction of poverty) and economic inclusion (job creation and the opportunity to enjoy the benefits of urban economic growth)

Implementable. They establish strategies so that the programmes and projects defined in the policy have financing, execution and administration schemes, based on cooperation, integration and complementary resources and competencies (paragraph 89 NAU)

Participative. They define methodologies in the formulation, implementation and follow-up stages, through which the contribution of actors from the different governments that interact in the sub-national territory, and from the networks of actors from the social and economic sectors, are recognized, ensuring that everyone is involved in decision-making regarding sustainable urban development (paragraph 92 NAU)

Integrated. They address the urban challenges present in the sub-national territory, articulating sectorial issues (rural development, land use, food security and nutrition, natural resource management, provision of public services, water and sanitation, health, environment, energy, housing and mobility policies, economy, among others) and the coexisting spheres of competence, to achieve coherent and efficient strategies for urbanization (paragraph 88 NAU)

4.3. Principles

Sub-national urban policy considers the following guiding principles:



Decentralization. Sub-national urban policy will be a means to guarantee the implementation of national policies, strategies and programmes in the territories according to the identity of the territorial context in which they are located, and to make urban management of all levels of government more efficient. In the territories it will be through the delegation of responsibilities for political management and decision-making regarding interventions and investments in cities and regions and the delegation of powers, capacities and means to exercise them.

Subsidiarity. Sub-national urban policy will address issues that cannot be addressed at the local level due to their complexity and extra-jurisdictional connections as a result of territorial flows and interdependencies in the sub-national context

Horizontal and vertical linkage. The sub-national urban policy will guarantee the articulation, dialogue and complementarity of the coexisting government levels in the

sub-national context, to fully contribute to the territorial development process with an integrated vision, through participation in decision-making process and establishing schemes of governance for this purpose, together with the articulation of coexisting sectorial policies at the local level that impact urban development. In the same way, it will articulate urban development policy at the national level to the purposes of sub-national policy linking the different levels of government and their institutions

Sustainability. Sub-national urban policy will be the strategic and guiding framework for sustainable development in the sub-national context, through which human well-being (social dimension) is satisfied, economic progress and territorial competitiveness (economic dimension) are ensured, environmental goods and services are maintained (environmental dimension) and it contributes to the vision and goals of sustainable development on the national agenda.

Territorial cohesion. The sub-national urban policy will promote the internal coherence of the territory through the creation of bonds of union of the members of the community in a common territorial project, respecting diversity and articulating the different parts of the territory (social cohesion) and guaranteeing equality in the levels of provision and access to public services, equipment and infrastructure in all parts of the territory, as well as the connectivity of the sub-national territory with other neighbouring territories (territorial equity).

Orientation to action and centred on people. Sub-national urban policy will ensure that its objectives are translated into actionable activities that can be monitored and evaluated with respect to obtaining results and having a positive impact on sustainable urban development, the ultimate goal of which is to improve people's quality of life

4.4. Territorial scales of implementation of sub-national urban policies

The sub-national territorial context is anyone that is below the national level, implies legally recognized borders or administrative subdivision, such as the regional, metropolitan, state, local, city and municipality levels or any other denomination.

The New Urban Agenda has established that for its adoption it is necessary to prepare and implement urban policies at the level appropriate to the territorial contexts that are related to cultural and geographical identity (national and local), by functional ties or are suburban (sub-national) (paragraph 15, literal i) NAU). It has considered the national, sub-national and local levels for its implementation.

The national that corresponds to the superior scope, that is to say to the country, the intermediate that corresponds to the sub-national and the municipal/city that corresponds to the local. In the same sense, the UN-Habitat's International Guidelines on Urban and Territorial Planning establishes that territorial planning must be applied at multiple scales:

i) supranational and cross-border, **ii)** national, **iii)** regional and metropolitan⁶ and **iv)** municipal.

6 Metropolises: they are territories with multiple centralities that are connected instead of operating in isolation. Therefore, metropolises have strong territorial interdependencies from the economic, social and environmental perspectives that must be governed and managed in an integrated manner. They are also called urban agglomerations, large merged cities, metropolitan areas, metropolitan regions, functional cities, megacities, among other names and definitions that vary according to the legal, administrative, political, economic or cultural criteria in the respective countries and regions. UN-Habitat (2020). Global State of the Metropolis 2020 - Population Data Booklet. Nairobi: UN-Habitat MetroHUB)

4.5. Territorial approach

The new urban paradigm implies adopting sustainable and integrated approaches to urban territorial development, centred on people, establishing a driving factor for change, the adoption of urban policies at the appropriate level, through which the public response to urban challenges are exercised by the authorities closest to the citizens, to facilitate integration between the government and society, in the same urban development approach.

Sub-national urban policies, then, must adopt the approach of territorial sustainability and integration, taking into account the following aspects:

Sustainable urban development for social inclusion and poverty reduction

Guarantee equal rights and opportunities, socio-economic and cultural diversity, and integration in the urban space, by improving habitability, education, food security and nutrition, health and well-being, promoting security and elimination of discrimination and all forms of violence, ensuring public-private participation, providing safe and equal access for all, and guaranteeing equal access for all to physical and social infrastructure and basic services, as well as adequate and affordable housing.

Urban prosperity and opportunities for all

Taking advantage of the agglomeration of well-planned urbanization, including high productivity, competitiveness and innovation, by promoting full

and productive employment and decent work for all, guaranteeing the creation of formal work and equal access for all to economic and productive resources and opportunities and prevention of land speculation, promoting secure land tenure.

Environmentally sustainable and resilient urban development

Promotion of clean energy and sustainable use of land and resources in urban development, by protecting ecosystems and biodiversity, including the adoption of healthy lifestyles in harmony with nature, promoting sustainable consumption and production, by building urban resilience, reducing disaster risks and mitigating and adapting to climate change.

Fostering adaptation to new challenges

Tiers of governments are not written in stone; the division of federal nation, provinces, cities and districts is further complemented or even replaced by metropolitan government, intergovernmental agreements or other formats that seem more effective in cities, towns or district areas that have a common interest in coordinating public service delivery.

Sub-national urban policies, driven by the principle of subsidiarity, multilevel governance and intergovernmental cooperation can help foster adaption to new and emerging challenges such as those related to climate change, pandemics and disasters.

Urban-rural links for territorial integration

Strengthening bidirectional relations between the countryside and the city, for the transformation of weak and asymmetric links between the territories with mutual benefits, building an integral notion of the territory through the understanding of the flows and functions of the rural and urban sector.

Capture and redistribution of urban development benefits

The correlation between good urbanization and development guides the development of urban management focused on taking

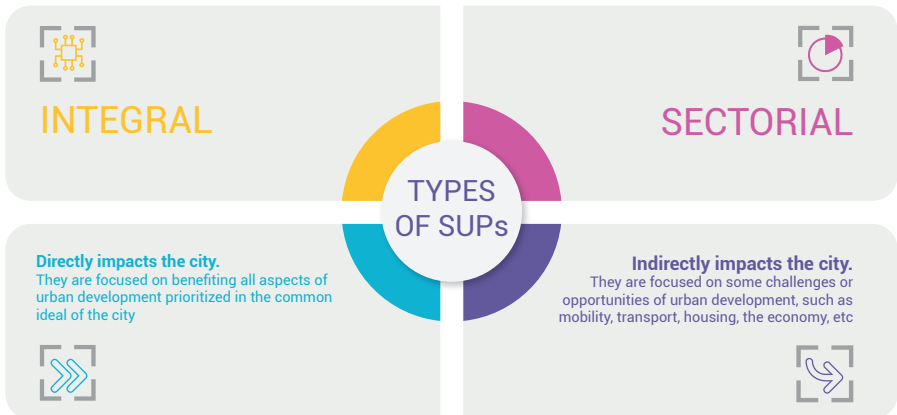
advantage of urbanization in order to develop cities with criteria of equity and opportunity, using the valuation of land produced by urbanization, to finance infrastructure and services of marginalized sectors and informal settlements.

Urban specialization and complementarity for territorial equity

Territorial integration based on the strengthening of functional specialties in urban areas and their complementarity for efficiency and equitable distribution in development based on the analysis of territorial flows and interdependencies.

4.6. Typologies

Two general types of urban policies can be identified:



Integral policies are those that seek to touch upon different aspects of urban development, are transversal and go beyond the boundaries of specific sectors of government and administration. Sectoral policies on the other hand focus on specific sectors (such as policies focusing on mobility, waste management, economic development, etc.) Sectoral urban policies are developed to address a specific dynamic of urban development, therefore there can be as many types as there are dynamics. Sectoral policies can also be territorial, focusing on the territorial dimension and spatial manifestations derived from land uses and functions.

Sectoral policies can affect any of the three pillars of sustainable development:

SOCIAL. Promote social cohesion and inclusion and promote an urban environment for the well-being, happiness and quality of life of members of society.

ECONOMIC. Provide an economic environment favourable to the business sector and job creation to boost the economic development of the territory.

ENVIRONMENTAL. Protection and conservation of ecosystems and diversity.

4.7. Themes of sub-national urban policies

According to the realities (demographic, physical, cultural, economic, etc.) and the identity of the territorial context, it will correspond to the challenges of urban development and the problems that sub-national urban policy will address. The strategies and programmes to manage them will be the product of the identity and innovation of each of the territories. The challenges of urban development are mainly related to the following themes that guide the development of policies, whether of an integral or sectorial type:

Territorial planning. Addresses challenges of urban sprawl, sustainable land use, compact and connected cities, linkages between urban and rural areas, sustainable mobility and public space.

Economic development. It addresses the challenges of balanced territorial planning and connection between cities, increased productivity and competition in cities, training and opportunities in the labour market, and innovation and technological development.

Social development. It addresses the challenges of reducing poverty levels, accessing basic services and infrastructure, adequate and affordable housing, and promoting territorial cohesion.

Cultural development. The rights and opportunities unique to the territory and cultural aspects which can have a direct incidence on the achievement of the sustainable development goals.

Environmental sustainability. Addresses challenges to promote the circular economy in cities, sustainable patterns of production and consumption, improvement of air and water quality, reducing greenhouse gas emissions and driving the transition to a low-carbon economy in cities.

Climatic Resilience. Addresses challenges of managing natural disaster risk and other consequences of climate change, and its influence on land use, the promotion of green and blue infrastructure, ecosystems, biodiversity and mechanisms for financing disaster risk.

Criteria to identify the themes of a sub-national urban policy

RELEVANCE: The theme contributes to achieving the common ideal of the city and impacts other urban dynamics. Furthermore, it corresponds to the commitments of sustainable urban development established in the New Urban Agenda and the 2030 Agenda.

COHERENCE: The issue is directly related and creates synergies with national, regional or local and sectorial commitments and efforts to implement the New Urban Agenda and with other initiatives for sustainable development.

EFFECTIVENESS: The theme contributes to achieving objectives in the common ideal of the city and objectives in sustainable development and the New Urban Agenda by analysing the causes of success or failure, strategic adjustments and learning.

EFFICIENCY: The degree to which resources (time, level of effort, funds, etc.) have been converted into results, potentially considering more profitable and timely alternatives.

IMPACT: The evaluation must consider the positive and negative effects, intended and unintended.

SUSTAINABILITY: The evaluation must assess the probability of continuity of the positive effects of the strategies and actions contemplated, their replication and scalability.

The triple approach

UN-Habitat considers the “triple approach” of thematic areas for the new generation of national urban policies: urban legislation, urban economy and urban planning and design. Each of these components forms the backbone of any NUP and becomes an “operational facilitator” in promoting a more sustainable, prosperous and productive urbanization

(UN-Habitat, 2016)

URBAN LEGISLATION	URBAN ECONOMY	URBAN PLANNING AND DESIGN
Legal instruments necessary and available to implement urban policy and its binding and regulatory capacity.	Healthy local economic development, employment opportunities according to the degree of urbanization, secure municipal income and development of municipal financial instruments that allow the collection and application of taxes and their reinvestment in infrastructure.	Urban growth planning, with the challenges and opportunities of the territory and considering the urban appearance, public space and infrastructure to improve the quality of urban life.

The “triple approach” is applicable to the sub-national context of urban policies, guaranteeing the identity and challenges of the territory, these can allow the development of legislative frameworks, urban planning and design, and economic and solid and sustainable over time.

In the New Agenda, the postulates that guide urban issues that must be managed to achieve sustainable urban development are established, according to SDG 11.

5. OBJECTIVES OF SUB-NATIONAL URBAN POLICY



DECENTRALIZATION AND LOCAL DEMOCRACY

- Strengthening local democracy by the promotion of multilevel governance.
- Strengthened decision-making.
- Multilevel governance and allocation of competences
- Different government actors are able to monitor and evaluate each other.
- Instrument to respond to local democracy.



COMPETITIVENESS

- Capitalization of the effects of urbanization, generating environmental, social and economic valuation of the land.
- Increased maintenance and coordination of local public service provision.
- Increased local financial resources for investment in urban development.
- Mechanisms for attracting foreign investment to promote sub-national urban development.
- Generation of employment and new economic activities as a consequence of urban economic specialization.
- Viability of public-private investments to finance urban development.



TERRITORY

- Clear guidelines for territorial planning
- Sustainable land use
- Synergy in the rural-urban spatial interface and taking advantage of interdependencies
- Incorporation of environmental sustainability parameters in sub-national urban development
- Articulation and complementarity of territorial development processes at the metropolitan or regional scale, for the formulation, financial structuring and execution of strategic urban-regional projects
- Articulation of peripheral areas with urban centres of sub-national territory
- Articulation of transport systems and public services at a regional scale, taking advantage of economies of scale to generate efficient and sustainable systems



PEOPLE

- Population with access to public spaces and services, closing gaps in access to urban goods and services
- Formalization of land tenure and as well as mechanisms of social housing production
- Reduction of poverty and inequalities
- Incorporation of the migrant population into urban development

6. GOVERNANCE OF SUB-NATIONAL URBAN POLICIES

Urban policies are instruments to promote sustainable urban development, but they are not sufficient on their own; a management system is required to sustain them so that they are applicable and sustainable. They require conditions for management, monitoring and evaluation that are established in how the policy is managed.

When undertaking the implementation of a sub-national urban policy, the governance aspects of a policy are key. Particularly, governance can touch on the following points:

- All spheres of government count on a channel to decentralize competencies, programmes and resources with a closer approach to the context and territorial identity.
- Sub-national administrations contribute, and are vital, to the achievement of the country's Sustainable Development Goals.
- Enables efficient decision-making by city administrations, enlarging technical and legal capacity to promote urban development initiatives.

The following are some of the strategic issues for the governance of sub-national urban policies:

Institutional and regulatory environment

It must be legally and institutionally adequate, which implies the establishment of norms, standards and procedures that clearly define the decision-making scenarios, the division of powers and the attributions of the actors involved.

For the implementation of urban policy, the existence of legal frameworks that enable and make viable the purposes of sustainable development incorporated into the policy, and an institutional system with clear competences and binding force to execute the contemplated programmes and projects are essential.

The construction of new frameworks of consensus and political legitimacy is required, which will allow for broader participation of social actors and institutions and, in some cases, that will allow for the creation of new institutional competencies, planning objectives and instruments, and monitoring and evaluation channels of urban development.

Innovation and identity of policies

Urban policies must correspond to the reality of the territorial dynamics for which they are issued with attention to the attributes, cultural and social identities in which they are developed. They cannot correspond to a standard and global formula for their formulation. While the New Urban Agenda offers a global guiding framework, the content, scope and objectives of urban policies differ if it is a national, sub-national or local urban policy, and they differ from one territory to another according to its specificities. Ensuring the identity of policies promotes political and programmatic innovation in response to urban challenges and fuels the transfer of knowledge and experiences in urban development.

Turok (2014), correctly summarizes that “it cannot be assumed that urban policies mean the same thing in different contexts, simply because they are called urban policies. Nor is there a single guaranteed model or approach to produce a desirable result that can be replicated in different situations. Attempts to introduce a NUP need to be sensitive to the national context and sensitive to the political culture and appetite of such a policy. This makes it vital to understand the particular history and evolution of urban policy in each place, including the role of other territorial, rural and regional policies”.

Fiscal efficiency and effective investment

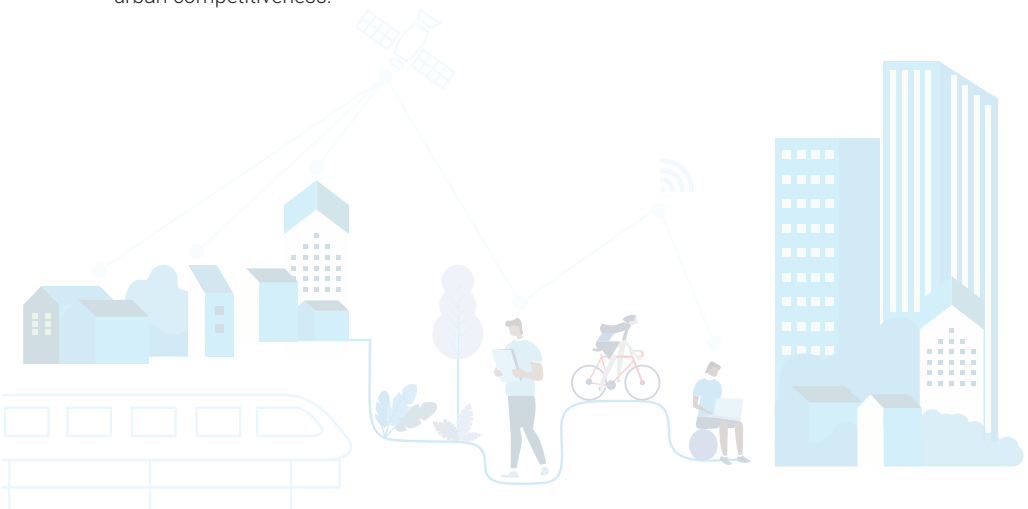
Governments must assume their role as a promoter of the economic development of the territory, leading the collection of resources from urbanization, implementing strategies to capture the value of the land and controlling the territorial cadastre, and executing strategic projects that guarantee the effectiveness in the investment of public resources and the attraction of private investments to achieve urban competitiveness.

Strategic prioritization.

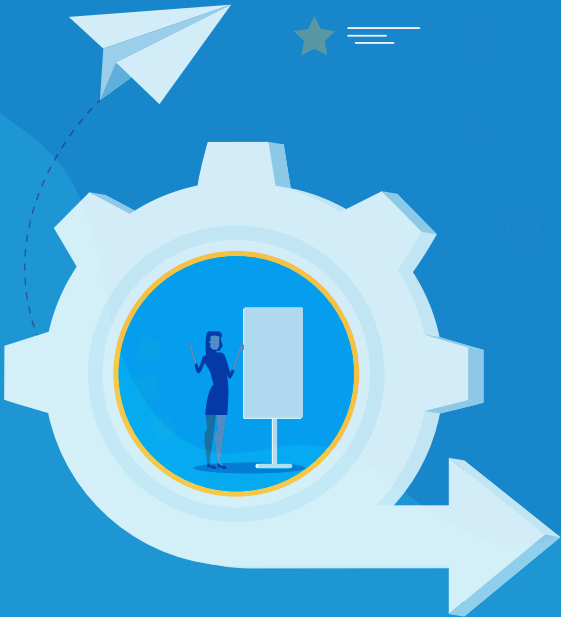
The implementation of urban policy requires a new model of consensus between public / private actors on the strategic priorities for carrying out public works and infrastructure for the provision of services. The participation of civil society in this process strengthens the governance of the public policy; it cannot belong to the scope of the authorities and their government platforms.

Evaluation and accountability

Measurement, transparency and communication of progress in the implementation of the policy, in the achievement of its objectives, and the efficiency in the investment of the assigned resources are necessary so as to enable the analysis and scrutiny of behaviour and performance of the various actors responsible for its management.



PART 2. SUB-NATIONAL POLICY GUIDE



SUB-NATIONAL URBAN POLICY GUIDE

This guide describes the different phases involved in the sub-national policy formulation process, implementation and monitoring, and follow-up to promote reflection and analysis of urban dynamics. It also highlights challenges, opportunities and the consistency between the strategies an urban programme in sub-national territorial contexts such as:

- Metropolis
- Megalopolis
- Region
- State
- City
- Municipality
- Local

Characteristics of The Guide

1. It is a tool to guide the analysis of the territorial situation as a basis for development of proposals for strategies and programmes
2. It focuses on achieving consistency between the problems and the proposed solutions, the sectorial articulation and between the different levels of policies and governments
3. It fosters citizen participation through inclusion of schemes and contributions made by citizens in the formulation of urban policy,
4. It enables the comprehension of the outreach and commitment of different spheres of government
5. Guides to incorporate resources to achieve management and implementation of strategies and programmes



1. PURPOSE OF SUB-NATIONAL URBAN POLICY

Defining the purpose for which the sub-national urban policy is made enables the environment for the development of the policy formulation and implementation process, formalizing the political intention and responsibility behind the policy, and indicating the importance of the process and the nature of the results desired.

Sub-national urban policies promote the following aspects in the sub-national context:

- Political commitment to change or stimulate development in a specific territory. Sub-national leadership stands for a vision and takes up the challenge to manage and lead transformation. The need for a strategy and a set of policies is therefore expressed.
- Promote multi-level governance and strengthen local governments through the exercise of good governance at the appropriate level, articulating and decentralizing public responsibilities from higher levels (related to urban matters that exceed capacities and jurisdictions at the local level) to the most competent authorities close to citizens, bringing decisions closer to people and strengthening citizen participation.
- Foster the cooperation and coordination of development approaches necessary to enhance the provision of basic service delivery and support the creation of ecosystems of different spheres of governments working together for the achievement of the 2030 Agenda and New Urban Agenda.
- Establish integrated and articulated strategies and programmes for territorial development, according to the particularities and identity of the sub-national context, seeking to ensure that their development is socially integrated, environmentally balanced and economically competitive. Articulation of actors relevant for development: community, private sector, government levels.
- Redefine the relationships between the different territorial jurisdictions that coexist in the sub-national context, promoting dialogue, collaboration and multi-level governance.
- Establish a line of coherence and alignment in urban management that enables institutional reorganization and articulates the actions of various public and private organizations and actors that intervene in the cities that make up the sub-national territory.
- Guide and base the modernization of the normative and regulatory frameworks required to address urban challenges on experience of the territory and the culture of the use and exploitation of it by citizens. Adapt the necessary capacities of the administrations involved to enable sustainable urban development.
- Focus and optimize the efficient investment of national and local resources.

2. SUB-NATIONAL URBAN POLICY DEVELOPMENT PROCESS

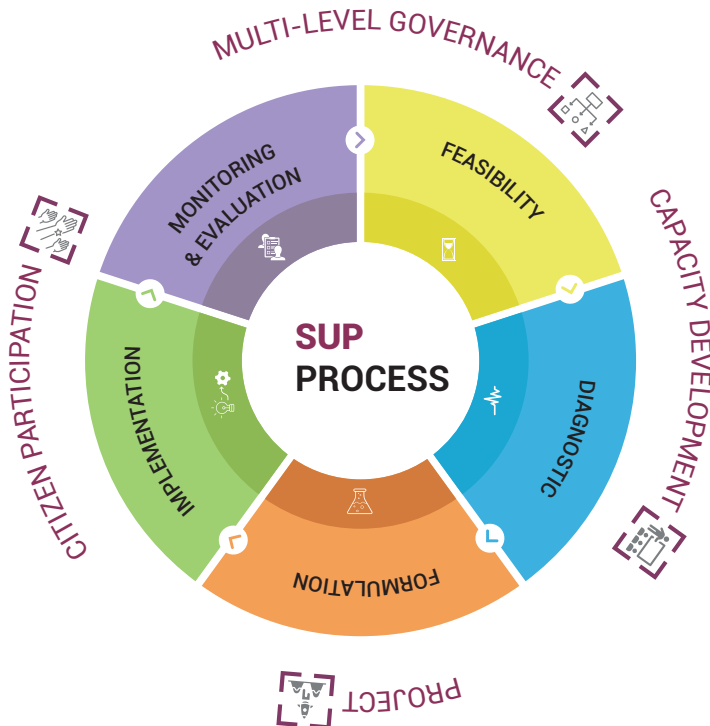
Sub-national urban policy development process includes five phases, which are characterized by guaranteeing intersectorality, multilevel governance, citizen participation, articulated vision of the territory, horizontal and vertical articulation, and fundamental aspects in sub-national contexts.

It follows orientation of phases of the national urban policy process as established in the UN-Habitat Guiding Framework, which guarantees

dynamic interaction between the phases, to achieve a reflective development process where each phase is the foundation of the others.

Likewise, it is based on the key pillars of participation, capacity building, multilevel governance and projects, which are mainstreamed throughout the process.

Figure 1. The Sub-national Urban Policy Process



2.1. PILLARS OF THE SUB-NATIONAL URBAN POLICY DEVELOPMENT PROCESS

The development of the sub-national urban policy process is guided and based on four key pillars of multilevel governance, citizen participation, capacity development and project implementation.

MULTILEVEL GOVERNANCE	CITIZEN PARTICIPATION	CAPACITY DEVELOPMENT	PROJECTS
Sub-national urban policies are those that rarely fall under the governance framework of one level of administration and frequently touch on the competences or assets of several levels of government.	Integrate participatory processes throughout the formation of the policy. Public participation must be guaranteed through advocacy, two-way dialogue and public evaluation of the policy, and their input must be reflected within the content of the policy or in adjustments to it.	Evaluation and development of the human, financial and institutional capacity to achieve the formulation, implementation, monitoring and evaluation of the policy successfully by all levels of government, throughout the process.	Execute projects to translate political action into direct action with recognizable results in urban development. Also, large project sometimes inspire specific policies.
Guarantees a policy grounded on competences and the principle of subsidiarity.	Guarantees a participatory policy.	Guarantees a sustainable and implementable policy.	Guarantees a results policy.



MULTILEVEL GOVERNANCE

The territorial approach is increasingly acknowledged, also through the global agenda and the Sustainable Development Goals. What does this mean for policy making?

1. The needs of a territory are diverse, be it throughout a country or region, or even inside a city. Inside an urban territory, the priorities to enable development can change - in some neighbourhoods there can be a concentration of youth, in another neighbourhood access and traffic are unfinished, in others the risk of landslides requires regulations. All these apparent micro-interventions are connected to municipal, regional and national policies, programmes and priorities. In order to enable effective and coordinated service provision, the different spheres of government need to be coordinated.
2. This coordination is backed by the principle of subsidiarity. Subsidiarity holds that such functions of government should be performed at the lowest government level possible, as long as they can be performed adequately. The capacity of lower levels is not only theoretical, but is also a question of human and financial resources. When they cannot perform, higher levels of government must intervene and this intervention may require enhancement of the capacity equally. This principle goes hand-in-hand with participation, the principle that all peoples have a right to participate in the economic, political and cultural life of society, and in the decisions that affect their community.
3. Coordination mechanisms require a practical approach. A good example is the metropolitan governance that can be very diverse. This inter-municipal cooperation is often born out of a need to work beyond municipal boundaries. It can range from transport corridors and social housing offers to water management, marketing and investment strategies or to guarantee service provision. If the coordination need is high (in urbanized areas), metropolitan boards can be created in order to complement the capacity (planning and management).
4. Financial architecture must be in place. With new challenges, new needs and tasks, all levels need to be empowered to carry them out. The intergovernmental financial arrangements need to be adapted to the growing needs and circumstances of local governments, including their debt capacity. The sub-national financial government (SNG) financial capacity is higher in federal countries than in unitary countries, and greater in high-income than in low-income countries, (see UCLG OECD observatory on local finance).
5. For example, climate change or digitization might bring new challenges to a country and the tasks to develop and implement a strategy need to be backed up by a coherent framework.

New legal instruments, for example national and sub-national regulation of energy production, air pollution or data protection, need to be coherent. Also,

the financial capacity to implement these policies or programmes needs to be backed up and roles and tasks of management and control be clarified.



CITIZEN PARTICIPATION⁷

During the policy process, it is essential to mainstream public participation; this must be present during the five phases to guarantee the incorporation of the requirements and perspectives on urban development of the citizens through their representatives.

At the sub-national level, the relationship with local actors, residential communities, groups such as business, non-governmental organizations, academia and institutions is direct, as they have a more integrated and holistic vision of urban dynamics.

Public participation in the policy process legitimizes it and facilitates the implementation by joining efforts towards an integrated vision of sustainable urban development.

An instrument to guarantee the effective participation of citizens in the policy process is design of a participation strategy that contains, among others, the identification of actors, participatory methods and techniques (workshops, hearings, technological platforms, etc.) and follow-up mechanisms on the results of participation in terms of their incorporation into the policy formulation process. The participation strategy must incorporate actions in all phases of the policy process. Mainly the following:



In the feasibility phase: Actions to promote interest in the formulation of the policy by identification and linkage of stakeholders interested in participating in the process.



In the diagnosis phase: Two-way dialogue actions to collect citizens' perspectives on urban challenges and their solution priorities.



In the formulation phase: Two-way dialogue actions between actors and the policy-making team, to identify and prioritize the dimensions of analysis and urban development strategies of the territory.

⁷ UN-Habitat has developed the guide National Urban Forum to Support Participatory and Inclusive National Urban Policy (2018), on the importance, scope and the way to mainstream citizen participation, throughout the five phases, to guarantee the inclusion of requirements and perspectives of citizens in urban development.



In the implementation phase: Two-way (dialogue actions and identification of roles of the actors) between actors and the policy implementing team to define the scope and objectives of the programmes and projects to be developed according to the implementation plan.



In the monitoring and evaluation phase: Actions to publicize data and progress reports on the implementation of the policy, accountability and citizen service routes that facilitate the public evaluation of the policy.

In all phases, the incorporation of the contributions of the actors or the argumentation of their non-viability must be guaranteed.



CAPACITY DEVELOPMENT

A third pillar that enables leadership and responsibility assignment of sub-national policies is capacity building. Policy making is a public task that requires coordination and sub-national policy making should involve all levels of government.

The opportunity for public workers to learn and build their own capacity, in particular planning and management capacity, is foreseen in the plan of all institutions. It requires, in particular, local staff to dedicate time to self-education and is ideally embedded in performance and career systems.

Besides the individual level, the capacity of institutions can be improved, for example, by the administration of data, the interconnection of services, the tracking of decisions, the monitoring and control of programmes and the coordination of capacity with other levels.

The understanding and capacity of policy development is not limited to councillors or planning departments.

This guide will therefore identify and roll out the critical steps for policy development.

The financial capacity to adopt and, more importantly, to implement the policy is critical. Financial capacity can be improved by resource allocation or by the capacity to raise resources locally through taxes and fees, or by accessing external finance, such as national or supranational financing lines or development banks and the private sector. According to the observatory of local finance developed by UCLG and OECD, loans and credit are principle sources for external funding for SNG, but they need the capacity to formulate, access, evaluate and commit to competitive financing offers.

Finally, the legal and regulatory capacity is important. The section below shows the key steps of policy formulation. Besides this, the administration and proper use of the regulatory power is a capacity issue, too. Otherwise SNG can create excessive bureaucracy around their policies.



PROJECTS

Projects are key to making a policy tangible and visible.

Projects can require policy making to enable implementation, or projects can be set up to pilot the policy.

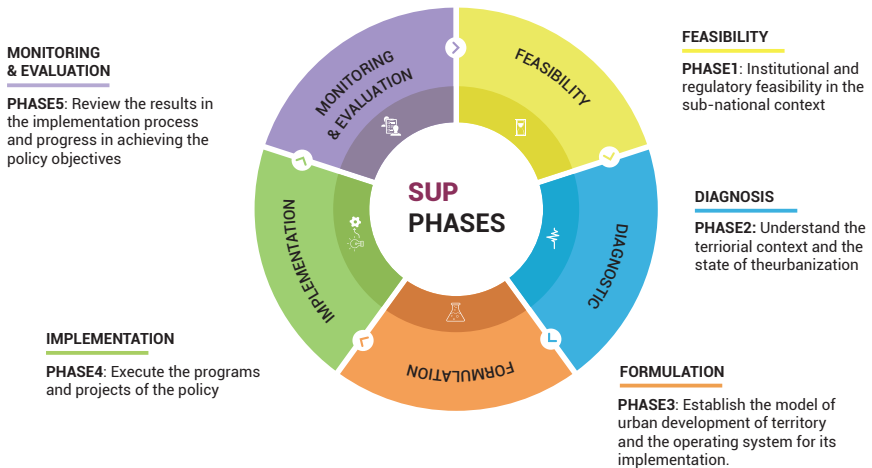
In the first case, for example large projects like the set-up of new infrastructure systems; reform and equipment need to be adapted into the legal, participatory or financial framework.

For example, new railways or urban regeneration need regulation (for example zoning), tax (for example reflected in land value), investment policies or consultation with citizens.

For the second case, pilot projects show the value and meaning of a policy (i.e. energy regeneration or public spaces). The scale of the pilot projects is not as important as the participation of many stakeholders.

2.2. PHASES OF THE SUB-NATIONAL URBAN POLICY DEVELOPMENT PROCESS

Figure 2. Phases of the Sub-national Urban Policy Process



The policy process addresses these areas in its five phases of feasibility, diagnosis, formulation, implementation, and monitoring and evaluation.



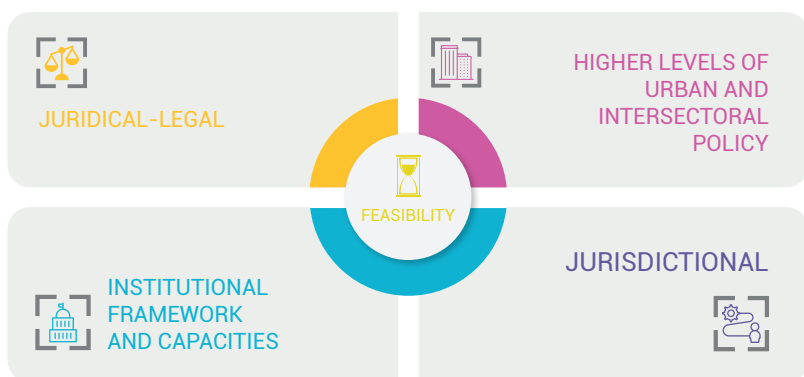
PHASE 1: FEASIBILITY



Objective: Institutional and regulatory feasibility to establish the viability of the context for the implementation of the policy.

This phase is related to the jurisdictional scope and refers to the legal, political and institutional context that will make both the formulation and the implementation

of the policy feasible; this being the one that defines the feasibility of the policy, it implies the revision of the following aspects:



Judicial - legal: identifies the legal and regulatory framework that supports the implementation of the policy.

The precepts established in the various provisions that give legal feasibility to urban development should be known,

such as, for example, territorial planning, public finances, human settlements, environmental protection, historical and landscape heritage, building codes, public services, participation and oversight, rural development, mobility, risk management, land management, among other topics.



Higher levels of urban and intersectoral policy: identifies the strategies and programmes of other higher-level policies, which are applied in the sub-national context to guarantee the consistency with which they will be incorporated into the sub-national policy.

It refers to public policy provisions that are hierarchically above sub-national policy and that are related to urban development. The aim is to achieve cross-sectional consistency, not only with national urban policy, but with higher-level sectorial public policies that have an impact on

urban development, identifying the range of proposals, programmes and projects in other areas such as infrastructure, transport, development, economic and social, fiscal and investment, housing among others of the national order or above

the sub-national context, seeking synergy between public urban development actions at different levels to develop viable and politically acceptable proposals, from the sub-national context.



Jurisdiction: defines the territorial context of application of the existing legal and competence frameworks related to

urban development and its application in implementation of the policy.



Institutional framework and capacities: establishes the institutional structure of different levels of government existing

in the sub-national context and their financial capacity to implement the policy.

In order to achieve the purposes that are intended through politics, it is essential to analyse the administrative structure and logic of the institutions related to urban development, identifying the competencies and functions assigned in the legal frameworks, the limitations on their operation, their management capacity, the potential of their powers, the budget they have and sources of financing. This analysis will allow the policy to contemplate new institutions, reorganize existing ones, or determine new functions and procedures to achieve its implementation.

Areas of local government finance include taxation at the local level, local government bonds, sub-national development funds, intergovernmental fiscal transfers, municipal borrowing, and public private partnerships, among others⁹. Strengthening these areas will be vital to accelerate the achievement of the SDGs and the sound implementation of sub-national urban policies.

With regard to financing, adequate financing is essential to achieve the SDGs and implementing sub-national urban policies and financing at the local level is especially key given that 65 per cent of the 169 targets characterized by the 17 SDGs cannot be achieved without the involvement or coordination of local and regional governments⁸.

In the sub-national context, due to the concurrence of governments over the territory, it is important to identify the similarities and the specialties of local institutions in order to establish whether the implementation of the policy is resolved independently and articulated in each of the local instances, or whether it will be necessary to resort to the constitution of specific instances such as governance schemes (councils, boards, committees, etc.) or institutions at the sub-national level.

8 Source: <https://www.oecd.org/cfe/territorial-approach-sdgs.htm>

9 Source: <https://www.uncdf.org/article/4981/malaga-coalition-dedicated-to-municipal-finance-presents-the-international-municipal-investment-fund>.



PHASE 2: DIAGNOSIS



Objective: Understand the territorial context, its existing challenges and opportunities based on available data and information, and identify and contextualize the problem.

Based on informed evidence of the reality of the territorial context, the areas of attention are identified that allow the formulation of the strategies and actions necessary to reverse problematic situations or take advantage of the present potentialities, structuring the transversal line of the policy. Such findings help to structure policy proposals.

Diagnosis must be the base on which elaboration of the propositional component is based, which is the central object of the policy.

There are various techniques to carry out the diagnosis, according to political-cultural circumstances. The policy-making team should evaluate the most appropriate method to carry out the analysis of the sub-national territorial context.

The **descriptive technique** that refers to the technical analysis of the information collected on urban problems and opportunities, with their conceptual support, which is carried out from a specialized technical perspective by the group responsible for the formulation; and the **participatory technique**, which implements methodologies to collect the perspective of citizens regarding urban problems and their solution priorities, giving different and varied interpretations to the information collected by the technicians.

Currently, the two methods are frequently used and are complementary. Regardless of method used, the process involves the review and analysis of the following aspects:





Territorial context: identifies the state of urbanization, the state of decentralized cooperation, urban challenges and opportunities for sustainable development in the sub-national context. It has to do with the organization of the sub-national territory and the state of the urbanization, its system of human settlements and the way in which the population is distributed and characterized; its economic, social and physical environment; rurality, historical landscape and heritage, the flows that arise as a result of movements of capital, services, goods, people and information in the intra-sub-national context or the relationship with other external territories, including globally, functional centralities, ecological protection areas, the supply of goods and services, among others,

according to the characteristics of the territory.

The description of the territorial context allows us to identify the deficiencies in urban dynamics and in the hierarchical relations of government to manage them, as well as the identification of the comparative advantages of the territory and its opportunities for sustainable development. It also allows for defining how the territory works, in terms of the use and appropriation of urban goods and services, land use, economic activities, citizen participation in decision-making, the relationship between people and territory within the cultural, institutional and legal framework.



Sectorial and territorial articulation. It identifies the public policies of the local and sub-national level that are in force in the territory in the different sectors, such as urban, environmental, social and economic, to establish its relationship with sustainable urban development and with the problems and opportunities identified in the territorial context. Furthermore, how policies interact horizontally between the jurisdictions and their respective levels of government that make up the sub-national territory; for example, in the case of the coexistence of various urban policies at the local level in the context of the sub-national context, identifying their coherence regarding the use and function of land, especially in border areas, and the extent to which decentralized cooperation exists.

The identification of the articulation points between the sectorial public policies coexisting in the territory with the sub-national urban policy is key in that urban development has the responsibility to articulate and respond from the territorial approach to the proposal of the various policies in the social, economic and environmental aspects. Being sub-national urban policy the instrument to integrate these aspects in a transversal way when it corresponds to a problem at the sub-national level and is necessary to achieve the sustainable development of the territory.



Dimensions analysis: identifies major issues to be addressed in sub-national urban policy, which require a solution to minimize the effects on urban development or actions to enhance their impact on the sustainable development of the territory.

These major issues identified must be connected with the findings in the territorial context and their relationship with the sectorial public policies identified in the sub-national context, if applicable.

Furthermore, they must be characterized as challenges, or challenges for sustainable urban development, or as opportunities or potentialities to achieve the policy objectives.

Examples of analysis dimensions would be: as a challenge: urban expansion (control and protection of areas with environmental services), or coverage of public services; as an opportunity: ecological heritage; and as potential: the connectivity of the territory



Citizen participation: Integrate the opinion and perception of the different groups, actors and sectors of interest for urban development to the identification and prioritization of the dimensions of

interest or major issues to be addressed from sub-national urban policy. At this stage participation occurs mainly against the dimensions of analysis.



Baseline: baseline is needed to ground the diagnosis in facts and indicators and as a reference point moving forward. An effective baseline will allow for different

actors to conduct a diagnosis, not only policy makers but possibly citizens and other actors.





PHASE 3: FORMULATION



Objective: Establish the model of urban development of territory and the operating system for its implementation.

Formulation includes two stages:

1. URBAN DEVELOPMENT MODEL

Objective: Defines strategies and actions to address challenges and opportunities of sustainable urban development. It considers the following aspects:



Vision. Definition of how the sub-national territory wants to grow and what values and attributes it should have. The vision contains the aspirations for sustainable territorial development of the population and the authorities of the different levels

that converge in the sub-national context. It is a product of the specific purposes identified through the dimensions of analysis and the process of citizen participation.



Objectives. Overall and specific purpose of the policy along with the goals to be achieved, which are related to the

dimensions of analysis and the aspiration of territorial development contained in the vision.



Strategic pathways. These are the relevant concepts related to the urban processes identified in the dimensions of analysis, in which it is intended to concentrate urban management in order to consolidate the urban development

model of the sub-national territory. It is the conversion of the major themes identified into urban management proposals for the sustainable development of the sub-national territory.

It is a way of disaggregating the specific purposes contained in the vision in order to turn them into major themes for action. Furthermore, it maintains the coherence of the policy, especially between the

diagnosis, the aspirations and objectives, and the proposed solutions. Each strategic line must be formulated as a real response to the findings of the diagnosis in relation to the major themes identified.



Programmes. These are the actions to be implemented to achieve the objectives of each one of the strategic lines. They also constitute the operative part of the strategies with which budget is assigned to execute the policy including effective implementation of projects activities.

The programmes may contain actions, projects and activities; in any case, it will depend on the level of disaggregation that the team responsible for formulating the policy wants to grant it and the regulatory framework that exists in this regard.



Goals. They are the declaration of the desired end state in urban development, the result of the fulfilment of the defined

strategy to achieve the objectives of the policy in the sub-national context.

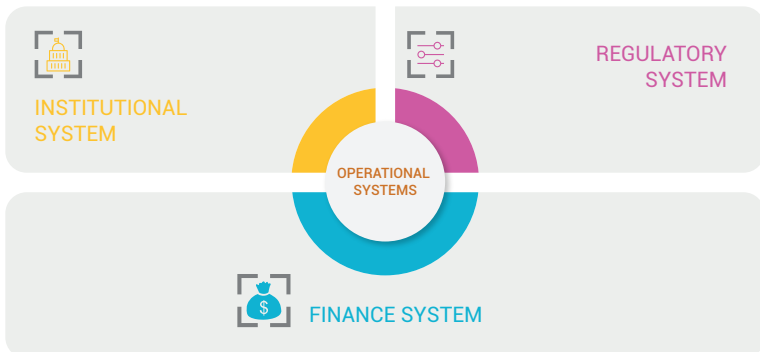


Citizen participation. Legitimizing the purposeful component of the policy is essential to consolidate the vision and the strategies to achieve it through the social agreement.

Deliberating on the strategies proposed and incorporating the opinions of the actors strengthens the focus and vision of the urban development model that is sought.

2. OPERATIONAL SYSTEMS

Objective: Establish the institutional, regulatory and financial procedures for the implementation of the policy. It includes the following aspects:



Institutional system. Establish the network of public and private institutions that are responsible for promoting and implementing the policy.

It contemplates the institutional reorganization, the assignment of new functions and competences or the creation of institutions and / or governance schemes necessary for the implementation of the policy. In addition, it enhances coordination, and evaluation and monitoring instances.

Additionally, it incorporates joint work agreements between the public-public or public-private sectors to implement strategies or programmes and even project development.

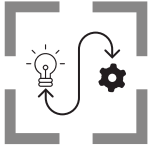
It also incorporates administrative aspects of the policy such as those responsible for the implementation of the programmes and projects of the policy, allocation of resources and the re-issuance of accounts.

Regulatory system. It defines the regulatory frameworks that allow the policy to be implemented. It includes the regulations that need to be developed as standards, guidelines, directives and plans to consolidate the urban development model contemplated in the policy.

Finance system. It defines the financial instruments for the development of the programmes.

It includes mechanisms for financing urban development, such as credit resources, financing from higher levels of government, intergovernmental transfers, mechanisms for the recovery of urban rents, such as capital gains or valuation, public-private partnerships, concessions, joint investments between different territorial or institutional entities, system of charges and benefits for urban developers, environmental fees and compensations, and local financing mechanisms such as taxation at the local level, local government bonds, sub-national development funds and municipal borrowing, among others.





PHASE 4: IMPLEMENTATION









Objective: Execute the policy and programmes for the implementation of the policy it is necessary to complete two stages:

1. APPROVAL AND SOCIALIZATION

Objective: Give a legal framework to politics and achieve its appropriation in citizenship.

The approval of the policy, by the sub-national governance scheme or the level of government that establishes the regulatory framework, gives it legal status, and therefore binding capacity that guides urban development processes that occur in the sub-national context, be it through planning instruments, sector policies or regulations.

Proposing a policy for approval to council should enable decision makers to:

-  • Understand outreach (e.g. traffic regulation in neighbourhoods, or taxing vehicles)
-  • Time for application and implementation
-  • Department being affected (police, transit, among others)
-  • Budget implications (investment needed, tax increases or losses, etc.)
-  • Administrative capacity to roll out the policy (for example training measures need)
-  • Political alliance to support the policy

The dissemination, sensitization and socialization of the policy proposals is necessary for the recognition by citizens and sound implementation of the sub-national urban development model that it seeks to consolidate, as well as the strategies that will be implemented to achieve it, according to the social consensus embodied in the vision of sustainable territorial development.

Information to other government spheres

It is important to communicate the process with other government spheres in order to:



- Communicate and raise awareness and eventually support (pilot)



- Check the policy is in the field of competence of the respective government sphere



- Provide for necessary coordination amongst different actors



- Increase capacity for monitoring and evaluation and measurement of impact

2. ACTION PLAN

Objective: Install the policy governance scheme, the indicative budget and the operational plan of the projects to be executed.

Once the policy has been approved, execution of the programmes and projects of the policy begins in the corresponding instance of government, which will allow compliance with the action plan proposed by the coordination instance defined in the policy.

The instance for coordinating the implementation of the policy is characterized by being intersectoral, since in order to achieve its objectives it requires the articulation and coordination of various entities, including different levels of government. This can work, for example, through intersectoral commissions. It is important that these instances are regulated through statutes for their operation and decision making.

This coordinating body will be in charge of managing the implementation of the action plan with an indicative budget and, in turn, will guide the implementation of the policy's operational action plans.

In this process of implementation coordination, on top of in the formulation and monitoring and evaluation phases, relations with local authorities must be established and strengthened to adapt the actions of the policy to the particular conditions at different territorial levels, promoting an adequate articulation between the sub-national and local levels.

In addition, the coordinating body or the delegated body (department) will be in charge of adjusting the action plans when budgetary variations, changes of governments, participation of new actors, etc., arise, which may lead to adjustments of the goals.

For the development of the policy, the operational action plan will be formulated, for a short-term period according to the political and fiscal conditions that operate in the sub-national context, where the activities and projects that develop the programmes contemplated in the politics; in addition, they will be assigned a budget and responsibilities in their execution with goals and compliance indicators.

It is important to establish the alignment of the operational action plan with the strategic lines of the policy and with the institutional plans of the entities responsible for the activities and projects contemplated in the action plan.

Increase funding and capacity

Every policy requires capacity, not only financial resources, but also the administrative resources to be able to

implement the policies. The capacity includes and is affected by fundraising (which is a policy on its own).



Example: If you are a mayor and are facing problems because waste collection is not working as it should, a policy can be proposed to mitigate the challenges faced. If the policy is adopted, to increase waste collection for example, it will require implementation and capacity. This means that there will be a requirement of public administration officials to help implement the policy as well as funding needed to support every step of the policy implementation process.





PHASE 5: MONITORING AND EVALUATION



Objective: Review the results of the implementation process and progress in achieving the policy objectives to implement improvement and adjustment actions.

In this phase, a system for evaluating and monitoring the implementation of the policy through technical instruments is established.

It also includes monitoring different indicators, to evaluate the results achieved and adjust actions to address limitations and changes in urban dynamics through technological platforms, accountability or urban observatories.

In the context of monitoring and evaluation, it is very important to have a good baseline as a reference point. This would allow everyone to monitor and evaluate, including citizens.

It is important with the action plan for the implementation of the policy, to establish the state of affairs, to define the baseline of information on the state of the urbanization from the diagnostic stage, on which the monitoring will be carried out to evaluate how the implementation of the policy impacts the process of urbanization of the territory and people, in addition to establish indicators to assess how progress is being made in the implementation of the programmes and projects of the policy and the effective investment of resources.

Monitoring and evaluation is carried out throughout the policy, enhancing feedback that allows for institutional, regulatory and budgetary adjustments.

WHAT IS BENEFICIAL AND WHAT TO AVOID

PHASES	WHAT IS BENEFICIAL	WHAT TO AVOID
PHASE 1: Feasibility	Vertical articulation of urban policies and programmes	Failure to consider provisions of a higher or lower order at the sub-national level that affect sub-national urban policy
	Horizontal articulation of urban policies and programmes	Not articulate sub-national urban policy with the rest of the policies and actions of the different governments, which coexist in the territorial context
	Review of the legal framework related to policies and their binding force.	Avoid formulating policies regardless of whether there is a legislative framework to implement these policies on the ground.
PHASE 2: Diagnosis	Strategic and focused diagnosis	Incorporate all the information from the territory in the diagnosis without considering whether it is useful for policy formulation at the sub-national level
	Identification of diagnostic findings	Do not interpret the information collected in the diagnosis to consolidate findings on the sub-national urban reality
PHASE 3: Formulation	Connect policy strategies and programmes in response to diagnostic findings	No articulation between the propositional part and its corresponding argumentative basis of the diagnosis
	Define a proposed participation methodology for the actors	Failure to establish within the participation methodology a mechanism to collect and incorporate the proposals of the actors
	Include in the policy the results of the participatory work of the actors	Failure to incorporate the results of citizen participation scenarios into the policy formulation process
	Disaggregate the components of the policy objective to identify strategies	Design of strategies that do not bear direct correspondence with the diagnostic findings or with the vision and objective pursued for territorial development
	Define clear and focused strategies	Formulate generic strategies that allow blurred purpose, strategy and the interpretation of actors responsible for implementation

PHASE 4: Implementation	Establish actors responsible for implementing the policy and its financial mechanisms	Failure to establish the requirements regarding institutional and financial competences for the implementation of the policy
	Define the binding level of policy compared to other urban management instruments	Failure to incorporate the binding factor of the policy as a superior regulatory framework in the sub-national context through the mechanism through which the policy is approved, or in its objectives
PHASE 5: Monitoring and Evaluation	Establish the baseline with the data produced during the diagnosis	Not defining the sources of information and the strategies to collect and update the data of the measurement indicators
	Develop a periodic evaluation of the policy	Execute the evaluation and take no corrective actions to improve the development of the policy implementation plan

2.3. ROLES AND RESPONSIBILITIES

Appropriate decision making in urban development sets the trend of economic growth in cities, competitiveness, freedoms and rights of citizens and the services it offers. Decision-making is linked to power according to the type of state government system, which defines at what territorial, national, sub-national or local level decisions are made and who assumes the responsibilities of urban development, understanding what and how the actors involved play with their capacities and restrictions to achieve the purposes of urban development.

Therefore, according to the government system that operates in the State, there is a variety of scenarios of responsibilities, institutional arrangements and articulation of actors for the development of urban policy, in relation to decision-making, execution of programmes and projects, financing, etc.

In the case of centralized government systems, decision-making in urban policy is direct towards the implementation of specific actions at the sub-national and local levels according to the purpose and vision of territorial development of the national government.

In the case of the federal government system, urban policy responds directly to the interests of urban development at the sub-national level, it is articulated with the purposes of the national level and impacts on the local level, it requires coordination and vertical and horizontal articulation between the different levels of government and between the different actors in the territory.

The table below highlights some differences in the enabling environment for policy making in relation to the government system.

Considering the division of tasks and management systems and policymaking responsibilities, and actors of national, regional strategies. and local governments will result in different

RESPONSIBILITIES BASED ON GOVERNANCE APPROACHES AND POLICY AGENDAS

TYPE OF POLICY AGENDA	GOVERNANCE APPROACHES		
	INTEGRATED SYSTEM APPROACH	FEDERAL GOVERNING SYSTEM APPROACH	CENTRALIZED GOVERNING SYSTEM APPROACH
Local, sub-national policy agenda	<ul style="list-style-type: none"> Assets based: Territorial condition is at the forefront Administrative capacity grows with tasks Auto determination (increases accountability) 	<ul style="list-style-type: none"> Role of regional government varies Regional and local autonomy extensive responsibility Need for periodical alignments of responsibilities between government tiers 	<ul style="list-style-type: none"> Simplified mandate Mechanism of course correction Government tiers work under centralized mandate but with local management autonomy for public service Local specificities may not be strategically used
National policy agenda	<ul style="list-style-type: none"> Agenda based : National policies and whitepapers Sub-national government strategies Sub-national long-term regulation (land use, multi-government) Local development vision and implementation investment plans not aligned Limited commitment of local government to national priorities 	<ul style="list-style-type: none"> 5 -10-year investment plan combines with yearly investment plan that allows long-term policies and short-term policies Financial balance of income and expenses Coordination is required Accountability upstream and downstream Each level accountable to citizens Fiscal decentralization not necessarily in line with decentralizing tasks 	<ul style="list-style-type: none"> Hierarchy Financing through programs, main incentive Fixed, e.g. 5-year plan is led by central unit Yearly control, changes top down Deliverable (time) Local level accountable to national level Relation of control unified accountability to citizens (one government)

**Global policy
agendas**

- Local council interest in alignment, for example:
- Local finance
- Basic public service
- Infrastructure
- Urbanization
- Competitiveness
- Social welfare, security
- Cultural expressions
- Decentralization
- consultation mechanism at all levels, in particular local relation, support and evaluation include citizens
- Bottom-up and top-down enriches views and commitment
- Strong division of tasks and sectors
- Deconcentrating technical coordination within administration
- Top down localizing,
- Informative, normative
- stakeholder empowered by national government

Reflecting on the governing systems, many holistic solutions are practised, in particular in the smaller LRG unit, that do not count on specialized services.

For example, the integrative approach of the 2030 agenda is close to the sub-national government policy approach that, despite addressing an infinite number of tasks and services, looks close to the challenges and opportunities of a specific territory in a holistic way. But due to the close attention to priorities for the territory, very autonomous units may govern in isolation.

In contrast, for large nations, which govern with special responses and specialized ministries, the territorial approach is a different challenge than a town that counts on many generalist staff and councillors. They may feel they are in different "worlds".

Another situation is observed in very centralized systems. The consultation is limited to information and control. Local capacity to develop policies is underestimated and the opportunity of a "tailor-made territorial solution" is lost.

This is different in federal systems. The attention and co-responsibility of different government levels (of sometimes different political direction / orientation) can motivate debate and finally inform the citizens on the variety of options and angles of development. At the same time, in the federal system and systems with higher autonomy of local governments, policy responses are more locally driven and public development programmes and responses can be consulted faster.

However, the need for coordination is high. The diversity of policies programmes and actions makes it difficult to measure and track change and progress in urban development.

CONCLUSION

The development of sub-national urban policies offers sub-national governments the opportunity to focus their urban agenda according to the problems and needs of each territory. This is forging a new model of urban development that coherently integrates the national and sub-national purpose with territorial challenges, making more efficient multilevel governance and decentralization of skills and resources to achieve equity, well-being and shared prosperity in an urbanizing world.

Sub-national urban policies are an instrument to improve the management of urban development, therefore, the responsibility of national governments is to promote them and support their implementation, and the responsibility of sub-national governments is to lead their formulation, implementation and localization.

For sub-national areas, the development of an urban policy facilitates the integration of the social, economic and environmental aspects of urban development, as well as the exploitation of the benefits of urbanization and service provision; this constitutes a management instrument that guides urban legislation, urban planning and design, and the urban economy to achieve transformative, environmentally and socially balanced urbanization.

Urban management at the sub-national level faces the challenge of achieving horizontal articulation between the different governments that coexist in the territory, together with their sectorial institutions of different jurisdiction and the policies and regulations in force throughout the territory.

Sub-national urban policies are the instruments to achieve an integrated vision of urban development among all actors, linking them to the same objective and strategy to achieve sustainable urban development in an efficient and collaborative manner.

Sub-national urban policies constitute a tool for locating the national urban agenda in a jurisdictional context of a smaller scale, facilitate decentralization, and allow progress in an integrated vision of urban development at the appropriate level, according to specific levels of urbanization of the sub-national territory.

Therefore, this guide is a tool for sub-national governments, policy makers and all stakeholders in urban development, which guides on the approach to urban policies at the appropriate level, the importance of sub-national urban policy instruments to conduct the development of actions towards the achievement of sustainable development objectives and to facilitate articulation and coordination between levels of government and actors and the financing of urban development programmes and projects.

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ANNEXES



ANNEXES

ANNEX 1: POSTULATES OF URBAN POLICIES IN THE NEW URBAN AGENDA

THEMATIC	MANDATE OF THE NEW URBAN AGENDA	AFFAIR
Role of national, sub-national and local governments	Paragraph 15, a) , b)	Defining and applying inclusive and effective urban policies for sustainable urban development
Urban Policy Approach	Paragraph 15 C)	Sustainable urban and territorial development based on people (age and gender)
Territorial scales of Urban Policies	Paragraph 15, c) , 81	<ul style="list-style-type: none"> • National level • Sub-national level (regional and metropolitan) • Local level
Characteristics of urban policies	paragraph 86.	<ul style="list-style-type: none"> • Inclusive • Implementable • Participatory • Integrated
Applicability of urban policies	paragraph 89.	Legal and regulatory frameworks to guarantee fiscal, political and administrative decentralization
Governance of Urban Policies	Paragraph 92, 149	Multi-level and multi-actor participatory approach
Integrity, articulation and Transversality of Urban Policies	Paragraph 88.	<ul style="list-style-type: none"> • Coherence between sector policy objectives and programmes • Complementarity of government scales • Integrated approach to urbanization

Financing of Urban Policies

Paragraph 130, 132, 134

- Integrated financing frameworks of different levels of government
- Guarantee of the financial execution of urban policy through regulatory frameworks and fiscal decentralization processes
- Generation of endogenous resources and income generated by capturing the benefits of urbanization
- Maximization of public and private investments
- Capacity building to increase your income - cadastres, taxes, fees or service charges

ANNEX 2: URBAN POLICY THEMES IN THE NEW URBAN AGENDA

THEMATIC	MANDATE OF THE NEW URBAN AGENDA	ISSUES
Social Cohesion, Equality and Inclusion	Paragraph 25	Poverty
		Slums and informal settlements
		Space organization
		Accessibility and design of urban spaces
Migration	Paragraph 28	Incorporation into urban social, economic and cultural development of refugees, internally displaced persons and migrants
		Migration security, planning and management
		Contribution of migrants to urban development
		And strengthening rural urban ties
Housing	Paragraph 31., 32, 105, 106, 108	Social housing
		Land policies and housing supply
		Social production of the habitat
		Community participation in the planning and application of the policy
		Integrated Housing Approach
		Quality, efficiency, affordability, accessibility, security, resilience, connectivity, spatial and functional urban integration
Principles of social inclusion and cohesion, economic efficiency and environmental protection		

Natural and Cultural Heritage	Paragraph 38, 124	<p>Safeguarding and promoting infrastructure and cultural sites, Indigenous cultures and languages, traditional arts</p> <p>Role of natural and cultural heritage in the rehabilitation and revitalization of urban areas and cohesion and social participation</p>
Resilience	Paragraph 77	<p>Spatial planning</p> <p>Quality infrastructures</p> <p>Ecosystems</p> <p>Vulnerability and risk reduction</p> <p>Rehabilitation and improvement of slums and informal settlements</p>
Territorial Planning and Planning	Paragraph 95, 96, 104, 137	<p>Integrated, polycentric and balanced territorial development</p> <p>Inter-municipal cooperation between urban, peri-urban and rural areas Cities system</p> <p>Rural urban links</p> <p>Land uses and value</p> <p>Sustainable regional infrastructure projects</p> <p>Cadastral and real estate market - risk and valuation maps and records of land and housing prices</p> <p>Fiscal mechanisms for capturing land value</p>
Urban Security	paragraph 103	<p>Crime and violence prevention</p> <p>Terrorism</p> <p>Prevention and fight against stigmatization for reasons of race, religion, gender, politics, nationality, among others</p>

Road safety	Paragraph 113	<p>Sustainable infrastructure for mobility and transport</p> <p>Pedestrian safety</p> <p>Bicycle mobility</p> <p>Motorcyclist safety - injury and death prevention</p> <p>Safe and healthy travel of children to school</p>
Sustainable Urban Transport and Mobility	Paragraph 116	<p>Service in urban and metropolitan areas - regulation</p> <p>Technology for shared mobility</p> <p>Contractual relations for the provision of the service</p> <p>Data management</p>
Energy efficiency	Paragraph 121	<p>Sustainable renewable energy</p> <p>Regulation of use in public and private infrastructures</p> <p>Smart District Distribution Power Systems</p> <p>Community energy plans</p>
Food safety	Paragraph 123.	<p>Agriculture in urban, peri-urban and rural areas</p> <p>Food storage, transportation and marketing</p> <p>Accessibility and affordability to consumers</p> <p>Reduction of food losses and prevention and reuse of food waste</p> <p>Clean food production</p> <p>Waste reduction</p>

**Urban
Governance**

Paragraph 147, 148,
149, 153

- Participation mechanisms
- Follow-up mechanisms
- Assessment mechanisms
- Networks, associations and collaborations for urban development

ANNEX 3: THE SUB-NATIONAL LEVEL IN THE CONTEXT OF THE NEW URBAN AGENDA

THEME	NEW URBAN AGENDA MANDATE	ISSUES
Migration	Paragraph 28	Refugees, internally displaced persons and migrants - positive social, economic and cultural contributions to urban life, strengthening links between urban and rural areas
Housing	Paragraph 31, 46, 105, 111	Guarantee of access to social housing for the most vulnerable people, community participation in planning and implementing housing policies, affordability and sustainability of housing, activation of urban economic development through housing projects, participatory planning, guarantee of provision of land for social housing, guidelines for the development of constructions, land use and management guidelines, measures for the real estate market, sustainability, resilience and access to services
Natural and Cultural Heritage	Paragraph 38	Protection and conservation, function of rehabilitation and revitalization of urban areas, cohesion and social participation
Climate change	Paragraph 79	Adaptation and mitigation, resilience, reduction of greenhouse gas emissions
Regulatory frameworks for urban development	Paragraph 81	Planning, participatory management of urban spatial development, capacity building
Urban Planning and Design	Paragraph 102	Capacity building

Transport	Paragraph 115, 117	Urban and metropolitan transport systems - benefits and impacts, mobility planning and sustainable urban and metropolitan transport, capacity building.
Capacity Development	Paragraph 126, 149, 151, 157, 158, 159 160	Science, technology and innovation, resource mobilization, international cooperation, multilevel cooperation, government associativity, multi-actor cooperation networks, thematic associativity, planning, financial management, environmental sensitivity, fight against corruption and transparency, administrative and technical capacities, social, technological and digital innovation, Geographic information systems, data and statistics, data collection, analysis and dissemination methodologies, open data, electronic government, geospatial information management, information technology.

The development of sub-national urban policies offers sub-national governments the opportunity to target their urban agenda according to the problems and needs of each territory, be that at city or regional level. The practice of sub-national governance is forging a new model of urban development that coherently integrates the national and sub-national purpose with more localized challenges. This makes more efficient multilevel governance and decentralizes skills and resources to achieve equity, well-being and shared prosperity in an urbanizing world.

This guide provides a conceptual and methodological framework for those involved in sub-national government. It outlines the concept of such a framework, its objectives and the policies responses at sub-national levels. It also features a comprehensive look at the five phases of sub-national urban policy development and outlines the roles and responsibilities of the actors tasked with implementing the sub-national urban policy.

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