

CDS International experiences

Lessons learnt

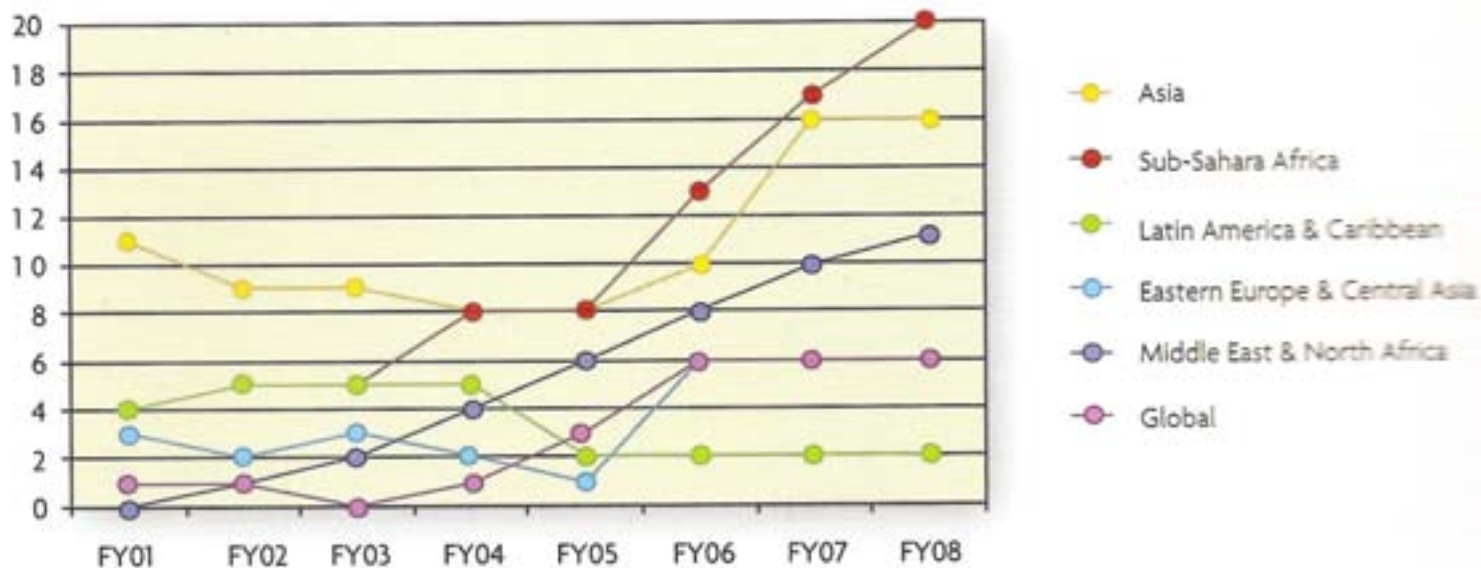
Aleppo City Development Strategy Mid-term Forum 2nd-3rd May 2010
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- ▣ **CDS, a globalizing practice**
- ▣ **Case Studies:**
 - **Alexandria, Egypt**
 - **Tetouan, Morocco**
 - **Amman, Jordan**
 - **Ramallah, Palestine**
 - **Viet-Nam (before and after CDS)**
- ▣ **General lessons learned**

CDS, a globalizing practice

(most cities in the Philippines have a CDS)

Figure 1: Regional Distribution of Active CDS Projects by Fiscal Year



Cities Alliance portfolio of CDS activities by region

What is a City Development Strategy?

A vehicle for building a **Vision** for a city, a **Strategy** for its implementation and an **Implementation Plan** for its realization.

Built around the following elements:

- ▣ **Assessment**: sound understanding of the city's existing situation and potential.
- ▣ **Vision**: “Where do we want to be in 10 years time?” include broad participation to build a “shared vision” of the city.
- ▣ **Strategy**: realistic but challenging; clearly identifies institutional responsibilities, resource requirements and incentives for performance.
- ▣ **Implementation Plan**: Assigns responsibilities, establishes a monitoring and assessment system; sets clear milestones and a realistic timeframe.

CASE STUDIES

**4 in MENA region and
one in Viet Nam (“before and after” examples)**

Alexandria City Development Strategy for Sustainable Development

(supported by World Bank,
USAID)

Alexandria



State of the city: Striking inequalities: 1/3 of population (1.2 million) lives in 30 squatter settlements with inadequate services and infrastructure; continued informal growth if planning is delayed.



City's assets

1. Leadership:

CDS process in Alexandria supported, under leadership of governor, by a multi-stakeholder team including senior government officials, Businessmen Association, University, and major civil society organizations



City's assets

2. Very valuable public (land) assets in the city can be leveraged to finance critically needed service delivery and employment creation.



Conceptual planning process for future land expansion completed under CDS

Long Term Vision for the City of Alexandria

“Alexandria Governorate takes advantage of its competitive advantages, better manages its local assets, and removes constraints to a private sector-led growth, while ensuring the socio-economic integration of the poor”.

Development Strategy – key activities

- ▣ *Comprehensive Strategic Development Plan for Lake Marriout Zone :*
 - programme to reduce industrial and wastewater pollutions
 - policy and institutional reforms to establish a Lake Management Authority;
 - improvement in the livelihood of residents in surrounding squatter settlements.

Development Strategy – key activities (cont.)

- ▣ *Strategic Development Plan for land Surrounding Lake and Wadi Marriout* for investment and prepared a preliminary land use plan.
- ▣ *Survey of Squatter Settlements and Setting up an Urban Upgrading Strategy*
- ▣ *Tourism Development Strategy*



Key lessons learned/consequence

- ▣ **Governor's leadership:** very positive impulse and high visibility to the process during the first phase. However, CDS suffered during its second phase when leadership changed from lack of consolidation of the participatory process and its weak institutionalization.
- ▣ Ensuring that all hired international and local consultants provide **on-the-job training** has proved to be much more effective and useful for the city than organized training courses
- ▣ **Scaling up:** Cairo launched its CDS in 2008



City Development Strategy of Metro Tetouan

(supported by USAID, UN-HABITAT)

Tetouan

State of the city: Tetouan plays a lead role in a region where real opportunities are inhibited by adverse factors. It has been selected to engage in a pilot CDS experience in Morocco, because of this contrasted situation, where informal economy and tourism play are key to the economy. It is a city marred by poverty and joblessness and prevalent informal settlements.



Objectives of the CDS

- Improve living conditions through integration of informal settlements populations, promoting employment and investment.
- Promote good governance
- Reduce poverty and devise a sustainable development plan
- Encourage population participation in city affairs
- Disseminate lessons learned and CDS practice in other cities in Morocco



Vision ?

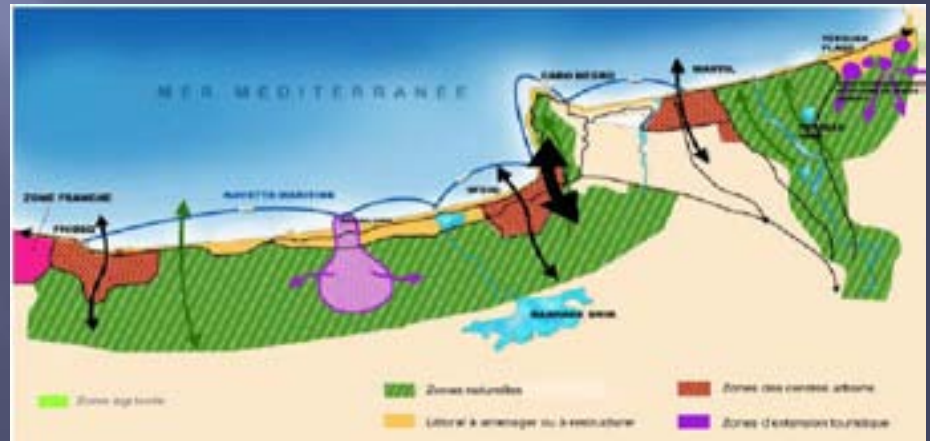
- ▣ “ Although no vision was developed through a regular process, the discussion process among stakeholders that has contributed to define what to do for a better future could be seen as a vision process” Report.



priority programme: 6 major actions

1. **Social Plan**: strengthen social solidarity in an inclusive city. Social, economic and physical upgrading of informal neighborhoods.

- ## 2. Transportation and mobility plan



- ### 3. Economic Plan: Reorganise industrial areas and encourage investissement

priority programme: 6 major actions (cont)

4. Coastal area upgrading and tourism Plan
5. Environnemental Plan : develop and implement a « green » plan
6. Reinforce governance through capacity building of local actors



Key lessons learned

- ▣ **The strong governor's leadership needs to be shared:**
Governor's leadership has given visibility to the process but overshadowed municipalities hence their lack of commitment .
- ▣ **A strong technical support** is needed to translate strategies and plans into actions.
- ▣ **Scaling up:** Morocco has embarked in a **nationwide process**



Greater Amman Development Strategy

(supported by World Bank and
AUDI)



Amman: State of the city

- ❑ 2.8 million inhabitants. Has long played a dynamic role in major international and regional events which impacted the urban growth and pattern in Amman.
- ❑ Sudden increase in the population due to the conflicts in the region (300,000 population increase in 1990 due to the first Gulf War) expanded size of informal areas and affected infrastructure and quality of services in the city. 38% of the total population in Jordan live in GAM.
- ❑ New pressures on city management and planning



Objectives of the CDS

- ▣ Citizen participatory mechanisms in decision-making,
- ▣ More active engagement of city and district council members
- ▣ Embark on new approach to urban planning by launching a new Strategic Development Master Planning initiative
- ▣ Specifically target the poor and marginalized groups through a city-wide strategy to upgrade squatter settlements and refugee camps



Vision

“We seek, in partnership with Amman citizens, to provide exceptional municipal services that exceed the expectations of citizens and businesses, maintaining and expanding the amenities that improve Amman’s competitiveness, while preserving the city’s unique cultural heritage and spirit”



Two areas of focus

▣ *Enhance Municipal Management:*

- Streamlining GAM's organizational structure, realigning newly reorganized functional departments with defined service delivery
- Communications strategy for the city and enhancing performance of GAM's "Citizen Services Center"

▣ *Improving Urban Planning:*

- updating existing masterplan
- implementing a participatory planning process, paying particular attention to urgent urban upgrading needs

Key lessons learned

- ▣ **Change in leadership** (Mayor of Amman did not have his tenure renewed) resulted in a breakdown in the process
- ▣ New leadership eventually agreed to support the process, under different approach
- ▣ **Scaling up:** CDS in secondary cities engaged with support of Cities Alliance

Palestine

**Establishment of an
Integrated Strategic
Planning Process for
the neighbouring
towns of Ramallah,
Al-Bireh and
Beitunia**

(supported by GTZ, World Bank, AFD,
UN Habitat)



State of the city

- ▣ Rapid population growth of Ramallah, Al-Bireh and Beitunia,
- ▣ Declining revenues.
- ▣ Occupation and compartmentalisation of the West Bank by Israeli Defence Force a major restriction for development of the Palestinian territory.
- ▣ Division of the West Bank and Gaza in A, B and C areas, coupled with the erection of a physical barrier has put severe restrictions on any development in the West Bank.

Vision

“Together we seek a prosperous area built on service-based economy with reliable infrastructure, adapts good governance that assures efficient public participation, respects diversity and citizens’ rights, and preserves its environment and heritage”



Strategic Development Plan

- ▣ Establish capacity inside each municipality for preparing long-and short-term development plans;
- ▣ Establish modes for cooperation among the three towns;
- ▣ Ensure effective and efficient use of scarce land resources;
- ▣ Secure financial resources for the implementation of the plan.

Key lessons learned

- Planning in a conflict situation is very difficult: impacts of strategic planning on improved infrastructure and enhanced job opportunities has been severely hampered by the political and economical situation that the occupation by Israel implies
- possible investors from the private sector (national and international) were missing in the process (***there are very few investors that would risk their capital in Palestine***)
- The intended quick win projects were not implemented due to funding restrictions
- The importance of institutionalization was shown by the successful establishment of the joint council



One more example

CDSs in Viet Nam:

“before and after” the CDS

(City Development Strategies have been carried out in seven Vietnamese Cities since the late 1990's as of 2008)

Achievements in Can Tho in upgrading slums

Before	After
	
	
	

**Other CDSs
in:
Halong,
Nam Dinh,
Dong Hoi,
Haiphong**

General lessons learned

- ▣ The CDS methodology should be designed, for each case, to the appropriate competence level of the city.
- ▣ The CDS process needs to be integrated into national planning systems.
- ▣ Scaling up is possible and has almost systematically taken place, using lessons learned from pilot/first project.
- ▣ A CDS for a city needs to be citywide but also comprehending all aspects of the surrounding reality (hinterland).

General lessons learned (cont.)

- ▣ The importance of institutionalization was demonstrated in case of changes in leadership.
- ▣ Action planning needs to be prioritized to be strategic. Wish lists to be avoided.
- ▣ It is important to include quick win actions to mobilize popular support for the planning.
- ▣ To be successful, CDS needs strategic thrusts around key areas of development. A strategic thrust should ideally be a set of actions, a trend breaker, and a motivator for the different players.

General lessons learned (cont.)

- ▣ In order to follow up and to improve a CDS, it should have a set of results-oriented indicators.
- ▣ Importance of a public communication campaign.
- ▣ Importance of participatory and inclusive approach (women, youth, urban poor, etc.)

A scenic view of a city and the ocean from a hillside. The sun is shining brightly in the sky, creating a lens flare effect. The city below features various buildings, including a prominent tall white building on the left. The ocean is visible in the distance, with a few ships on the water. The foreground shows lush green vegetation and a concrete wall. The text "THANK YOU" is overlaid in the center in a bold, red, sans-serif font.

THANK YOU