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

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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

**a. Assessing City Development Opportunities and Capacities**
- a.1 Initial steps, Scoping and focusing
- a.2 Institutional Assessment
- a.3 Establishment of CDS
- a.4 Rapid Participatory City Appraisal and Profiling
- a.5 Strengthening Data and Information Management
- a.6 Mobilization of Expertise

**b. Strategy Planning**
- b.1 Building Participatory Strategy Development Process
- b.2 Visioning and Building Consensus on Key Strategy Elements
- b.3 Strategic Choices and Prioritization
- b.4 Establishing Process for Continuous Strategy Development
- b.5 Strategy Planning and Institutions
- b.6 Promoting the Strategy

**c. Strategy Implementation**
- c.1 Implementing Strategic Plans
- c.2 Mobilizing Financial Resources
- c.3 Mobilizing Expertise and Support for Implementation

**Participation and Institutionalization**
- Consolidating stakeholders participation
- Coordinating with External Support Partners
- Long-term Institutional Capacity-Building
- Communicating CDS Activities and Strategies
- Strengthening Monitoring and Evaluating Mechanisms
Our CDS Portfolio
Cities Alliance Experience # 1:
City Development Strategies in the Philippines

- **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

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

**Duration:** 1999 – 2008

**Cities Alliance Financing:** $1,171,100
Cities Alliance Experience # 2:
Alexandria City Development Strategy for Sustainable Development

- **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

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

**Duration:** 2004 – 2008

**Cities Alliance Financing:** $550,000
Cities Alliance Experience # 3: Urban Development and Poverty Reduction Strategy: City of Douala and its Greater Urban Area

- **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

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

**Duration:** 2000 – 2009

**Cities Alliance Financing:** $175,000
Cities Alliance Experience # 4: Citywide Slum Upgrading Plan (CSUP) for the Heritage City of Agra

- **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

**Partners:** Cities Alliance, Centre for Urban and Regional Excellence (India)
**Duration:** 2010-2012
**Cities Alliance Financing:** $500,000
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!

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