

Asset Management Action Plan (AMAP)

For

Insert name of Local Government

Prepared by:

Date:

(INSERT LOCAL GOVERNMENT NAME) AMAP

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Prior to finalizing this document, please delete all *Red Italic text* used as guidance.

(*INSERT LOCAL GOVERNMENT NAME*) AMAP

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INTRODUCTION

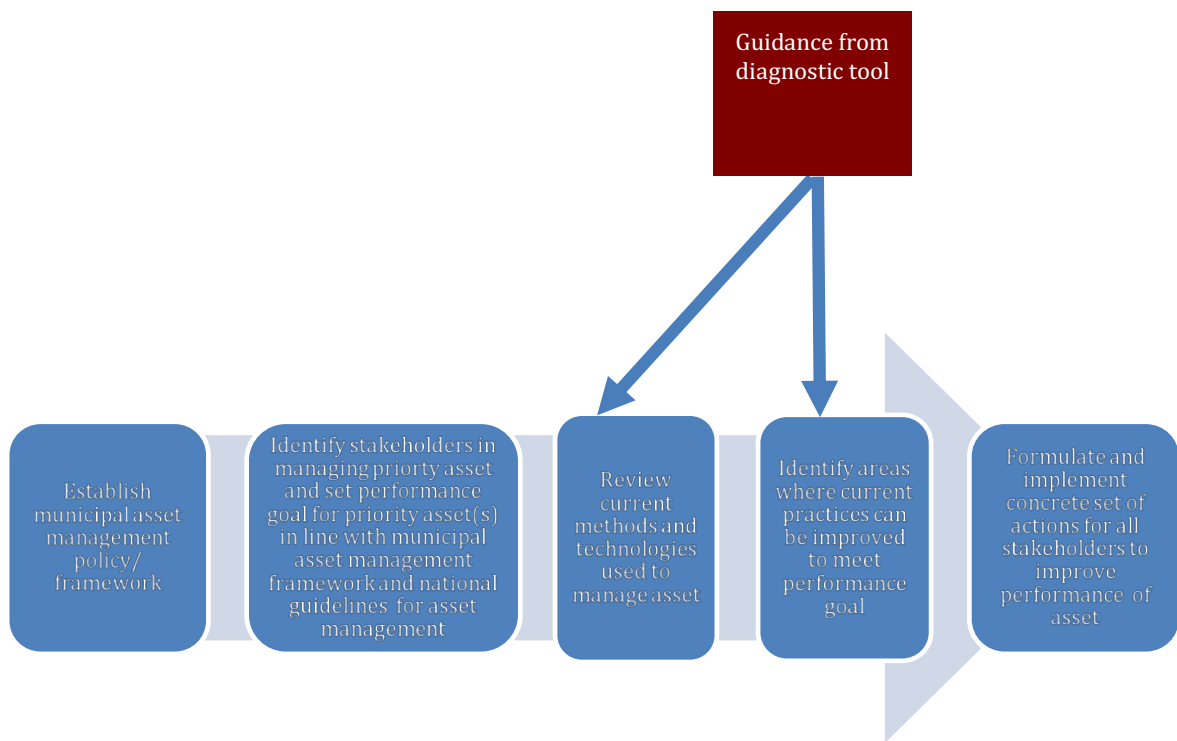
As the custodian of Local Government assets for [*insert Local Government title*] it is important that we conduct our asset management activities in the most efficient and effective manner. We have analysed our current asset management practices and determined that there are target areas where improvement is desirable. In order to realise these improvements we must do further analysis to identify shortfalls against current asset management best practices.

This output of this process is a series of prioritized actions together with context and sound reasoning for taking these actions. This is known as an Asset Management Action Plan (AMAP).

Purpose of an Asset Management Action Plan (AMAP)

An AMAP is a means of comparing our present asset management knowledge, practice and documentation against good asset management practices and identifying gaps. The AMAP prioritizes these actions and sets timely goals and clear ownership and responsibility for delivery (Figure 1).

Figure 1: The foundations of an AMAP



An AMAP (figure 1) can relate to one or more assets and is based on a number of pillars:

- (i) the Local Government asset management framework, i.e., the overall vision for the management of Local Government assets, including objectives, targets and links to the broader city vision and capital investment plan, if it exists;
- (ii) an assessment of stakeholders involved in managing the asset(s) as well as a review of their specific functions and setting a performance goal for one or more priority asset in line with the Local Government asset management framework and national policies and regulations on asset management that govern the management of the selected asset;
- (iii) a review of the types of methods and technologies or tools used in managing the asset (asset inventory database , asset management software, valuation techniques, life-cycle

- management, strategic portfolio reviews, integration of asset management needs in annual budgets, reporting and auditing of the asset);
- (iv) a performance assessment of these asset management practices against the stated objectives and a clear identification of gaps and areas for improvement; and
 - (v) the formulation of concrete actions by all relevant stakeholders that address the identified gaps and link proposed actions to improve the management of the asset to the current and medium-term Local Government budget.

This AMAP works through these pillars (steps) and intentionally concentrates on the improvement of one of our assets: *[Insert Asset name or Asset group name]*.

[Insert brief explanation on why this asset has been selected and its criticality to your Local Government and community].

It is our intention to develop future AMAPs for other assets and asset groups.

Assumptions and Constraints

Assumptions

This AMAP has been developed with a number of assumptions. It is important that it is understood how they relate to the action plan and should any of the major assumptions change, the plan should be re-visited, and if necessary, revised to ensure that it is still relevant and achievable.

[Insert Bullet form assumptions with brief explanation on why the assumption has been made and how it relates to the AMAP.]

Constraints

In addition, the development of this AMAP was limited by some internal and external constraints. These are set out below along with a brief explanation of how they relate to the AMAP. If any of these constraints are removed in the future then the AMAP will be reviewed to see if the change impacts goals, timing or outputs. If required, the AMAP may be revised to reflect the removal of the constraint.

Internal

[Insert Bullet form internal constraints with brief explanation of how they relate to the AMAP.]

External

[Insert Bullet form external constraints with brief explanation of how they relate to the AMAP.]

SECTION 1 - LOCAL GOVERNMENT ASSET MANAGEMENT POLICY FRAMEWORK

The Local Government of *[Insert title]* has developed an Asset Management Policy Framework based on the following:

- general principals of good asset management practice;
- The *[Insert Local Government title]* strategic plan;
- National /regional/ local legislation/regulation as they relate to assets and asset management;
- Developed in alignment with our Local Government strategic development goals;

The *[Insert Local Government title]* Asset Management Policy Framework's main principles and objectives are set out below and are used to guide the AMAP analysis, priorities and actions (*You can select 5-8 principles from the list below or include your own*):

- "We will strive meet or exceed all national regulations, benchmarks and requirements related to the management of our assets."
- "Open and effective management and reporting of public assets is our civic duty."
- "We will fight all forms of misuse, abuse or corruption related to the management of public property."
- "We commit to fair and equitable access and use of our assets regardless of race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status."
- "We recognize the benefits of asset management, which include:
 - Economic sustainability is strongly enhanced by reduced cost to deliver services.
 - Social equity and benefits are realized because the community has more resources to provide services and amenities.
 - Environmental sustainability and reliance is stronger because resources are conserved and more attention is given to long term solutions rather than short term affordability or convenience; moreover, proper valuation of environmental assets, such as lakes, rivers and groundwater allow land and other assets to retain value.
 - Citizens enjoy more dependable service levels without unexpected failures and indefinite interruptions.
 - The financial viability of the Local Government is enhanced because future costs are anticipated and reserves set aside.
 - The transparency of government is enhanced which leads to better communication with the public and grows citizen trust and confidence.
 - Communication is more effective with rate payers, elected officials, financial rating organizations and regulatory agencies because plans and results are documented and shared."

- " We will designate a focal point for asset management who will prepare and convene regular meetings to discuss how our asset management practices can be further improved to the benefit of our citizens."
- " We recognize that asset management is a multifaceted and multi-stakeholder process that involves demand, life cycle and financial management and we commit to include all relevant parties in our efforts to enhance our asset management practices."
- "We will commit to providing the resources to deliver on our asset management objectives."
- "We will ensure we have the appropriate organization, policies and procedures in place to support asset management and achieve our objectives."
- "We will report regularly on our assets and our asset performance."
- "We will involve and inform the public on important decisions related to the acquisition, repair or sale of our assets."
- " We will include financial asset management needs in our annual budget and medium-term fiscal expenditure plans."
- " We will implement a user-friendly and functional asset management module that complements or is integrated into our current IFMS and other public financial management systems. We will train all relevant staff in its implementation."
- "We will continue to improve our asset management practices and systems."

The *[Insert position title]* has been designated as the focal point for asset management in our Local Government and is responsible for holding regular asset management meetings with all relevant stakeholders.

[Note: If a policy framework and strategy do not exist, this section can be a separate activity and an AMAP developed just for it. Refer to the writing guide for examples and assistance on writing an asset management strategy.]

SECTION 2 – PRIORITY ASSETS, STAKEHOLDERS AND PERFORMANCE GOALS

Section 2A - Identifying Priority Assets

The asset selected for the development of this AMAP was determined to be one of the Local Government's priority assets. The reasoning behind this selection is based on the importance of the asset to the Local Government and stakeholders and the impact on those stakeholders should the asset fail and fall out of service. The reasons for choosing the stated priority asset are shown in the table 2a below. *[(Select one asset from your Diagnostic Tool assessment or chose a different priority asset or refer to the writing guide for processes and tools to help you determine priority assets.)]*

Table 1: Determining the Priority Asset

Asset	Vital function(s) supported <i>e.g. health & safety, security, economic, social well-being</i>	Impact of loss of service <i>e.g. loss of life, compromised public safety and/or security, loss of revenue, community unrest, etc.</i>

Section 2b - Stakeholders

Table 1a below lists and categorizes key Stakeholders as they relate to the priority asset we have identified. Their interest and influence are important and form a significant part of how we will shape our asset management practices. The stakeholder information will be used to help identify service needs, gaps and actions later in the AMAP.

(Where applied you can use your UN-DESA Asset Management Profile and Assessment of Needs as well as your Local Government Performance Assessment, if applicable, to help complete this section.)

Priority Asset Title: _____

Table 2a: Internal Stakeholders

Stakeholders and Role <i>What stakeholders are involved or should be involved in the management of your asset? What is their role?</i> <i>e.g. asset manager, director of operations, maintenance supervisor, service provider, Councillor, community representative, etc.</i>	Influence/ interest <i>e.g. high or low</i>	Information needed by stakeholder to manage the priority asset <i>e.g. asset inventory data, asset condition data, level of service, costs of repairs, replacement value, remaining service life, etc.</i>	Do you have the information? YES or NO? <i>If yes: How do you capture this information? Who is responsible?</i> <i>If no: Write 'NO'</i>
<u>Internal</u>			
Are involved:			

Table 2b: External Stakeholders

Stakeholders and Role <i>e.g. Service providers (utilities, developers, etc), investors/taxpayers, Government organisations and agencies, financial institutions/rating agencies, bilateral and multilateral donor agencies</i>	Influence/ interest	Information needed by stakeholder to manage the priority asset	Do you have the information? YES or NO?
<u>External</u>			
Are involved:			
Should be involved:			

Section 2c - Setting Performance Goals

The performance goals for the *[insert priority asset title]* have been determined with reference to service levels that were informed by applicable regulations/legislation and technical or stakeholder requirements. Each of the Goals has a clear performance measure that can be used to track progress and determine the level of success more accurately. Table 2b below states the goals and performance measures for the priority asset.

Table 2c: Performance Goals

Priority Asset	Performance Goal <i>What you wish to achieve.</i>	Level of Service and Attribute <i>Level of Service: e.g. what is provided to what stakeholders Attribute: e.g. technical or customer-based: reliability, accessibility, responsiveness, availability, compliance, return on investment ROI</i>	Performance Measure <i>How you will measure if you are meeting your goal.</i>

Section 2d - Active Stakeholders for Priority Assets

We have reviewed the stakeholders we listed in Tables 1a and 1b and **highlight** those who **actively** manage our priority assets(s). These active stakeholders provide information that is needed to make decisions about our priority assets. They are listed in Table 3 below.

SECTION 3 – CURRENT ASSET MANAGEMENT METHODS

Having clearly established the key internal and external stakeholders and the performance goals for the priority assets, we must now consider what processes, methodologies and tools the stakeholders use in the management of the priority assets. This will help us identify where current processes fall short of the requirements set out in our performance goals.

Table 3 below, identifies the current methods and tools used by the key stakeholders listed in tables 1a and 1b. These methods and tools were reviewed to see if they met the needs of the Local Government in trying to achieve the performance goals that were set for *[insert name of the identified priority asset]*. (You can use your UN-DESA Asset Management Profile and Assessment of Needs or other assessment, where available, to help complete this section.)

Table 3: Asset Management Methods

Active Stakeholders <i>Include the stakeholders identified in the previous template who actively manage the asset at a strategic or operational level.</i> <i>e.g. Finance Chief, Municipal Engineer, operators or those who maintain priority assets</i>	What methods & tools do your stakeholders currently use to manage the priority asset? <i>If nothing, write 'NOTHING'.</i> <i>e.g. asset ledgers, accounting ledgers, asset management software, valuation techniques, life-cycle management, strategic portfolio reviews, integration of asset management needs in annual budgets, reporting and auditing of the asset, physical assessment tool or procedure, etc</i>

Active Stakeholders <i>Include the stakeholders identified in the previous template who actively manage the asset at a strategic or operational level.</i> <i>e.g. Finance Chief, Municipal Engineer, operators or those who maintain priority assets</i>	What methods & tools do your stakeholders currently use to manage the priority asset? <i>If nothing, write 'NOTHING'.</i> <i>e.g. asset ledgers, accounting ledgers, asset management software, valuation techniques, life-cycle management, strategic portfolio reviews, integration of asset management needs in annual budgets, reporting and auditing of the asset, physical assessment tool or procedure, etc</i>

SECTION 4 – GAP ANALYSIS

In previous sections we:

- Outlined our Local Government Asset Management Framework;
- Identified our priority asset;
- Identified key internal and external stakeholders;
- Set goals for the future of the priority asset performance;
- Listed current tools and methods used by stakeholders in the management of the priority asset.

As a result of this review, we have identified the following gaps, stakeholders affected, and actions required to remove the gaps.

(You can use your UN-DESA Asset Management Profile and Assessment of Needs or other assessment, where available, to help complete this section.)

Table 4: Gap Analysis

Asset Title <i>e.g. 'Community borehole'</i>	Performance Goal <i>List your goal(s) from section 2 above e.g. 'to provide clean water supply'</i>	Identified Gap Title <i>e.g. 'Borehole Water Quality'</i>	Gap description <i>e.g. current water quality fails on a regular basis due to lack of treatment, poor borehole maintenance</i>	Stakeholders affected (those impacted) <i>e.g. All community members using borehole, schools, neighbouring communities, health centres.</i>	Stakeholders actively managing <i>e.g. Senior Engineer, Inventory Manager, Maintenance Manager, plumbing technicians.</i>	Actions required <i>Brief description of all actions to be taken to address gap. e.g. monthly treatment of borehole with disinfecting chemicals.</i>

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SECTION 5 - ACTION PLAN (ADDRESSING THE GAPS)

From the list of Gaps identified in Section 4 (table 4) we have further described our actions and identified the resources required, including funding, to implement them for our identified priority asset *[insert asset name]*. These actions and resources are presented in table 5.

Table 5a: Actions and Resources Required

Actions Required <i>List all actions previously identified as needed to address your gap.</i>	Owner	Resources Required <i>Include new and existing</i>			Funding
		People	Training/Mentoring	Tools	

From the list of Gaps identified in Section 4 (table 4) and detailed in table 5 and 6, we have prioritized the actions using the following methodology:

[Insert a brief description of the criteria used to prioritize the actions and relate them back to your goals, the Local Government Asset Management Framework (referencing policy or regulatory requirements if appropriate). Ensure that top priority actions are there on merit and logical reasoning]

Our resulting AMAP priorities are presented in Table 6. More detailed descriptions of each action and specific stakeholder responsibilities and timelines as well as main resource requirements can be found in Annex A.

Table 5b: Our AMAP Priorities

Priority	Action	Summary of Resources Needed <i>State what new resources are needed. If none needed, state can undertake with current resources.</i>	Target Date for completion	Funding

FOLLOW UP AND REVIEW

This AMAP is a living document. Responsibility for review and update lies with the asset management focal point and the following stakeholders:

[insert list of people with review and update responsibilities. The list should be in priority order and should be brief to avoid confusion].

The AMAP will be reviewed every six (6) months or upon the change of any significant assumption or constraint; significant stakeholder change or legislative/regulatory change. Reviews may result in re-draft and distribution to all affected stakeholders.

This AMAP and subsequent updates or progress reports will be communicated to all stakeholders listed below:

[insert list of main stakeholders to whom this AMAP and progress updates will be sent].

ANNEX A (OPTIONAL)

This annex can be used to provide additional details about your plan from Section 5.