



CITY DEVELOPMENT STRATEGIES 2.0

CITIES GROWING WITH VISION



Cities Alliance
Cities Without Slums

City Development Strategy (CDS)

A CDS is a framework to assist a city and its citizens, individual and corporate, to harness the potential of urbanisation through long-term strategic planning. It is an action-oriented process, developed and sustained through participation, to promote equitable growth in cities and their surrounding regions to improve the quality of life for all citizens.

A CDS is not only concerned with developing a strategy, but also with its implementation and the sustainability of the initiatives. To achieve this, the CDS integrates operation and maintenance issues into the whole process.

What is CDS 2.0?

Cities Alliance has pioneered the CDS in cities around the world, helping them incorporate inclusive, long-term planning and leveraging funding for follow-up activities.

After almost two decades of experience with CDS, Cities Alliance introduced innovations in the existing strategy to enable city managers to develop more resilient approaches to urban planning in primary and secondary cities. The new CDS approach, dubbed CDS 2.0, is a toolkit that is relevant and adaptable to a diverse range of cities.

This toolkit recommends mainstreaming crosscutting issues – whose relevance or importance is not restricted solely to one sector – in each step of strategic planning. Crosscutting issues in this toolkit include poverty reduction, gender and resilience. All three need to be integrated into every stage of the planning cycle.

CDS 2.0 helps cities visualise the bigger picture and provides a strong framework for investment. A successful plan is flexible enough to accommodate change, while at the same time strong enough to adhere to a local government’s basic mission and objectives.

Who is the audience for this toolkit?

Cities that are about to start a strategic planning process involving local and national actors (government, the private sector, academia and civil society) as well as their international partners (development agencies, international investors and non-governmental organizations).

How to use this toolkit?

The toolkit distinguishes between two categories of cities: those that are ‘ready’ for CDS and those that are not yet ‘ready’. Depending on which category your city belongs to, this toolkit may be used differently.

Cities that are not yet ready for CDS may have:



No previous experience with any form of strategic planning



Limited capacity for planning



Few resources for planning

For these cities, the toolkit recommends that they follow the entire sequence of planning phases and steps that have been designed to help cities prepare for their CDS at each stage of the planning cycle. They also need to put more effort into capacity development and use of external support.

Cities that are ready for CDS may have:



Recent experience with strategic planning processes



A strategic plan that needs revision or strengthening



The political will, staff capacities, expertise and resources in place to give them a head start

Experienced cities and those ‘ready’ for CDS may choose to follow the entire sequence of planning steps outlined in this toolkit, or they may decide to follow only selected steps and stages, as needed to strengthen their existing strategic plans

The CDS 2.0 approach

Phase 1: Where are we?



The first step is to get organised and perform a situation analysis. Then, engage with local actors and discuss the readiness of the city to undertake a CDS and appoint a coordinator to set up a CDS team.

Next, take stock of the existing government framework and analyse those policies that influence the CDS processes. After clarifying roles and identifying budget, establish a CDS process.

Analyse the situation; review local issues and data sources and set up the research process. Perform a SWOT analysis with the CDS team and obtain approval from the council and endorsement of the mayor. Finally, assess future data acquisition needs and potential, and develop a proposal to strengthen capacities.

Time frame: Months 1-6.

Phase 2: Where do we want to be?



Phase 2 builds on the foundation of Phase 1. It uses the work done to form the basis of looking to the future. This is done at a broad level, and then in more detail with the development of strategic objectives.

Through an iterative visioning exercise, build consensus on the key themes and then set objectives for a multi-sector strategy and multi-year budget. Also, design a user-friendly CDS strategy document.

Time frame: Months 6-7.

Phase 3: How do we get there?



This phase involves formulating strategies, programmes and projects and prioritising them for implementation. First, transform the vision and objectives into strategic options and create an outline budget.

Next, establish a process for continuous strategy refinement and confirm timelines with responsibilities. Agree on an institution for monitoring and feedback and decide on the final multi sectoral investment plan. Finally, create a marketing campaign to promote the strategy.

Time frame: Months 7-12.

Phase 4: How to implement and know if we are on track?



The final phase concerns the implementation, operation and evaluation of the strategic options. It involves developing a Monitoring & Evaluation (M&E) system to guide regular reviews and updates of the programme and projects, and ensure continued relevance and learning by the stakeholders.

Time frame: Continuous after Month 12.

Partnerships for Development

City Development Strategies 2.0, Cities Growing with Vision is one of many results from the Future Cities Africa (FCA) initiative undertaken by Cities Alliance and the UK Department of International Development (DFID). The initiative was designed to help support African cities as they transform themselves into resilient, inclusive centres of economic growth and job creation.

The toolkit was developed in collaboration with the Cities Alliance Secretariat, Institute for Housing and urban Development (IHS) and Labor für Politik und Kommunikation (FLMH).

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IHS
Making cities work
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