

We are pleased to present you the latest news on City Development Strategies (CDS):

1. *Policy Paper on urban strategic planning*
2. *CDS and mentoring in South Africa (July 2009)*
3. *CDS Sub-group meeting in Marseille (June 2009)*
4. *Publication on mentoring partnerships*



1. Policy paper on urban strategic planning

The task force of the committee has advanced the development of the UCLG Policy Paper on Urban Strategic Planning, according to 2 objectives:

- (1) To provide a general overview of the state of planning in different developed and developing countries, with a particular focus on framework, practices, challenges, and responses delivered. This overview is spread across regional chapters (up to now, Asia Pacific, Europe, Africa, the Mediterranean Region and Latin America)
- (2) To draw around 15 global policy recommendations to meet a common understanding on strategic planning and to propose concrete orientations to help local governments in building sustainable cities.

Each regional chapter is divided into four parts:

- The **Framework**, to be understood as the underlying structure (political, legislative, historical, cultural) supervising the process of planning
- The **Case studies**, the concrete experiences, solutions developed by the cities, as well as the difficulties hampering the planning processes
- The **Challenges and Trends**, to be understood as the findings in the patterns, the methods, the principles used to act and shape the urban environment in the region
- The **Regional policy recommendations**, displaying important lessons and the fields which require improvement.

! We would like to remind you that our next meeting will be held in Guangzhou, China, during the 2009 UCLG World Council, between the 10th and the 14th of November!

We propose you a sample of recommendations currently under debate, which were drawn from the Latin American and the African cases:

1. **Planning helps to reduce costs**, as it anticipates demand and increases the efficiency of implementation. Local governments are the best placed to formulate local responses which address global challenges (such as climate change or financial crises) and foresee sustainable development.
2. We need to build capacities and social strengths leading to a **greater territorial integration and governance**. Strategic plans need to be **short and clear**, tied to the budget and easily communicated, allowing in return the participation and articulation of actors within the projects of transformation. This will reinforce the feeling of belonging and identity among the citizens, through a collective city project.
3. **Land should not be monopolized** nor segregated but should instead reflect the openness and the plurality of society. Land property and infrastructure development should imply social and environmental responsibilities that enable sustainable urban housing and development towards compact cities.
4. Municipalities cannot accomplish all their goals alone and need to make **strategic choices and partnerships**. Terms of Public Private Partnerships should be clear and include agreements on responsibilities when core competences are exercised jointly.
5. There are difficulties in **aligning the planning and actions** of all players at the local level, and a strong framework is needed to structure intergovernmental relations and promote cooperative governance, bearing in mind the principle of subsidiarity. Doubling of functions should be avoided and limited in time. Rural municipalities need more national support related to transfer of funds and capacity.
6. It is important that the **planning process is valued, and that necessary time and resources are duly allocated**. In developing countries, the pressure to deliver on electoral promises has sometimes led to short-circuiting planning, research and implementation.
7. **Increased accountability** of municipal officials must be associated with enhanced public participation. We need to increase the **ownership of the process**, and thus emphasize on **in-house planning**, reducing reliance on external consultants.

2. CDS and mentoring in South Africa

Last July, the Committee participated in a series of meetings in South Africa aimed at keeping up with the CDS and mentoring agenda.

A training event was organized in the rural municipality of eZinqoleni (in the province of KwaZulu-Natal) where the Durban team introduced politicians and officials to strategic planning tools such as “outcomes-based thinking”. The meeting was also attended by representatives from ALAN and pilot municipalities of Namibia, reinforcing the cross-national and collaborative aspects of the training process. Rural municipalities in South Africa are coping with big structural challenges regarding staff management, budget and executive power and are losing responsibilities to the districts. Many concerns were raised about the relevance of the *Integrated Development Plan* (IDP) in these cases. An adaptation of IDP may be required to address the peculiar situation of rural municipalities.

The event was also the occasion to further discuss the workplan of the mentoring program between Durban, SALGA and ALAN. The city of Durban has offered to assist ALAN in the setting-up of their CDS intergovernmental negotiations and a 3-day in-house capacity building event is foreseen in cooperation with SALGA.

Secondly, the Johannesburg team is continuing the mentoring partnership with Lilongwe, Malawi. The process is facing many challenges such as the lack of local capacity, local consultants, the availability and the reliability of data. However, the stabilization strategy is now mainly implemented in Lilongwe and the city government is getting prepared to lead strategic development.

3. CDS Sub-group meeting in Marseille

Last June, the UCLG World Secretariat participated in the Cities Alliance CDS Sub-group meeting, organized in Marseille within the framework of the 5th World Bank Urban Research Symposium. The idea was to continue adjusting the Cities Alliance's agenda to address the cities' demands and needs. Cities Alliance is revising guidance for the steps (“building blocks”) of each CDS project, typically around four: Analysis (state of the city and its region), Vision (long term, understandable), Strategy (focuses on results, priorities, responsibilities), and Implementation (what, when, how much, which resources, monitoring).

UCLG proposed to emphasize on revising intergovernmental relations and make data and evidence on urban issues more accessible. It is true that cities have to provide information to set a baseline and often lack them. The ownership of a CDS process and the access to a grant can only be

achieved if the cities are in conditions to argue for support with the necessary data and analysis.

Finally, the idea of mapping the activities of the CA members and seeing where synergies can be improved was very much welcomed. This will allow Cities Alliance and its members to be a “one stop agency” for CDS and methodology orientation.

4. Publication on mentoring programmes

The Committee has recently issued a publication on mentoring programmes, along with a set of recommendations for the cities and the LGAs interested in building such partnerships. Mentoring activities help the cities and the LGAs to increase their advocacy position, in addition to improvements in strategic planning.

Towards innovation: the Asian perspective

The Asian continent is very dynamic in looking for innovative solutions to promote a sustainable urban future. Our members report on many CDS projects currently under development in Indonesia, Philippines, Vietnam, India or Nepal, with different approaches and partners.

In New Delhi, the city development plan aims at tackling urban poverty and intends to do so through improved urban governance and management, increased investment to expand employment and services, and slum upgrading activities. 65 cities in India are expected to formulate a City Development Plan, according to the national flagship programme *Jawaharlal Nehru National Urban Renewal Mission*.

In Batam, Indonesia, the rapid growth of urban population (up to 9.5% annually) affected the investments in infrastructures, housing and services. The city decided to improve its leadership and to develop its professional management, and worked closely with the national government to meet the new urban challenges. The government's projects are now attracting private investments and are helping Batam to catch up with its urban agenda. The city of Calbayog, Philippines, is experiencing the benefits of the CDS which it began a decade ago. Before, the city faced a serious budget deficit and an overburdened bureaucracy, undermining the financing of capital investments. With the help of the League of Cities of the Philippines, the city government used the CDS tool, both as a planning process to formulate development priorities, and as a product to guide the city's long-term development.

Regarding the EU proposal on strategic planning, we are sorry to inform you that our project has not passed the final step. We thank all the partners who dedicated time to the proposal and we hope to re-employ the methodology for Committee activities.

