



NYU

**ROBERT F. WAGNER GRADUATE
SCHOOL OF PUBLIC SERVICE**

URPL-GP 2665: Decentralized Development Planning in Developing Countries

Spring 2020

Instructor Information

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Course Information

- Class Time: Mondays, January 27 – May 11, 4:55-6:35 p.m.
- Class Location: Silver Center for Arts and Sciences, Room 500

Course Description

The last several decades have witnessed a global proliferation of public sector restructuring, decentralization, and democratization in developing countries. Traditional development planning has adapted (unevenly) to these trends as they have unfolded. This course presents an overview of the evolution of the theory and practice of planning in developing countries with a particular focus on subnational governments. A central theme is that there are certain universal norms and processes in development planning, but the structure and performance of a planning system depend heavily on the economic, political, institutional and cultural context of a particular

country. The course outlines and assesses planning models and systems, reviews approaches used by developing countries and international development agencies to support decentralization and local planning, and introduces selected practices used by local planners in developing countries. The overall focus is on how local planning systems, processes and techniques can be strategically designed and implemented to work effectively in different contexts. Case studies and exercises based on them are an integral part of the course.

Course Objectives

By the end of the course participants will:

1. **Understand the evolution of the theory and practice of development planning** and related public sector systems and procedures in developing countries;
2. **Be familiar with common types of development planning systems** and efforts to decentralize planning processes and improve governance and civic engagement;
3. **Have an introductory understanding of efforts to pursue a more strategic integrated approach to local planning** in developing countries;
4. **Be aware of the approaches of international development agencies** to supporting more effective local development planning; and
5. **Be able to think more effectively about how to cope with real-world constraints** on effective decentralized development planning.

Course Format

The class will meet weekly. The format will blend lecture, in-class exercises and discussion. Class participation is encouraged and expected. Some of the assignments will require group work, but the largest share of the grade is based on individual assignments.

Course Readings

There are **no required text books** for the course. In part this is because the literature on the topic is rather disjointed--some is more conceptual, while other material is more technical; some is rather general, while other material is fairly specific to industrialized or developing countries; some is more oriented towards the goals of planning, while other material centers on processes; some of the concepts, approaches and techniques are relatively new, while others have been around for a long time (although they may have evolved considerably).

Accordingly, we have selected a **set of readings that we think contribute to understanding current thinking on the topics being covered**. These readings are a mixture of a few older classics and more recent work by both academics and practitioners broadly drawn from the planning, social science and public management literatures. The readings are intended to illustrate the state of the academic and practitioner literature--they are not comprehensive.

The readings for each section are divided into three groups--primary, recommended and supplementary. The primary readings are required. The recommended readings are also important and will generally be discussed in class, but they are less central than the primary readings. The supplementary readings are optional for those who wish to further explore specific topics, including to develop ideas for their final presentations and papers.

Primary and recommended readings are provided on the NYU Classes course site or can be downloaded from websites provided in the reading list. Some of the **supplementary readings** are posted on NYU Classes or links are provided, but for books and some other readings you will have to locate on your own in the NYU Library or elsewhere.

You should be aware that the readings vary in quality and complexity, and the connections among some of them may not always seem obvious. We try to synthesize the material in class and we often talk about issues that are not directly covered in the readings. Given this, it is important for you to check in with us or a classmate on what was covered if you are unable to attend class.

Please note that some websites for journals that the NYU Library subscribes to must be accessed through NYU Home using your NYU login. You cannot get into password-protected sites from other email addresses unless you have a personal subscription to the journal.

Although there is no text book, we posted on NYU classes a useful volume prepared for Habitat III by the Inter-American Development Bank, UN-Habitat and the Development Bank of Latin America: D. Gomez-Alvarez, R. Rajack, E. Lopez-Moreno and G. Lanfranchi, eds. *Steering the Metropolis: Metropolitan Governance for Sustainable Development*. (Washington, DC: Inter-American Development Bank, 2017). It contains chapters on topics relevant for the course as well as a range of case studies of particular cities. **Some chapters may be of interest to you and may also be useful in considering and framing your final course presentations and papers.**

At the end of the Resources area of NYU Classes is a folder with a set of selected case materials on decentralization and a folder with a set of selected case materials on subnational/ intergovernmental planning systems. We will refer to these from time to time and may add additional cases. These may be useful as supplementary reading and/or for developing your final course presentations and papers.

Course Requirements

The grade will be based on the following requirements:

Exercise 1 (Team) (10%) Due February 20

Exercise 2 (Individual) (25%) Due March 25

Exercise 3 (Team) (10%) Due April 13

Class Attendance and Participation (10%)

Final Presentation (Team) (15%) In Class May 4 and 11

Final Paper (Individual) (30%) Due May 18

The assignments will variously involve a mixture of questions to be answered, analysis of policy situations, and the application of basic planning tools and techniques. The final presentation (team) requires you to assess the system (or some aspect) of decentralized development planning in a particular country and the final paper (individual) can build on the presentation or be on a topic or theme of your choice subject to faculty approval. Details will be provided in class.

Please note that the *attendance requirement is subject to NYU's Policy on Religious Holidays* (<https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-calendar-policy-on-religious-holidays.html>)

Please note that *extensions on assignment due dates will be granted only if requested in advance for well justified reasons*. This policy is adopted out of respect to those who have abided by deadlines, despite having hectic and complex schedules. Assignments handed in late without approved extensions will be penalized one-third of a grade per day.

Academic Honesty and Grading Policy

This course will be governed by the NYU Wagner School policy guidelines on academic honesty and grading. It is each student's responsibility to become familiar with these policies. All Wagner students have already read and signed the [Wagner Academic Oath](#) and are expected to pursue and meet the highest standards of academic excellence and integrity. Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with me. Please see the NYU Wagner Student Portal for detailed information on the academic code and grading policy.

- [Academic Code](https://wagner.nyu.edu/portal/students/policies/code) (https://wagner.nyu.edu/portal/students/policies/code)
- [Grading](https://wagner.nyu.edu/portal/students/policies/grading) (https://wagner.nyu.edu/portal/students/policies/grading)

Henry and Lucy Moses Center for Students with Disabilities at NYU
Academic accommodations are available for students with disabilities. Please visit the [Moses Center for Students with Disabilities \(CSD\) website](#) and click on the Reasonable Accommodations and How to Register tab or call or email CSD at (212-998-4980 or mosescsd@nyu.edu) for information. Students requesting academic accommodations are strongly advised to reach out to the Moses Center early in the semester for assistance.

URPL-GP 2201: Decentralized Development Planning in Developing Countries

Course Schedule Spring 2020

I. OVERVIEW & KEY PLANNING ISSUES IN DEVELOPING COUNTRIES (1/27-2/10)

1. The Evolution of Development Planning Paradigms and Cultures (1/27)
2. The Rural-Urban Debate in Development Planning (2/3)
3. Development Planning and Public Expenditure Management (2/10)

Exercise 1 (Team) distributed: Due February 20

II. DECENTRALIZATION AND THE TRANSFORMATION OF MULTI-LEVEL PLANNING AND FINANCING SYSTEMS (2/24-3/11)

(No Class on 2/17--Presidents Day Holiday--or 3/16--Spring Break)

1. Decentralization: Local Governments, Participation and Partnerships (2/24)
2. Multilevel and Local/Urban Planning: Institutional Design and Reality (3/2)
3. Urban and Metropolitan Governance and Finance (3/9)

Exercise 2 (Individual) distributed: Due March 25

III. PARTICIPATORY PLANNING & COMMUNITY EMPOWERMENT (3/23 and 3/30)

1. The Role of Public Participation in Local Development Planning
2. Case Study

Exercise 3 (Team) distributed: Due April 13

IV. STRATEGIC INTEGRATED DEVELOPMENT PLANNING (4/6-4/13)

1. An Integrated Territorial Approach to Local Development Planning (4/6)
2. Case Study (4/13)

V. BUILDING DEVELOPMENT PLANNING SYSTEMS AND THE ROLE OF INTERNATIONAL DEVELOPMENT ASSISTANCE (4/20-4/27)

1. Approaches to Building Decentralized Planning Systems (4/20)
2. Case Study (4/27)

VI. TEAM PRESENTATIONS, SYNTHESIS AND LOOKING FORWARD (5/4-5/11)

1. Team Presentations I (5/4)
2. Team Presentations II and Open Discussion (driven by student questions submitted in advance) (5/11)

FINAL ASSIGNMENT (Individual): Due May 18

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Outline and Reading List¹

I. OVERVIEW AND KEY DEVELOPMENT PLANNING ISSUES IN DEVELOPING COUNTRIES (January 27-February 10)

Prior to doing the other required readings, please have a quick look at the following two (very different) cases written by applied planning researchers from Zimbabwe and Bangladesh. You do not need to focus on the details (we will look at detailed cases later), but please think about the main messages and questions that you believe are raised by the experiences:

- *S. Manyena. "Non-implementation of Development Plans and Participatory Action Research in Zimbabwe." *Planning Theory and Practice*. Vol. 14 (2014), pp. 315-332.
- *M. Rahman. "Coordination of Urban Planning Organizations as a Process of Achieving Effective and Socially Just Planning: A Case of Dhaka, Bangladesh." *International Journal of Sustainable Built Environment*. Vol. 4 (2015), pp. 330-340.

For those who need a concise review/refresher of international development thinking (especially for those without an international development background), you may wish to read:

- *S. Deverajan and R. Kanbur. "Development Strategy: Balancing Market and Government Failure." In B. Currie-Alder, Bruce, R. Kanbur, D. Malone and R. Medhora. *International Development: Ideas, Experience, Prospects*. (Oxford: Oxford University Press, 2014).

1. The Evolution of Development Planning Paradigms and Cultures (January 27)

This session concisely reviews the evolution of development planning in developing countries, following the transformation from a focus on economic growth to a broader development perspective; from dominance by technical analysis to a greater incorporation of political process; and from centralized to more decentralized planning. We also briefly consider the role of planning culture and the transferability of planning approaches across different contexts.

Primary Readings

- *A. Todes. "Reinventing Planning: Critical Perspectives." *Urban Forum*. Vol. 22 (2011), pp. 115-133.

¹Readings marked with an "*" are available on NYU Classes. Online links are marked with "***".

- *T. Killick, “The Possibilities of Development Planning.” *Oxford Economic Papers*, (July 1976), pp. 161-184.
- *P. Healey, “Traditions of Planning Thought,” in P. Healey, *Collaborative Planning* (Vancouver: University of British Columbia Press, 1997), Chapter 1, pp. 7-30.

Recommended Readings

- *B. Sanyal, et. al. “Hybrid Planning Cultures: The Search for the Global Cultural Commons,” in B. Sanyal, ed., *Comparative Planning Cultures* (London: Routledge, 2005), pp. 3-25.
- **A. Chimhowu “[New National Planning](#)” Strategic Network on New National Planning in the Global South. Manchester: University of Manchester. 2018.
- **South Africa National Planning Commission. “[Our Future, Our Plan, Speak Out!](#)” Pretoria: [National Planning Commission](#). 2012.

Note: *National Development Plans* for selected countries that we will be discussing to varying degrees during the semester--Cambodia, Indonesia, Kenya, Mexico, the Philippines, South Africa, and Uganda--are located in a labeled sub-folder on NYU Classes under Part I. You may wish to have a quick look at some of them to get a sense of what plans look like.

Supplementary Readings

- *P. Healey, “The Universal and the Contingent: Some Reflections on the Transnational Flow of Planning Ideas and Practices.” *Planning Theory*, Vol. 11 (2012), pp. 188-207.
- *K. Macdonald, et. al. "Challenging Theory, Changing Practice: Critical Perspectives on the Past and Potential of Professional Planning." *Planning Theory and Practice*, Vol. 15 (2014), pp. 95-122.
- *B. Sanyal, "Four Planning Conversations." In *Planning Ideas that Matter: Livability, Territoriality, Governance and Reflective Practice*. (Cambridge, MA: MIT Press, 2012).
- *D. Connel. "Schools of Planning Thought: Exploring Differences through Similarities." *International Planning Studies*. Vol. 15 (2010), pp. 269-280.
- L. Rodwin and B. Sanyal, eds, *The Profession of City Planning: Changes, Images and Challenges* (New Brunswick, NJ: Rutgers Center for Urban Policy Research, 2000).
- P. Hall and M. Tewdwr-Jones, *Urban and Regional Planning*, Fifth Edition (London: Taylor and Francis, 2010).
- D. Conyers and P. Hills, *An Introduction to Development Planning in the Third World* (Chichester: John Wiley and Sons, 1984).
- P. Healey, *Collaborative Planning* (Vancouver: University of British Columbia Press, 1997).

- *R. Agarwala, *Planning in Developing Countries: Lessons of Experience*. Staff Working Paper No. SWP 576. (Washington, DC: The World Bank, 1983).
- D. Rondinelli, *Development Projects as Policy Experiments: An Adaptive Approach to Development Administration* (London: Routledge, 1983).
- A. Hirschman, *Development Projects Observed* (Washington, DC: Brookings Institution, 1967).

2. **The Rural-Urban Debate in Development Planning** (February 3)

This session introduces a long-contested issue in development with considerable relevance for planning--the relative role of rural areas versus urban areas in promoting economic development and social well-being. We take a brief look at some key issues and trends and note the growing re-emergence of interest in rural-urban linkages, secondary cities and national urban strategies.

Primary Readings

- *G. McGranahan and D. Satterthwaite. *Urbanization Concepts and Trends*. IIED Working Paper. (London: International Institute for Environment and Development, 2014). **(Focus on sections 1, 4 and 5.)**
- *I. Turok. "Urbanization and Development: Reinforcing the Foundations." In V. Watson, G. Bhan and S. Srinivas, eds. *Planning in the Global South*. (London: Routledge, 2018).
- *C. Tacoli. "Links Between Urban and Rural Development." *Environment and Urbanization*. Vol. 15 (2003).

Recommended Readings

- *UN-Habitat. *A New Generation of National Urban Policies*. (Nairobi: UN-Habitat, 2014).
- *United Cities and Local Governments. *Co-Creating the Urban Future: The Agenda of Metropolises, Cities and Territories*. (Barcelona: United Cities and Local Governments, 2016). **(Focus on Introduction pages 15-31 and skim rest of document).**

Supplementary Readings

- *G. Jones and S. Corbridge, "The Continuing Debate about Urban Bias," in *Progress in Development Studies*, Vol. 10 (2010), pp. 1-18.
- *G. Duranton. "Growing through Cities in Developing Countries." *World Bank Research Observer*. Vol. 30 (2015), No. 1, pp. 40-73.
- *United Nations. *The New Urban Agenda*. (New York, NY: United Nations, 2017).

- *E. Belsky et. al. *Advancing Inclusive and Sustainable Urban Development: Correcting Planning Failures and Connecting Communities to Capital*. (Cambridge, MA: Joint Center for Housing Studies of Harvard University, 2013).
- *M. Friere. *Urban Planning: Challenges in Developing Countries*. (Madrid: International Congress on Human Development, 2006).
- *R. Zetter and R. White, eds., *Planning in Cities* (London: ITDG Publishing, 2002).
- *B. Dalal-Clayton, D. Dent and O. Dubois, eds., *Rural Planning in Developing Countries* (London: Earthscan Publications Ltd., 2003).
- *World Bank, "Dynamic Cities as Engines of Economic Growth," in *Entering the 21st Century: World Development Report, 1999-2000* (Washington, DC: The World Bank, 2000, pp. 126-138).
- *A. de Brauw, V. Mueller and H. Kim. "The Role of Rural-Urban Migration in the Structural Transformation of Sub-Saharan Africa." *World Development*, Vol. 63 (2014), pp. 33-42.
- *M. Momen, "Synergistic Rural-Urban Development: The Experience of the Rural-Urban Partnership Program in Nepal." *International Development Planning Review*. Vol. 31 (2009), pp. 281-300).
- *L. Christiansen and Y. Todo. "Poverty Reduction During Rural-Urban Transformation-- The Role of the Missing Middle." *World Development*. Vol. 63 (2014), pp. 43-58.

3. **Development Planning and Public Expenditure Management (February 10)**

This session places development planning in the broader framework of public expenditure management (PEM), which has been a neglected element in the planning literature. We review basic PEM principles and the PEM cycle and highlight the relationships between development planning and multi-year investment programming and annual budgeting.

Primary Readings

- *Asian Development Bank, "What is Public Expenditure Management (PEM)?" *The Governance Brief*, Issue 1-2001. (Manila: ADB).
- *Asian Development Bank, "Linking Planning and Budgeting: The Medium-Term Expenditure Framework" *The Governance Brief*, Issue 2-2001. (Manila: ADB).

Recommended Readings

- *The World Bank, *Public Expenditure Management Handbook*. (Washington, DC: The World Bank, 1998) Chapter 3, pages 31-60.
- *A. Schick, *A Contemporary Approach to Public Expenditure Management*. (Washington, DC: The World Bank Institute, 1998) Chapters 1, pages 1–27.

Supplementary Readings

- *S. Schiavo-Campo and D. Tomasi. *Managing Government Expenditure*. (Manila: Asian Development Bank, 1999), Chapters 12 and 13.
- *A. Rajaram, T.M. Le, N. Biletska and J. Brumby. *A Diagnostic Framework for Assessing Public Investment Management*. (Washington, DC: World Bank, 2010).
- *J. Vogt. *Capital Budgeting and Finance: A Guide for Local Governments*. (Washington, D.C., International City/County Management Association, 2004).
- *O. Kaganova. *Guidebook on Capital Investment Planning for Local Governments*. (Washington, DC: The World Bank, 2011).
- *V. Elmer, *Capital Improvement Plans and Budgets*, (Cambridge, MA: Lincoln Institute, 2009).

II. DECENTRALIZATION AND THE TRANSFORMATION OF MULTI-LEVEL PLANNING AND FINANCING SYSTEMS (February 24-March 9)

1. Decentralization: Local Government, Participation and Partnership (February 24)

This session provides an overview of public sector decentralization and the role of local governments in development planning in the context of diverse and often complex multi-actor environments.

Primary Readings

- *J. Boex and S. Yilmaz, *An Analytical Framework for Assessing Decentralized Local Governance and the Local Public Sector*. (Washington, DC: The Urban Institute, 2010).
- *P. Smoke. "Rethinking Decentralization: Assessing Challenges to a Popular Public Sector Reform." *Public Administration and Development* Vol. 35 (2015), pp. 97-112.

Recommended Readings

- *S. Yilmaz, Y. Beris and R. Serrano-Berthet. "Linking Local Government Discretion and Accountability in Decentralization." *Development Policy Review*, 28 (3), 259-293.
- *J. P. Faguet. "Decentralization and Governance." *World Development*. Vol. 53 (2014), pp. 2-13.

Supplementary Readings

- *G.S. Cheema and D. Rondinelli, eds. *Decentralizing Governance: Emerging Concepts and Practices*. (Washington, DC: Brookings, 2007).

- E. Connerley, K. Eaton and P. Smoke, eds. *Making Decentralization Work: Democracy, Development and Security* (Boulder, CO: Lynne Rienner Publishers, 2010).
- *V. Beard, F. MirafTAB and C. Silver. *Planning and Decentralization: Contested Spaces for Public Action in the Global South*. (London: Routledge, 2008).
- *T. Firman. "Decentralization Reform and Local Government Proliferation in Indonesia: Towards a Fragmentation of Regional Development." *Review of Urban and Regional Development Studies*. Vol. 21 (2009), pp. 143-157.

2. **Multilevel and Local/Urban Planning: Institutional Design and Reality (March 2)**

This session examines the ways in which local and urban governments are embedded in larger national institutional and fiscal structures and considers how this affects their ability to develop and implement development plans. Given the great institutional variation across counties, we briefly consider selected cases to illustrate a range of intergovernmental arrangements for delivering public functions, including development planning.

Primary Readings

- *L. Hopkins and E. Alexander, "Planning in Complex Multi-organizational Systems," *Journal of Planning Education and Research*, Vol. 28 (2009), pp. 470-475.
- *L. Romeo and P. Smoke, "The Political Economy of Local Infrastructure Planning." In. J. Frank and J. Martinez-Vazquez, eds. *Decentralization and Infrastructure*. (London: Routledge, 2018).
- *R. Acheampong and A. Ibrahim. "One Nation, Two Planning Systems? Spatial Planning and Multi-Level Policy Integration in Ghana: Mechanisms, Challenges and the Way Forward." *Urban Forum*, Vol. 27 (2016), pp. 1-18.

Recommended Readings

- *K.V. Sundaram, *Decentralized Multilevel Planning: Principles and Practice* (New Delhi: Concept Publishing Company, 1997), Chapters 2, 4, and 5; pp. 51-66, 98-147. (**Skim this as an example of a conventional multilevel planning system**).
- *R. Matte. "Bureaucratic Structures and Organizational Performance: A Comparative Study of Kampala Capital City Authority and National Planning Authority." *Journal of Public Administration and Policy Research*, Vol 9 (2017), pp. 1-16.

Supplementary Readings

- *C. Leuprecht and H. Lazar. "From Multi-level to Multi-order Governance?" In H. Lazar and C. Leuprecht, eds. *Spheres of Governance: Comparative Studies of Cities in*

Multilevel Governance Systems. (Montreal and Kingston: McGill-Queens University Press, 2007, pp. 1-22).

- *A. Faludi. "Multi-Level (Territorial) Governance: Three Criticisms," *Planning Theory & Practice*, Vol. 13 (2012), No. 2, pp.197-211.
- *E. Alexander, "Institutional Transformation and Planning: From Institutionalization Theory to Institutional Design." *Planning Theory*. Vol. 4 (2005), pp. 209-223.
- *P. Filion and C. Sanderson. "The Impact of Organizational Crafting on Planning," *Planning Theory & Practice*, Vol. 12 (2011), No.1, pp. 77-94.
- *V. Watson. "Co-production and Collaboration in Planning--the Difference." *Planning Theory and Practice*. Vol. 15 (2014), pp. 62-76.

3. Urban and Metropolitan Governance and Finance (March 9)

Primary Readings

- *M. Andersson. *Unpacking Metropolitan Governance for Sustainable Development*. (Bonn: Deutsche Gesellschaft für Internationale Zusammenarbeit/GIZ, 2015), (**Focus on pages 13-41**).
- *R. Bahl and J. Linn. *Governing and Financing Cities in the Developing World*. (Cambridge, MA: Lincoln Institute of Land Policy, 2014), (**Focus on pages 11-23**).
- *P. Smoke. "Urban Finance: Strengthening an Overlooked Foundation of Urban Planning." In V. Watson, G. Bhan and S. Srinivas, eds. *Planning in the Global South*. (London: Routledge, 2018).

Recommended Readings

- *R. Ahrend, C. Gamper and A. Schumann, "The OECD Metropolitan Governance Survey: A Quantitative Description of Governance Structures in large Urban Agglomerations", *OECD Regional Development Working Papers*, 2014/04 (Paris: OECD, 2014). (**Skim**)
- *UN-Habitat. *The Challenge of Local Government Financing in Developing Countries*. (Nairobi: UN-Habitat, 2015), (**Read Introduction and skim chapters of interest**).

Supplementary Readings

- *United Cities and Local Governments. *Comparative Study on Metropolitan Governance*. Barcelona: United Cities and Local Governments, 2014).
- J. Clinger Mayer and R. Feiock. *Institutional Constraints and Policy Choice: An Exploration of Local Governance*. (Albany, NY: SUNY Press, 2014).
- R. Bahl, J. Linn and D. Wetzel, eds. *Financing Metropolitan Governments in Developing Countries*. (Cambridge, MA: Lincoln Institute of Land Policy, 2013).

- *World Bank. *Planning, Connecting, and Financing Cities—Now: Priorities for City Leaders*. (Washington, DC: World Bank, 2013).
- R. Feiock. *Metropolitan Governance: Conflict, Competition, and Cooperation*. (Washington, DC: Georgetown University Press, 2004).

III. PARTICIPATORY PLANNING AND COMMUNITY EMPOWERMENT **(March 23-30)**

*This session explores theoretical and conceptual frameworks for ‘public participation’ in planning processes as well as practical considerations for public engagement in planning outcomes. Participatory budgeting, one of the most popular forms of public participation and bottom-up governance is also assessed. **Case material will be provided in advance.***

Primary Readings

- *Marcus B. Lane (2005) “Public Participation in Planning: An Intellectual History.” *Australian Geographer*, Vol. 36 (2005), No. 3, 283-299.
- *G. Baiocchi, "But Who Will Speak for the People? The Travel and Translation of Participatory Budgeting," In Patrick Heller and Vijayendra Rao, eds., *Deliberation and Development: Rethinking the Role of Voice and Collective Action in Unequal Societies*. (Washington, DC: The World Bank, 2015), pp. 107-132.
- *G. Mansuri and V. Rao. *Localizing Development: Does Participation Work?* (Washington, DC: The World Bank, 2013), pp. 1-13 and pp. 283-30

Recommended Readings

- *L. Manzo and D. Perkins. “Finding Common Ground: The Importance of Place Attachment to Community Participation and Planning.” *Journal of Planning Literature*, Vol. 20 (2006), No. 4, 335–350.
- L. Laurian. “Trust in Planning: Theoretical and Practical Considerations for Participatory and Deliberative Planning.” *Planning Theory & Practice*, Vol. 10 (2009), No. 3, 369-391.
- *M. Ianniello, S. Iacuzzi, P. Fedele and L. Brusati. “Obstacles and Solutions on the Ladder of Citizen Participation: A Systematic Review,” *Public Management Review*, Vol. 21 (2019), No. 1, 21-46.

Supplementary Readings

- *V. Monno and A. Khakee. “Tokenism or Political Activism? Some Reflections on Participatory Planning,” *International Planning Studies*, Vol. 17 (2012), No. 1, 85-101.

- *A. Ataov. "Democracy to Become Reality: Participatory Planning through Action Research." *Habitat International*, Vol. 31 (2007), No. 3-4, 333-344.
- J. Cameron and D. Grant-Smith. "Building Citizens: Participatory Planning Practice and a Transformative Politics of Difference," *Urban Policy and Research*, Vol 23 (2005), No. 1, 21-36.

IV. STRATEGIC INTEGRATED TERRITORIAL DEVELOPMENT PLANNING **(April 6-13)**

*This session reviews the evolving movement towards subnational plans that strategically integrate spatial, socioeconomic and environmental planning. We highlight and policy decisions that must be made about the territorial scale of planning, planning instruments and processes, multi-level coordination; and national oversight and support. We conclude by outlining an emerging synthetic territorial approach to local development. **Case material will be provided in advance.***

Primary Readings

- *J. Bryson, "A Strategic Planning Process for Public and Non-profit Organizations," *Long Range Planning*, Volume 21 (1988), No. 1, pp. 73-81.
- *Reinventing Planning: A New Governance Paradigm for Managing Human Settlements. A Position Paper for the World Planners Congress, June 2006.
- *L. Romeo, *A Territorial Approach to Local Development* (Brussels: European Commission DEVCO-B2, 2014), (**Executive Summary, Ch. 1 and Ch. 2, pp. 4-32**).
- **Afesis-corplan. [*What is an Integrated Development Plan?*](#) (short video) (East London, South Africa: Local Government Action). More information at [**Afesis-corplan website**](#)

Recommended Readings

- *United Nations Economic Commission for Europe, *Spatial Planning: Key Instrument for Development and Effective Governance, with Special Reference to Countries in Transition* (Geneva: UNECE, 2008). Ch. 3 pp. 11-13, Ch. 4 pp. 15-18 (the rest supplementary).
- *UN-Habitat. *International Guidelines on Urban and Territorial Planning* (Nairobi, 2015). (**Skim**)

Supplementary Readings

- *L. Romeo, *Decentralizing for Development: The Developmental Potential of Local Autonomy and the Limits of Politics-Driven Decentralization Reforms*. Working Paper No. 11. (Visby: Swedish International Center for Local Democracy--ICLD, 2012)).

- *J. Bryson and L. Hamilton Edwards, *Strategic Planning in the Public Sector*, *Oxford Research Encyclopedia of Business and Management* (Oxford University Press, 2018).
- *A. Todes. *Rethinking Spatial Planning*. (Johannesburg: University of the Witwatersrand, 2008).
- *A. Todes, et al., "Beyond Master Planning? New Approaches to Spatial Planning in Ekurhuleni, South Africa." *Habitat International*. Vol. 34 (2010) pp. 414-420.
- *F. Halla, "Preparation and Implementation of a General Planning Scheme in Tanzania: Kahama Strategic Urban Development Planning Framework." *Habitat International*, Vol. 26 (2002), pp. 281–293.
- *A. Rodríguez-Pose, E.I. Palavicini-Corona, "Does Local Economic Development Really Work? Assessing LED across Mexican Municipalities", *Geoforum*, Vol. 44 (2013) 303–315.
- *M. Balbo. "Beyond the City of Developing Countries. The New Urban Order of the 'Emerging City'" *Planning Theory*. Vol. 13 (2014), pp. 269–289.

V. BUILDING DEVELOPMENT PLANNING SYSTEMS AND THE ROLE OF INTERNATIONAL DEVELOPMENT ASSISTANCE (April 20-27)

This session reviews the evolution of approaches used by developing countries and international development partners to build local development planning systems, governance and capacity. We link these various approaches to broader international donor agency support for decentralization. Case material will be provided in advance.

Primary Readings

- *J. Tandler, "Why Are Social Funds so Popular?" in S. Yusuf, W. Wu, and S. Evenett, eds. *Local Dynamics in an Era of Globalization*, (Oxford, 2000), pp. 114-129.
- *S. Wong. *What Have Been the Impacts of World Bank Community-Driven Development Programs?* (Washington, DC: The World Bank, 2012), pp. 41-53.
- *T. Land and V. Hauck, *Building Coherence between Sector Reforms and Decentralization: Do SWAPs provide the Missing Link?* Discussion Paper No. 49. (Maastricht: European Center for Development Policy Management, 2003).
- *UNCDF, *Delivering the Goods: Building Local Government Capacity to Achieve the MDGs*, (New York, NY: UN Capital Development Fund, 2005), Chapters 1-3.
- Cities Alliance. [City Development Strategies 2.0: Cities Growing with Vision](#). (short video). (Washington, DC: Cities Alliance, 2018).

- *Development Partners Working Group on Decentralization and Local Governance, *Busan and Beyond: Localizing Paris Principles for More Effective Support to Decentralization and Local Governance Reforms* (Bonn: GIZ, 2011).

Recommended Readings

- *H. Binswanger-Mkhize, et. al. *Scaling Up Local and Community Development: A Real-World Guide to Its Theory and Practice*. (Washington, DC: World Bank, 2009), pp. 1-16.
- *R. Stren, “Urban Service Delivery in Africa and the Role of International Development Assistance,” *Development Policy Review*, Vol. 32 (2014-S1), pp. 19-37.
- *D. Satterthwaite, “Successful, Safe and Sustainable Cities: Towards a New Urban Agenda.” *Commonwealth Local Government Journal*, Vol. 19 (2016).
- *D. Frank et al. *City Development Strategy: A Conceptual Framework*, Cities Alliance Discussion Paper No. 1. (Washington, DC: World Bank, 2011).

Selected recent approaches and initiatives may be explored at:

- World Bank Urban Development Strategy Overview and Videos
<http://www.worldbank.org/en/topic/urbandevelopment/overview#2>
https://www.youtube.com/playlist?list=PLopq6yGfmFAv6CFB0hkSm2z_IWrW_p2wH
- UNCDF Local Development
<http://www.uncdf.org/local-development-finance>
- UN-Habitat Urban Planning and Design
<https://mirror.unhabitat.org/categories.asp?catid=596>

Supplementary Readings

- *A. Parker and R. Serrano, *Promoting Good Local Governance through Social Funds and Decentralization*. (Washington, DC: World Bank, 2000).
- *M. Bhatia. *Social Funds: A Review of Public Sector Management and Institutional Issues*. (Washington, DC: The World Bank, 2005).
- *L. Helling, R. Serrano and D. Warren. *Linking Community Empowerment, Decentralized Governance and Service Delivery through a Local Development Framework*. (Washington, DC: The World Bank, 2005).
- *J. Beall, “Local Funds and Development,” in *Funding Local Governance* (London: ITDG Publishing, 2005), pp. 3-19.

- *D. Robertson et. al. *Local Development Funds in Myanmar: An Initial Review*. (Yangon: Myanmar Development Resource Institute, 2015).
- *United Nations Capital Development Fund, *Taking Risks* (New York, NY: United Nations Capital Development Fund, 1999).
- *K. Wignaraja, ed. *Supporting Capacities for Integrated Local Development*. (New York, NY: UNDP, 2007).
- *World Bank Independent Evaluation Group. *Decentralization in Client Countries: An Evaluation of World Bank Support, 1990-2007*. (Washington, DC: World Bank, 2008).
- *USAID. *Democratic Decentralization Programming Handbook*. (Washington, DC: United States Agency for International Development, 2009).
- *EuropeAid: *Supporting Decentralization and Local Governance in Third Countries*. (Brussels, European Commission, 2007).
- *OECD. *Lessons Learned on Donor Support to Decentralization and Local Governance*. (Paris: Organization for Economic Cooperation and Development, 2004).
- *UN-Habitat. *Economic Foundations for Sustainable Urbanization: A Three-Pronged Approach*. (Nairobi: UN-Habitat, 2017).
- *M. Rasoolimanesh, N. Badarulzaman & M. Jaafar. "City Development Strategy: Theoretical Background, Themes, and Building Blocks," *International Journal of Urban Sciences*, Vol. 20 (2016), pp. 285-297.
- *Cities Alliance, *Guide to City Development Strategies: Improving Urban Performance* (Washington, DC: World Bank, 2006). (**Read Executive Summary and skim as desired**). More information and cases are available here: <http://www.citiesalliance.org/cds>
- *World Bank, *Systems of Cities: Harnessing Urbanization for Growth and Poverty Alleviation (World Bank Urban Strategy)* (Washington, DC: World Bank, 2009).

V. PRESENTATIONS, SYNTHESIS AND LOOKING FORWARD (May 4 and May 11)

In this section, student teams will give presentations on decentralized development planning in specific countries. Each presentation will be followed by a brief discussion period.

In the second part of the final class meeting, the instructors will provide some synthetic comments, but the focus will be on an open discussion driven by student questions about key lessons from experience, ongoing debates and future directions and prospects for local and intergovernmental planning. Class members will be asked to submit questions one week in advance of the final class.

Individual final papers are due no later than 5 pm on May 18th.