



5. Approach

These guidelines are organised around themes (substance) and building blocks (methodology). The objective of the guidelines is to have worldwide applicability in the development of CDSs to enable cities to reposition themselves. This is a tall order, because, as noted, developing cities vary widely in social features (economic systems, culture) and resources (finances, knowledge, governance capacity). Therefore, what follows in sections 6 and 7 necessarily generalises across these differences.

Section 6 discusses the substantive focus of the CDS. Although each city's strategy will be unique, experience has shown that virtually all successful cities deal, albeit in different ways, with (i) livelihood enhancement (making a living [getting a job, starting a business], competitiveness, and human resource development); (ii) environmental quality, service delivery, and energy efficiency; (iii) spatial form and infrastructure (supplying land for shelter and livelihood, enabling transaction-rich environments, and optimising mobility through cost-efficient and environmentally sound transport systems); (iv) financial resources; and (v) governance.

A city's perspective on these issues and its priorities will very much depend on (i) its place on the development trajectory (some cities are primarily informal economies, such as Maputo, Mozambique; some are just entering large-scale industrialisation, such as Ho Chi Minh City, Vietnam; others are becoming high-end service-oriented economies, such as Hyderabad, India); (ii) its geographic context (some are land locked; others are coastal; some have highly attractive settings; others lack natural amenity); (iii) its culture; (iv) its governance system; and (v) its openness to globalisation.

The building blocks (methodology), described in section 7, sequentially outline the technical steps of any successful CDS process. Worldwide experience has refined the approach taken in these guidelines, which offer advice on each stage that experience has shown to underlie a successful strategic city development process.