

Recommendations

Mentoring relationships have proved to be very beneficial to both parties, allowing the sharing of experiences and lessons learned, both negative and positive. It enables the development of a stronger advocacy position on both, of both mentors and mentees, in addition to improvements in strategic planning and implementation.

Here is a set of recommendations, drawn from the aforementioned experiences:

- There is no “one-size-fits-all approach”, because of the different contexts and environment of each city. Mentoring relationships between cities can be structured in various ways and are not likely to follow any pre-designed path.
- For any city-to-city cooperation activity, it is vital that political support (leadership) from both cities is obtained, and that technical peers are identified and their work supported by their directors.
- It must be clear that the beneficiary city does not expect to receive any benefits, other than technical support and advice from the mentor, who should at all times remain an independent partner.
- The respective local government associations (LGAS) can play a crucial role in providing support to both the city being mentored and the city acting as mentor.



- The establishment of any mentoring relationship takes time, so does the emergence of clear outcomes. It is important for all parties to recognize this, and be patient, as the process evolves.
- The mentor and other stakeholders need to be aware of potential sensitivities of the relationship. The adaptation of the experience of the mentor to suit the local conditions of the recipient should guide the partnership, with mutual learning as a key priority.
- There is a need to ensure that the mentoring process is seen, particularly by the mentee, as being owned by the mentee and not by the mentor, and that the relationship between them is not a reporting one. The relationship should build the confidence of the beneficiary city, and not develop into one of dependence.

Join this initiative; add your city to the UCLG Committee on Urban Strategic Planning

The UCLG World Congress in Jeju approved in 2007 the creation of a Committee on urban strategic planning. The initiative is led by the City of Rosario, Argentina. The Committee is a step towards strengthening urban planning worldwide, to enable cities to share experiences, support city-to-city learning, promote good practices and deepen direct links and cooperation between cities and their partners. Strategic planning is increasingly important to promote urban economic growth, social inclusion, environmental sustainability and good governance.

The Committee therefore serves as a platform for:

- Building spaces for discussion, exchange, and dissemination of good practices.
- Improving the visibility and worldwide appreciation of local urban management experiences.
- Facilitating the transfer of technical know-how gained from successful experiences.

Cities Alliance Cities Without Slums



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- Making contributions to UCLG political bodies such as the Executive Bureau or the World Council.
- Consolidating links with the other UCLG Committees and/or groups working on similar urban issues.

To register your local government with the UCLG Urban Strategic Planning Committee, please download the membership document on the UCLG website and email the completed form to:

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Mentoring Programmes for Cities



Dear colleagues, dear friends,

I am very pleased, as City Manager of eThekweni municipality (Durban), currently Vice-president of the UCLG Committee on Urban Strategic Planning, to present to you the following flyer on our mentoring programmes between cities.

Managing a city requires the establishment of standards and principles, usually outlined in a long term strategy. Such strategies must have economic, social and environmental dimensions working with each other in a synchronized fashion. At the heart of any strategic vision must be our commitment to improve the lives of our people.

In my own city, we are building a very long-term vision called “Imagine Durban” and are using various means and methods to involve our people. Planning initiatives --Integrated Development Plans (IDP) or City Development Strategies (CDS)-- have proved to be useful tools to help local governments in critical decision making processes, focusing on what we believe are the best choices to make in implementing our vision. Successful IDP or CDS experiences in the South like Rosario, Durban and Johannesburg show how a city can quickly and efficiently improve its performance.

In the context of a rapidly urbanizing world, many cities in developing countries urgently need to improve their planning capacity. Some are supported by international development agencies, others benefit from programmes run by ministries or central governments, but most importantly, cities need to share their collective knowledge and wisdom with each other. Decentralized cooperation is in fact one of the most effective ways to establish long term partnerships, as earlier examples of cooperation from northern cities show. Horizontal learning between cities can be of utmost relevance in enhancing local innovations.

Our international partnerships enable knowledge sharing among peers, who are simultaneously practitioners and professionals, teachers and learners. They know first hand how difficult it is to plan for the future in a present full of increasing demands and frequently obsolete tools and governing structures. However, thanks to an environment of mutually-reinforcing coaching, local decision makers who are usually absorbed by daily trouble shooting, can now get an opportunity to revise and renew urban policies.

Through such programmes, ranging from mentoring in the classical sense, to collective partnering in a modern context, we --the local decision makers-- are able to reinforce our municipal capacity, and to contribute to a greater recognition of the value of urban strategic planning. The exchange of practices on CDS boosts urban development strategies locally, and, globally, can enrich the dialogue between local authorities from different contexts.

Finally, let us share our experiences. In the cases of Durban, Johannesburg or Rosario we are already working with partners to find and try solutions to our collective needs. UCLG and Cities Alliance are proper spaces to evaluate and promote our experiences and their relevance giving a voice to the South.

After all, what we build today is what will define tomorrow. So let's open up and encourage new forms of cooperation recognizing our local realities.

Sincerely,

Michael Sutcliffe,
City Manager of eThekweni municipality

The case of Johannesburg (South Africa)/ Lilongwe (Malawi)

The City of Johannesburg is undertaking a number of city-strategy projects, each one building on the experience gained in the last, thereby enhancing the city's reputation for strategic planning. The city's current Integrated Development Plan (IDP) is part of a suite of strategic planning instruments that guide development and service delivery in the city. Johannesburg understands CDS as a key local government tool to guide decision-making, bridge political cycles and serve as a roadmap for citizens, city stakeholders and investors. During the UCLG workshop on City Development Strategies in 2007, Lilongwe (the capital of Malawi) asked the Strategy Unit of the city of Johannesburg to become its mentor, to work shoulder to shoulder with the local team in Lilongwe. The formal requirements of this partnership were supported by the South African Local Government Association – SALGA whose role in the USP committee is to mobilize their members to work with other local governments of the region.



proceedings that work or do not work in the city government. Thanks to this strategy the crucial CDS leaders have been appointed.

The Johannesburg/Lilongwe mentoring programme is divided into three phases:

1. A preparatory phase which includes an assessment of the information environment, an institutional scan, an audit of donor funded projects and its potential alignment with the CDS process, and a stakeholders' analysis. A comprehensive funding proposal for phase two was also completed and submitted.
2. The development of the CDS which focuses on the development of a vision, goals and objectives, priority interventions and action plans, to enable Lilongwe to identify jointly with all stakeholders the needs and necessary funding for development.
3. The implementation plan that foresees timing, funding and monitoring of the interventions and actions

The preparatory phase has been completed. Many challenges have been addressed, for example, the limitation of capacity within the Lilongwe Assembly, the absence of elected leaders as mandated by the country's constitution and other relevant acts, the differences in size of the two cities, as well as the level of development. The differences in institutional responses make the personal commitment of technicians on both sides important, as they manage to cooperate tactically in confirming local leadership and relevance of the action.

This partnership has led to innovative customized tools, such as the "stabilization strategy" that will help the city assembly to prepare itself for leading the process. The stabilization strategy institutionalizes self assessments, responses and revision of

Statement by the former Lilongwe CEO, Professor Danton Mkwandawire

'I thought the process was unattainable considering the steps that are supposed to be followed. When we thought of making a preparatory grant application to Cities Alliance the journey seemed to be very long. However, it has transpired that the process is attainable only that it needs commitment and will. I am thankful to UCLG for coordinating the mentor process and facilitating the Lilongwe-Johannesburg mentor mission. Lilongwe City is committed to this change process and is very sure that it will come to fruition and help the city attain most of the Millennium Development Goals by 2015. We want to thoroughly go through the process so that next time it will be us mentoring other cities within our region and beyond'

The case of eThekweni Municipality – Durban (South Africa)/ ALAN (Namibia)

In 2007, the Association for Local Authorities in Namibia (ALAN) received a grant from the Cities Alliance to prepare a CDS funding proposal. The grant funding enabled ALAN to complete a preparatory study that defined the steps needed for a Namibian CDS process. ALAN –in collaboration with UCLG– organized a CDS workshop in June 2008 to assess the overall challenges faced by the municipalities in Namibia. Five important thematic areas were identified, including: Livelihood; Environmental Sustainability; Energy Efficiency and Service Delivery; Infrastructure and Spatial Form; Financial Resources and Governance.

The eThekweni Municipality (Durban), as a municipality which has already completed a strategic planning process, is partnering with Namibian pilot local authorities and lending its technical experience to the processes, where needed. The development of a programme of cooperation in Namibia has been relatively slow. Lack of certainty around funding, roles and responsibilities tends to hamper progress; however both parties are active in the process.

A two-day workshop is being planned during for winter 2009 in eZinqoleni, a rural municipality outside of eThekweni, within the Province of KwaZulu Natal. The focus of the workshop is to expose Namibian officials to the methodology of strategic planning that the eThekweni team will employ whilst facilitating a workshop session for their peers in eZinqoleni. The workshop will also be the occasion to introduce politicians and officials from both countries to strategic planning tools such as "outcomes-based thinking" and to take a critical look at their municipality. The self assessment



and dialogue will also address the challenges of South African inter municipal and rural/ urban relationships; it will also be an opportunity for the Namibians to reflect on their own situation in a comparative and collaborative environment.

Further, the South African Local Government Association (SALGA) and ALAN are working towards revitalizing their partnership agreement, with a focus on the provision of technical advice on the CDS agenda. SALGA is also exploring the possibility of providing specific in-house, one-week training for ALAN's steering personnel, to share insights into the advocacy agenda and legal framework of the IDP in South Africa with them.

The CDS wheel of urban development

2007: Rosario advises partners in Ciudad Sur on legal instruments, envisioning primarily to increase productivity in low income areas

2008: Johannesburg supports the institutional preparation of the City Assembly in Lilongwe to drive a strategy



Economy



Social

2010: Johannesburg and JICA (Japan Intl. Cooperation Agency) to advise and support Lilongwe in implementing an urban structure plan

2009: eThekweni municipality motivates Namibian LGs to set up methods for stakeholders' involvement

Environment

Mentoring partnerships can deal with one of these priorities at any time and then proceed to another, depending on the challenges encountered.

The case of Rosario (Argentina)/ Ciudad Sur (Chile)

Ciudad Sur is an association of 10 cities on the outskirts of the Chilean capital, Santiago de Chile, all with high poverty rates and serious city governance challenges. The association began in 2006 but following a preliminary evaluation, the decision was taken to design an integrated, participatory strategic development plan for Ciudad Sur.

The city of Rosario, Argentina is well known for its strategic planning. Its model of urban development is increasingly becoming a regional benchmark for innovative intergovernmental policies.



The mentoring partnership between Rosario and Ciudad Sur took place through field trips in Chile and technical exchanges between the municipality of Rosario and the Association. Workshops were organized to assess the challenges of the urban areas and the need for strategic thinking. Both parties agreed that the Ciudad Sur project requires first of all an awareness campaign targeting both public and private actors. The Association also needs to exhibit strong ownership and political leadership, formalized through a cooperation agreement.

Other challenges facing the Association were also identified, and were redressed through operational (or technical) advice, such as the drafting of a sustainable action plan with deadlines, required resources and personnel and a proper legal framework to make the association operative.

A reciprocal visit will take place soon in Rosario. It will be the opportunity to discuss the recent CDS proposal Ciudad Sur has presented to Cities Alliance for consideration. The CDS process will boost Ciudad Sur as an organization in addition to the standing of the municipalities within the metropolitan governing system, at the regional and national government levels. Ciudad Sur has mobilized the metropolitan and the national government to support its approach. The partnership with Rosario will be of utmost relevance to following-up on the CDS.

