

RAPID PLANNING



**SUSTAINABLE INFRASTRUCTURE, ENVIRONMENTAL
AND RESOURCE MANAGEMENT FOR
HIGHLY DYNAMIC METROPOLISES**

MID-TERM CONFERENCE:

SESSION 3 “CHANGE MANAGEMENT”

12 SEPTEMBER 2016, NAIROBI

SESSION 3: CHANGE MANAGEMENT

- Change Management in the RP Project: Introduction & System and Actors Analysis
Ulrike Schinkel (IZES gGmbH)
- Change Management Concept & Empowering Workshops
Oliver Assmann (AT-Association) & Barry Urban (TOCE Consulting)
- Impacts of Change Management Activities in Da Nang
Dr. Nguyen Phu Thai (Da Nang Institute for Socio-Economic Development)
- Wrap-Up and Outlook

RP CHANGE MANAGEMENT: INTRODUCTION

RP CHANGE MANAGEMENT

- **Central Aim:**
 - to support the case cities with regard to **efficient** and/ or **trans-sectoral planning and management**
 - to enable the stakeholders to make use of the RP methodology
- **Research activities:**
 - Analysis of the **governance system**, identification of **stakeholders** and their **interrelations**
 - Identification of **potentials** and **barriers** for efficient/ trans-sectoral infrastructure planning and management
 - Development and implementation of a **concept for the optimisation** (“change management”) of the existing system

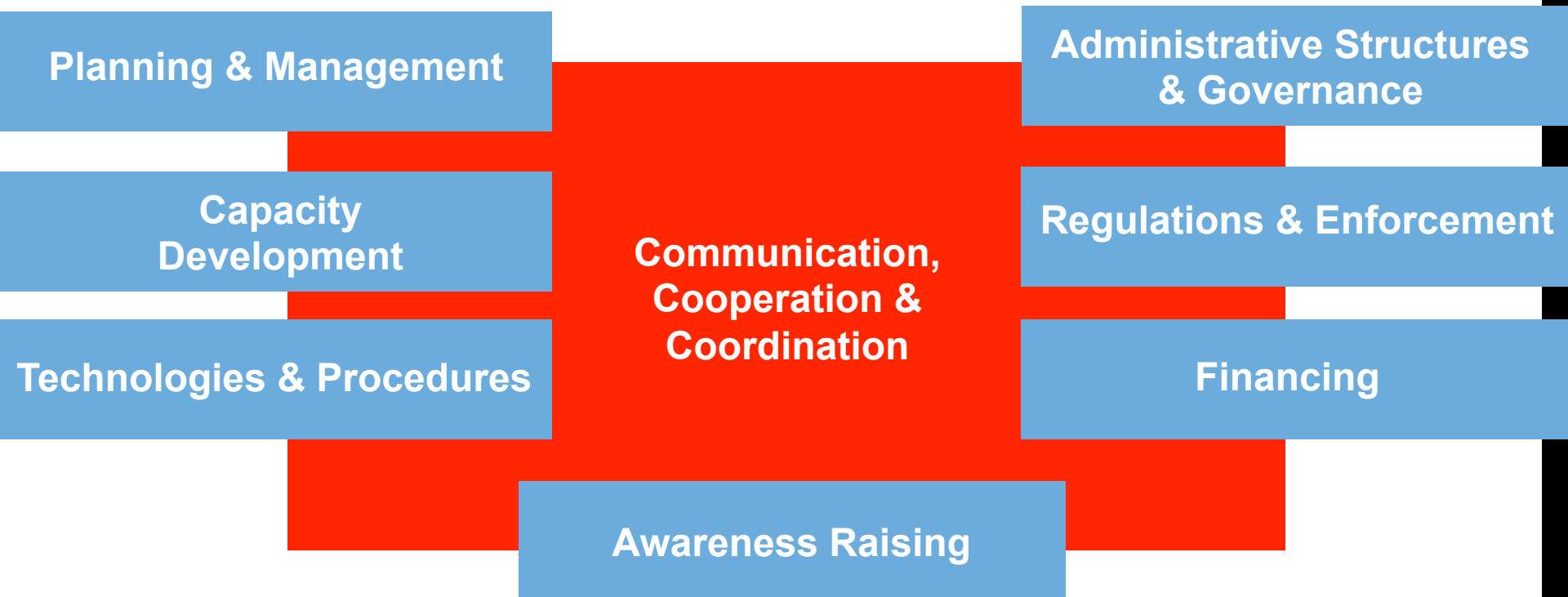
RP CHANGE MANAGEMENT: APPROACH

- RP aims at influencing the **socio-technical system as a whole**
 - by suggesting **technical innovations** and the utilisation of **potential trans-sectoral synergies**
 - by supporting the **network of stakeholders** with regard to trans-sectoral thinking, planning and management
- **Planned change:** 'organised change' with clear objectives, based on an overarching concept and 'targeted' activities
- **RP 'change management'** is applied
 - to facilitate and anchor **permanent change** in the governance system as well as
 - to support organisational and individual change

RP CHANGE MANAGEMENT: ACTIVITIES



RP CHANGE MANAGEMENT: TARGET AREAS OF CHANGE



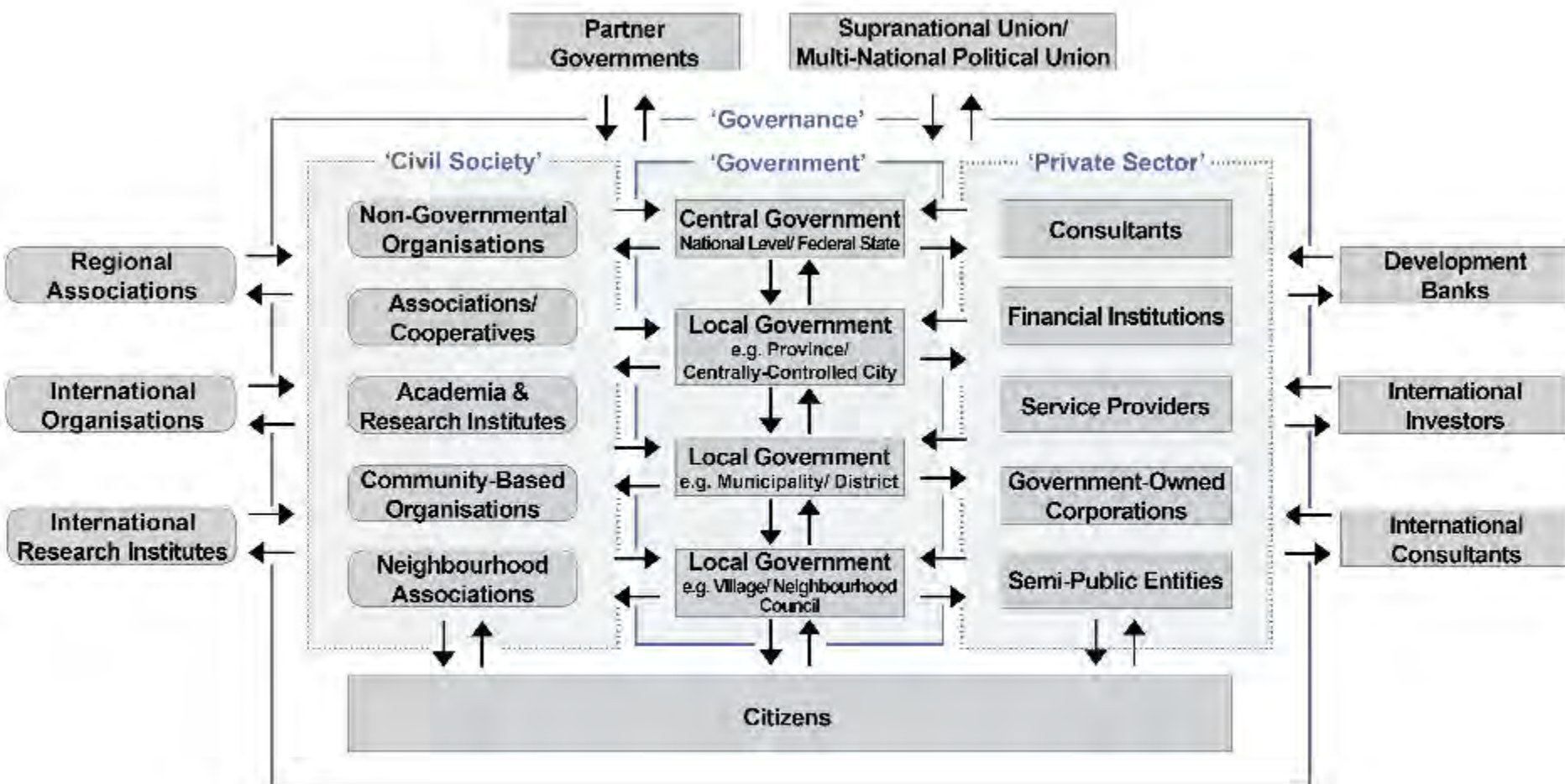
RP CHANGE MANAGEMENT: SYSTEM & ACTORS ANALYSIS

SYSTEM & ACTORS ANALYSIS: APPROACH

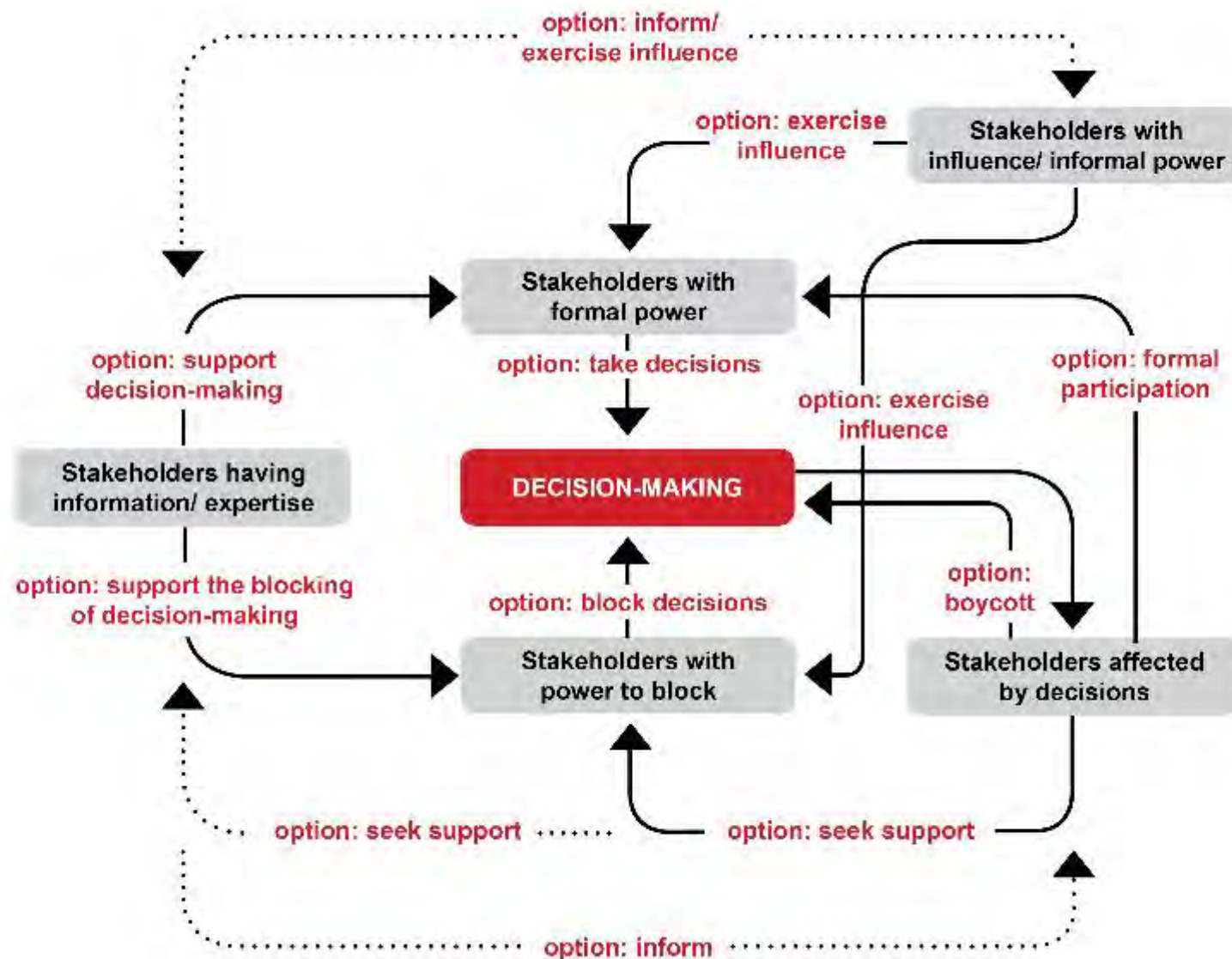
- Identification of **stakeholders** at different levels and their roles, responsibilities and interests as well as their (power) relations
- Assessment of the **planning systems** of the case cities
- Assessment of the **administrative framework** (formal roles and responsibilities of administrative units)
- Assessment of the **legislative and policy framework**



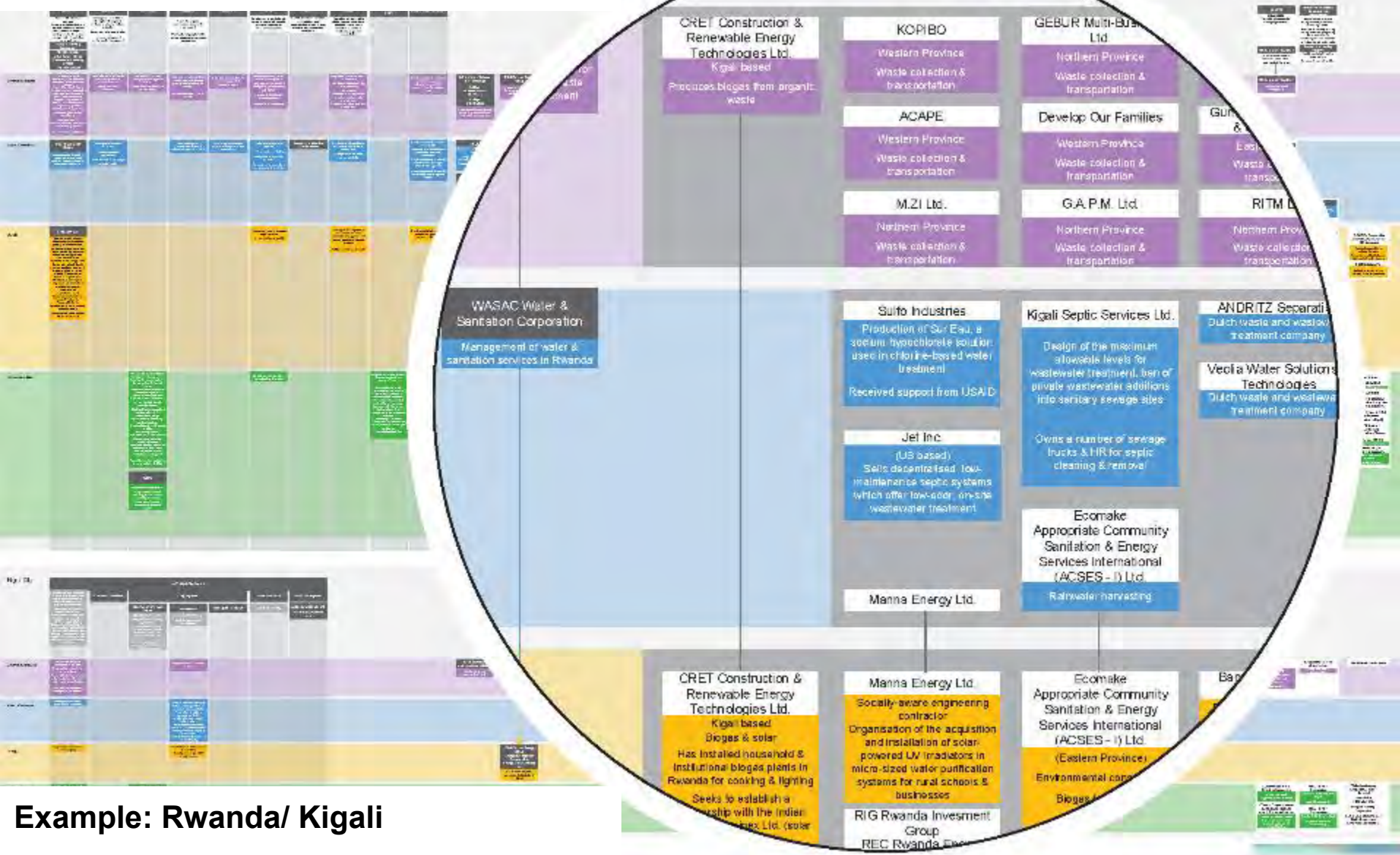
SYSTEM & ACTORS ANALYSIS: THEORY



SYSTEM & ACTORS ANALYSIS: THEORY

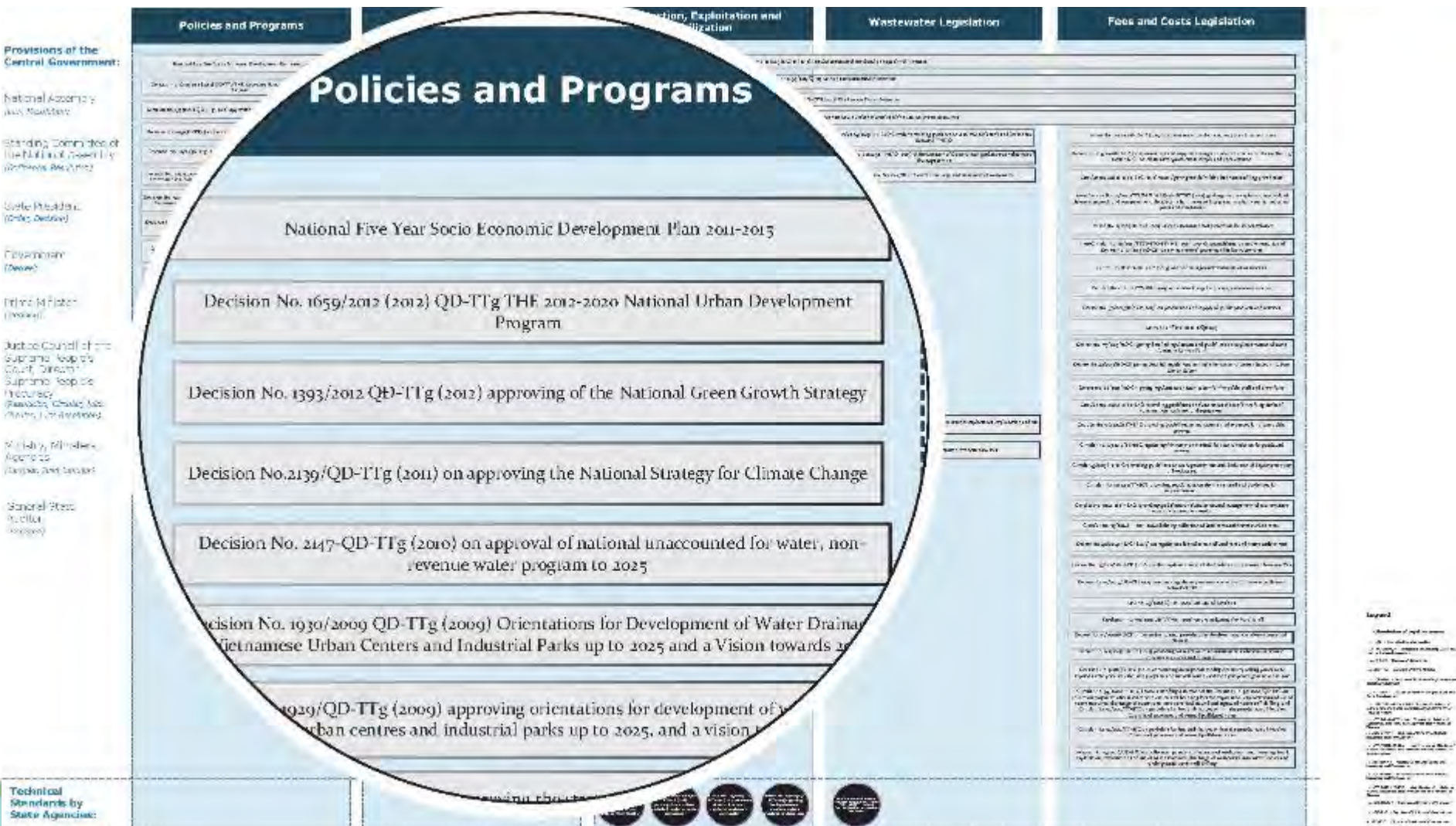


Result: Actors Maps



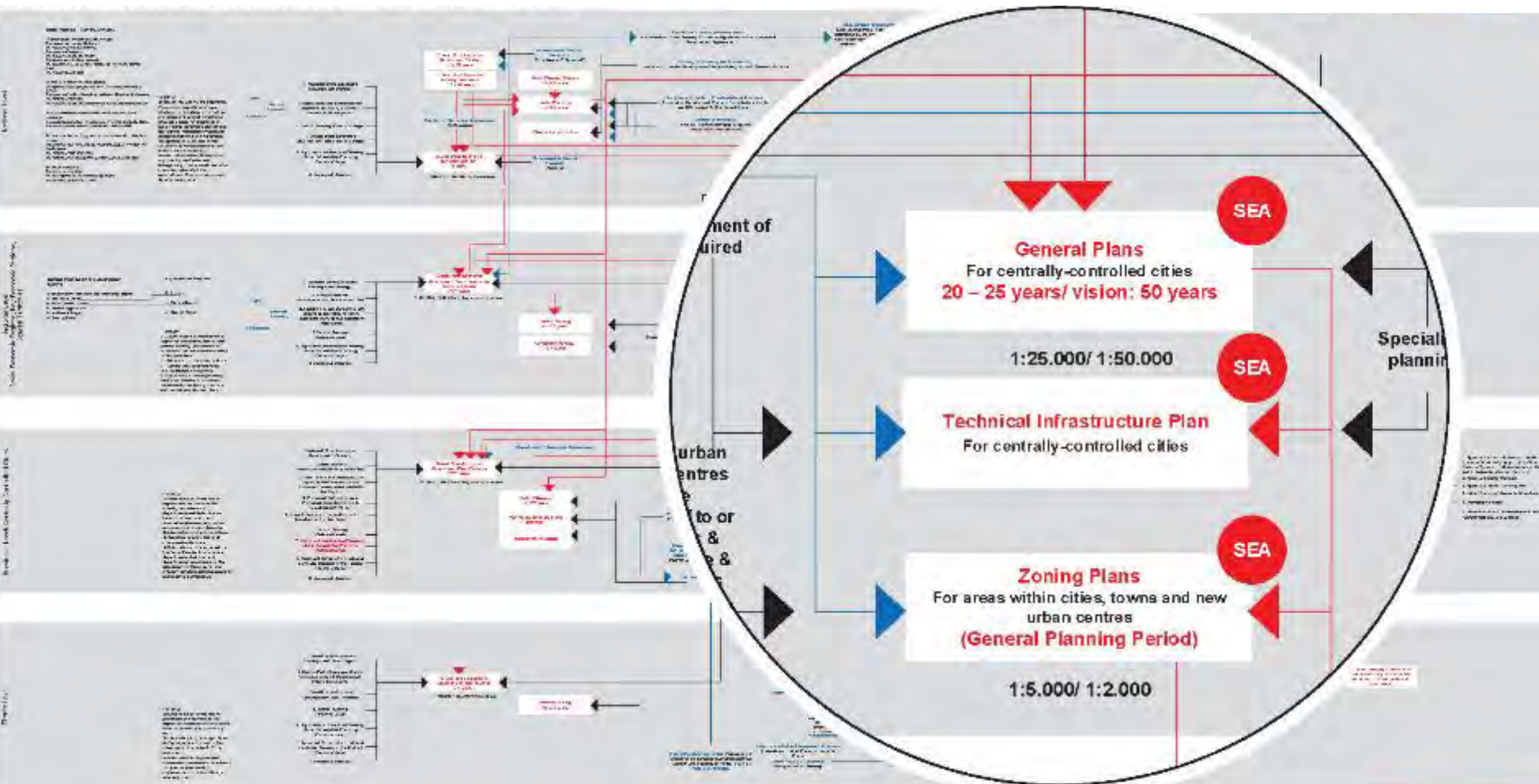
Example: Rwanda/ Kigali

Result: Legal Organigrams



Example: Vietnam/ Da Nang, Water & Wastewater

Result: Map of Planning System



DA NANG



KIGALI



- **Public sector** is very strong in planning and decision-making

- **Ministries** provide a **framework** for their corresponding **Departments** (city level)
- **Clear differentiation** between the tasks of the **national** and the **city level**

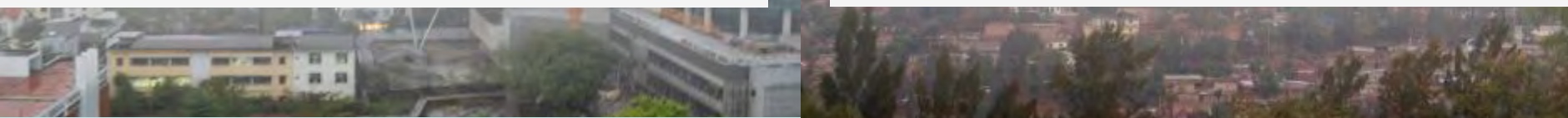
- **People's Council & People's Committee** guide development

- All relevant **Departments** are consulted in planning processes

- **Ministries and Authorities** (national level) provide a framework and have a **strong influence on Kigali** (infrastructure provision)

- **Kigali City Council** is the main decision-maker at the city level

- The **public sector** involves all **stakeholders** actively in policy-making and planning processes



DA NANG



KIGALI



- **Infrastructure development** is controlled by the **public sector**

- **Implementation** and management: **state-owned enterprises** or **joint-stock companies**

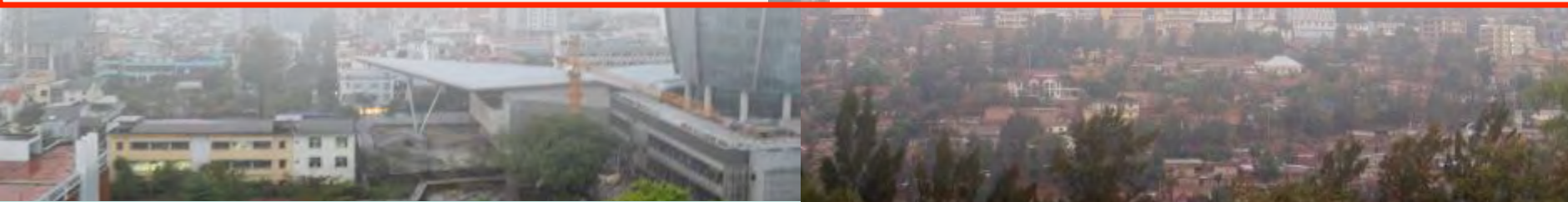
- **Implementation** and management: **state-owned** or **private-sector companies**

- **Tariffs for supply and disposal services** are determined by **state agencies** → often not cost-covering but affordable

- **Tariffs for supply and disposal services** (and standards) are determined by a **state agency (RURA)**

- **Private-sector participation**: limited

- The **public sector** cooperates with the **private sector**



DA NANG

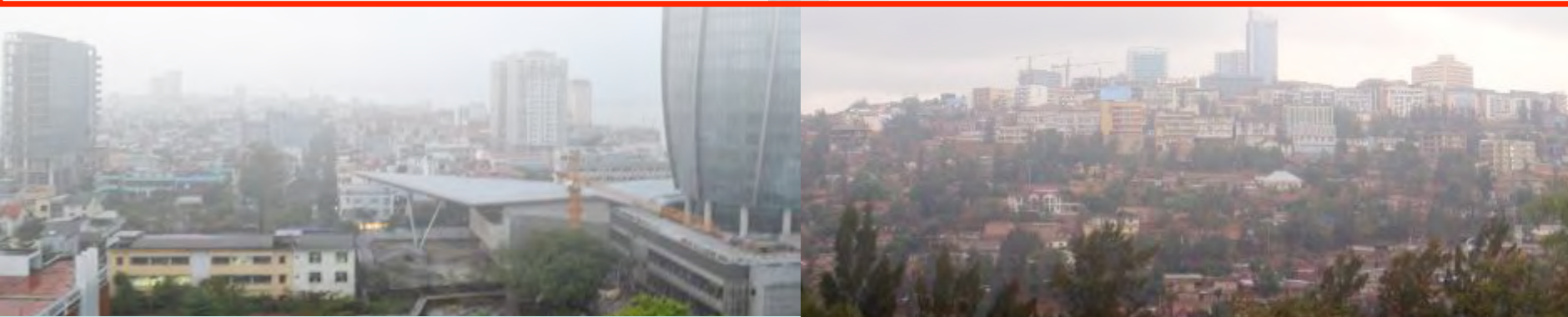


- **Unions, associations and mass organisations** are consulted and support monitoring activities
- Some **cooperatives**: urban agriculture
- **Donors and development banks** have an influence on the development of infrastructure

KIGALI



- **Civil society organisations** are strong and have many activities related to the RP sectors
- Many **cooperatives**: urban agriculture, energy, waste management
- **Donors and development banks** are very active in all fields



DA NANG

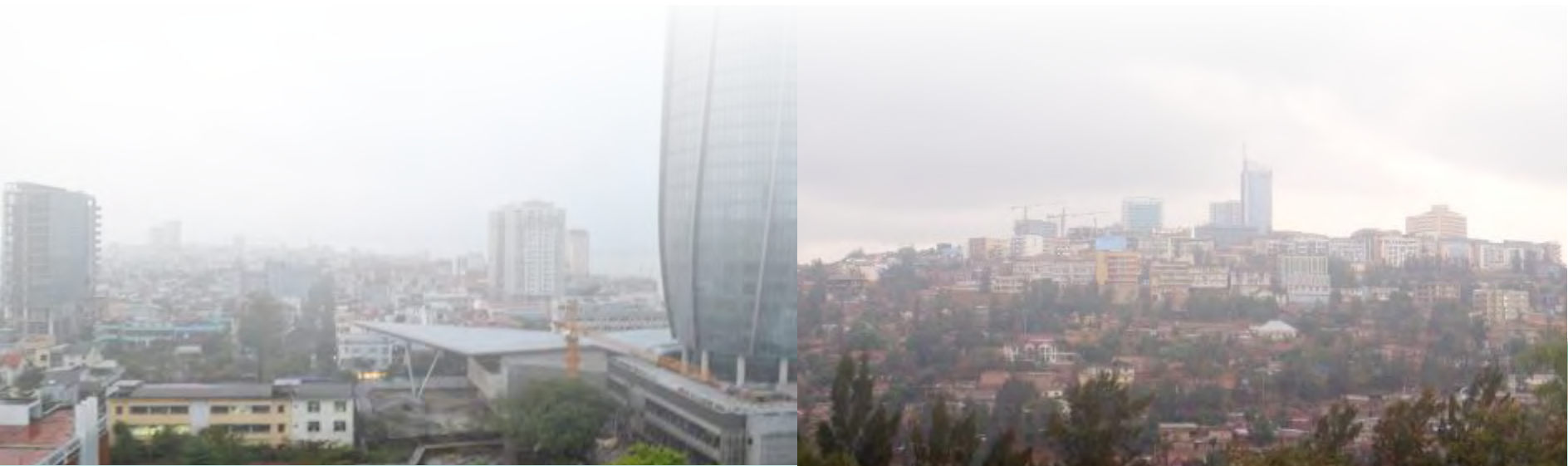


KIGALI



- Most **public-sector stakeholders** take on roles related to **more than one RP sector** (good conditions for trans-sectoral planning and management)

- **Private-sector** companies have discovered linkages between the RP sectors (waste-energy, wastewater-energy, water-agriculture)



DA NANG



KIGALI



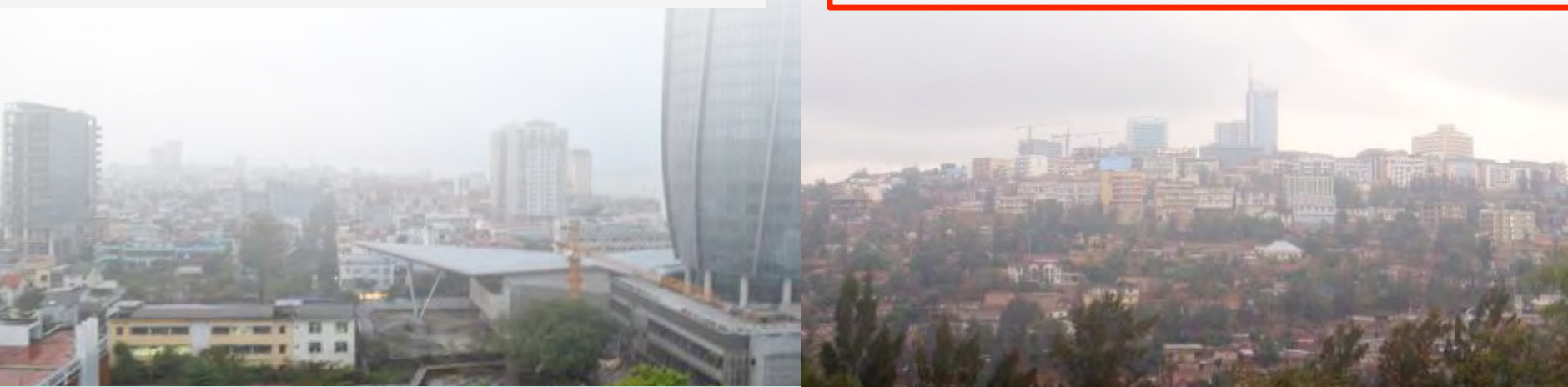
- **Challenge: Balancing** of different (economic) interests

- **Challenge: Financing and implementation**

- **Increase of (real) private-sector participation**

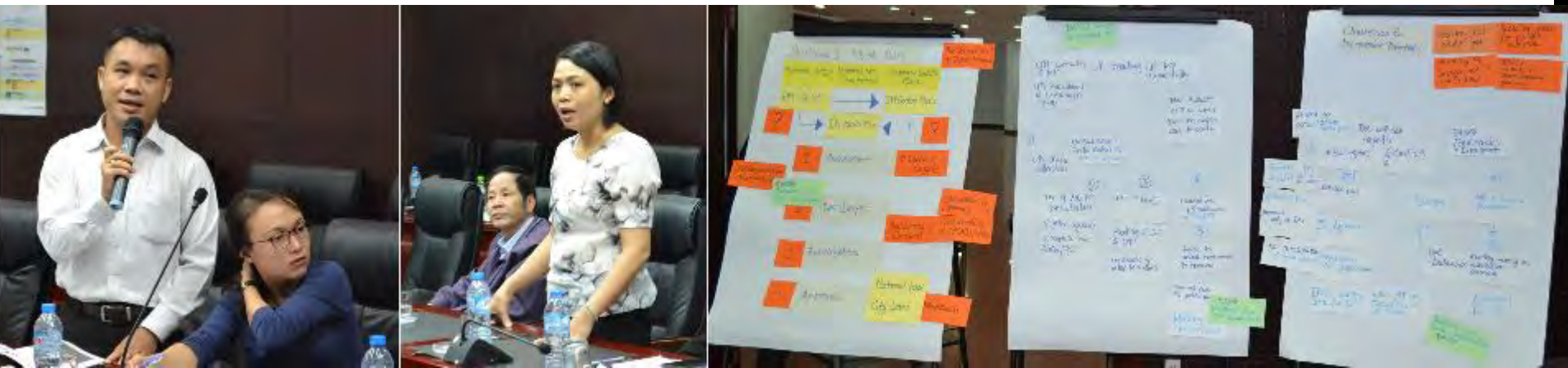
- **Harmonisation of (spatial/ technical/ development) plans**

- **Harmonisation and combination** of different scattered activities (private sector activities, investments, development support, etc.)



REFLECTION: MULTI-STAKEHOLDER DIALOGUE

- held on 30th November 2016
- DISED, Departments and service providers
- Presentation of preliminary results of the system and actors analysis
- Raising of critical issues, correction of mistakes, suggestion of improvements in the presentation of research results
- Discussion of open questions regarding the cooperation of stakeholders in planning, coordination and management processes



RP CHANGE MANAGEMENT CONCEPT & EMPOWERING WORKSHOPS

RP CHANGE MANAGEMENT CONCEPT

Create a climate for change

- ❖ subscribe to a common vision as a guiding and integration concept
- ❖ motivate positively and convince stakeholders involved

Develop a strategic roadmap

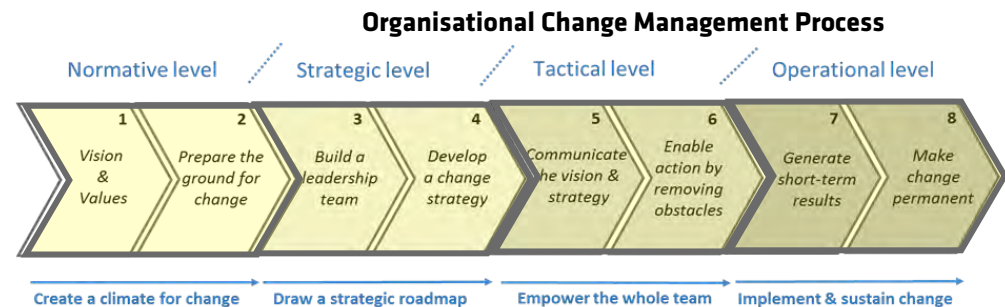
- ❖ assemble a leadership team
- ❖ prepare the pathway for approaching the vision

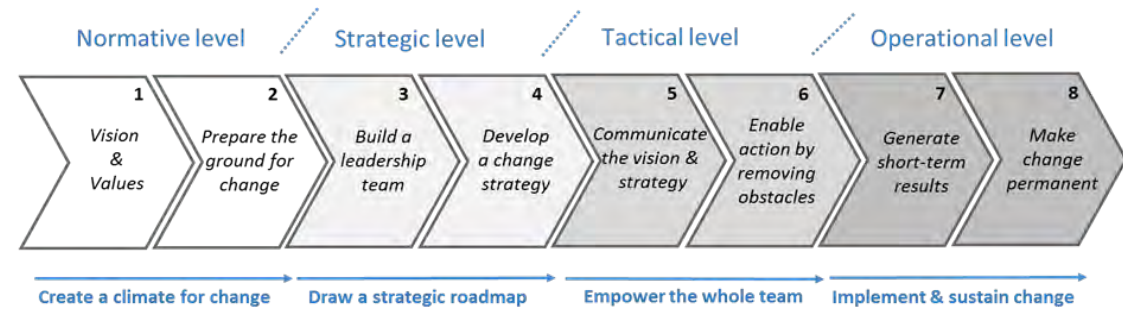
Empower the whole team & develop capacities

- ❖ dissemination of the trans-sectoral approach to a broader audience
- ❖ break down silo or sectoral thinking structures

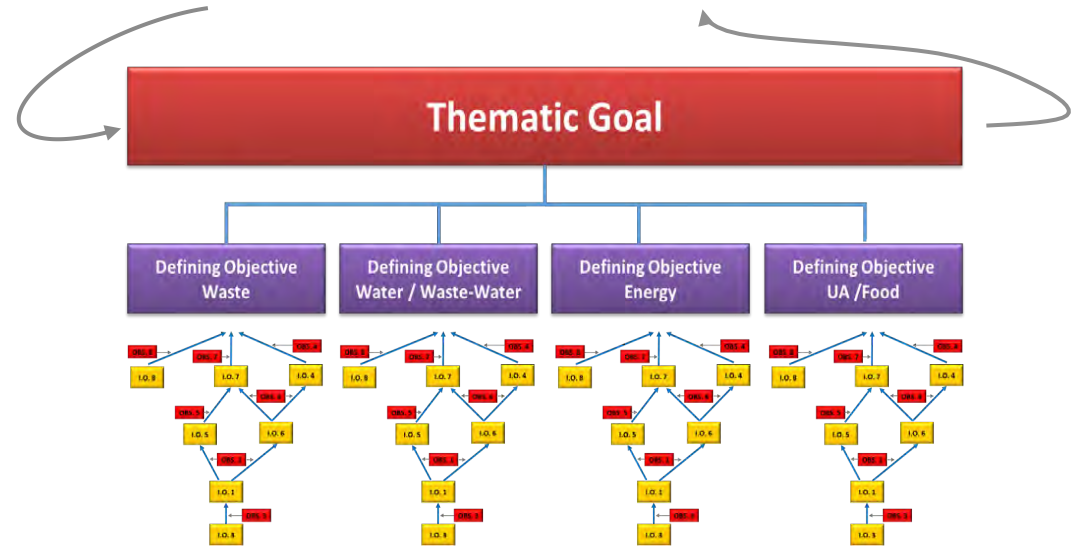
Implement & sustain change

- ❖ develop detailed action plans
- ❖ anchor change



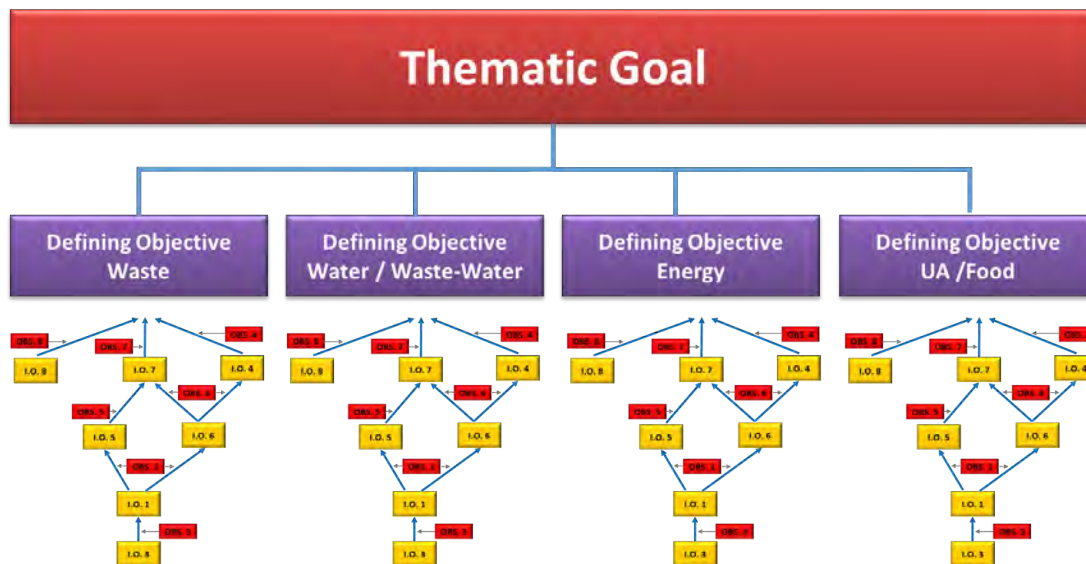


THEMATIC GOAL DRIVEN
EMPOWERING WORKSHOPS TO ASSIST
CHANGE MANAGEMENT IMPLEMENTATION



- ❖ participative workshop approach
- ❖ based on hierarchal goal building techniques to combat silo thinking structures
- ❖ “Obstacle Based Planning” (OBP) as a technique to detect and overcome potential obstacles

EMPOWERING WORKSHOPS FOR INTEGRATED TRANS-SECTORAL SUPPLY AND DISPOSAL INFRASTRUCTURE MANAGEMENT



A single, temporary, and qualitative goal shared by all members of the leadership team and valid for every RP sector

Sector specific objectives as components or building blocks that serve to accomplish the superordinate trans-sectoral *Thematic Goal*

Intermediate Objective Maps (I.O. Maps) as result of the Empowering Workshops serve as detail plan necessary for achieving the related *Defining Objective*

EMPOWERING WORKSHOPS: MAIN STEPS

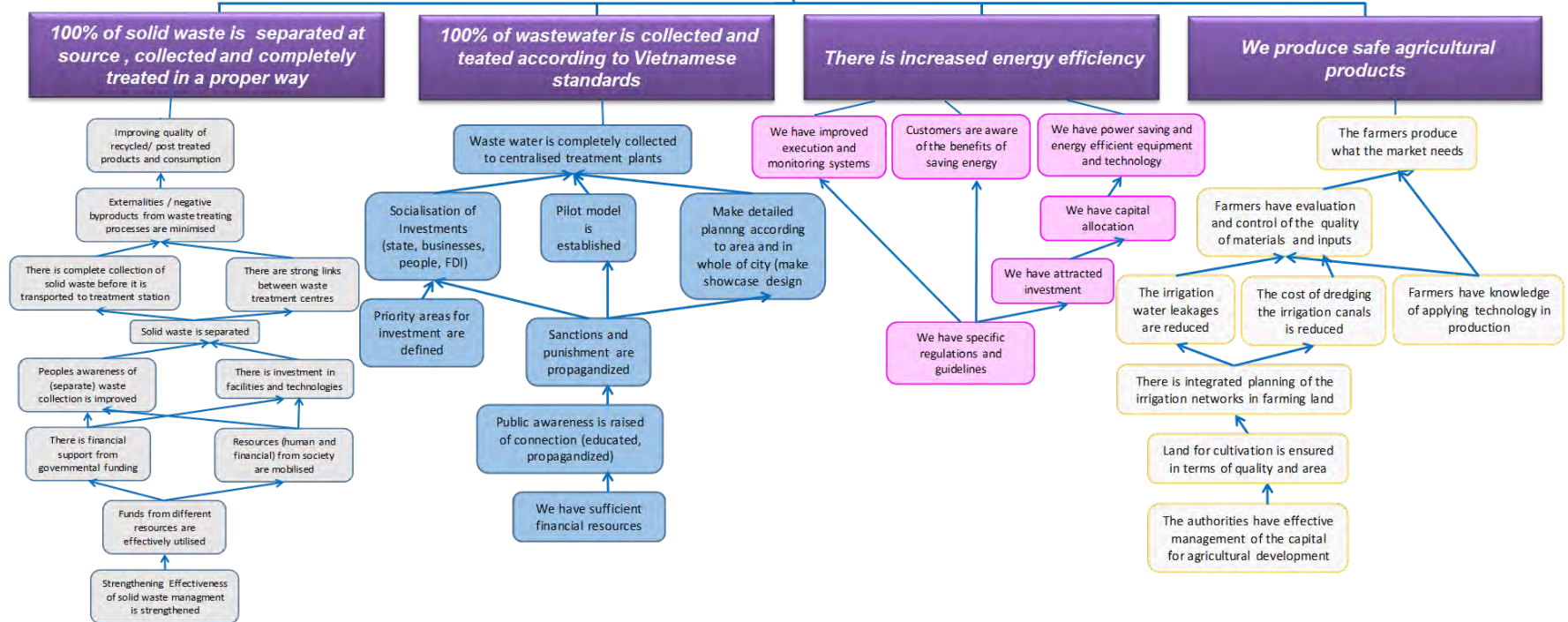
- Define a single, temporary, and qualitative **Thematic Goal** shared by all members of the (leadership) team and valid for every RP sector
- Gain agreement on clearly verbalised **Defining Objectives** that we want to achieve in the near future and which contribute to the *Thematic Goal*, including trans-sectoral objectives
- For each objective, create a list of **obstacles** that prevent us from achieving the objective including trans-sectoral obstacles
- For each obstacle, develop an **Intermediate Objective (I.O.)** which, when we achieve it, we will have overcome that particular obstacle including trans-sectoral intermediate objectives
- Sequence the intermediate objectives in terms of logic and time. The result is an **Intermediate Objective Map (I.O. Map)** which includes trans-sectoral elements



CHANGE MANAGEMENT IMPLEMENTATION IN DA DANG

25 Nov 2015:
Workshop on defining the **Thematic Goal**

“Da Nang city strengthens the use of trans-sectoral synergies in providing effective, efficient and accessible supply and disposal infrastructure”.



26-27 Nov 2015 / 16-17 March 2016:
**Empowering Workshop
Solid Waste Management**



11-12 May 2016:
**Empowering Workshop
Water Management**



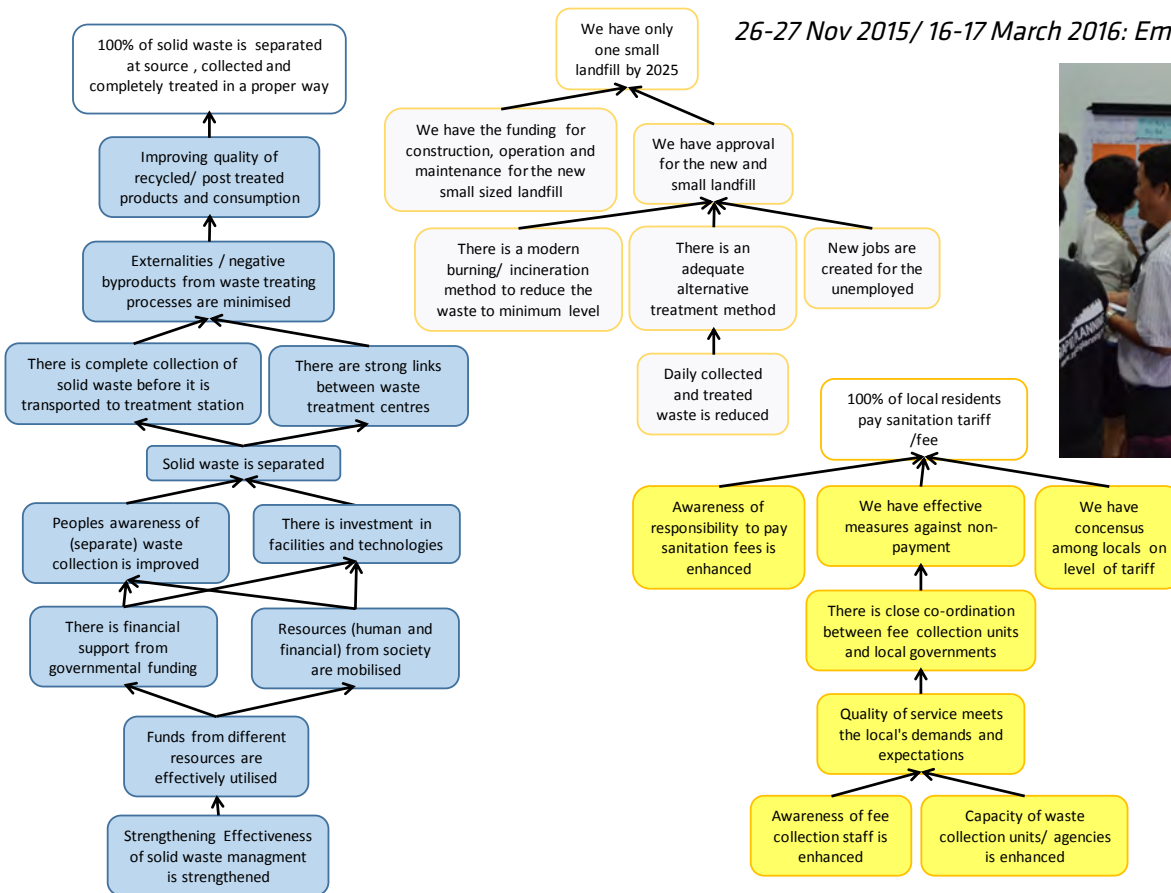
17-18 May 2016:
**Empowering Workshop
Energy Management**



28-29 July 2016:
**Empowering Workshop
Urban Agriculture / Food Systems**

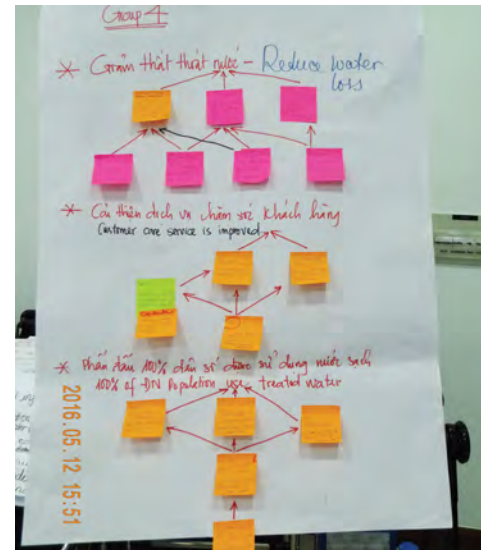
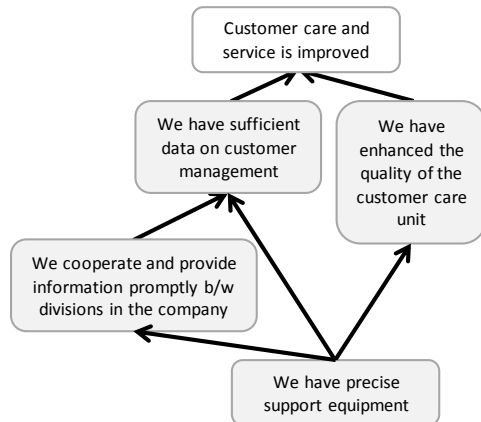
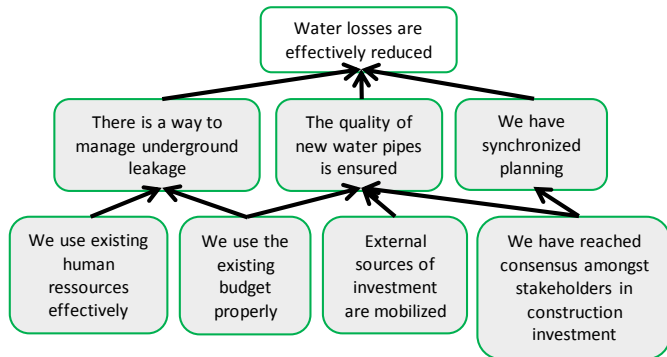


26-27 Nov 2015/ 16-17 March 2016: Empowering Workshop on **Solid Waste Management**

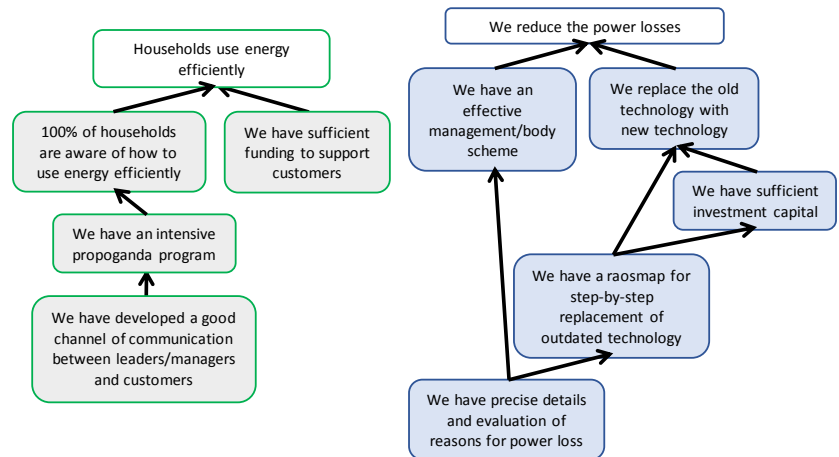
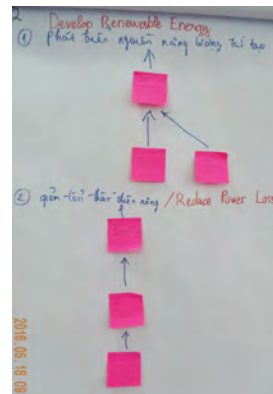
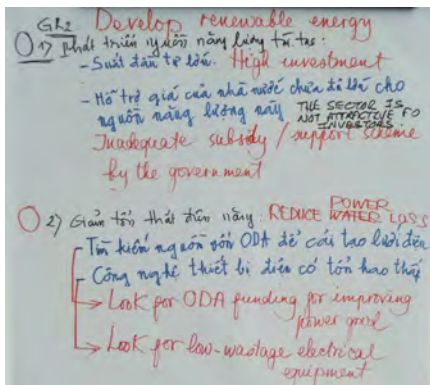
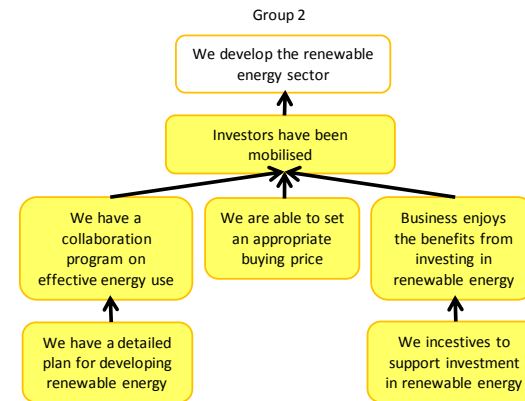


11-12 May 2016: Empowering Workshop on **Water Management**

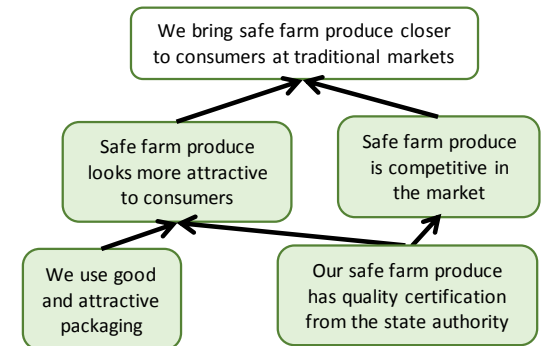
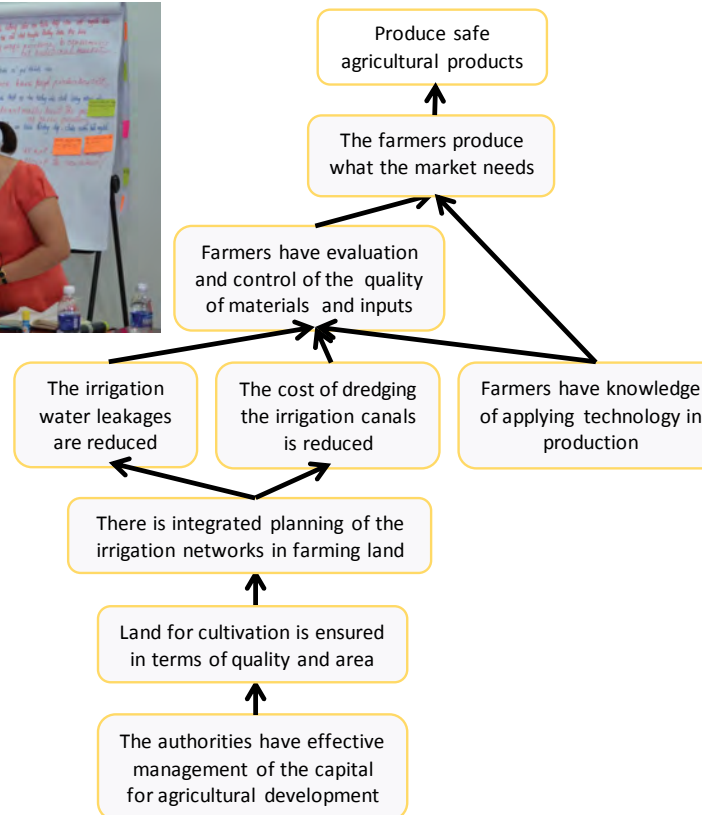
Group 4



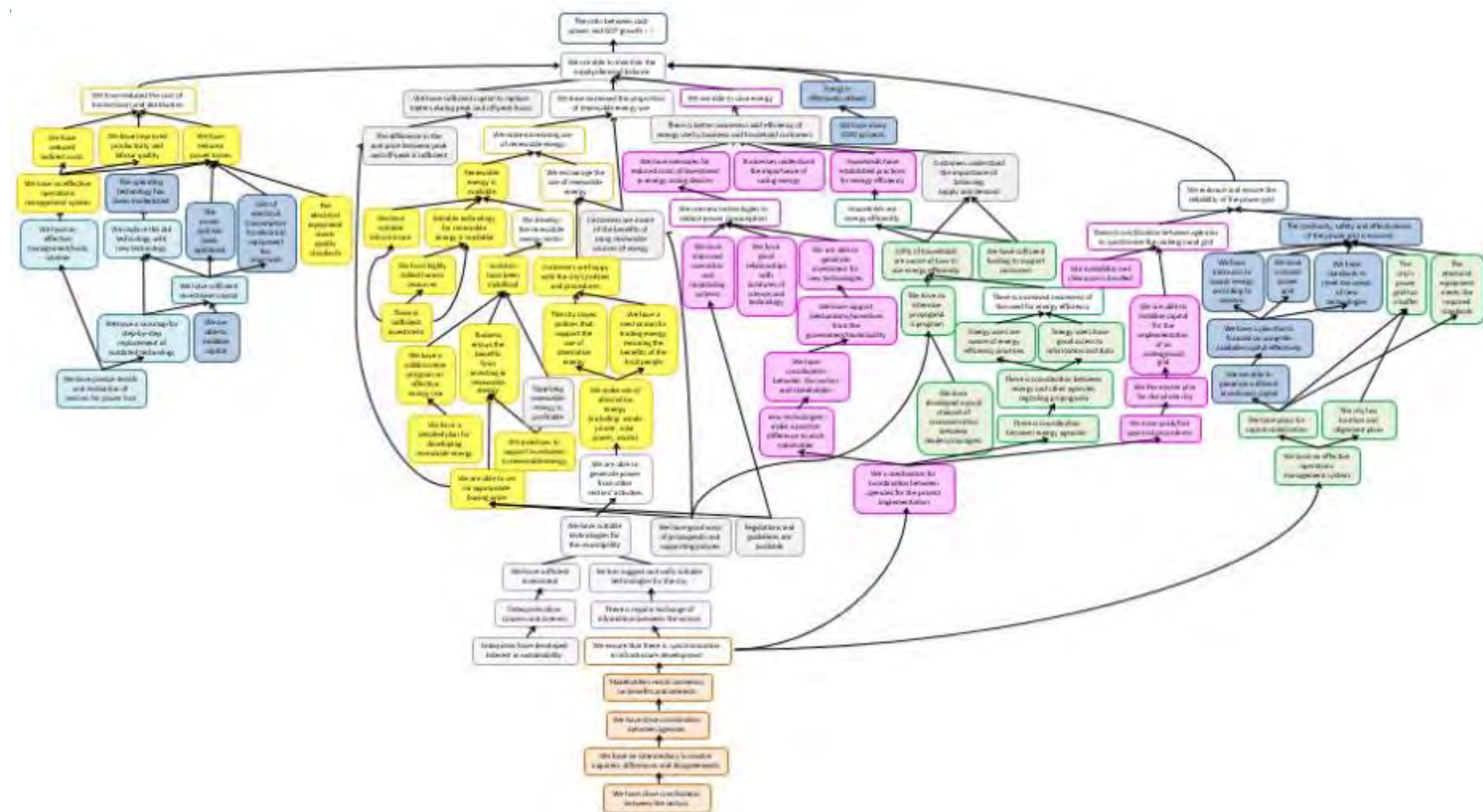
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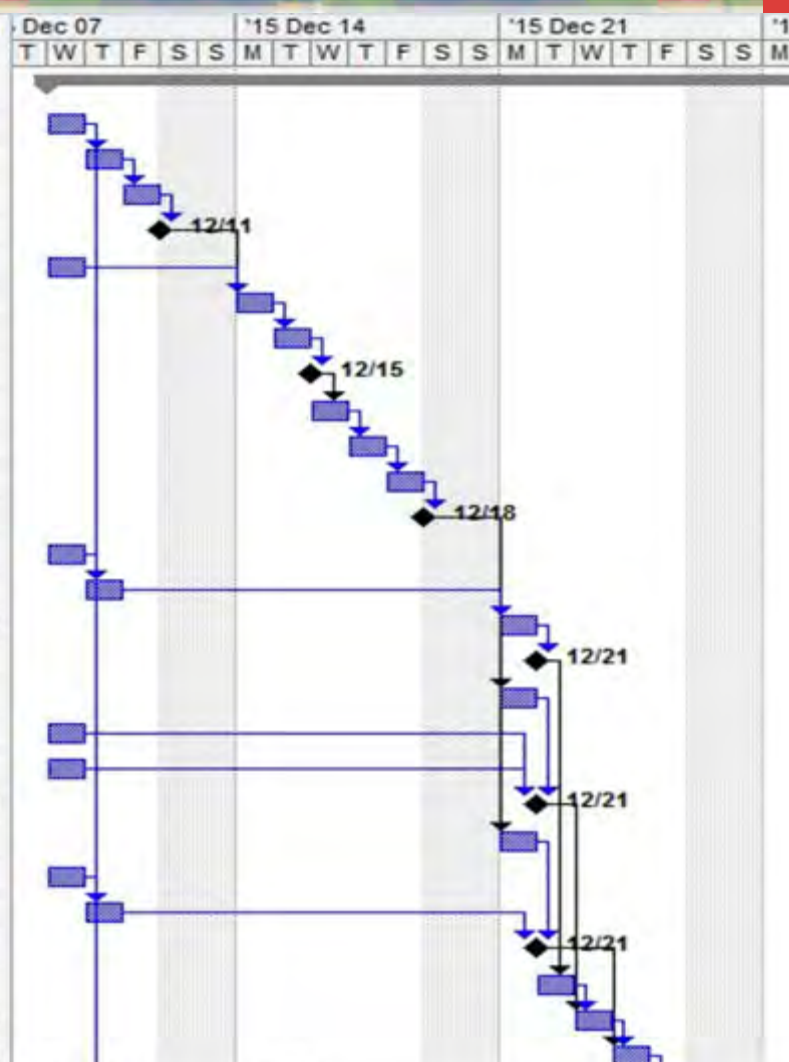
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	Task Name	Duration	Start	Finish	Prede
0	Da Nang RP-SWM	#####	#####	#####	
1	Task 1	1 day?	Wed 15/12/09	Wed 15/12/09	
2	Task 2	1 day?	Thu 15/12/10	Thu 15/12/10	1
3	Task 3	1 day?	Fri 15/12/11	Fri 15/12/11	2
4	People's awareness is raised	0 days	Fri 15/12/11	Fri 15/12/11	3
5	Task 4	1 day?	Wed 15/12/09	Wed 15/12/09	
6	Task 5	1 day?	Mon 15/12/14	Mon 15/12/14	5;4
7	Task 6	1 day?	Tue 15/12/15	Tue 15/12/15	6
8	Appropriate regulations on fining	0 days	Tue 15/12/15	Tue 15/12/15	7
9	Task 7	1 day?	Wed 15/12/16	Wed 15/12/16	8
10	Task 8	1 day?	Thu 15/12/17	Thu 15/12/17	9
11	Task 9	1 day?	Fri 15/12/18	Fri 15/12/18	10
12	People have agreement on waste b	0 days	Fri 15/12/18	Fri 15/12/18	11
13	Task 10	1 day?	Wed 15/12/09	Wed 15/12/09	
14	Task 11	1 day?	Thu 15/12/10	Thu 15/12/10	13
15	Task 12	1 day?	Mon 15/12/21	Mon 15/12/21	14;12
16	Income of waste collection staff is	0 days	Mon 15/12/21	Mon 15/12/21	15
17	Task 13	1 day?	Mon 15/12/21	Mon 15/12/21	12
18	Task 14	1 day?	Wed 15/12/09	Wed 15/12/09	
19	Task 15	1 day?	Wed 15/12/09	Wed 15/12/09	
20	On-time response from service prc	0 days	Mon 15/12/21	Mon 15/12/21	17;18;1
21	Task 16	1 day?	Mon 15/12/21	Mon 15/12/21	12
22	Task 17	1 day?	Wed 15/12/09	Wed 15/12/09	
23	Task 18	1 day?	Thu 15/12/10	Thu 15/12/10	22
24	Have solutions for waste collector	0 days	Mon 15/12/21	Mon 15/12/21	21;23
25	Task 19	1 day?	Tue 15/12/22	Tue 15/12/22	16
26	Task 20	1 day?	Wed 15/12/23	Wed 15/12/23	25;20
27	Task 21	1 day?	Thu 15/12/24	Thu 15/12/24	26;24



IMPACTS OF CHANGE MANAGEMENT ACTIVITIES IN DA NANG

PURPOSE

1. **Summary of great number of change management activities in Da Nang**
2. **Impacts of the activities**

INTRODUCTION: DA NANG CITY



- Has become the city under direct management of central government since January 1st 1997
- As a national urban and center of economic central coastal region in services, industry, transport, domestic and international exchange.
- Direction for development until 2030: to become a huge urban in nation, as an economic, international tourism center, driven force for central – central highlands development and competitive capability in ASEAN

INTRODUCTION: DANANG INSTITUTE FOR SOCIO ECONOMIC DEVELOPMENT (DISED)

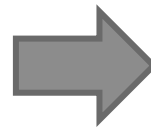


- Governmental body administered by the Da Nang People's Committee
- Main activities:

**Research to Policy
Consultancy**

**Host of Scientific
workshop**

**Cooperation &
Training**



**Main partner of Rapid Planning in
Vietnam since 2014**

LOCAL COORDINATOR OF THE RP PROJECT

5 core tasks:

- Host
- Coordinate
- Support
- Research
- Report



IN DETAIL: DISED

- hosts and coordinates the project activities (2014 – 2017)
- coordinates activities with relevant units (domestic, international) and ensures their participation
- supports the implementation of the project's activities in Da Nang
- conducts research together with project experts
- summarizes the outcome report of the RP project for the Da Nang City government. (Decision no. 5333/UBND-QLĐTh, dated on 19/6/2014)



MORE SPECIFICLY, DISED HAS ORGANIZED

Nearly 10 Workshops:

- Kick off workshop of Rapid Planning, 10/3/2015
- Joint Technical meeting with entry project stakeholders in Da Nang City, 13/3/2015
- Wrap-up workshop for first stage, 18/3/2015
- Workshop for integrated, tran-sectoral supply & disposal management – Part 1: Solid waste management, 25-27/11/2015
- Rapid planning empowering on solid waste management part II, 16-17/3/2016

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More than 30 consultative meetings have been conducted:

- Da Nang Institute for Socio – Economic Development (DISED)
- Da Nang Department of Agriculture and Farming Development
- Cam Le District Farming Association
- Environmental Protection Agency
- Da Nang Urban Environment Company
- Institute of Urban Planning
- Da Nang University
- Da Nang Department of Resource and Environment
- Management Board of Industrial and Export Processing Zones
- Vietnam Fatherland Front of Da Nang City, etc...



In order to provide capacity building for city officials, many training course have been held:

- Introduction training workshop on community – based composting, 15 – 23/7/2015
- Practical Training on composting, 23/11/2015
- International spring course on “to integrate the development of river bank” for architecture students of universities in Da Nang City.

DISED also supported RP team to do many effective surveys to get right data:

- Mapping urban structure and socio – economic households survey of RP project, 16 – 18/3/2015
- Pilot survey of households in city for socio-economic collection, 13 – 17/3/2015
- Official Survey of households in wards/communes in city, 7-27/3/2016
- Business survey
- Survey on energy, water consumption, waste water and waste in buildings, offices.

BENEFITS FOR DA NANG CITY

- Access to the systematical, trans-sectoral conceptual framework for the planning of sustainable urban development
- Capacity building with regard to the design and implementation of the urban plans
- Exchange: learn from the models of urban planning around the world
- Make use of the toolkits of RP, which provide guidance for the city, with regard to the supply and management of basic urban services under the conditions of a rapid urbanization process

NEXT STEPS

- to continually support the implementation of project's activities
- to research, consult and recommend to city government on how to step by step apply research findings into the reality



SUMMARY & OUTLOOK

SUMMARY & OUTLOOK

- **Finalised activities:**
 - Many activities **to activate** and **to link** different stakeholders
 - Empowering Workshops have supported **to break down the silo thinking** of stakeholders in Da Nang
- **Future activities:**
 - **Start:** Empowering Workshop series in Kigali
 - **Continuation:** Empowering Workshops and start of Scenario Workshops in Da Nang and Kigali
 - **Continuation:** targeted interventions (thematic groups/ „labs“, Multi-Stakeholder Dialogues, etc.)



THANK YOU VERY MUCH FOR YOU ATTENTION!

