



**Municipal Development Programme  
Eastern And Southern Africa**

**City Strategic Planning: Principles and Practices**

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# WHY DO CITIES AND TOWNS MATTER

- Cities are infused with much promise as economic drivers (urban based economic activity accounts for between 50% and 90% of GDP in the majority of countries) but also often deeply tainted with despair as a locus of poverty (the World Bank estimates that by 2025 two-thirds of those classified as poor will reside in cities and towns)

# TRENDS IN DEVELOPMENT THINKING

The current development thinking puts emphasis on the importance of:

- Firstly taking a holistic approach giving equal weight to economic, political, institutional, social, and cultural factors and
- Secondly nurturing democracy, stakeholder participation and empowerment, transparency, accountability and integrity (good governance, partnership and trust)

# STRATEGIC PLANNING AND GOVERNANCE

- The new thinking for urban local government aims at helping cities become Livable; Bankable; and Competitive
- To become so, cities need to be well managed and governed and this course is designed to assist in building your capacity to do so

- Livability – what can be done to ensure a healthy and dignified standard of living for the city’s residents?
- Competitiveness – how can the city be more competitive in the global economy?
- Bankability – how can the city be more financially sustainable? How can public-private sector partnerships be promoted and or enhanced?
- Good governance – how can a city’s management be improved? How can accountability, integrity, and transparency be made an integral part of a city’s management?

# What is a City Strategy Plan?

- A description of the preferred future for the city
- A framework for activities and well defined roles and responsibilities of all stakeholders such as private sector, civic groups, central government, local government, NGOs, neighborhoods, and academia etc
- An instrument of empowerment, used to create capacity and capabilities and to foster social inclusion
- A tool to foster good governance, to change societal or institutional behaviour and to foster economic resilience
- A tool to get a critical mass of urban dwellers to think strategically about the future they want
- A shared vision and strategy intended to meet urban challenges (urbanization, poverty, delivery of devolved services and power; HIV-AIDS)

# What is a Council Strategic Plan?

- A Council own plan that is complementary and sets out its own long term activities planned to help fulfill the strategic vision for the city

# THE DESIRABLE OUTCOME

It is desirable the strategic planning process should focus on

- The city as an engine of economic growth
- The city as the locus of good governance
- The city as an area of social inclusion and poverty reduction

# **THE PROCESS OF STRATEGIC PLANNING**

A process which takes place over a long period and which requires the involvement of all major stakeholders involved in or with city affairs

# **THE FIVE STAGED OF STRATEGIC PLANNING**

- Where are we now? (Current situation)
- Where do we want to be? (Vision and goals)
- How will we get there? (Strategies and projects)
- How will we know when we get there? (Performance indicators)

## **Where are we now?**

### **Strengths, Weaknesses, Opportunities, Threats**

Find answers to the following questions:

- What are the present conditions (physical, socio-economic, cultural, environmental, financial etc.) of the city?
- What are the external influences on the city?
- What are the values of the community, including the city government itself?
- What are the “musts” (legislation, policies, charters)

# SWOT TECHNIQUES

To answer the question “where are we now” the following techniques can be used:

- Review of reports and existing literature
- Discussion with city government officials and staff
- Review of city government policies, agenda items plans, etc
- Statistical data collection and analysis
- Consultation with city residents and businesses to identify what they see as the city’s strengths, weaknesses, opportunities and threats
- Focused group discussions and or interviews of key organizations, leaders from the government, the private sector and civil society
- Multi-disciplinary research teams
- Assembling the city profile

# SWOT IDENTIFICATION MATRIX

SWOT IDENTIFICATION	STRENGTHS	WEAKNESSES
OPPORTUNITIES 1. 2. 3.		
THREATS 1. 2. 3		

# EXPECTED RESULTS

- Current city profile
- SWOT identification

## **Where do we want to be? (Visioning)**

Phase II involves taking the results from the SWOT identification matrix, analyzing them, and using this as a basis for developing a Vision of what various stakeholders want their city to be. It is helpful to frame the basic question within a particular planning horizon such as “Where do you want to be in 10 to 20 years time?”

# Visioning Techniques

- Workshops with city councilors and officials
- Focus group discussions with NGOs, CBOs, the residents, special interest groups, businesses, government agencies and officials
- Multi-disciplinary research project teams
- Citizen's (or residents) business surveys
- Series of multi-sectoral consultative meetings

# THE VISION STATEMENT

- A collective or shared picture of the future direction that the city wishes to achieve
- It must be specific and time-bound
- To make the vision a reality, it should translated into a Mission Statement with quantitative performance targets

# EXAMPLES

By year 2020 to be able to:

- Reduce urban poverty levels from 80% to 60%
- Increase urban productivity from 30% to 70%
- Attain 60% sewerage coverage
- Totally eradicate drug addiction among youth
- Minimize the incidence of crimes by 70%
- Quadruple the number of tourists per year, and
- Become one of the top ten preferred tourist destination domestically

# EXPECTED OUTPUTS

- Vision Statement
- Mission Statement
- Quantification of the Vision

## **HOW WILL WE GET THERE**

### **What issues do we need to address to get there?**

- This phase identifies the priority issues as well as the strategies that the city and its partners need to implement to achieve the City Vision
- In essence, strategies to be adopted should be those that maximise the City's strengths while utilising opportunities around it and addressing / minimising the City's weaknesses and threats which adversely affect its intended growth and development

# TECHNIQUES FOR DEVELOPING STRATEGIES

- Project strategy teams
- Strategy workshops among city councilors
- Peer reviews
- Simulation modelling
- Financial analysis
- Focus group discussions with residents and businesses
- Sectoral Technical Working Groups which can later converge for multi-sectoral consultations
- Public meetings
- Formal Public Submissions
- Hearing and recommendations

## STRATEGY FORMULATION USING SWOT ANALYSIS

<b>SWOT IDENTIFICATION</b>	<b>STRENGTHS</b> 1. 2. 3.	<b>WEAKNESSES</b> 1. 2. 3.
<b>OPPORTUNITIES</b> 1. 2. 3.	Strengths – Opportunities (SO) Possible Strategies	Weaknesses – Opportunities (WO) Possible Strategies
<b>THREATS</b> 1. 2. 3.	Strengths – Threats (ST) Possible Strategies	Weaknesses – Threats (WT) Possible Strategies

## HOW TO GENERATE POSSIBLE STRATEGIES

Strategies

Characteristics of strategies

Strength – Opportunities (SO)  
Strategies

Strategies that maximise strengths of the City while utilising opportunities around it

Weaknesses – Opportunities (WO)  
Strategies

Strategies that take advantage of opportunities and consequently addresses the weaknesses

Strengths – Threats (ST) Strategies

Strategies that use the strengths to ward off threats

Weaknesses – Threats (WT)  
Strategies

Strategies that directly address weaknesses to pre-empt threats

# EXPECTED OUTPUTS

- Identification of Priority Issues and opportunities
- Listing of Strategies

# HOW TO FUND IT

- Improve and enhance traditional sources of revenue e.g. Property Tax
- Use of market - user charges
- Tapping non - traditional sources e.g. Loans, Bonds , Private-Public partnerships
- Aggressive tax collection enforcement programme (e.g. intensive tax campaign)
- Invite greater private sector participation including community-based organisations, small and medium enterprises as well as big businesses in the city

# EXPECTED OUTPUT

- Budget operation statement
- Forecast (for 20 years)
- Capital investment plan (for 20 years)

## **HOW WILL WE KNOW WHEN WE GET THERE**

- Use of performance indicators
- Monitoring accomplishments
- Monitoring project expenditure against budget figures
- Post evaluation of the performance of completed projects in terms of meeting their objectives

# EXPECTED OUTPUTS

- Identification of Priority Issues and opportunities
- Listing of Strategies

# HOW WILL FUND IT

- Improve and enhance traditional sources of revenue e.g., Real Property Tax
- Use of market - oriented fees and user charges
- Tapping non - traditional sources e.g., Loans, Bonds, Public - Private partnership
- Aggressive tax collection enforcement programme (e.g., intensive tax campaign)
- Invite greater private sector participation including community-based organisations, small and medium enterprises as well as big businesses in the city

# EXPECTED OUTPUT

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## WHAT MAKES A GOOD STRATEGY PLAN

- Right perspective - response to how your clients / community see things i.e. vision
- Strategic intent - long term, futuristic, visionary, compelling, understandable and memorable
- Strategic choices have been made - nothing is of equal importance
- Simple, not obscure or complex
- A critical path and costed sequence of actions
- Clear links to the organisation's process of delivery
- Accountability and commitment - monitorable work plans

## QUESTIONS FOR BREAKOUT SESSION

*If you were to pursue a strategic visioning exercise in your city,*

- Who would be your stakeholders?
- What techniques would you use to retain their ownership of the process?
- What would make it difficult to achieve that ownership and consistent?
- How could these difficulties be overcome