



## **AFRICITIES SUMMIT**

### **NAIROBI - KENYA, 18 – 22 September 2006**

**« Building local coalitions for effective implementation of the Millennium Goals in African Local Governments »**

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### **Rethinking local strategies in order to meeting the MDGs**

#### **SUMMARY**

#### **Thematic Session: Rethinking Planning and Programming Processes**

##### **Key Messages:**

##### **1. Better strategising is indispensable to realize the potential of cities as a driving force of economic growth and poverty alleviation.**

In a competitive and uncertain economic environment, cities need discipline to most effectively use their limited financial and human resources to achieve targets. The capital available to any given city is also highly elastic and only flows to cities that show potential and have well-thought-out urban futures. An effective planning and programming process can both attract capital and discipline its use in order to achieve economic growth and poverty alleviation.

##### **2. An integrated planning and programming approach supports the development of well governed, environmentally sustainable, productive and socially inclusive cities.**

Sectoral planning is still predominant in many countries. But on the city-level, the mayor and its municipal administration have to pull together all the loose ends in order to assure

- that the political and institutional context is stable, open and dynamic enough to give a sense of security that varied interests can be accommodated,
- that the local economy provides a majority of residents with means to earn a reasonable living,
- that residents have the opportunities and capacities to share equitably in the social benefits of city life and
- that the city is carefully handling its store of natural resources that sustains the settlement and makes it livable.

##### **3. The success of planning and programming processes depends on the leadership of the mayor.**

There is a need for high-level guidance and coordination. The serious involvement of the mayor or an equivalent political figure is key to assure sustainability and successful implementation of any planning activity. A City Development Strategy and the 'Contrat de Ville' are two viable tools that can assist mayors in the planning process.

##### **4. Partnerships are essential to draw on innovative ideas, engagement and financial contributions from the private sector and civil society.**

Local governments alone cannot turn a city around. They control a minuscule portion of the capital available for city building and often have an even smaller proportion of the available talent

in urban innovation. Although important as catalysts and as representatives of the public interest, it is important for local governments to tap the full potential lying in partnerships with private interests and civil society to change a city's developmental direction.

### **5. Sustainable planning and programming needs a firmly anchored institutional home.**

The sustainability of planning and programming processes hinges on how well they are institutionalized in the mainstream of city governance and management. The definition of a city development strategy should not remain a one-off exercise but rather be incorporated in a continuous cycle of strategizing, implementation and feed-back mechanisms.