

Comparative Survey of City Development Strategy in Several City of Worldwide

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Abstract

At present city problems have made urban planners and other city experts to seek new approaches toward stable and dynamic ways to form sustained urbanize development. As a new approach, CDS has been able to achieve some success in recent decades compared to traditional methods (either master plan or detailed plan) in creating municipal plans. In this article by comparative survey plan in cities Buffalo, Colombo and Shinyang using tables considering standards and goals of a strategic approach shows the relative success of the scheme. The aim of this research is to introduce new approaches of urban planning in developing countries, including Iran, to find a solution for getting rid of the present city problems unsolved by traditional method. In this article makes use of analysis-comparative method.

Keywords: City development strategy (CDS), Buffalo, Colombo, Shinyang, Comparative survey, Urban sustainable development

1. Introduction

City development strategy (CDS) can be defined as city preparation in long run through short and medium term's action plans to sustain city development which emphasizes broad participation of citizens, equitable growth, and ecological balance and enhance the city economic competitiveness (sarafi et al., 1388: 67). In this paper, the cities of Shenyang, Buffalo and Colombo have been studied according the criteria of CDS, to show how much these cities have been successful and if the same CDS's criteria can be applied on other developing countries. The report of city is alliance in 2003 shows the experiences of nine countries which applied CDS criteria to achieve their city goal developments. Also this report by giving a review of CDS elaborates how CDS is workable to help the urban plans for growth and future development, better management available sources and continuing investment in infrastructure (www.citiesalliance.org). Some valuable has been conducted in the world. In these respect cities like Alexandria in Egypt, the towns around Victoria Lake in Africa, Sofia, Bulgaria and Colombo in Srilanka can be mentioned. In Iran some researches have been conducted for some cities too. Among them research conducted by municipality of Qazvin for the city of Qazvin can be mentioned and some other large cities like Tehran, Shiraz and Isfahan are conducting the same researches.

2. Statement of the Problem

With the beginning of the 21th century with more than 3 billion people living in cities which is more than 50 percent of the earth population, the importance of city development has becomes sever issues. Such issues as the lack of consistency of decision, management population centers, act and around environment in at all space levels, destruction urban of natural resources, inharmonious development of city, lack of efficient management in the city and etc... Have caused urban growth associated with such increasing problems. Previous experience

has shown traditional plans (master plan and detailed plan) has failed to reduce the rate of urban problems demand new approaches that suggest sustainable city development.

There are several definition of sustainable development one concept appeared after increasing sprawl due to uncontrolled city growth but the most important definition is the one that can meet the present and future generations. Demands without doing harm either generation.

The kind of development can be said of sharing justice between generation in using environment and at the sometime to preserve. The environment generally, sustainable development can be viewed as balanced and stable sustainable dimension over the time (rasafi et al., 1388:34). Figure 1, shown the three dimension of sustainable development.

Sustainable urban development in recent decades is in agendum of many urban movement such as the united nation agendum 21 (Rio conference on sustainable development), UN human development reports in 2003, new urbanization charter in industrial societies and developing new pattern of urban development such as ecological city, compact city and city without car are known as scientific works of this view (hosseini et al., 1388:174). In recent decennial different concepts of sustainable development paradigm is defined that most parts of the constitute which are various branches of geography as such sustainable urban development concepts such as (green city), (ecology city), (livable city), (city of looking solution) and (environmental city) are indicates strong geographical concepts (ahmadi & hajinazhad, 1389:6).

The purpose of such development is to create an environment in which all people can expand their capacity and capabilities and also can create opportunities for current and future generation, and then actual tools for this type of development are same people that can be achieved by the following ways:

- a) The principle of equality between generation and among generation
- b) Considering longer time horizons of planning
- c) Understand the value of the environment (hossienzadedalir, 1387)

In the approach of sustainable development considered urban endogenous development strategy. Pourahmad and shamae (1380) highlights case more important raised in this strategy as follows:

- 1) Population distribution and density in the city to help balance distribution of services and infrastructure such as vertical transportation, good health facilities and education facilities in all parts of the city.
- 2) Balanced development of urban element and their associated and supply affordable for housing, while maintaining city cultural identity of all citizens or taking advantage of patterns and ways of indigenous and local material and new patterns.
- 3) Development and organization of the hierarchical network of road and urban communication within in and city center to downtown.
- 4) Providing facilities of activities and employment in all sector of urban that of main factors of population displacement for balance more of urban instability.

Researches show that intervention in the contemporary cities which applied traditional plan due to lack of meeting human needs to provide better environmental condition, proved ineffectual (hossini et al., 1388:175). Thus need for fundamental solution to pass situation and transfer from centralized system to decentralized system is required. Recent evolution of approaches change for preparation plans from comprehensive to strategies, introduce urban development strategies for urban planning as a new approach city alliance with the aim to promote sustainable urban development and to improve the quality of governance, city management, systematic and continuous reduction in urban poverty has suggested and invented CDS, in order to strengthen the planning system and urban management with focusing on social and economic development a new understanding of the problem that can lead to the development of the city in its proper context for this study is required.

3. Method

In this study, the data are collected from libraries and documents and analysis-comparative survey of the data has been done and whole process in a logical and scientific research has been done.

3.1 History of Urban Plans

City is a complex concept that because of being systematic requires cooperation and consultation of all fields and experts to solve its problem, its technical issues or aesthetics concepts should not be considered separately. It will be disastrous for the future of a city if there is no harmony and cooperation between various organizations

dealing with urban planning and also the integrate of plans can be undergoing questioning. In the study of the concept of urban planning available two major groups can be perceived. The first group goes back to 70s and 80s and the second groups belong to 90s and the following years which bring quality discussion in addition to vision discussions. It seems that a developmental evolution has accord in American and European urban planning. It is necessary to add that urban project in 60s and 70s was prepared by operationality and rationality view. The result of these projects proved that although it is crucial to focus on the performance. The harmful effect on citizen due to these indirect decisions manifested its inadequacy. The dominant thought of the American and European urban planners and city experts of the 60s and 70s was of operationality and modernism and positivist view, which in consequence they were not effectually practicable in dealing with the quality urban issues. In fact they were mostly concerned with environment qualities. This included different project that each worked separately unrelated to the other parts. In early 90s another method of thinking related to urban planning emerged. They are the second group mention above. They contain not only physical and structural properties but also quality issues are under consideration. In turn this way of thinking has made expert cities in America and Europe to change their view in urban planning. Which include more comprehensive, detailed, strategic, structural and local schemes.

Below is the Table (1) which shows more information and examples and their administration of the project date.

The vision of city future, which in urban development plans is called future landscape of the city, are framework plan which have fundamental role and will determine city development path plan define city future landscape which use three element:

- 1) Citizen mental image
- 2) Employer order, upperplans, organization program
- 3) Inclination and needs of economic, social and physical of community and city.

Today, provided plans for all city that tends the city future prestige, are increasing as far for each city determining its name and personality in its relating country and world (pakzad, 1386:65-80). But today with attention to become complexities of urban environment and expanding variable factor in growth and development of cities and extensive change and transformation in the science, opinions and ideas and the growth of social awareness and inherent in the human environment, planning theories and trends in the world toward the structural-strategic approaches, step by step planning and participatory planning and.....moves against the sudden change and create fluid and flexible plans (pourahmad et al, 1385:170). Thus city development strategy as an approach and a product will put cities in the center of development and management collaborative power will focus in context economic, social and cultural development to lead city development in its proper context.

3.2 CDS Position in Urban Plans

Today, administrating of a city without the knowledge of urban planning is not possible. Expanding of planners, has made urban designer and experts study more in different aspect of urban regional's development and to analysis for implementation new approach (Rahnamayi et al., 1388:1). City development strategy is the newest approach in urban planning that in 1999 has been suggested with the aim to promote of sustainable urban development, quality of manage, city management upgrade and systematic reduction of urban poverty.

CDS is procurement process with long-term vision of the city future on which administration plans are created. CDS focuses on strengthening the competitive economy and at the same time covers environmental aspect, finance, infrastructure, urban structure and poverty reduction. CDS is a participatory process that encompass all urban stakeholders and all beneficiaries from all the component of society (ashrafi et al., 1388:7). CDS goals include a complete vision of urban and an active purposeful plan as following:

- A: local economic development that increases employment opportunities and wider services
- B: improving urban governance and management
- C: systematic and sustained reduction in urban poverty (Ewiadia, 2009:5).

3.3 How to Set the CDS Focus?

- CDS recognizes that while there are common issues, each city has its own characteristics and that it is for civic leader and citizens to determine their cities own future.
- CDS supports local assessment and solution, and provides ways and means in which these can be considered from a wider perspective.

- All support is managed within the regional/national context, with support and involvement of the national government.
- CA places great emphasis on the lead being taken by the city itself, with the urban poor and local business leader actively engaged of the process is vital (Eweida, 2009:4).

3.4 Principal of CDS

World Bank recognizes sustainable cities which have below characteristic:

- possess livability (livable)
- Are competitive (competitive)
- Are banking (bankable)
- Good management and are governance (well managed and well governed)

Above principles constitute the four basic pillars of the CDS which are explained as follow:

- (livability):

Livable city that in which all resident equal opportunity to participate and benefit from economic and political life of the city

- (competitiveness):

Competitive cities are cities that have strong economic with employment growth, income and investment are all encompassing. Necessary efficient urban development providing suitable condition for increasing productivity of individuals and institution. In competitive cities, production, investment, employment and trade are related to market opportunities and dynamic forming.

- (bankability):

Bankable cities are cities that have efficient urban finance system in use from incomes resources and expenditure.

- (governed well and managed well):

Urban government is defined as the use of power for urban management of social and economic development elements of good urban governance include:

1) Accountability

2) Transparency

3) Contestability (zebardast, 2003:6-8). Another achievement of CDS program is economic growth so that cds programs can be properly followed for economic growth of cities. Accordingly by this way some goals like increased value, economic enriching city resources and poverty reduction can be achieved.

4. The Preparation Process of Urban Development Strategy

Residents and city managers, especially in developing countries are increasingly understanding that they need to improve the quality of life for all resident however, current plans have not been able achieve these aims.

Experiences of developed countries show that social and economic developmental efforts if conducting by a strategic process which includes as following elements will be more successful:

- 1) Affecting analysis of the weaknesses, strengths, opportunities and threats on the city
- 2) Focusing to the majority opinion about the objective, priorities and operation.
- 3) To establish corporate/institutional coalition for operation and specific programs to achieve sustainable results.

CDS working group is required to identify and find investors in establishing and maintaining a dynamic corporate culture. CDS plan methodology may be composed of five phases:

- (vision): agreement investment structure for the recommended economic characteristics of communities
- (goals): are based on all vision and will determine results of the proposed planning process
- (objectives): set performance standards and target activities for development
- (programs): start working out approaches to achieving realistic goals of economic development

- (Action plans): determine the component of the achievable programs, primacy, activity, making values and accountability (World Bank, 2009:5).
- Over all CDS process consist of five steps:
- 1-(preparation):identify change stimulus's and systematic, smallgoals, work plan
- 2-(analysis):gathering main lines of information, analyzing the weaknesses and strengths, identifying areas of consensus of urban issues and priorities
- 3-(strategy formulation): defining a vision, formulation and assessment feature, determining the role of investors, developing active plans in within a framework of financial empowerment.
- 4-(implementation):implementing indicator project, enables resources by capitalists and accepting investment plan and support donor
- 5-(consultation): In parallel with four steps above continual is a participatory process continued that increases group meeting of investor. Also it is a consultation to reach a formal political commitment type as a process to acheive a vision and strategic framework (www.citiesalliance.org/ca/cds-project).

CDS process more widely shown in the diagram below:

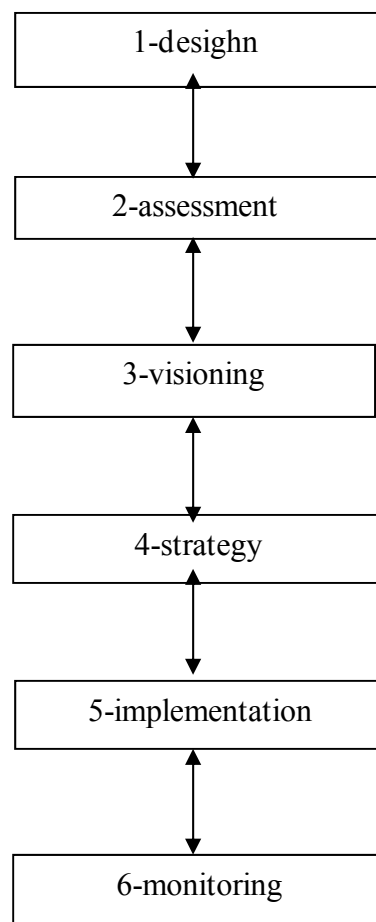


Chart 1- process CDS (www.citiesalliance.org/ca/cds-project)

Finally best result of CDS can be including as following:

- Cities better understanding with participatory planning during CDS process.
- Company official and investors canbetter have successful negotiation among themselves.
- Member of working group work together and group work improves.
- Personal efficiency improves and the skill to search for external funding progress.
- Partner better understanding for implementation and managing new projects (un-habitate,2005:30) in this regard CDS to provide the necessary facilities for the urban managers who try to develop present city programs

or try to lead economic development programs toward sustainable and homogeneous framework, can be of great use.

5. Comparative Survey of the Urban in Selected Cities

In this paper, authors have deliberately selected cities with different urban characteristics for their comparative survey. These cities are Colombo in Srilanka, Shinyang in China and Buffalo in South Africa.

5.1 Shinyang

Shinyang in China is the fourth largest city with population of seven million and is the center of political, industrial and economic of northwest in China. Only 2/2 percent of the population has been estimated as poor. Shinyang is under a common law one limitation of such policy was severe reduction of investment and receiving little amount of subsidies from capital city, which in turn increased Shinyang unemployment.

Challenges and issues facing in Shinyang can be summarized as following:

- All economic policy in planning included investment policy, social security and funds had failed and while new policy was not in accord with market economic performance, it complied with the requirements of economic development in the market.
- Personal corporateral legal structure and internal management system was not completely standardized.
- Transformation of the government function and operation of the government reconstruction had not been performed completely, parallel functions with large-scale had limited the performance of government.
- Creation of urban infrastructure was done slowly and with low levels of modernization. Also environmental pollution was serious.
- Opportunities of employment was inadequate and there was capability weak of social security.
- The ability of agriculture to confront with natural disasters was weak.
- Problematic Competition at home and abroad was rampant (Shinyang CDS report, 2002:50-53).

5.2 Colombo

Colombo makes up one forth of Srilanka population and as a metropolitan area that has allocated 80 percent of industrial facility. However, it has problems such as increased competition in the maritime harbor area, heavy traffic and transportation issues which all are the result of increasing population.

Colombo is one of the first cities in the world which selected by urban planner to undergo the principle of CDS. Below is some of the main reason applying CDS on Colombo:

- Colombo successful presence in two programs run by UN-Habitat that made use the participation process which includes:

- 1) Urban management program
- 2) Sustainable urban program

- Colombo is a city that has active international agencies like WB, UNDP and.... that will enhance CDS (Colombo CDS. Tools and method, 1999:1-6).

Sri Lanka is all island with a dense population of 18 million and per capita income 670\$. Over the past four decades poverty has declined but one in five household are below poverty line. The challenge ahead include: insecurity, lack of leasehold land, provider of services discrimination, exclusion, difficult living environment and lack access to basic services. Despite the low income and high incidence of poverty, human development indicators in Sri Lanka has a good record.

5.3 Buffalo

Buffalo is a city area in South Africa and because of adjacent with open-water has enormous potential. An important factor to develop this urban area is relationship with larger nation, continental adjacent and international economic environment. Ahead challenges in Buffalo before implementing city development strategy include multiplicity of urban center for investment, lack of infrastructure, capacity constraints, was old infrastructure and occasionally racial discrimination. In Buffalo 60 % of trips in region by taxi, 31% with private passenger vehicle, 4% by train and 5% by bus is done (Buffalo CDS. 2007:41). CDS is a plan to cover surrounding area lower part South Africa and is considered for management a developing city.

With regard to Tables 2,3,4,5 CDS objectives and criteria in these cities under study has been shown in the Table 6.

Respectively, instead of Tables 2,3,4,5, 6.

With regard to CDS objectives that are including sustainability, devolution, equity, efficiency, accountability citizenship and security. In the field of city economic development (Table 2) necessitate some effort toward economic development plans, business development programme for the city, municipal operation restructuring programme and skill development initiative. In Table 3 in order to reduce urban poverty activities such as building homes service for poor, security and maintenance access to credit and life period guidance, hierarchy, social capacity, civil accountability and economic alliance are essential. In the field of development of infrastructure (Table 4) projects for road and transportation, water and sewage ducts and electrical system, reducing accident, solid waste management, health, housing, social welfare, education, culture, recreation and resorts is necessary also according to power and governance (Table 5) creation of urban council, provincial council and national agencies would be essential to achieve at CDS goals.

5.4 Achievement and Adaptive Comparison

CDS plan of Colombo city in effort to develop and development approach was very appropriate in such a city without justice. Although Colombo city has a different body, it was not barrier for CDS implementation but ironically it proved the way for better implementation of CDS. CDS micro-goals include results such as:

- 1) Comprehensive developing framework for Colombo
- 2) A basic strategic action plan for comprehensive development framework
- 3) Adaptation elements strategic action plan by development agencies.

Colombo CDS as a participatory process was a very successful plan, all NGO that had validation were included were the investor groups, all poor and marginalized people were represented the leaders of society development community during CDS process. Colombo city development a strategy was completed in November 2000. social group were created in low-income settlements and federation of all community groups to respond to municipalities was established. City council's adaptive city development strategy. But protection of investment was not done regularly still projects of World Bank and other granted was performed. Generally CDS implementation in Colombo affected social and political situation. But CDS in china conducted specifically toward being native all results and reports made in china. Even shinyang CDS process pledged to involve all different languages as sub-project aims. It is obvious clearly for new city such as shinyang decision-making process and participation of CDS is ideal.

An acceptable result in shinyang was gained completely by participation. Shinyang CDS derivative activities can be seen in the format of short time period, but it illustrates complex functions very clearly (report of un-habitate, 2002).

CDS results in Shinyang can be seen in nativization, modernization of economic infrastructure, creation of social insurance for poverty reduction, developing agriculture through the production of green food and reducing government role in the city this project was completed in October 2001.

In south Africa Buffalo CDS was considered merely as a plan to implement infrastructure. Due to lack of infrastructure in urban areas, Buffalo city was suffering from connection density, pressure on land.... But with implement, the area relatively grew. Quickly, which proves the efficiency of CDS. The budget allocated to Buffalo for poverty reduction was spent respectively for health, education, social, security, service, infrastructure and housing. Sometimes because of racial dichotomy participation phenomenon was low, however, the project related to participation was carried out. As a whole preserver in CDS implementation made infrastructure development, and coordination between organs improve significantly, which undoubtedly indicates CDS's relative success.

6. Conclusion

The recent study firstly reviewed sustainable development concept briefly. Then dealt with the challenges and problems at recent decade plans which could not represent a solution for the cities. Consequently, CDS as the newest approach was represented for urban planning. Because the purpose of research was a comparative survey of CDS in different cities. Firstly, the urban plans at 70s and 80s which contained rational and operational approaches were mentioned. Immediately after that the plans at 90s were represented because any solution for problems at the cities was not represented. Firstly in the comparative survey, Tables which contains the goals and criteria at CDS (Table 2, 3, 4, 5) has been trended as the base. In the final Table (number 6) by using the previous Tables the comparative survey become feasible which finally shows the relative success in some cities at the survey. CDS as a participatory process is evaluated as a successful plan in Colombo so that now all the

people have access to basic facilities and services. The results of CDS in Shinyang are considered as a plan totally localized which reduced the role of government in city affair. In Buffalo, CDS is evaluated successful for executing infrastructure projects and coordinating organizations and offices. Most of budget allocated for the project was spent on health, education, social security, services and infrastructure. If it is completely considered, CDS can be new and dynamic solution for challenges and the problems at cities in developing countries because this project has proven itself successful in different countries (developed and less developed). From this survey, it can be concluded that preparing social cooperation, forming an increasing effort for structure reformation in urban management system, determination and commitment at politician and officials, allocating sufficient budget and sources for implementing the plans to reduce injustice, policies and decision making according to scientific evidence and research findings, establishing regular accountability in administration, decentralizing in decision-making and strengthening local institutions are mandatory because they should provide a necessary mechanism to guarantee the sustainable development.

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Table 1. Urban development project from 1990 on ward

City name	stockenternet	Bristol	Seattle	Glasgow	Delhi
Plan type	Allocation plan	Locality-positionedplan	Comprehensiveplan	Structure plan	Comprehensive plan
Plan date	2000	1990	2001	1997	2001

Source: Authors computation

Table 2. Development of the city economy

City development Action area / Activities	City governance actions						
	Sustainabil ity	Devolution	equity	efficiency	accountabili ty	citizenship	security
1.1 economic development program plan for the city	Initiate stakeholder consultation for a long term strategic vision	Clarity roles & responsibilities of municipal, provincial & nation levels	Establish principles for prioritizing investment	Specify best for investment principles	Open consultation	Participator y strategic planning	Incorporate environme ntal planning and managemen t
1.2 business development program for the city	Consult with business to agree on levels of resource use to prevent adverse effects of quality of environmen t	Review/ reform current legal/ institutional framework for public –private partnerships	Establish investment incentives for sectors &zones	Establish legal/regulat ory framework to promote business and minimize transaction costs	Open discussion on issues of city business	City consultation on business developmen t options	-
1.3 municipal operations restructuring program	Achieve responsiveness through citizen participation in managemen t of operation	Review current legal/institu tional framework	Establish regulatory framework for service deliveries	Establish partnership with private sector/civil society for delivery and regulation	Codes of conduct and service ethics Establish client feedback mechanisms	Procedures for public petitioning open consultation on budgets	-
1.4 skill development initiative	Promote private sector/cso partnership	-	Ensure access to disadvantage d group	Set clear objectives, target, service standard& complaint	-	-	-
1.5 municipal development bonds	-	Review current legal framework	-	-	-	-	-

Source: Authors computation

Table 3. Reducing urban poverty

City development Action area /activities	City governance actions						
	sustainability	devolution	equity	efficiency	accountability	citizenship	security
2.1 Basic service for the poor (housing, infrastructure & utilities and health)	Consultation with stakeholders and broad based strategy	Establish system of inter-governmental transfers	Establish principles for cost sharing in service	Establish service provision partnership with civil society	Establish public feedback mechanisms	Adopt measures for stockholder feedback responsibility	Opportunities for under service communities to plan and manage improvement of their environment
2.2 Security of tenure	Consultative management of program to insure objectives of beneficiary well-being		Create opportunities to secure tenure	Establish clear objectives and target	Establish open administrative procedures	-do-	Action to minimize vulnerability to displacement
2.3 Access to credit	-do-	-	Facilitate access	-do-	Ensure access to information	Enable full participation of poor	-
2.4 training & career guidance	-do-	-	Facilitate access	-do-	-do-	-do-	-
2.5 social inclusion & civil responsibility	Provide poor opportunities for participation in city development activities		Provide civic education	-	Promote ethic of service amongst city officials	Develop a culture of solidarity	Create safety & security based on rule of law, solidarity and prevention
2.6 economic integration	Promote opportunities for formal-informal partnership in economic life of the city	-	Create enabling institutional framework for informal sector activities	-	Ensure transparent mediation of formal-informal transaction	Enable contribution of poor to economic life of the city	

Source: Authors computation

Table 4. Infrastructure development

City development Action area /activities	City governance actions						
	sustainabi lity	devolution	equity	efficiency	accountability	citizenship	security
3.1 roads & transport	Agree with service provider and city stockholders on a broad based strategy	Establish institutional framework for decentralized planning and management of infrastructure and utilizes	Establish principles for prioritizing development of infrastructure and services	Establish objectives and target for service provision	Establish mechanisms for public feedback on services	Promote ethic of civic responsibility in the use of services	Creating awareness about risks of hazard and disasters
3.2 sewerage	-do-	-do-	-do-	-do-	-do-	-do-	-do-
3.3 water supply	-do-	-do-	-do-	-do-	-do-	-do-	-do-
3.4 electricity	-do-	-do-	-do-	-do-	-do-	-do-	-do-
3.5 solid waste management	Initiate consultative planning and management to agree on program and processes	Establish a system of delegating responsibilities to neighborhood level	Establish community based regulatory framework	Establish participatory management practices to address needs of all group	Establish transparent processes for tendering and procurement	Establish mechanisms for community level forums to promote involvement and responsibility	-do-
3.6 disaster mitigation	-do-	-do-	-do-	-do-	-do-	-do-	-do-
3.7 health	Consult with stakeholders for partnership in upgrading and improvement	Establish system for participatory monitoring at neighborhood level	Ensure equal access to service	Initiate program for delivery and regulation in partnership with private sector and civil society	Promote service ethics and codes of conduct	-do-	-do-
3.8 housing	-do-	-do-	-do-	-do-	-do-	-do-	-do-
3.9 social welfare	-do-	-do-	-do-	-do-	-do-	-do-	-do-
3.10 education & culture	-do-	-do-	-do-	-do-	-do-	-do-	-do-
3.11 recreation	-do-	-do-	-do-	-do-	-do-	-do-	-do-

Table 5. Empowerment and governance

City development Action area /activities	City governance actions						
	sustainability	devolution	equity	efficiency	accountability	citizenship	security
4.1 municipal councils	Mechanisms for Consultations in strategy making, participation in management ,p artnerships in service operation	Institutional arrangement for delegation to neighborhood	Principle for prioritizing investment Procedures for predictability in regulatory actions Rules governing access to services	Partnership with private sector &civil society for service delivery Investment, outsourcing Regulatory framework and best practices:resource,mobilization,	Municipal charter of service standards & professional conduct Public feedback mechanisms Access to information Beneficiary monitoring of service	Undertake actions for marginalized legal framework for protecting rights and entitlements	Measures for safety and security based on rule of law, solidarity and prevention Awareness on risks of hazards and disasters
4.2 provincial councils	Municipal capacity building support	Legal framework for local governance Local Govt. statute Mechanisms for province – local partnerships	Urban services support program to address intermunicipal disparities	Guidelines and standards for municipal performance audits / reviews	Establish principles and procedures for municipal supervision	Monitor local action on rights and entitlements	Inter-agency initiatives for personal safety crime control and prevention
4.3 national agencies	National development priorities and standards	System of intergovernmental transfers for financing local development	-	-	-	- do -	- do -

Source: Colombo CDS

Table 6. Final Table of adaptive comparison

		sustainability			devolution			equity			efficiency			accountability			citizenship			security		
		colombo	shinyang	buffalo	colombo	shinyang	buffalo	colombo	shinyang	buffalo	colombo	shinyang	buffalo	colombo	shinyang	buffalo	colombo	shinyang	buffalo	colombo	shinyang	buffalo
Development of the city economic	Economic development plan for the city	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Business development programme for the city	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Municipal operation restructuring	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Skills development initiative	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Reducing urban poverty	Basic services for the poor(housing)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Security of tenure	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Access to credit	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Training and guidance(life)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Social inclusion and responsibility	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Infrastructure development	Road and transport	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Municipal facilities and equipment	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Disaster mitigation and health	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Education and recreation and housing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Empowerment and governance	Municipal council	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Provincial council	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	National agencies	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

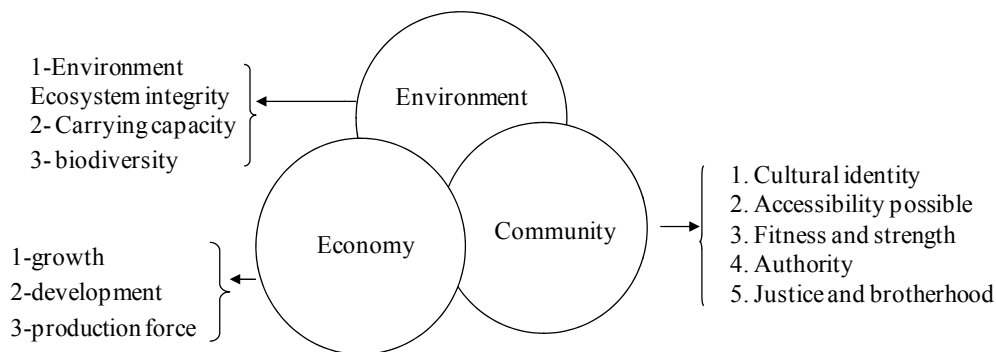


Figure 1. The three dimension of sustainable development