

Financials



IMPROVING EFFICIENCY AND IMPACT

The Cities Alliance's overall objective is improving the efficiency and impact of urban development cooperation in its key areas of focus: CDSs and scaling up slum upgrading. Central to implementing this objective and underlying all its activities is sound financial management of the funds under Alliance administration.

At the partnership level, sound financial management practices and reliable reporting underpin donor confidence that funds are responsibly managed, resulting in sustained and increased contributions. The Alliance's Core Fund and special facilities, such as the Cities Without Slums Facility for Sub-Saharan Africa, provide efficient vehicles for members to programme development cooperation funds targeted at the urban poor.

At the country programme level, good financial management practices by the recipients of Cities Alliance funds, combined with appropriate oversight by the Cities Alliance Secretariat, helps ensure that the scarce funding is effectively utilised for the purposes intended and builds local ownership and capacities to sustain development programmes.

The Cities Alliance continued to strengthen its financial management practices at both the partnership and country programme levels during the past year.

'The environment in which the World Bank administers trust funds has changed significantly over the past few years', reports Anwar Ravat, the World Bank's Chief Administrative Officer responsible for the Cities Alliance programme. 'Trust Fund reform has affected policies, procedures, monitoring and enforcement of trust funds throughout the institution'.

The Cities Alliance Secretariat has responded by formalising its policies and procedures, strengthening its procurement and financial management oversight, auditing its internal controls, improving its

records management, conducting random grant compliance testing, and participating in World Bank task forces and other groups working on various aspects of trust fund reform. The Secretariat has also developed more efficient practices for setting up and monitoring grants made to local authorities, NGOs, and other recipients of Alliance funds. This includes procedures for the initial assessments of recipients' financial management and procurement capacities and for periodic monitoring and financial supervision of partnership grants.

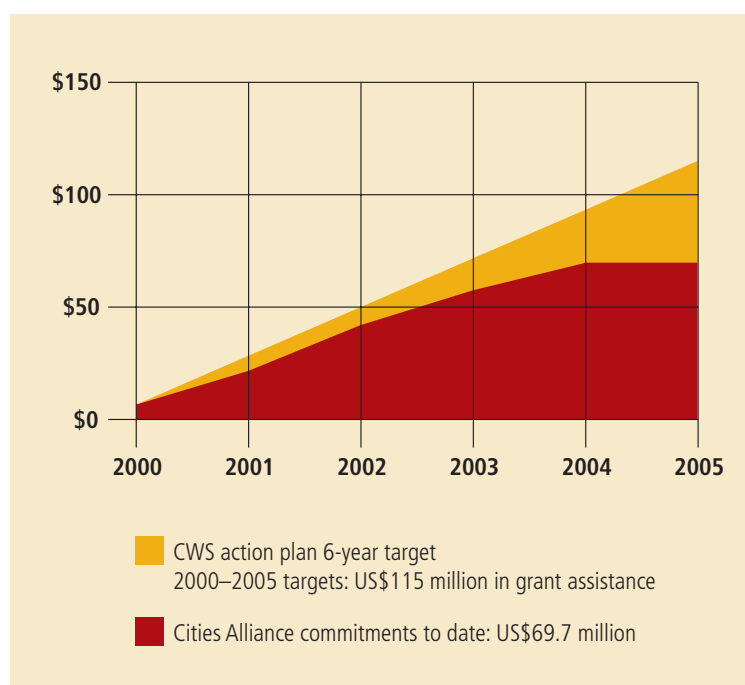
Nearly half of Cities Alliance resources are implemented by local recipients, with the other half implemented primarily by the World Bank and UN-HABITAT on behalf of recipients.

'We have always sought out best practices for the governance and management of partnership programmes both within and outside of the World Bank', says Cities Alliance Secretariat Manager Mark Hildebrand. 'I am pleased to report that now many programmes turn to the Cities Alliance for financial management best practices'.

FISCAL YEAR 2004 HIGHLIGHTS

Cities Alliance members paid in more than US\$15 million in contributions during FY04, including US\$6.5 million in core contributions and US\$4.8 million for the Alliance's special facilities: the Community-Led Infrastructure Finance Facility, the Sub-Saharan Africa Facility, and the Community Water and Sanitation Facility. The Alliance disbursed more than US\$13.2 million in FY04, up from US\$9.2 million in FY03. More than US\$6 million in new work programme allocations were made during the year, including more than US\$2 million for activities in Sub-Saharan Africa.

During the year, the Alliance signed new multi-year trust fund agreements with Germany, Sweden, and the United Kingdom. The Swedish International Development Cooperation Agency signed five-year agreements to contribute SEK 25 million (US\$3.3 million) in core funds and SEK 23 million (US\$3.0 million) for the Sub-Saharan Africa Facil-



ity. (The last two years of the agreements are contingent on the next independent evaluation of the Alliance.) The United Kingdom entered into a three-year agreement for £2.1 million (US\$3.7 million) in core funds, and Germany entered into a two-year agreement for 0.5 million (US\$0.6 million).

Also in FY04, Italy committed US\$0.65 million for scaling up successful methodologies in the Latin America and Caribbean region, Japan continued its support for CDS activities in Asia with a US\$0.75 million contribution, and Norway contributed US\$0.9 million to the Sub-Saharan Africa Facility. Canada made a contribution for an urban financing programme for the 2006 World Urban Forum to be held in Vancouver (US\$0.075 million), and the Netherlands continued its support for local economic development activities in Sub-Saharan Africa (US\$0.05 million).

The World Bank confirmed late in the year that it would contribute US\$1.7 million in core funds in FY05 through a one-year extension in Window 2 of the Development Grant Facility. The World

Bank is currently reviewing options for financing its membership in subsequent years.

The Alliance was favourably reviewed in two separate reports issued during the year by the World Bank. A July 2003 Quality and Assurance Group report noted that the Alliance was 'rated highly by Bank staff and other members of the partnership'.²⁴ The group's findings included: 'The ability of the CA [Cities Alliance] to support the CDS process as a means of opening/sustaining dialogue with leaders at the local level was highly valued by staff'. A

report by the World Bank's Operations Evaluation Department on global partnership programmes to be released in late 2004 gives the Alliance high marks, including for its governance and management, monitoring and evaluation, financial leveraging, and consistency with Development Committee criteria.

²⁴World Bank, 'Urban Development Sector Board Assessment' (Washington, DC: Quality and Assurance Group, 2003, p. 7).

SOURCES OF FUNDS FY00–FY04 (unaudited)			
(US\$ as of 30 June 2004)			
SUMMARY			
Type of funding	Pledges		Paid-in
Core funding	28,725,000		22,064,809
Non-core funding	35,230,000		22,113,763
Non-core Secretariat funding	5,720,000		5,180,000
Total funding	69,675,000		49,358,572
Donor	Pledges	Duration	Paid in^a
Core funding			
ADB	500,000	2002–2003	500,000
Brazil	150,000	2004–2006	0
Canada	1,000,000	2000–2001, 2003–2004	1,038,326
France	800,000	2000, 2002–2003	793,609
Germany	1,600,000	2000–2005	1,444,152
Italy	2,120,000	2000–2004	1,665,246
Japan	1,500,000	2000–2004	1,250,000
Netherlands	2,750,000	2000–2004	2,750,000
Norway	1,480,000	2000–2003	1,511,300
Sweden	2,775,000	2000–2005	1,400,341
UNEP	250,000	2003	250,000
UN-HABITAT	100,000	2004	0
United Kingdom	6,600,000	2000–2005	4,415,509
United States	1,250,000	2000–2004	1,000,000
World Bank	5,850,000	2002–2005	4,046,326
Total core	28,725,000		22,064,809
Non-core funding^b			
Canada	75,000	2004	73,608
Italy	11,635,000	2001–2007	3,528,445
Japan	3,500,000	2000–2004	2,750,000
Netherlands	100,000	2003–2004	100,000
Norway	1,800,000	2002–2003	1,822,034
Sweden	4,275,000	2003–2005	2,482,219
United Kingdom	11,045,000	2001–2007	9,942,457
United States	2,100,000	2003–2004	715,000
World Bank	700,000	2001	700,000
Total non-core	35,230,000		22,113,763
Non-core Secretariat funding^c			
World Bank	2,950,000	2000–2002	2,950,000
UN-HABITAT	1,450,000	2000–2005	1,270,000
Other	1,320,000	2001–2005	960,000
Total	5,720,000		5,180,000

Note: Fiscal year covers the period July 1 through June 30.

^a Amounts may vary from amounts pledged because of exchange rate fluctuation.

^b Non-core funding is earmarked for a specific facility, region, or activity. The facilities include the Community-Led Infrastructure Finance Facility, the Cities Without Slums Facility for Sub-Saharan Africa, and the Community Water and Sanitation Facility.

^c Secretariat funding includes in-kind funding for staff secondments from UN-HABITAT, Germany, the United Kingdom, and the World Bank Staff Exchange Program with the Caisse des dépôts et consignations.

USES OF FUNDS FY00–FY04 (unaudited)				
(US\$ as of 30 June 2004)				
SUMMARY				
Funding source	FY04		Cumulative	
	Allocations	Disbursements	Allocations	Disbursements
Core activities	4,712,440	5,055,560	21,331,918	13,871,382
Non-core activities	1,552,600	8,197,695	26,957,220	5,654,627
Total uses of funds	6,265,040	13,253,255	48,289,138	29,526,009
APPROVALS BY TYPE OF ACTIVITY				
Type of activity	FY04		Cumulative	
	Core funds	Non-core funds	Core funds	Non-core funds
City development strategies	1,395,000	605,000	6,270,012	2,396,620
Scaling up upgrading	1,222,440	682,600	7,071,811	18,018,600
CDS and upgrading	845,000	265,000	5,640,095	1,872,000
Secretariat	1,250,000	0	2,350,000	4,670,000
Total approved grants	4,712,440	1,552,600	21,331,918	26,957,220
APPROVALS BY REGION				
Region	FY04		Cumulative	
	Core funds	Non-core funds	Core funds	Non-core funds
Sub-Saharan Africa	1,320,000	845,000	4,606,640	1,537,620
Asia	818,320	432,600	5,517,025	2,182,600
Eastern Europe & Central Asia	0	0	858,227	0
Latin America & the Caribbean	399,120	0	3,763,165	5,475,000
Middle East & North Africa	400,000	0	1,295,000	0
Global/Multiregional	525,000	275,000	2,941,861	13,092,000
Secretariat	1,250,000	0	2,350,000	4,670,000
Total approved grants	4,712,440	1,552,600	21,331,918	26,957,220
SECRETARIAT EXPENDITURES				
Expense	FY04	FY03	FY02	Cumulative
Operational				
Secretariat staff	516,468	451,443	625,295	2,316,421
Consultants, other labour	14,480	5,279	70,819	413,578
Travel	234,195	207,533	208,708	888,436
Other costs	24,901	77,840	71,926	636,667
Subtotal	790,044	742,096	976,748	4,255,102
Management and administration				
Secretariat staff	673,563	622,786	533,784	2,555,918
Rent, computing, other costs	191,803	160,311	146,030	525,144
Subtotal	865,366	783,097	679,814	3,081,062
Total	1,655,410	1,525,193	1,256,000	7,336,165

APPROVED PARTNERSHIP ALLOCATIONS (as of 30 June 2004)				
	Allocation amount (US\$)	Start date	Country	Activity
SUB-SAHARAN AFRICA REGION				
	380,640	Mar-03	Burkina Faso	CDSs and local Poverty Reduction Strategy Papers for the local governments of Bobo-Dioulasso, Banfora, and Ouahigouya
FY04	249,000	Jun-02	Ethiopia	Addis Ababa CDS
	75,000	Jan-04	Ethiopia	Ethiopia Housing Sector Study
	41,870	Completed Mar-04	Ethiopia/South Africa	Preparation of the Johannesburg–Addis Ababa Partnership Programme
FY04	580,000	Jul-04	Ethiopia, South Africa	Participation of Johannesburg and Addis Ababa in the Johannesburg–Addis Ababa Partnership Programme
	75,000	Jul-03	Ghana	Preparing for a CDS in the Kumasi Region
	0	Cancelled	Kenya	Nairobi CDS and Upgrading of informal settlements
	240,000	Jul-02	Kenya	Collaborative Nairobi Initiative on Slum Upgrading Policy Frameworks
	152,000	Completed Sept-03	Madagascar	Slum Upgrading and Community Development in four major cities: Antsirabe, Antsiranana, Mahajanga, and Toamasina
	286,000	Jun-01	Madagascar	CDS for Antananarivo Infrastructure development, urban services improvement, and city poverty strategy
	75,000	Completed Jun-01	Mauritania	Slum Upgrading and Urban Poverty Alleviation
	495,000	Jul-02	Mozambique	Slum Upgrading and Vulnerability Reduction in Flood-prone Cities and Towns
FY04	245,000	Mar-04	Niger	CDSs for poverty reduction for Dosso and Maradi
	254,000	Completed Jun-03	Nigeria	Scaling up Upgrading through a CDS approach in Karu
	74,750	Feb-03	Nigeria	Preparatory Assistance for Lagos Strategy Development
	100,000	Completed Oct-01	Regional	Regional Roundtable on Upgrading Low-Income Settlements in Africa
FY04	50,000	Completed Mar-04	Regional	Africities 2003 Summit
	215,000	Jul-03	Regional	Building Partnerships for Cities Without Slums in Eastern and Southern Africa
FY04	215,000	May-04	Regional	Cities Without Slums: toward implementing a support program for countries and cities of Western and Central French-speaking Africa
	165,000	Completed May-02	Rwanda	Kigali Economic Development Strategy
	350,000	Completed Mar-02	South Africa	Johannesburg City Level Comprehensive Development Framework
	40,000	Completed Mar-02	South Africa	Preparation of Southern Africa Cities Alliance
	750,000	Dec-02	South Africa	South Africa Cities Support and Learning Network

APPROVED PARTNERSHIP ALLOCATIONS (as of 30 June 2004)				
	Allocation amount (US\$)	Start date	Country	Activity
SUB-SAHARAN AFRICA REGION—CONTINUED				
FY04	500,000	Mar-04	South Africa	South African Municipal Water and Sanitation Partnership Initiative
	36,000	Completed Mar-04	Swaziland	Preparation of the Mbabane Comprehensive Slum Upgrading and Finance Programme
FY04	500,000	Jul-04	Swaziland	Development of a Comprehensive Urban Upgrading Program for Mbabane
ASIA REGION				
	0	Cancelled Jan-02	Bangladesh	Khulna: Options for Sustainable Upgrading
	185,000	Completed Sept-03	Cambodia	Scaling up Community-Driven Development Processes in Phnom Penh
	54,640	Mar-03	Cambodia	Improving Tenure Security and New Housing Options for the Urban Poor in Phnom Penh
	500,000	Completed Dec-02	China	Metropolitan Level CDS in One Major City-Region and One Provincial Capital
	250,000	Completed Dec-02	China	Changsha City-Region, Guiyang, and Shengyan City Development Strategies: Urban Indicators Project
	900,000	Dec-01	China	City-Region Development Strategies
	226,000	Completed Sept-03	India	Local Partnership for Poverty-Focused CDS in Hyderabad
	67,000	Completed Dec-03	India	Preparation of Gujarat State Urban Slum Policy
	150,000	Completed Feb-03	India	City-Wide Scaling Up of Slum Upgrading (Ahmedabad)
	387,000	Cancelled	India	Creating Community Federations for Urban Partnerships (Orissa)
	98,065	Feb-03	India	Improving Access of the Poor to Basic Urban Services in the Ludhiana Municipal Corporation
FY04	70,000	Oct-03	India	Tamil Nadu Urban Land Market Assessment for Chennai, Coimbatore, and Tiruppur
	450,000	Feb-03	India	Scaling-up the Provision of Universal Minimum Sanitation to slums in cities
FY04	182,600	Jul-04	India	Community-Led Sangli Toilet Construction Activity
	30,000	Completed Mar-01	Indonesia	Proposal preparation: Poverty-focused CDS
	600,000	Mar-01	Indonesia	Institutionalising poverty-focused CDSs
FY04	250,000	Sep-03	Indonesia	Yogyakarta (DIY): Regional Development and Poverty Reduction Plan through Strategic Urban-Rural Linkages and Regional Integration
FY04	250,000	Sep-03	Mongolia	Development Strategy for Secondary Cities

APPROVED PARTNERSHIP ALLOCATIONS (as of 30 June 2004)				
	Allocation amount (US\$)	Start date	Country	Activity
ASIA REGION—CONTINUED				
	160,000	Completed Aug-01	Nepal	Kathmandu CDS and Informal Settlement study
	30,000	Completed Apr-01	Pakistan	Proposal Preparation: Peshawar CDS and City Assistance Programme
	150,000	Completed Jun-03	Pakistan	CDS and Cities Without Slums initiative for Peshawar
	30,000	Completed May-01	Philippines	Proposal preparation: Expansion of the CDS Programme
	600,000	May-01	Philippines	Scaling-Up Poverty-Focused CDSs
	31,000	Jun-03	Philippines	Preparation of a Proposal on Strengthening Urban Shelter Programmes in the Philippines
	500,000	Sep-01	Regional	City Networking and Investment Marketplace Development initiative in Asia
	150,000	Completed Dec-00	Regional	Asian CDS Workshop 2000
	600,000	Sep-02	Regional	South Asia Regional Adviser
FY04	248,320	Jul-04	Timor-Leste	City Upgrading Strategy for Urban Dili
	300,000	Completed Dec-03	Vietnam	Enhancing Access of the Urban Poor and Vulnerable Groups to Basic Infrastructure and Housing
FY04	250,000	Jul-04	Vietnam	CDSs in Medium Cities
EASTERN EUROPE AND CENTRAL ASIA REGION				
	75,000	Completed Jun-04	Bosnia and Herzegovina	Preparation of Mostar's Local Economic Development, Capacity Building, and Business Improvement Program
	75,000	Completed Jun-01	Bulgaria	Sofia CDS, Phase I
	249,800	Completed Jun-03	Bulgaria	Sofia CDS, Phase II
	458,427	Mar-03	Latvia	Cities Programme, CDS for Economic Development
LATIN AMERICA AND THE CARIBBEAN REGION				
	195,000	Cancelled	Bolivia	Slum Improvement and Disaster Management Mitigation in La Paz
	180,000	Completed Jan-04	Brazil	Recife Metropolitan Region Development Strategy
	560,000	Apr-01	Brazil	Building an Enabling Strategy for Moving to Scale
	5,000,000	Jun-01	Brazil	Salvador, Bahia, Technical and Social Assistance Project
	300,000	Completed Jun-04	Brazil	Bairro Legal programme (São Paulo)
	165,700	Feb-02	Brazil	Antipoverty and Anti-Exclusion Socioeconomic Action Plan: City Networks for Development and Social Inclusion (Rio Grande do Sul)

APPROVED PARTNERSHIP ALLOCATIONS (as of 30 June 2004)				
	Allocation amount (US\$)	Start date	Country	Activity
LATIN AMERICA AND THE CARIBBEAN REGION—CONTINUED				
FY04	75,000	Completed Mar-04	Brazil	Housing and Urban Development: Support to a Pro-Poor National Policy
	96,000	Completed Jul-01	Central America	Urban Review
	84,000	Completed Sept-02	Central America	Regional Coordination towards a Sustained Programme for Upgrading
	498,400	Dec-04	Chile	Local Development Strategies for Housing Solutions to Overcome Poverty
FY04	324,120	Mar-04	Colombia	Slum Upgrading and Land Tenure Regularization
	320,000	Completed Sept-03	El Salvador	Improving Execution capacity for urban upgrading programme in the Metropolitan Area of San Salvador
	256,445	Nov-02	Jamaica	Kingston and St. Andrew Sustainable Development Plan
	245,000	Jun-01	Mexico	Scaling up Upgrading and Managing Informal Urban Growth in the Metropolitan Mexico City Area
	250,000	Nov-02	Peru	Metropolitan Lima City Poverty Strategy
	475,000	Apr-01	Regional	Moving to Scale in Latin America and the Caribbean
	213,500	Jun-01	Regional	Build Capacities in Urban Knowledge Management
MIDDLE EAST AND NORTH AFRICA REGION				
	130,000	Completed Mar-02	Egypt	Upgrading informal areas in the Ismailia Governorate
FY04	200,000	May-04	Egypt	Alexandria CDS for Sustainable Development
	75,000	Completed Dec-03	Iran	National Dialogue on Citywide Slum Upgrading
FY04	200,000	Mar-04	Jordan	Greater Amman Development Strategy
	295,000	Aug-01	Morocco	Upgrading project for the Koraat Sbaa neighborhood in Tetouan
	245,000	Apr-03	Morocco	Metropolitan Cooperation in the Tetouan Region: the Role of the CDS
	150,000	Feb-02	Yemen	Aden Medium- to Long-Term CDS for Local Economic Development
GLOBAL AND MULTIREGIONAL ACTIVITIES				
	50,000	Completed Jul-02	Global	Urban Indicators Linkages
	150,000	Completed Sept-02	Global	Preparatory Assistance Fund
	49,000	Mar-00	Global	Cities Alliance web site
FY04	150,000	Nov-01	Global	Knowledge Dissemination, cumulative (web site, publications)
	50,000	Completed Jul-00	Global	Public Policy Forum, June 2000

APPROVED PARTNERSHIP ALLOCATIONS (as of 30 June 2004)				
	Allocation amount (US\$)	Start date	Country	Activity
GLOBAL AND MULTIREGIONAL ACTIVITIES—CONTINUED				
	60,000	Completed Jun-01	Global	Urban Upgrading: A Resource Framework
	75,000	Cancelled	Global	CDS Action Plan
	287,000	Jun-00	Global	Consultative Group/Public Policy Forum meetings, cumulative
FY04	145,000	May-01	Global	Policy Advisory Board meetings, cumulative
	20,000	Jun-00	Global	Building Political Commitment
	5,000	Sep-00	Global	Millennium Summit product and activity
	20,000	Jun-00	Global	Short Note Series
	30,000	Jun-00	Global	Technical Peer Reviews, cumulative
	500,000	Sep-01	Global	Pro-Poor slum upgrading frameworks in India, the Philippines and South Africa
	210,000	Completed Jun-03	Global	Housing Finance for the Poor: Innovations and Good Practices from the Field
	450,000	Completed Mar-02	Global	Consolidation of the Experience from Seven CDSs of the Urban Management Programme
	10,000,000	Oct-02	Global	Development of the Community-led Infrastructure Finance Facility (CLIFF) , DFID funding
	2,300,000	Apr-03	Global	The Development of the Community-led Infrastructure Finance Facility, SIDA funding
	195,000	Completed Nov-02	Global	Cities Alliance Independent Evaluation
	13,195	Completed Oct-02	Global	International Mechanisms to Promote Alternatives to Forced Evictions
	249,666	Feb-03	Global	Building a Solid Foundation: Overcoming the Obstacles to Scalability of Housing Microfinance for the Poor
	1,100,000	Completed Jun-03	Global	Secretariat budget (FY03)
FY04	1,250,000	Completed Jun-04	Global	Secretariat budget (FY04)
FY04	175,000	Jul-02	Global	Knowledge Generation and Learning, cumulative
FY04	125,000	Nov-03	Global	Final Project Evaluations
FY04	225,000	Mar-04	Global	CDS Impacts Study
FY04	200,000	Mar-04	Global	CDS Conference: Measuring and Improving CDS Impacts
	300,000	Cancelled	Multiregional	Regional Action Plans

ABBREVIATIONS AND ACRONYMS

ADB	Asian Development Bank	IULA	International Union of Local Authorities
AFD	Agence Française de Développement [French Development Agency]	LED	Local Economic Development
AUDI	Arab Urban Development Institute	MDG	Millennium Development Goals
AVSI	Associazione Volontari per il Servizio Internazionale (Association of Volunteers in International Service)	MORE	Moratorium on Relocations and Evictions
BUILD	Breakthrough Urban Initiatives for Local Development	NEPAD	New Partnership for Africa's Development
CAIXA	Brazil's Housing and Urban Development Bank	NGO	nongovernmental organisation
CCRA	Council of Cities and Regions of Africa	NSDF	National Slum Dwellers Federation
CDS	city development strategy	PRSP	Poverty Reduction Strategy Paper
CLIFF	Community-Led Infrastructure Finance Facility	SACN	South African Cities Network
CWS	Cities Without Slums	SIDA	Swedish International Development Cooperation Agency
DFID	Department for International Development (UK)	SPARC	Society for the Promotion of Area Resource Centres, India
EU	European Union	UCLG	United Cities and Local Governments
FCM	Federation of Canadian Municipalities	UN-HABITAT	United Nations Human Settlements Programme
FLACMA	<i>Federación Latinoamericana de Ciudades, Municipios y Asociaciones</i>	UNDP	United Nations Development Programme
GTZ	Gesellschaft für Technische Zusammenarbeit (German Agency for Technical Cooperation)	UNECA	United Nations Economic Commission for Africa
IDB	Inter-American Development Bank	UNEP	United Nations Environment Programme
IFC	International Finance Corporation	UNICEF	United Nations Children's Fund
ILO	International Labour Organization	USAID	US Agency for International Development
ISTED	L'Institute des Sciences et des Techniques de l'Équipement et de l'Environnement pour le Développement	WACLAC	World Associations of Cities and Local Authorities Coordination

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