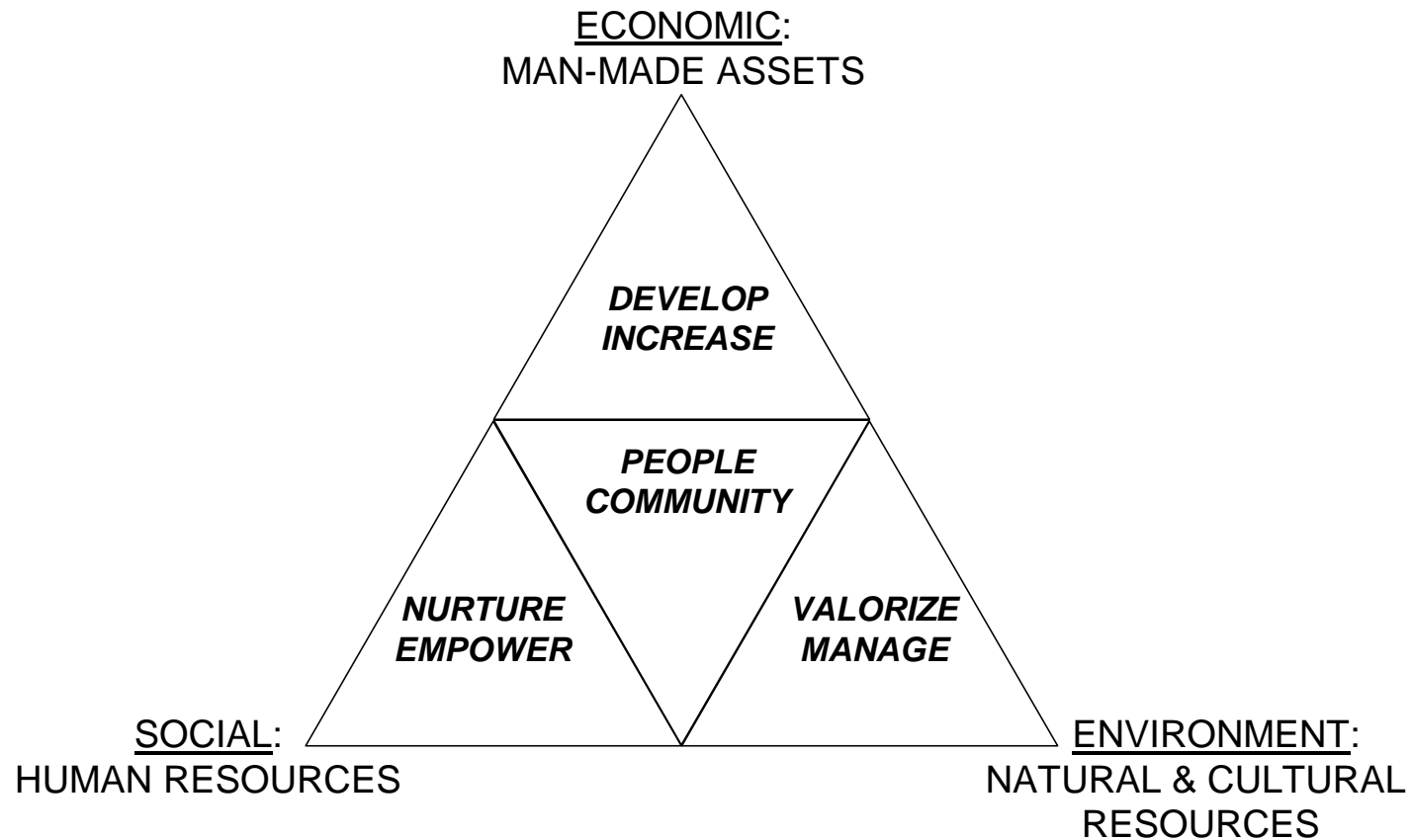


**SUSTAINABILITY AS A STRATEGIC OBJECTIVE:
EXPANDING OPPORTUNITY & OPTIONS
OF PRESENT AND FUTURE GENERATIONS**



CENTER FOR URBAN DEVELOPMENT STUDIES HARVARD GRADUATE SCHOOL OF DESIGN

Strategic Planning and Management

MACRO CONTEXT:
External Forces

Disseminate
paradigms and
strategic objectives to
all actors and all levels
in organizational
structure.

New perspectives
on development
challenges.

Creating
opportunities.



**STRATEGIC
FRAMEWORK**

Vision and Social
Purpose

Reassessment of
strategies based on
experience / results.

Feedback:
information, data,
ideas.

Creative
solutions to
complex
tasks.

**CONCEPTS &
STRATEGIES**

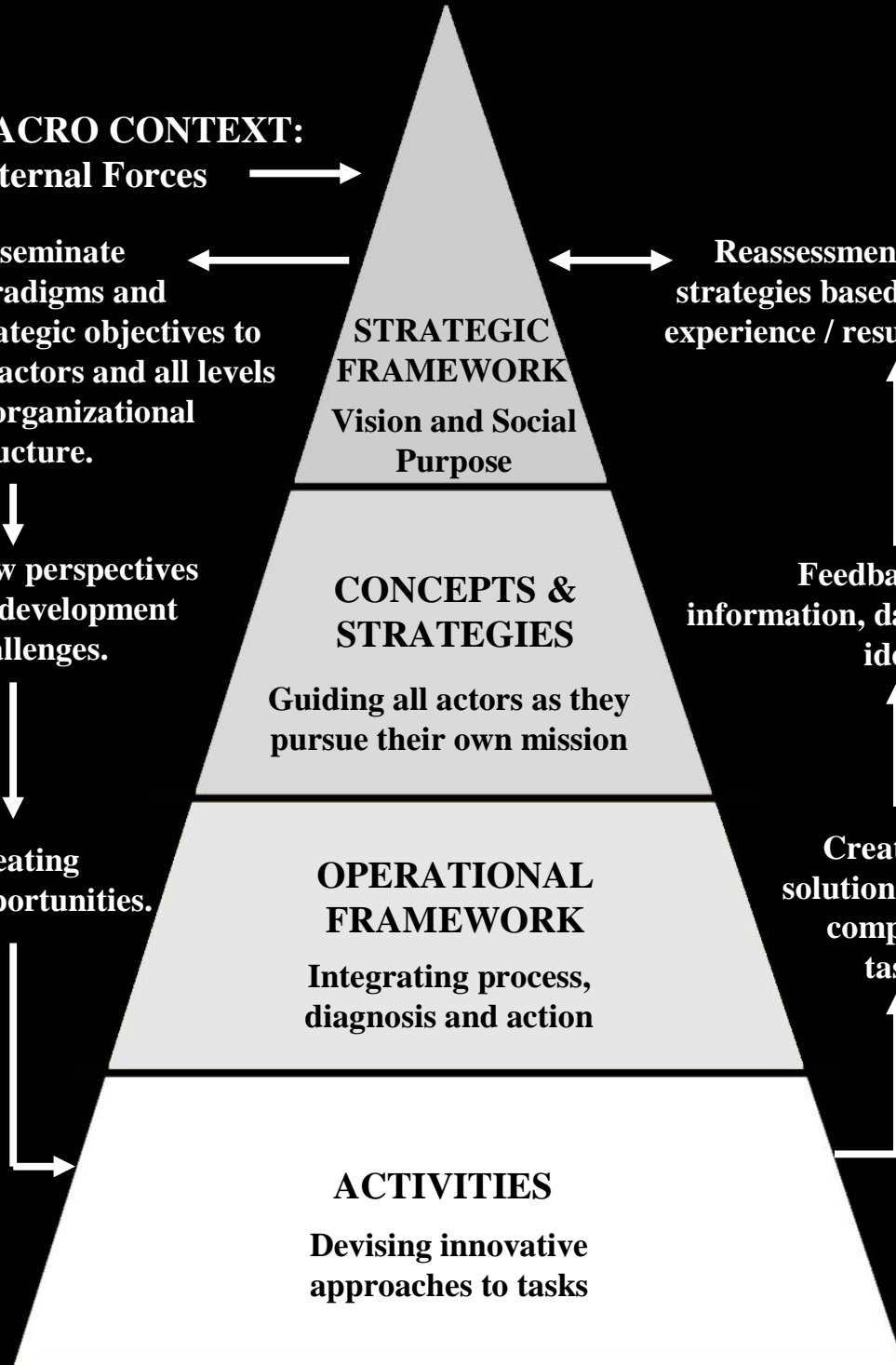
Guiding all actors as they
pursue their own mission

**OPERATIONAL
FRAMEWORK**

Integrating process,
diagnosis and action

ACTIVITIES

Devising innovative
approaches to tasks



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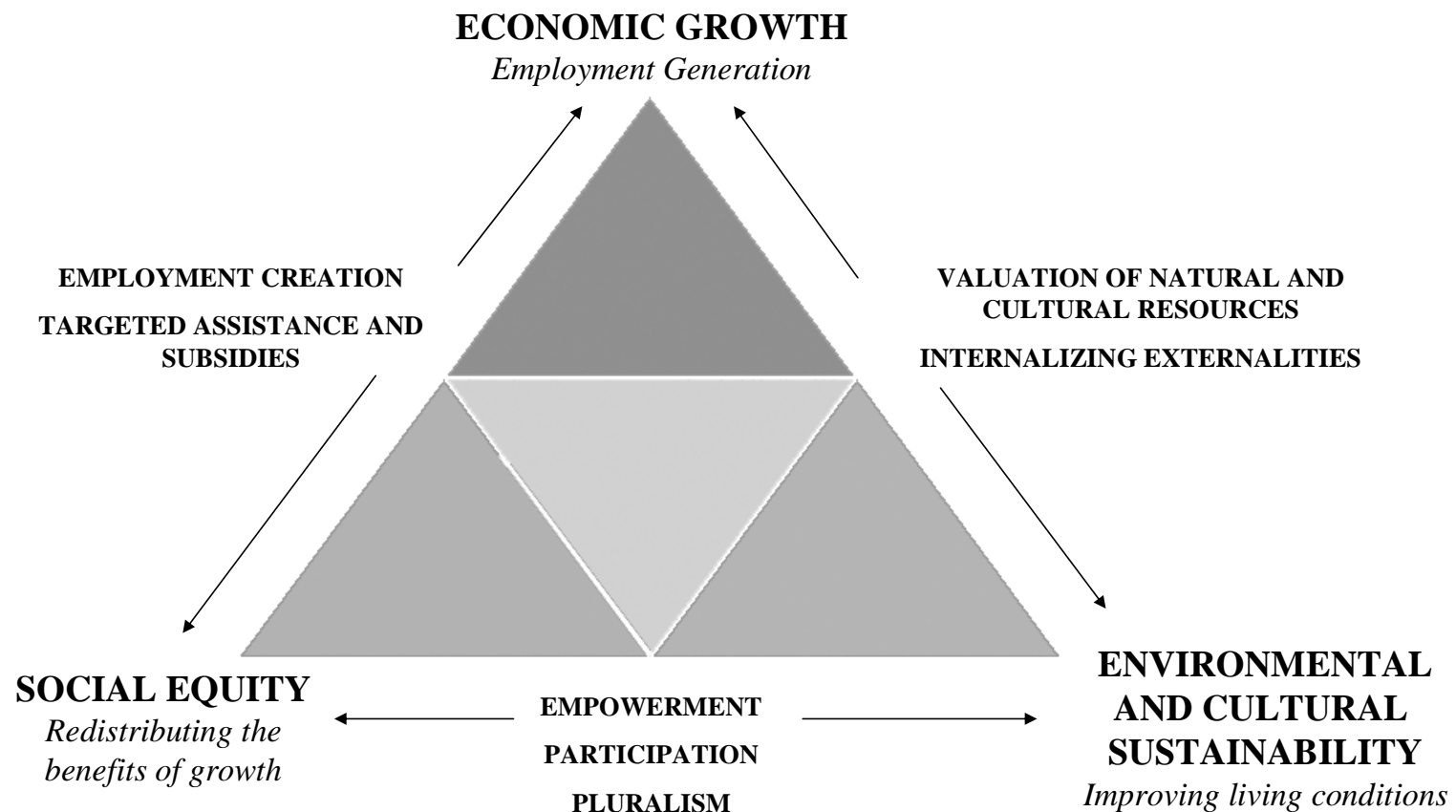
Public Sector Strategic Planning



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SUSTAINABLE DEVELOPMENT:

BALANCING ECONOMIC, SOCIAL AND ENVIRONMENTAL CONCERNS



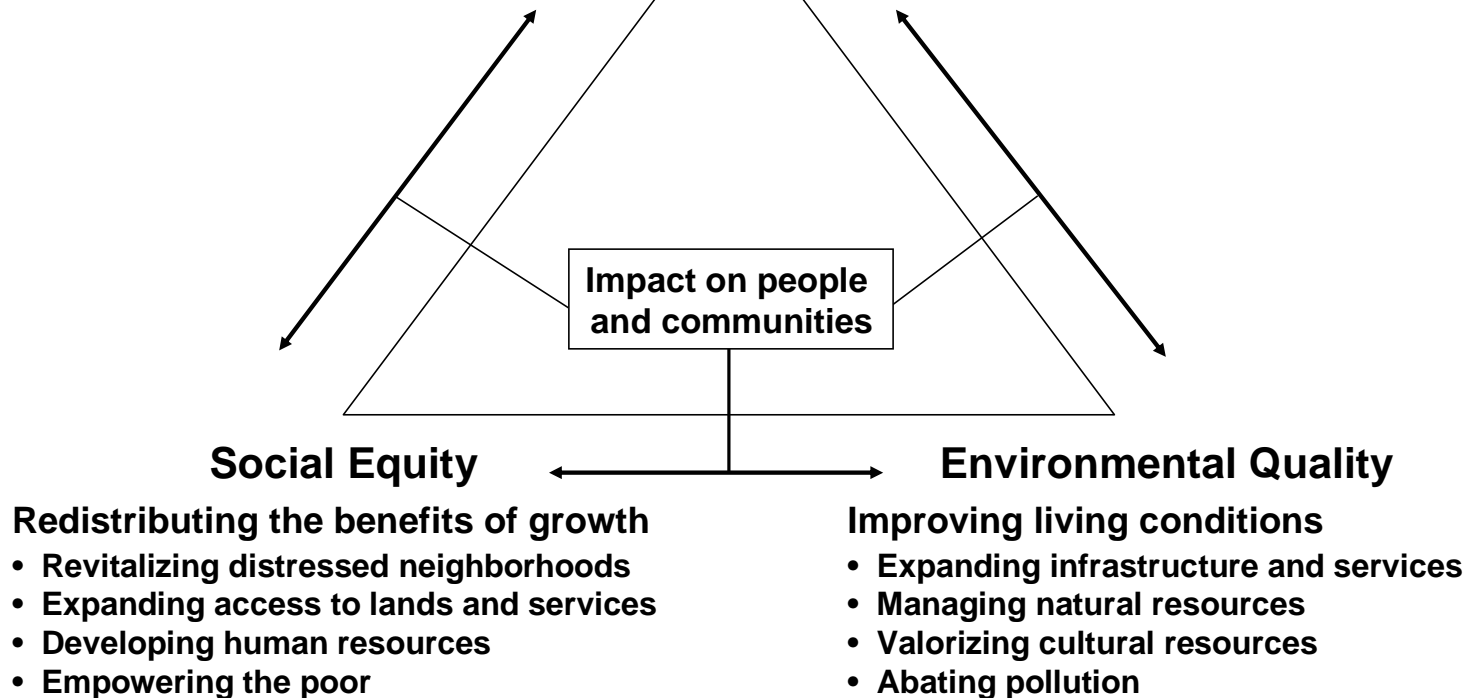
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Local Development Strategies

Economic Growth

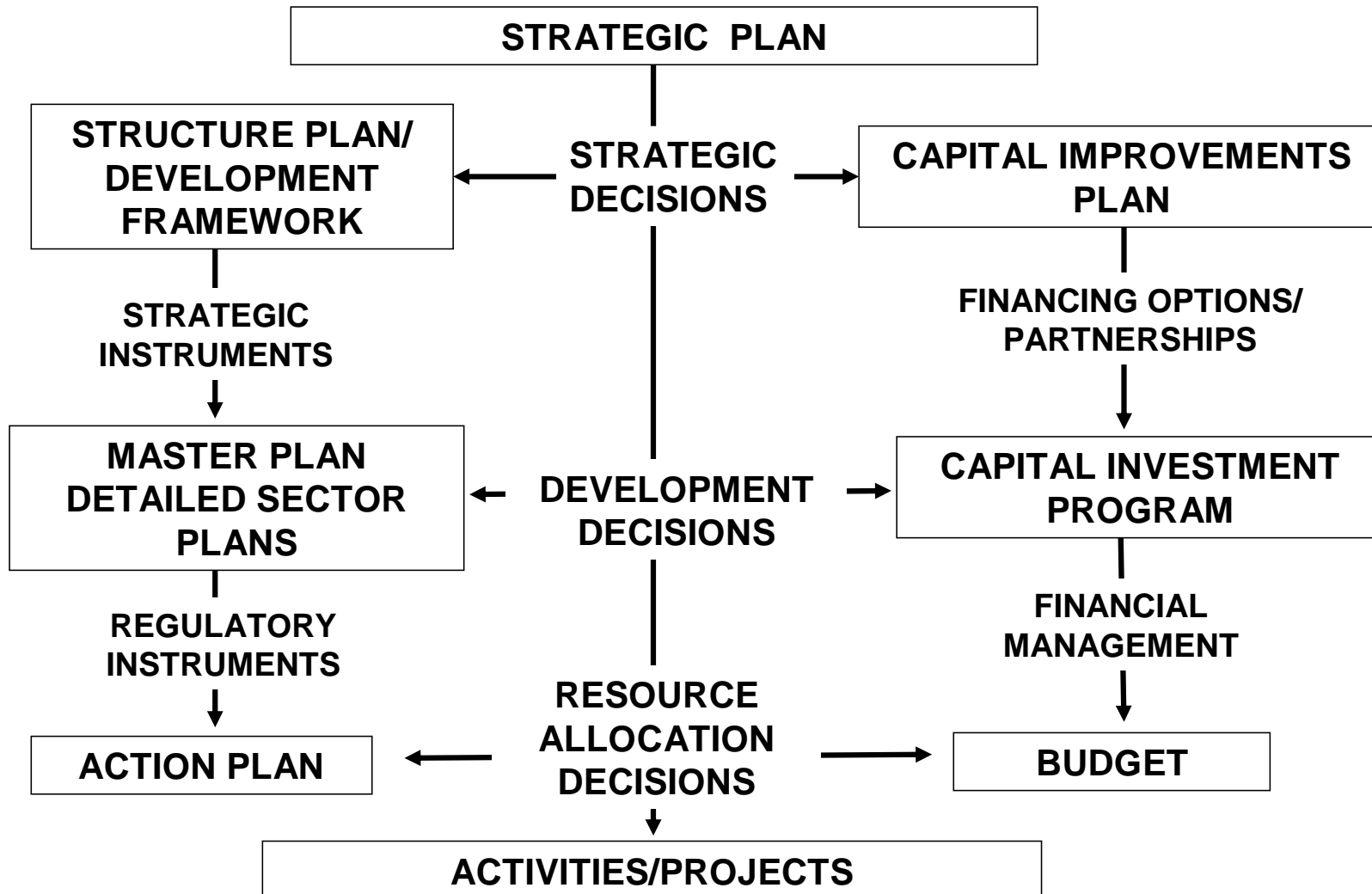
Employment Generation

- Improving infrastructure and services
- Supporting the development of micro-enterprises
- Attracting private investment
- Promoting the local business sector
- Building technical and managerial capacity



Source: Center for Urban Development Studies, Graduate School of Design, Harvard University

RELATIONSHIP BETWEEN SPATIAL AND FINANCIAL PLANNING



STRATEGIC PLANNING PROCESS

STAGE	CHALLENGES	TECHNICAL TASKS
VISION	What do we want to achieve? Where are we now? What are the challenges we face?	Understanding the macro context Establishing a participatory planning process Positioning the city in the macro context
STRATEGIC OBJECTIVES	What must we do to move towards our vision? Establishing our own agenda Building consensus	Identifying prospects Analyzing critical issues and challenges Preparing synthesis documents Forecasting development scenarios
OPERATIONAL STRATEGIES	What opportunities do we have? How can we capitalize on these opportunities? Identifying strategic partners	Identifying opportunities Preparing briefs/ frameworks for discussion and negotiation Forecasting development scenarios Identifying synergies and convergence of interests

STRATEGIC PLANNING PROCESS

STAGE	CHALLENGES	TECHNICAL TASKS
ACTION PLAN	What can we do in the next 2 to 3 years? What will each proposed action achieve and at what cost? Establishing Priorities Setting Targets	Relating actions to the electoral cycle Programming interventions in relation to the budget and capital investment program cycle Forecasting anticipated development impacts Avoiding politicization of technical decisions
ACTIVITIES PROJECTS	How will the activities be implemented? Participating actors Roles & responsibilities Resource commitments	Program structure Financial packaging of activities Ensuring citizen involvement
MONITORING PROGRESS AND ACHIEVEMENT	Selecting indicators of performance Evaluating achievements	Impact assessment Repositioning the city in the changing macro context

PARTNERSHIPS - ACTORS AND ROLES

	CENTRAL GOVERNMENT	FINANCIAL INSTITUTIONS	LOCAL GOVERNMENT	PRIVATE ENTERPRISE	NGOs and CBOs	USERS
I N P U T S	REGULATION MEDIATION INCENTIVES FINANCING	FUNDS PROJECT APPRAISAL RISK MANAGEMENT	REGULATORY AND EXECUTIVE AUTHORITY LAND USE MANAGEMENT INCENTIVES	FINANCING DEVELOPMENT PRODUCTION OF ASSETS DELIVERY OF SERVICES	ADVOCACY COMMUNITY ORGANIZATION RESSOURCE MOBILIZATION MICRO FINANCE	SITE OCCUPANCY SAVINGS AND LABOR
C O N C E R N S	ECONOMIC AND SOCIAL DEVELOPMENT	PRODUCTIVITY OF INVESTMENTS	IMPACT ON LOCAL ECONOMY SUSTAINABILITY OF IMPROVEMENTS ENHANCEMENT OF LOCAL REVENUE ELECTORAL STRATEGIES	COMPETITIVENESS PROFIT / RETURN ON EQUITY APPRECIATION OF ASSETS RISK SHARING	IMPACTS ON RESIDENTS OPTIMAL USE OF AVAILABLE RESOURCES IMPACT ON POLICIES	ACCESS TO PROPERTY AND SERVICES INCOME GENERATION BUILDING ASSETS

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