PHASE III

STRATEGIC FRAMEWORK
AND VISION

The Strategic Framework

- The Strategic Framework allows directing in a more synthetic way the work of elaboration of the Action Plan. Should include:
  - current situation,
  - trends,
  - analysis of the strengths, weaknesses, opportunities and threats.

- The strategic framework consists of:
  - the General Objective (or "City Vision") and
  - the Strategic Lines (or "City Mission")

- Three methods proposed by Medcities guidelines to choose from for defining the Strategic Framework:
  - Simple or intuitive method
  - Three scenario (trend/maximum/intermediate) scenarios
  - Alternative scenario

The Strategic Framework
- Who does what -

- **Project coordination team** identifies and elaborates specific thrusts (means /actions, intended to produce results within a given period, measured with key indicators) drawing from the diagnosis studies and findings.
- Support from **academia, professionals or experts** in case of specialization or complexity.
- **working groups representatives** to give their specific point of view and knowledge.
- Executive Committee to validate

Difficulties encountered in Strategies formulation

- Cities have large deficits in several areas,
- SUDS is often seen as an opportunity to catch up with backlog and "do everything under the sky"
- Most of the formulated strategies that are not based on a consistent approach, will not be successfully implemented.
- This attitude can be explained by:
  - **Strong demand from civil society** and its pressures   on the authorities,
  - The **temptation to satisfy all expectations**, immediately, in a social context increasingly unstable,
  - The **large gap between the ambitions of the actors and the resources** to achieve them, and finally
  - The **gap between expectations**- sometimes difficult to reconcile - from different social groups.

How to overcome these difficulties

- Encourage **debate** in public forums on **how to reconcile the gap** between the financing needed by the strategies as proposed and the financial capacities of the city (current and prospective ones);

- Encourage stakeholders to **conduct scenarios** in terms of budget choices (participatory budgeting);

- Identify **alternatives**;

- Reach a consensus on **realistic and achievable** strategies.

Some examples of strategic frameworks

Alexandria	•**Developing priority economic infrastructure to support local economic development (sanitation, land development in the Lake Marriot area, construction of important access roads)** •**Improving the investment climate for private sector-led growth** •**Slums upgrading and fight against poverty** •**Human development and participatory strategic planning** •**Sustainability of the strategic planning process (creation of the Alexandria Development Agency)**
Amman	•**Urban planning and preservation policies** •**Protection of agricultural land** •**Cooperation policies for refugee camps** •**Slums upgrading and policies to discourage illegal settlements** •**Traffic management systems and control measures**

VISION

Reaching a shared vision of the city

<u>Vision</u> :

A vision is a statement of where a city wants to be in 10-15 years. It has to :

- be specific, realistic but challenging,
- be inspiring and meaningful to all residents
- reflect the unique attributes of the city

➢ *Izmir: vibrant vision adopted by City council which became a logo for the city*

How the vision is elaborated and owned by actors

> *"The formulation of the vision needs to be a collective exercise, in accordance with the views of different groups and it is not the product of reflection or local government of technocrats alone."*

➢ <u>**This requires that:**</u>

- an open and uninhibited debate is pursued by the authorities,

- actors should, while defending their views, respect those of others and accept the contradiction.

- ambition and realism are balanced.

- organizers of debates (including the Steering Committee)   must be previously trained in conducting discussions among diverse social groups and sometimes <u>divergent</u>   <u>expectations.</u>

Developing a Vision
Obstacles and difficulties :

Like many cities and countries that have initiated a CDS process, but sometimes more than elsewhere, countries and cities in the region face major difficulties:

- **Wide variety of social groups** with different expectations may have **diverging proposals**, difficult to reconcile.

- The concept of **vision remains a new idea, hard to explain**, that requires a long process of education.

- The **enthusiasm** of partners, can lead to the formulation of **unrealistic visions**.

- If actors have not gained enough ownership of the vision they do bot lobby for it (Tetouan I).

How to overcome these difficulties:

Strong effort of explanation is needed:

- **Use all the social relays** (NGOs, opinion leaders, religious leaders, respected figures in the city).

- b. Increase the opportunities for **direct meetings** (conferences and workshops) and **indirect ones** (media, community leaders).

- c. Use **appropriate information/contact** channels with people (display of posters, local radio, public meetings).

Vision: some examples

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

Amman: « *In partnership with the citizens of the city of Amman, our goal is to provide exceptional municipal services, which go beyond the expectations of people and economic activities, to perform maintenance and expansion of public   facilities to improve the competitiveness of Amman, while preserving the unique cultural heritage and spirit of the city.* »

Ramallah: « *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"*

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