

**ACTION 5: TO IMPLEMENT & MANAGE**

**Objective:** To promote the design of integrative strategic projects for cities in the Euro-Mediterranean region in a set of thematic axes of intervention. To implement common frameworks for project management

KEY OBJECTIVES	KEY TOOLS	PROPOSED ACTIONS (2021-2040)	CRITERIA OF SUCCESS
(i) To promote integrative territorial vision and strategy-making across sectors around priority thematic axes of intervention (shared with ACTION 2).	(i) The integration of inter-sectoral governance tools in NUPs (national urban policies) and ICDSs (integrated city development strategies) (shared with ACTION 1).	(i) To encourage National Ministries to adopt this Action Plan and the Axes of Intervention proposed therein as guidelines for vision and strategy-making at national and local levels, including provisions in NUPs and ICDSs (in tandem with ACTION 1).	(i) This Action Plan and the Axes of Intervention proposed therein are adopted by National Ministries and included in NUPs and ICDSs.
(ii) To promote the Framework for Project Description and Evaluation (Annexe A) as a central identification tool and reference checklist for project identification and labelling by the UfM and its partners.	(ii) The Framework for Project Description and Evaluation (Annexe A) provided by the UfM Action Plan.	(ii) To identify, recognize and promote regional initiatives or projects being implemented in the region, in particular those awarded the UfM project label, as examples of tools to reach the agreed objectives of this Action Plan. (iii) To create an inventory of and classify integrative strategic initiatives or projects for selected cities in the region according to the nine axes of intervention described in this Action Plan.	(ii) A substantial number of projects are identified and described using the Framework for Project Description and Evaluation (Annexe A).
(iii) To disseminate the framework widely, familiarizing partner organizations, IFIs and donors with it.	(iii) The role of the UfM in supporting regional initiatives and projects.	(iv) To organize policy labs to prepare public officials to use the Framework for Project Description and Evaluation (Annexe A) as a tool for project management, in tandem with ACTION 2.	(iii) A substantial number of workshops and policy labs are organized by Member States.
(iv) To support the preparation and access to finance of labelled projects.	(iv) The European Fund for Strategic Investments (EFSI) projects, led by the European Investment Bank (EIB), which aims to overcome the current investment gap in the EU, as one of the three pillars of the Investment Plan for Europe that aims to revive investment in strategic projects around the continent. (v) The City Climate Finance Gap Fund, designed to support cities in developing countries and emerging markets in the preparation of climate-friendly and resilient infrastructure projects, particularly in the early stages (IUC, 2020).	(v) To organize training workshops for public officials to apply for funding opportunities.	(iv) A substantial number of training workshops are organized by Member States.
(v) To promote cooperation and exchange of knowledge on how to design and manage strategic projects (shared with ACTIONS 1, 2, 3, 6).	(vi) UNESCO World Heritage City Labs' work to integrate urban heritage conservation and sustainable urban development, in collaboration with the UNESCO Chairs and UNESCO Category II Centres. (vii) City Design Workshops, based on the City Labs methodology developed by URBACT: plenary, (intro/scene setting); "stars and bars" exercises; "fishbowl" sessions; and parallel workshops focused on a specific theme and case studies, allowing for triangulation with partners from the larger international network. (viii) Planning by Design Workshops based on UN-Habitat Urban Labs methodology (UN-Habitat, 2014b). (ix) Intensive use of citizen assemblies for collective vision-making, inspired by experiences such as the French Citizens' Convention on Climate (CCC, 2019). (x) The OECD & International Transport Forum's "New Paradigm for Urban Mobility" (OECD & ITF, 2015). (xi) The Green Climate Fund (GCF, 2021), dedicated to helping developing countries reduce their greenhouse gas emissions and enhance their ability to respond to climate change, in coordination with EIB.	(vi) To organize "City Design Workshops" to integrate different issues in project management strategies (heritage, mobility, climate action, citizen participation, collective vision-making).	(v) A substantial number of City Design Workshops are organized by the Universities Network.
(vi) To identify good practices and notable examples of integrated project conception, design, and implementation (ACTIONS 1,2,3,6).	(xii) A catalogue of inter-sectoral strategies for urban regeneration and development across the region.	(vii) Create an inventory of UfM-labelled or other integrative initiatives or projects in the region, based on the Framework for Project Description and Evaluation (Annexe A).	(vi) An inventory of exemplary or labelled integrative initiatives or projects in the region is published.