

# Mobilising partnerships for urban strategic planning: Experiences from City Development Strategies

**Dr. Rene Peter Hohmann (Cities Alliance)**  
**Phoram Shah (Cities Alliance)**



**Training Event: How to link City Sanitation Plans with City  
Development Planning in Emerging Economies,  
CEPT University**

# Cities Alliance

A global partnership for urban poverty reduction promoting and strengthening the role of cities in sustainable development.

## What do we support?

- Citywide and nationwide slum upgrading programmes
- City development strategies
- National urban policies

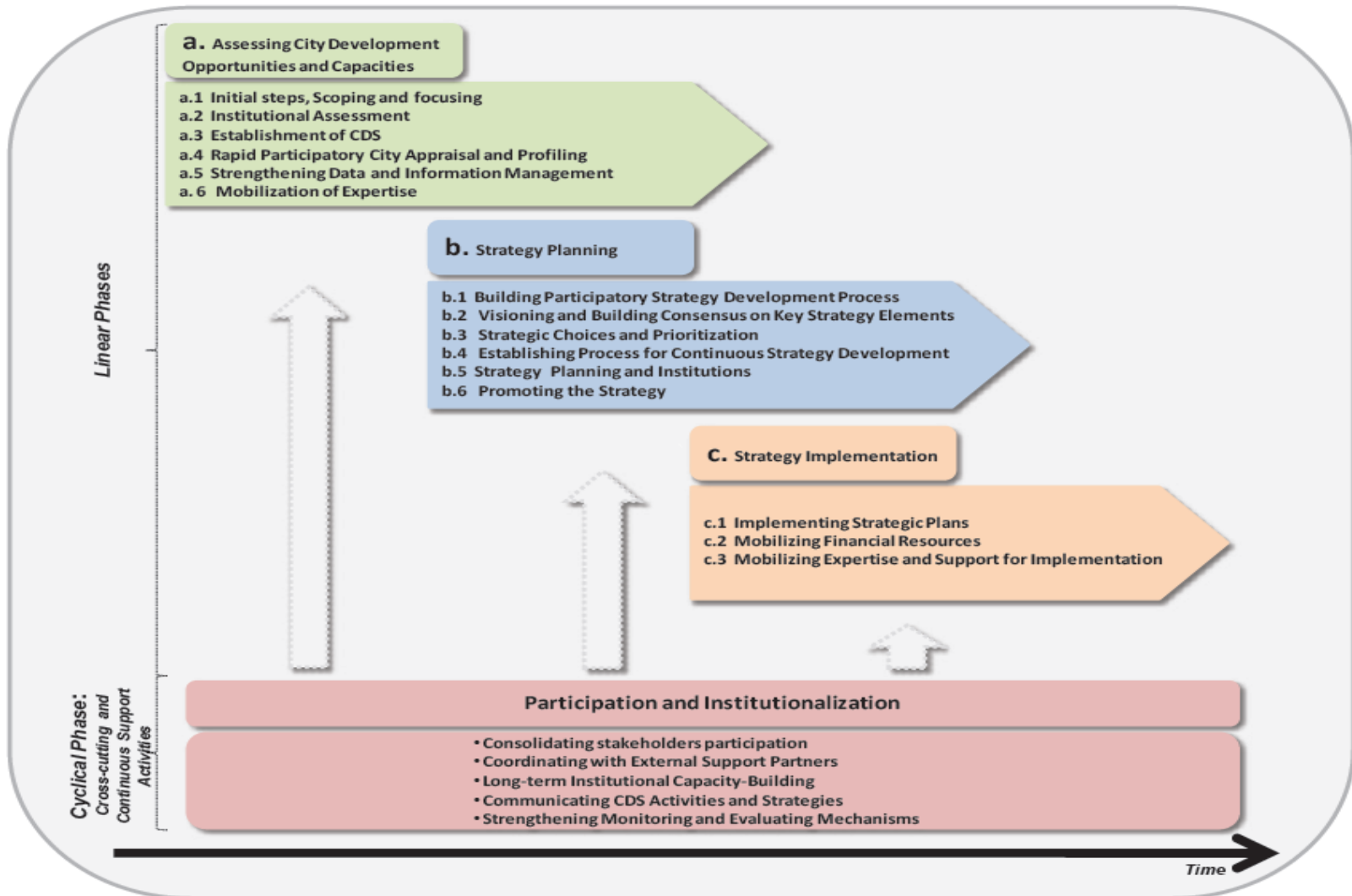
## How do we work?

- The Catalytic Fund
- Country Programmes
- Joint Work Programmes

## What is a City Development Strategy (CDS)?

- CDS is a continuous and iterative process that enables strategic planning.
- CDS is one approach to urban strategic planning to develop strategies for growth and inclusive local governance. It usually consists of:
  - A strategic direction or plan
  - Objectives for the growth and development of the city, including – but not limited to – poverty reduction
  - Series of preparation stages based on extensive consultation

# Typical Phases in a City Development Strategy



# Our CDS Portfolio





# Cities Alliance Experience # 1: City Development Strategies in the Philippines



**Partners:** Cities Alliance, League of Cities of the Philippines (LCP), WB, UN-Habitat, JICA, ADB

**Duration:** 1999 – 2008

**Cities Alliance Financing:**  
\$1,171,100

- **Context:** 60% of the population lives in cities
- **Features:**
  - 63 cities participated in three phases
  - Development strategy structured around four pillars: Livability, Bankability, Competitiveness, Governance
  - LCP as an implementing partner helped achieve strong leadership/ownership among mayors
  - A consideration to harmonise CDS approach and tools with existing planning frameworks
- **Results:**
  - Participating cities seen as attractive financial destination by international donors and the private sector
  - Knowledge sharing through CDS Learning Centres

## Cities Alliance Experience # 2: Alexandria City Development Strategy for Sustainable Development



**Partners:** Cities Alliance, Alexandria Governorate, AUDI, WB, UNEP

**Duration:** 2004 – 2008

**Cities Alliance Financing:**  
\$550,000

- **Context:** Rich cultural heritage with two seaports that handle 60% of Egypt's imports and 47% of exports
- **Features:**
  - Development strategy structured around three pillars: LED, SU, Lake Rehabilitation
  - Three advisory committees working on three pillars (studies, assessments, reviews)
  - 'Partnership Forum' convened regularly to invite participation from various stakeholders
- **Results:**  
CDS coordinated and leveraged financial support:
  - IFC supported improvements in local business and strategy to support the manufacturing sector
  - GIZ, AUDI and UNICEF invested in building health centres in slums
  - Central government committed \$165 million for immediate pollution abatement measures

## Cities Alliance Experience # 3:

### Urban Development and Poverty Reduction Strategy: City of Douala and its Greater Urban Area



**Partners:** Cities Alliance, Communauté Urbaine de Douala (CUD), WB, AFD

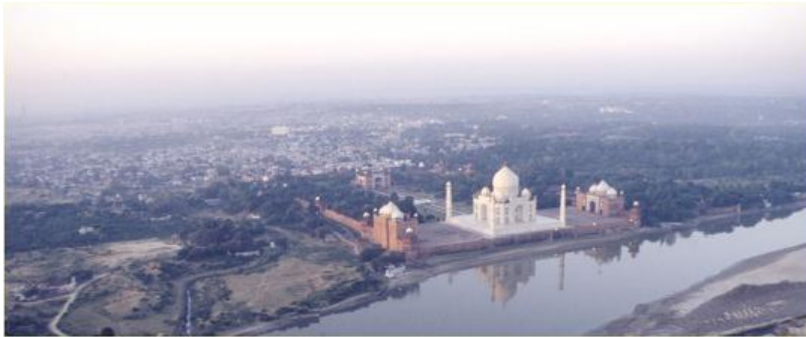
**Duration:** 2000 – 2009

**Cities Alliance Financing:**  
\$175,000

- **Context:** Cameroon's largest city and a main port for Western Africa; accounts for a quarter of national GDP
- **Features:**
  - Highly participatory
  - Diagnostic Studies
  - 10 priority interventions and 4 focus areas: slum and the urban poor, economic development, environmental protection, improved urban governance
  - Integrated planning approach adopted
    - Long-term planning responsive to the needs of the urban poor
    - Prioritisation of projects
    - Investment plan matched with available resources
- **Results:**
  - WB: \$28.5 m loan for city sanitation
  - AFD: Euro 163 m to improve the city's drainage



## Cities Alliance Experience # 4: Citywide Slum Upgrading Plan (CSUP) for the Heritage City of Agra



**Partners:** Cities Alliance, Centre for Urban and Regional Excellence (India)

**Duration:** 2010-2012

**Cities Alliance Financing:** \$500,000

- **Context:** A global tourist destination
- **Features:**
  - Citywide slum upgrading plan
  - City sanitation plan
  - MIS integrated with the CBIS on a map-based platform to plan and monitor service delivery in slums
  - Slum upgrading project implemented in one ward to demonstrate the approach
  - Resource mobilisation plan
- **Expected Results:**
  - An implementation plan to upgrade 140,000 households in 252 slums
  - Private sector contributes to slum upgrading

## Elements of successful CDS experiences

- ✓ Substantial partnerships built among local government (mayor), (inter) national interlocutors, private sector and community groups
- ✓ Citizen participation used as a resource for explicit local knowledge of challenges and expectations
- ✓ Consensus that a CDS can never be completely 'right' or finished at a single point in time
- ✓ Provision of a momentum for action and resource mobilisation
- ✓ CDS embedded and synchronised with existing national frameworks, enabling upper-tier financial contributions

## Observations on usual challenges

- ✓ Lack of monitoring system on the effectiveness and institutionalisation of participation mechanisms
- ✓ Provision of reliable evidence on follow-up investments
- ✓ Lack of a robust framework for the strategic analysis of requirements for change in a city
- ✓ Overcoming the pitfalls of “daily management and trouble shooting”
- ✓ Lack of ownership, notably with strategies promoted by external actors
- ✓ Sustaining a political commitment through local electoral cycles

## Advantages of CDSs

- ✓ A catalysing process and platform to promote existing sectoral plans (housing, sanitation, energy and mobility) and increase their legitimacy in a citywide development framework
- ✓ An opportunity to define projects in a structured, transparent way and priorities that guide the actions of all urban stakeholders to develop consensus-based solutions
- ✓ Mechanism for better coordination with donor agencies and international partners by organising and proposing areas of contribution
- ✓ A tool for change management that helps prioritise and improve institutional responses and local decision making
- ✓ A capacity-building process for city administrations and other stakeholders, especially in secondary cities

# Thank you for your attention !

Email: [rhohmann@citiesalliance.org](mailto:rhohmann@citiesalliance.org)

Email: [pshah5@citiesalliance.org](mailto:pshah5@citiesalliance.org)

## How to Contact Cities Alliance

### Call Us


Telephone: (+1 202) 473-9233

Fax: (+1 202) 522-3224

Write Us -- Email: [info@citiesalliance.org](mailto:info@citiesalliance.org)

Visit Our Website -- [www.citiesalliance.org](http://www.citiesalliance.org)

 Like Us on Facebook -- [www.facebook.com/pages/Cities-Alliance/155449571161734](http://www.facebook.com/pages/Cities-Alliance/155449571161734)

 Follow us on Twitter - [www.twitter.com/citiesalliance](http://www.twitter.com/citiesalliance)

 View Our Images -- [www.flickr.com/photos/citiesalliance/](http://www.flickr.com/photos/citiesalliance/)