



Cities Alliance Annual Report 2014

Cities Alliance

Cities Without Slums

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MESSAGE FROM THE DIRECTOR

The year 2014 was one of the busiest for the Cities Alliance, although much of the activity was driven by the need to prepare for highly-anticipated outcomes from 2015 and 2016. I therefore need to be selective in identifying some of the highlights of the year.

In the first instance, it was essential to rebuild and renew the capacity of the Secretariat. During the course of 2014, we hired the most staff in any year. I was delighted by the outstanding quality of staff that we have both recruited and had seconded – we now have a near-full complement, all located in excellent offices in Philanthropy House, in central Brussels.



Substantively, I believe the Cities Alliance made a significant contribution through the launch of a major publication *Managing Systems of Secondary Cities*. Given that these cities are increasingly home to the greatest absolute numbers of the world's urban dwellers, as well as some of the largest backlogs in infrastructure and governance, we need to not only retain this focus, but increase our collective support to those cities.

Much of 2014 was geared towards the preparation of the adoption of a post-2015 development agenda. Through the work of the Open Working Group, and the very effective mobilisation of a normally-dormant urban constituency, the issue of sustainable cities now has a very strong chance of a prominent place in the development agenda. We call on all Cities Alliance members and partners to continue their efforts to ensure that what is currently Goal 11 becomes a reality.

Organisationally, the highlight of 2014 was the comprehensive set of governance and membership reforms that the outgoing Consultative Group adopted at our annual meeting in Addis Ababa in November 2014. Through the far-sighted and flexible decisions of all Cities Alliance members, the conditions have been created for the Cities Alliance to become **Sustainable Goal Development (SDG)-ready**.

Finally, it is clear throughout 2014 that there are an increasing number of partners focusing on urban development, and recognising the importance of cities. We need to welcome these new players, as the global challenges currently far exceed our collective resources. In particular, we need to ensure that we collectively mobilise members and partners alike towards the development of a new urban agenda that is the expected outcome of the United

Nations Conference on Housing and Sustainable Urban Development, due to take place in October 2016.

To keep matters in perspective, I would ask all Cities Alliance members and partners to focus less on the fact that we have just passed into an urban world, and rather focus more on the fact that, by the end of the century, the UN estimates that 85 per cent of the world's population will live in cities. The decisions that we collectively take today – and those that we fail to take – will determine what these cities look like, and the quality of life that their citizens enjoy.

A handwritten signature in blue ink, appearing to read 'William Cobbett', with a small flourish at the end.

William Cobbett
Director

THE CITIES ALLIANCE PARTNERSHIP

Who We Are

The Cities Alliance is a global partnership for urban poverty reduction which promotes and strengthens the role of cities in sustainable development.

What We Do

Well-run and inclusive cities offer an enormous opportunity for achieving sustainable development. The Cities Alliance offers support to cities in providing effective local government, promoting an active citizenship, and encouraging public and private investment.

The Cities Alliance is a unique partnership with a diverse membership which has come together to strengthen both impacts and coherence. The Cities Alliance seeks to realise this goal by supporting cities and national governments to:

- Develop and/or enhance national policy frameworks to address urban development needs;
- Develop and implement local inclusive strategies and plans;
- Strengthen the capacity of cities to provide improved services to the urban poor;
- Develop mechanisms to engage citizens in city or urban governance; and
- Create conditions conducive to public and private investment.

How We Work

The Cities Alliance partnership works through four business lines:

- **Country/Regional Programmes** are longer-term, programmatic approaches to addressing the specific urban development needs of a selected country or region, normally in the context of rapid urbanisation and the growth of urban poverty.
- **Catalytic Fund (CATF)** grants support policies that catalyse city transformation and activities that enhance innovation and learning.
- **Analytic and Strategic Activities (ASAs)** are flexible, multi-year instruments that focus on sharing knowledge and experience among Cities Alliance members and distill experiences on emerging key issues in international development.
- **Communications and Advocacy** activities promote the Cities Alliance's key messages on urban development in order to encourage policies and practices that contribute to the vision of **sustainable cities without slums**.

CITIES ALLIANCE MEMBERS

Local Authorities:

United Cities and Local Governments (UCLG)
Metropolis

Governments:

Brazil, Chile, Ethiopia, France, Germany, Norway, the Philippines, South Africa, Sweden, Switzerland, and the United Kingdom

Non-governmental Organisations:

Shack/Slum Dwellers International (SDI)
Habitat for Humanity International (HFHI)

Multi-lateral Organisations:

United Nations Human Settlements Programme (UN-Habitat)
United Nations Environment Programme (UNEP)

Associate Members:

The Ford Foundation
United Nations Children's Fund (UNICEF)

MEDIUM-TERM STRATEGY FOR 2014-2017

Structured around the central theme of Equity, the Medium-Term Strategy (MTS) for 2014-2017 contains specific proposals to strengthen the Cities Alliance and increase its effectiveness in three key thematic areas: equitable economic growth in cities, gender equality, and strengthening the partnership.

Each of these three pillars represents a significant opportunity – and challenge – for the partnership. Typically, the Cities Alliance has used its MTS to identify areas of concern or weakness, and then proposed concentrated attention and reforms to strengthen the partnership. For example, the first MTS (2001-2010) identified weaknesses in the business practices of the partnership, which mitigated against the ability of a relatively small organisation and budget to influence policies, and achieve impacts. Through its focus on systemic change and scale, the MTS triggered a Theory of Change which resulted in a set of fundamental reforms, culminating in the adoption of a Country Programme approach as one of four new business lines. These have subsequently been captured in a Results Framework, and an integrated performance and monitoring system.

The current MTS adopts a similar point of departure, but is more focused on perceived weaknesses in the substantive programme of the Cities Alliance, and the different and more effective use of its diverse membership, which still remains one of the partnership's outstanding assets. By choosing to promote equity in cities, Cities Alliance members have provided a framework for the partnership to begin to address two of the most intractable social and development challenges – growing economic inequality, and continued gender inequality.

By decision of the outgoing Cities Alliance Consultative Group, this will be a four-year work programme. It is therefore designed to guide the Cities Alliance through the transition from the Millennium Development Goals to the SDGs, and the adoption of a new urban agenda at the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in Quito, Ecuador in October 2016.

Equitable Economic Growth in Cities

In the first thematic pillar, the Cities Alliance will focus on identifying and promoting policies and practices that are essential for equitable economic growth in the city. Such growth will need to support livelihoods and provide jobs, while also addressing one of the most pressing

development challenges today – meeting the expectations of the growing proportion of children and youth in the world’s population.

Youth now account for nearly 40 per cent of the working age population in Sub-Saharan Africa, compared to 23 to 33 per cent in other developing regions. However, of the total world youth population, 42.5 per cent are employed (2012 ILO estimate) – almost four percentage points less than the 2000 youth employment-to-population rate of 46.2 per cent. Creating jobs in cities for this growing youth population is the policy challenge most consistently articulated by mayors and city managers. While helping mayors respond to this challenge, the Cities Alliance also wishes to contribute to more equitable and sustainable patterns of growth.

This pillar will therefore be a particular challenge for the Cities Alliance, as well as a huge opportunity for the next phase of its growth. Throughout its history, it has been closely associated with expanding the view of the city to include the perspective of the urban poor in general, and slum dwellers in particular. In its formative years, this was exemplified through the vision of Cities Without Slums, which arose from the original Action Plan with President Nelson Mandela as patron. Subsequently, this approach was strengthened through the Land, Services and Citizenship programme, which the Cities Alliance developed with generous financial support from the Bill & Melinda Gates Foundation.

Our goal is to become a leader in Global Partnerships.

The Cities Alliance was doubtless correct to focus the attention of its members and mayors on these components of city-building, not least because the needs of the urbanising poor have been consistently neglected by city and national governments. Yet, it is also the case that many city development strategies adopted too narrow a view on the economic development of the city, often relying on linkages to international investment to act as proxies for growth. While recognising the obvious importance of such investments, we are very much aware that sustainable and equitable economic growth at the city level is a far more complex and elusive challenge, and incorporates a range of governance, institutional, financial and administrative elements and, increasingly, environmental and resilience challenges.

This will include learning from cities that have successfully promoted investment and expanded the role of the private sector, particularly those cities that have systematically encouraged policies that build upon the strategies of the urban poor and actively facilitate their social and economic inclusion.

Developing cities vary greatly in their ability to meet challenges and attract investment, business and people. This is especially true for secondary cities, the importance of which the Cities Alliance consistently promotes. Elsewhere in this Annual Report, we draw attention to the release of our flagship publication *Managing Systems of Secondary Cities*, the English version of which was released in 2014. While many primary cities have locational and geographic advantages that facilitate trade and integration into the national and regional economy, secondary cities are struggling to foster economic development and accommodate growing populations. The result is cities with large infrastructure and service shortfalls, poor economic prospects and growing urban poverty.

Any effort to foster equitable growth in cities must recognise and systematically integrate the informal sector and, particularly, the role of women. It is estimated that up to 60 per cent of the global population lives and works in the informal economy. The Cities Alliance has argued that informality and incremental development are cornerstones of ensuring access to land, services and shelter as part of a city's development, particularly in rapidly-urbanising cities. We now need to direct the same attention to the informal sector's role in providing survival strategies, basic employment and meaningful livelihoods. Despite the high participation rate of urban workers in the informal economy and its strong linkages to the formal economy, most national accounts ignore the sector's contribution in the national GDP.

Quite simply, the challenge for this MTS is to make the promotion of equitable economic growth more central to the work of the Cities Alliance, while retaining a whole-city and regional approach.

Gender Equality

The second pillar of the MTS is also driven by a realisation that we had arguably been moderately effective in addressing the issue, yet falling far short of the bold and consistent action that is required to redress one of the great social divides. Far from being the box-ticking exercise that it has sometimes become, the Cities Alliance believes that the promotion of gender equality needs to be treated as a precondition for social, political and economic progress for all.

Therefore, with immediate effect the Cities Alliance will promote gender equality as a cross-cutting theme in all of our work, working through the Secretariat, our members and the work programme.

Throughout the world, women have fewer opportunities and rights, depriving both them and society of a significant source of human potential, and undermining both stability and sustainability of development. Women also act as agents of positive change in cities, promoting household economic resilience and more equitable decision making.

Through our work programme, we will help women to build economic power, increase their political voice and advance their rights in cities. This pillar is truly a transformational challenge for the Cities Alliance; it will require adjustments to the work programme, the composition and practices of our membership and, indeed, the work of the Secretariat itself.

Following the adoption of the MTS in July, we have sought to make real and rapid progress in developing a clear strategy for promoting gender equality. In the latter half of 2014, we formulated and began to implement a comprehensive Gender Equality Strategy that will systematically embed gender throughout our work practices and our work programme.

As part of this strategy, Cities Alliance members – many of whom have their own gender programmes – have also established a Joint Work Programme to undertake a range of collaborative activities promoting gender equality.

“Any effort to create inclusive cities must embrace the role women at the grassroots level play in driving change and community empowerment, and the Joint Work Programme will help spread this message on a global level and shape the Cities Alliance partnership’s activities.”

--Sheela Patel, founder of SPARC and chair of SDI

Our vision for gender-inclusive cities

The Cities Alliance Gender Equality Strategy seeks to address and reduce gender inequality in developing cities. We are working towards articulating and deepening clear, simple ways to understand roles, functions and needs through a gender lens so that:

- Both women and men have decent jobs, political voice and services designed to support them in their multiple and intersecting roles as breadwinners, carers and community managers
- Men, women, girls and boys are well educated, enjoy optimal health and can move around freely and safely
- Mixed-used planning reflects the ways in which men, women, girls and boys actually live, work and learn, and these needs are reflected in the way cities are planned and developed

- Local government policy is committed to working with citizens to ensure relevant financial and business services and gender-responsive housing and land-use policy
- Local government officers know how to ensure that equitable growth and gender equality go hand-in-hand, and are committed to the sustainable achievement of both

The Cities Alliance plans to compile and disseminate knowledge on gender mainstreaming, including the production of a flagship study on gender equality in sustainable urban development. In addition, we are supporting disaggregated city-level data collection and capacity development to help cities and communities obtain data on gender-related issues so they can make more informed decisions.

The Cities Alliance is also taking steps to promote gender equality within our own organisation, beginning with the Secretariat itself. The strategy outlines a path to helping the Secretariat achieve gender parity within a maximum of five years, through the immediate implementation of equitable employment practices and a supportive and aware organisational culture.

Strengthening the Partnership

The third pillar of this strategy is possibly the most interesting, important and exciting opportunity of the new MTS. It goes to the heart of the logic of the Cities Alliance itself: To strengthen the Cities Alliance as a partnership, building upon and making better use of the capacity of our existing members. This pillar is also informed by the need for a more equitable approach to supporting and responding to the needs of all members.

One of the most important modifications to the Charter in 2010 was changing the description of the Cities Alliance from the original “multi-donor coalition of donors and their development partners”, to “...a global partnership for urban poverty reduction and the promotion of the role of cities in sustainable development”. This change was a significant one because a partnership conveys equal rights and responsibilities on all members.

There has been some progress since the adoption of the new Cities Alliance business model in 2010, but it is very clear that much more still needs to be achieved. The adoption of this MTS signals the beginning of a concerted effort to strengthen the partnership. This is, in many ways, the most central, corporate challenge and opportunity that arises from this MTS, and one which has the potential to transform the Cities Alliance. Although the responsibility for the partnership rests with all members and the Secretariat, it is the latter that has both the resources and the ability to drive the process. Members have clearly articulated the desire for

a far more creative and bold approach to the issue of partnership within the Cities Alliance. They are especially interested in seeing opportunities for active engagement in the substantive and strategic affairs of the Cities Alliance, and less time spent in administrative meetings.

Overall, the Cities Alliance intends to seek out more flexible and innovative mechanisms for engaging members on a more dynamic and regular basis. We have already made a modest start, using the mechanism of the Joint Work Programme to initiate and support the active involvement of members in many of the activities arising from this MTS.

This third pillar of the MTS has subsequently been greatly strengthened by the governance and membership reforms discussed later in this Report. The Cities Alliance Partnership will be strengthened through new ways of working, as well as through an expanded membership, embracing members from significant new categories.

Initially, the most significant changes will need to come from the Secretariat, but then also within and among our members. These three pillars reappear throughout the MTS, and have already begun impacting on the work programme with immediate effect.

Emerging Themes

In addition to the three main pillars of the MTS, the Cities Alliance Consultative Group also identified two emerging themes of growing significance for the partnership's work. The issues of migration and urban children will receive dedicated attention in support of the MTS' main goals.

Migration

Around the world, an estimated one in every seven people are on the move. Migration patterns not only differ widely but are also influenced by the specific social, economic and political contexts of countries of origin and destination. Migrants themselves are just as varied in terms of their experiences, reasons for migrating, skills, legal status, existing networks, race, religion and class. Some are pulled by social and economic opportunities, while others are pushed by conflict, political upheaval, social repression or disasters. All move in hope of a better life for themselves and their children.

While migration is generally addressed through national policies, the lived reality of integration in settlements is uniquely local. Even where migrants are international, the results of migration flows around the world are largely managed at the local level. Outdated policy frameworks and weak local administrations often result in tensions between new migrants

and the existing, settled population over access to services and social and economic opportunities. This is often particularly acute in the case of cross-border migrants, and has sometimes led to xenophobic responses or violence.

The topic of migration touches upon the very essence of a city: the notion of cities being a melting pot, whose characteristics and success are determined by their ability to assimilate and empower people of different backgrounds. Cities that provide urban citizenship and opportunities to their new residents stand to benefit as migrants in informal settlements gradually evolve into tomorrow's middle classes. Ignoring this global development, on the other hand, can cause social tensions and worsen poverty and inequalities.

The Cities Alliance recognises migration as an integral part of the development challenges shaping patterns of urban growth and, depending on the response, also shaping the economic, social and cultural vibrancy of cities. Acutely aware of both challenges and opportunities available to international and national migrants in cities, the Cities Alliance Secretariat has taken the initiative to encourage both on-the-ground work and policy-level discussions on the interlinkages between urban governance and responses to migration.

Children

According to UN estimates, approximately 44 per cent of the world's 7.2 billion people are under 24 years of age. Some 1.2 billion are younger than 15. With most of humanity living in cities, children will increasingly become the face of urbanisation.

Urban life has the potential to provide its citizens with access to basic services, livelihoods, and rights-based inclusion; as such, cities can offer children better opportunities for survival, growth and development.

Yet, cities also hide great disparities and exclusion. Boys and girls living in informal settlements are more exposed to health hazards – inadequate water drainage and waste removal often create areas of contamination that extend throughout the surrounding community, and indoor and outdoor chemical pollutants are frequently present that compromise children's health. Moreover, many slums lack safe places for children to play outdoors. These inherited conditions hold several uncertainties for children, particularly those born into urban poverty.

It is clear that current approaches to urbanisation are not meeting the specific needs of boys and girls, and that action must be taken to better understand the scale and nature of poverty and exclusion affecting children in urban areas.

Aware of the challenges and opportunities that cities pose for children, the Cities Alliance Secretariat will develop partnerships that advocate for including the rights and needs of children in urban planning and urban governance. This is a crucial and necessary step towards making cities sustainable and inclusive for all.

UNICEF, which has the preeminent mandate on children worldwide, is partnering with the Secretariat to collaborate and strategise around data, advocacy campaigns and engagement with governments and the private sector to include the needs of children in urban planning and governance. This initiative will further provide a solid basis on which to build concerted efforts with members and partners to make cities more inclusive, sustainable and resilient for the children of today and tomorrow.

A key strategic approach to urbanisation and the management of cities is taking immediate steps to plan for future growth, and avoid addressing problems retroactively. This is as true for the youngest residents of cities as it is for urban planning and land markets.

PROGRAMME RESULTS

The main objective of the Cities Alliance, as defined in our Charter, is to support work programmes which reduce urban poverty and promote the role of cities in sustainable development. To assess the extent to which the partnership is making progress towards that objective, the Cities Alliance monitors, evaluates and reports its activities within an agreed-upon performance and results framework, as laid out in our Results Chain (see Figure 1).

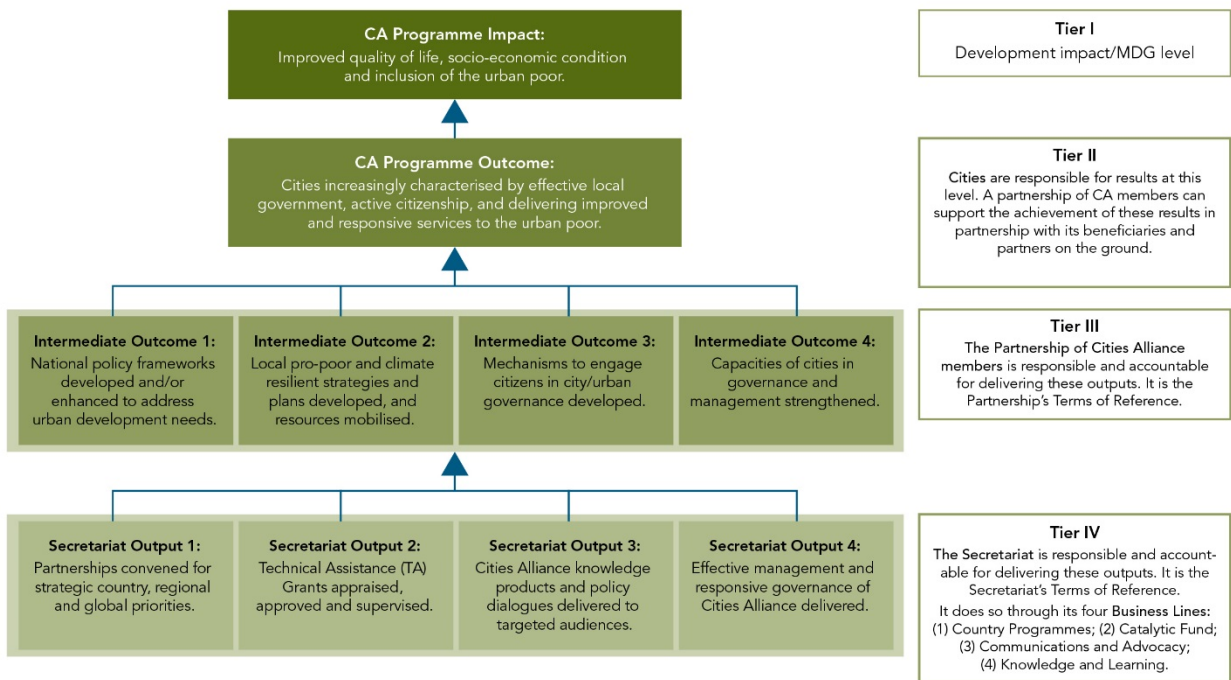
In 2014, the Cities Alliance introduced a new component of results management: A corporate scorecard. This scorecard provides:

- (a) Information on the achievement of development results;
- (b) Organisational effectiveness in achieving those results; and
- (c) An assessment of the efficiency of its operations.

The scorecard is also meant to support strategic planning to fill crucial gaps, foster learning and corrective actions, and promote accountability for results. A summary is included in this section (See Figure 2), and a full version of the scorecard is available online at www.citiesalliance.org.

The quantitative results summarised in the scorecard are complemented by a narrative that captures the most significant results achieved in 2014, as well as which of the four major programme outcomes they support: national policy frameworks, inclusive, climate-resilient strategies and plans, citizens engaged in urban governance, and improved service delivery to the urban poor. (These four outcomes make up Tier III of the Results Chain.) Country Programmes, the flagship business line of the Cities Alliance, are designed to achieve all four outcomes.

Figure 1: Cities Alliance Results Chain



Tier III Outcomes

These four outcomes form the backbone of the Cities Alliance programmatic results. Every activity feeds into at least one outcome, while some activities – especially those in our Country Programmes – feed into multiple outcomes.

Outcome 1: National policies developed

A national policy framework that supports urban poverty reduction and promotes the role of cities in sustainable development is a key step in responding adequately to urbanisation. Such a policy can provide a structure for coordination among ministries – an especially important factor for cities, which require a multisectoral approach. It can also facilitate cooperation between national and local governments to allocate the necessary resources for public and private interventions. The Cities Alliance supports its partners to develop and enhance national policy frameworks that address urban development needs and enable local governments to close the policy and investment gaps for basic services, particularly in slums.

Outcome 2: Local strategic plans that are pro-poor and climate resilient developed

The city's role as an engine of economic growth has become more important as the world becomes increasingly urbanised. Cities must be strategic about their investments and growth in order to capitalise on the opportunities of urbanisation. It is equally important that they ensure that all citizens, especially the poor, benefit from these opportunities. Cities Alliance supports the development and implementation of citywide strategies and plans that link economic growth with poverty reduction.

Outcome 3: Mechanisms to engage citizens in city/urban governance developed

People have a vested interest in their city and its development. By participating in the city planning process, residents have a voice in the future of the place where they live. It is a way that they can participate in the process of shaping and realising a strategy for their city, monitor the government's progress in achieving it, and hold authorities accountable for the results. The Country Programmes, with their emphasis on mobilising slum dwellers and community-based activities, are the main ways Cities Alliance works to engage citizens in urban governance.

Outcome 4: Capacities of cities in management and governance strengthened

Cities in the developing world gain an average of five million residents each month. Much of this growth is in informal areas, which already lack basic municipal services such as water, sanitation, waste collection, storm drainage, street lighting, paved sidewalks and roads for emergency access. Often overwhelmed by the growth, cash-strapped city and local

governments are frequently unable to provide basic services to all residents for a number of reasons, such as limited resources, capacity constraints, inappropriate policies and other urban governance issues. Cities Alliance supports activities that improve cities' ability to provide basic services to their poorest citizens.

About Cities Alliance Country Programmes

The flagship business line of the Cities Alliance, a Country Programme is a longer-term, programmatic approach to addressing the specific development needs of a selected country, in the context of rapid urbanisation and the growth of urban poverty. It also promotes the development of inclusive cities, of all sizes.

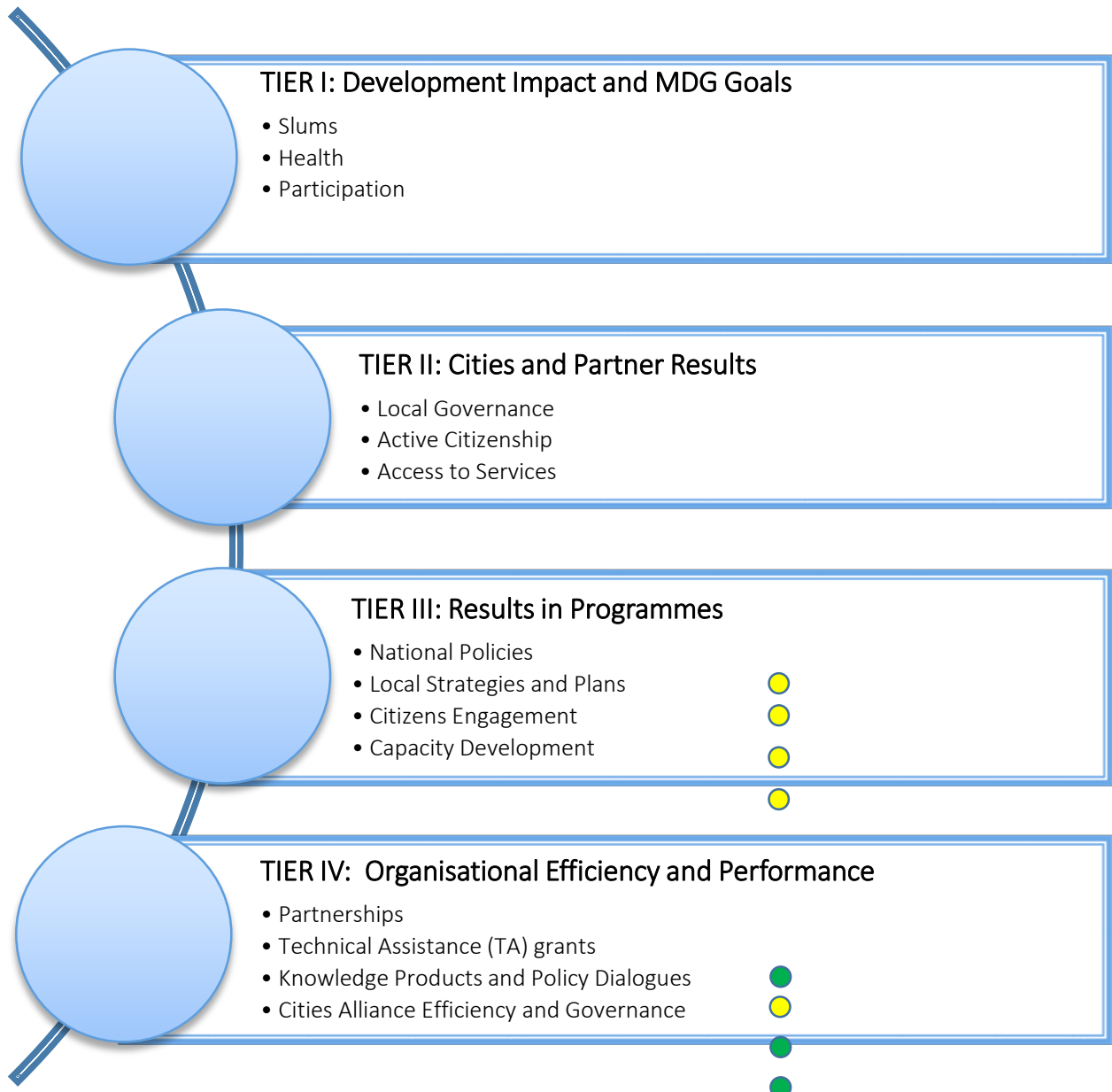
While Country Programmes are always tailored to a country's specific context, all of them incorporate a broad range of activities at three levels – national, city and community – that work together to achieve the desired outcomes.

They focus on developing two main components:

- A framework to enhance cooperation among national and local governments, urban poor communities, Cities Alliance members, investors and other partners; and
- Funding to complement Cities Alliance member and partner activities by filling action or knowledge gaps.

With the adoption of the MTS, Country Programmes will increasingly become the primary vehicles for addressing inequality, with a particular emphasis on both economic and gender inequality.

Summary of the Corporate Scorecard



LEGEND:

- CHALLENGE. Majority of indicators show decrease from baseline, have failed in achieving the established target or are significantly far under the established performance standards.
- WATCH. Majority of indicators show no significant increase or decrease from baseline, have not yet achieved the established targets, or are under the established performance standards although within tolerance.
- ON TRACK. Majority of indicators show significant increase from baseline, have achieved the established targets or meet/exceed the established performance standards.
- SUSTAINABLE. Targets/performance standards are consistently achieved and mechanisms/processes underlying change are institutionalised and/or maintained without external assistance.
- NOT APPLICABLE. Insufficient data to establish a trend, or no target or performance standard is set.

For Tiers I and II, colour-coded traffic lights are not provided since pertaining to the developmental context and results driven by city partners which are tracked on a three-year basis.

Country Programmes

During the period under review in this report, the Cities Alliance had six active Country Programmes. They are, in order of launching: Uganda, Ghana, Vietnam, Mozambique, Burkina Faso and Ethiopia.

Through the Country Programmes, the Cities Alliance has developed a real partnership at all levels – national, government and community – that has begun to be appreciated by development partners globally. A range of international development partners have been able to link their activities to the institutional arrangements established through the Country Programme framework.

The programmes have also brought a real sense of alignment and purpose. Their ability to bring together and mobilise key stakeholders, as well as institutionalise relationships, serve as a demonstration effect for partners to expand the Country Programmes. In the longer term, however, the success of any Country Programme will be its ability to mobilise local resources and local investment.

In addition, Country Programmes have begun to have a clear influence on the formulation of national urban policies and the development of the governance structures within governments – such as the upgrading of numbers, staffing, office space, and investments in departments related to urban development at the national level. They have also given those within government clarity of voice and messaging in terms of slum upgrading and inclusive development.

Burkina Faso

In 2014 the Burkina Faso Urban Country Programme – *Programme pays urbain du Burkina Faso* (PPUB) – began taking shape, with the institutional and operational arrangements finalised and activities beginning.

The programme was impacted by civil unrest that took place in Burkina Faso in October 2014, which saw the president and all local authorities removed from office by mass demonstrations. An interim administration is now in place, pending the election of a new government. As a result of this internal turmoil, there were understandably some delays in signing grants with municipalities as well as in implementing several of the activities,

including the planned establishment of municipal forums in the secondary cities of Bobo Dioulasso, Tenkodogo, Dori and Dedougou and capacity building activities at the municipal level.

Despite these setbacks, the support for the Country Programme in Burkina Faso remained strong, especially among high-level authorities such as the Ministry of Habitat and Urban Development, which is the main implementing partner.

Scoping missions were undertaken in the four secondary cities to evaluate their existing planning instruments and training needs, and agreements reached with each on priorities for further interventions. The cities are clearly committed to the programme; in Tenkodogo, the city funded the cost of local stakeholders' consultations on city planning.

Initial training workshops organised by two key partners, the Association of Municipalities of Burkina Faso and the NGO *Laboratoire Citoyenneté*, were also held to inform the development of training tools for local authorities.

In addition to building capacity among municipalities, another key component of the Burkina Faso Country Programme is to strengthen civil society. In 2014, *Laboratoire Citoyenneté* began the process of building a database for civil society that will make it easier to see who is acting in a given city, and help the NGO better design programmes for further support.

Ethiopia

In Ethiopia, the emerging Cities Alliance Country Programme will focus on supporting the country's fast-growing secondary cities. Over the course of 2014 an extensive engagement took place to formulate a coordinated, long-term work programme, and a draft framework was presented at the Cities Alliance Annual Meetings held in Addis Ababa in November 2014.

It is an extremely opportune time for a country programme in Ethiopia, as the country itself promotes a promising national urban policy framework – the Ethiopian Cities Prosperity

The Burkina Faso Urban Country Programme focuses on:

- Supporting the national government to implement housing and urban development strategies
- Building the capacity of cities to implement their strategic plans
- Empowering community organisations to actively engage in city development and national policy debate

Initiative – which provides a roadmap to harness the role of cities in support of national development goals.

With the presence of a number of Cities Alliance members in the country, the emerging Country Programme will have an ideal institutional environment to create synergies and promote the partnership. These members are led by the Ethiopian Ministry of Urban Development, Housing and Construction (MUDHCo), and include the United Kingdom’s Department for International Development (DFID), UN-Habitat, UNICEF, HFHI, the German Federal Ministry of Economic Cooperation and Development (BMZ), Agence Française de Développement (Afd) and the Ethiopian Cities Association (ECA).

The Ethiopia Country Programme aims to support a growing number of secondary cities to implement equitable urban land delivery systems at scale, enabling assets and wealth creation for all. It will help these cities contribute to the Government of Ethiopia’s priority vision of graduating to middle income status by 2025.

The programme, which will also fully integrate the Future Cities Africa initiative, features four major outputs that will help Ethiopian cities to achieve:

- Institutional capacity and effective, transparent urban land management systems
- Significant increase in the number of low-income households acquiring secure tenure and gaining access to affordable housing
- Implementation of climate-resilient, integrated urban infrastructure design and operation through local capital investment programmes
- Strengthening gender sensitive urban governance to ensure inclusive rapid urban growth

Led by the Ethiopian Government, an Ethiopia Country Programme steering committee will be inaugurated in 2015 to further refine a three-year work plan and jointly undertake resource mobilisation and outreach activities during the year.

Ghana

The Cities Alliance Country Programme in Ghana had some significant successes in 2014. The adoption of key national policies – for urban development, housing and climate change – provide the first comprehensive urban governance framework in Ghana’s history. The programme has contributed substantially to this new dialogue on urban development through a major, and very effective, advocacy campaign to raise awareness of urban issues.

Both the President of Ghana and the Minister of Local Government and Rural Development have actively and publicly championed the urban agenda. In April 2014, President John Mahama led the Ghanaian delegation to the World Urban Forum in Medellin – the first time a Ghanaian President has attended the event.

The advocacy campaign also helped inspire the Ministry of Local Government and Rural Development to establish a National Sanitation Day in response to the outbreak of cholera.

The Government of Ghana has defined a clear pathway for dealing with emerging environmental challenges. Launched in July 2014, the National Climate Change Policy and the National Environment Policy will underpin city planning and management and create an institutional framework for long-term planning. The policies will also guide local resilience plans, which are being developed with Cities Alliance support in all 13 municipal districts of the Greater Accra Metropolitan Area (GAMA).

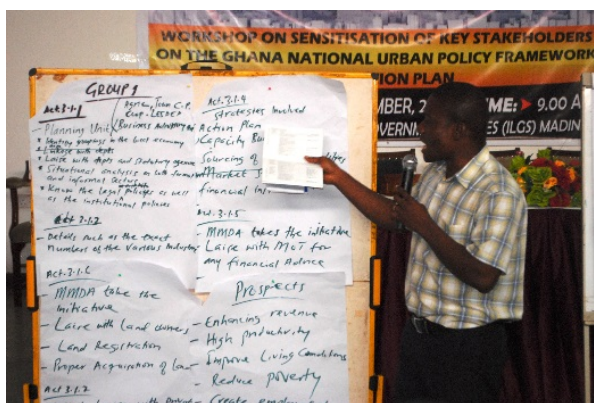
The Ghana Land, Services and Citizenship (LSC) programme aims to:

- Support national and local policy dialogue to promote sustainable urbanisation
- Strengthen the capacity of local government to inclusively plan and manage urban growth
- Empower organisations of the urban poor to actively engage in local development
- Create a national urban agenda with a particular focus on GAMA

Programme Outcomes Achieved:

Outcome 1: National policies developed

Outcome 2: Local strategic plans that are pro-poor and climate resilient developed



In 2014 the Institute of Local Government Studies, a key partner in the Cities Alliance Country Programme, held a workshop to build capacity for implementing the Ghana National Urban Policy. Photo: Alexa Kurth/Cities Alliance

Mozambique

As part of the Cities Alliance Country Programme in Mozambique, the Cities Alliance and the World Bank are supporting the development of vocational training for municipal urban planning technicians.

The Physical Planning and Environment Institute, which is part of the Ministry of State Administration, is providing training for mid-level municipal staff throughout the country. After being inactive for 15 years, the Institute reopened three years ago. It is now interested in updating its curricula and developing modular courses to improve the technical skills and knowledge required in urban planning and urban land and environmental management.

The curriculum development is aligned with the activities of other Cities Alliance members in Mozambique, such as Swiss Cooperation (SECO) and GIZ, which also have their own programmes to provide capacity development support for municipal planners.

The Mozambique Country Programme aims to:

- Support the government's efforts to scale up inclusive urban development policies
- Build the capacity of cities to strategically manage urbanisation
- Empower and strengthen community organisations to actively engage in city development
- Focus on strengthening municipal level government

Uganda

Community Upgrading Funds in Uganda

Through the Transforming the Settlements of the Urban Poor in Uganda Country Programme (TSUPU), Community Upgrading Funds were established to provide small grant funding of up to \$15,000 per project to develop social infrastructure. These funds were jointly managed by local authorities and settlement-level urban poor organisations.

Priority projects were identified through Municipal Development Forums, and subsequently delivered and managed by communities. To date, 141 community projects have provided much-needed water, sanitation, street lighting and drainage services.

The TSUPU programme supports national and local government working directly with urban poor communities to collaboratively manage urban growth, improve residents' access to services, and formulate inclusive urban development policies that benefit the poor.

Municipal Forums set up in Uganda help identify priorities

The Bill & Melinda Gates Foundation grant to Uganda's Ministry of Lands, Housing and Urban Development has made progress in achieving its goals of establishing Municipal Forums and producing municipal infrastructure improvement plans, with prioritised projects developed in all 14 municipalities participating in TSUPU. The project is closely linked with the Cities Alliance Country Programme in Uganda. Key successes include:

- Municipal Development Forums have been fully established and operationalised within the 14 TSUPU municipalities as platforms for stakeholder participation in urban planning and management.
- Environmental management plans for infrastructure projects have been completed and Resettlement Action Plans prepared. These outputs were used to procure contractors who are already undertaking the construction of civil works for the selected projects in the municipalities.
- Municipal-wide infrastructure investment plans were also made and integrated in the Municipal Council annual budgets.

In order to ensure sustainability, the Ministry of Lands, Housing and Urban Development has developed a draft National Urban Policy that proposes to formalise the establishment of the National Urban Forum and the Municipal Development Forums in all urban centres in Uganda.

Programme Outcomes Achieved:

Outcome 1: National policy developed

Outcome 3: Mechanisms to engage citizens in city/urban governance developed

Vietnam

Over the past two years, the Cities Alliance has supported the Urban Development Agency of the Ministry of Construction in consolidating the Vietnam Urban Forum, which has played a major role in informing the country's emerging national urban development strategy. The annual event has grown significantly to become the national platform for information exchange and policy dialogue on urban issues in Vietnam, with more than 100 member organisations from diverse public and private sectors.

The Forum is now in a crucial phase of consolidation, and a strategic plan for 2014-2020 has been ratified that sets out its future strategic activities, financing plan, and organisational set-up. The strategic plan also aims to foster collaboration among member organisations for improved knowledge sharing and promoting joint initiatives (thematic working groups, workshops and seminars, policy advice and trainings, among others).

The community component of the Land, Services and Citizenship for the Urban Poor Programme (LSC) in Vietnam focuses on strengthening and expanding the Community Development Fund (CDF) network, a network of 30 cities engaged in community-led upgrading activities. This part of the programme is being implemented by the Association of Cities of Vietnam (ACVN), a network of cities that represents the interests of local governments in the country. LSC activities mobilise and empower communities.

The advocacy efforts undertaken as part of the Cities Alliance Country Programme in Vietnam have generated interest among cities to adopt community-driven approaches to both slum upgrading and city planning.

This advocacy has been underscored by the successful example provided by 16 Vietnamese cities, which participated in the Asian Coalition for Community Action (ACCA) programme using community development funds for infrastructure and housing improvement. This programme, which was funded by the Bill & Melinda Gates Foundation, was administered by the Asian Coalition for Housing Rights (ACHR).

As a result, 20 additional cities have agreed to implement citywide slum upgrading programmes using a similar approach, with the entire process driven by Cities Alliance members and partners in Vietnam.

Programme Outcomes Achieved:

Outcome 3: Mechanisms to engage citizens in city/urban governance developed

The Vietnam Country Programme aims to:

- Support the national government's efforts to scale up inclusive urban development policies
- Build the capacity of cities to strategically manage urbanisation
- Empower community organisations to actively engage in city development
- Focus on enhanced community participation, replication and scale

Integrating strategic investments

In 2013, the Cities Alliance and UNOPS entered into an agreement with the Bill & Melinda Gates Foundation, through which the Cities Alliance Secretariat would provide substantive oversight to the foundation's urban portfolio. It should be noted that the Cities Alliance was, itself, one of the first major beneficiaries of the Foundation's foray into urban development, with a \$15 million grant that was used to fund the first five Country Programmes.

Given the scope and complexity of this portfolio, it has provided an excellent opportunity for the Cities Alliance to build upon many of these innovative investments, and both benefit from and add to the portfolio. In some countries, such as in Uganda and Ethiopia, the Cities Alliance has integrated the Gates Foundation grants into its existing Country Programme. In Monrovia, Liberia the Cities Alliance is designing a Country Programme to build upon the foundation's initial investment in Monrovia.

Other Gates Foundation investments offered the Cities Alliance the opportunity to consolidate relationships with existing members (such as in the case of the grants to SDI, BMZ and GIZ), or be given the opportunity to engage with new strategic partners, as in the case of the Santa Fe Institute, or with the dynamic Women in Informal Employment: Globalising and Organising (WIEGO) network.

Many of these activities originally funded by the Bill & Melinda Gates Foundation are reflected in the next section. Through their steady integration, they are therefore also presented as a part of the overall Cities Alliance Work Programme, and our Corporate Scorecard.

Egypt: Improving Livelihoods for Informal Waste Collectors

With support from the Cities Alliance through a grant from the Bill & Melinda Gates Foundation, GIZ has been implementing a package of projects designed to improve livelihoods for the large number of informal waste collectors in Greater Cairo, whose livelihoods were threatened by privatisation of the industry. Despite the extensive political unrest and upheaval in Egypt since the implementation of the project, a number of results were achieved in 2014, including:

- **Development of comprehensive solid waste management (SWM) strategies for the cities of Khosoos and Khanka.** The city-level strategies were formulated through a consultative process with all stakeholders, including local city councils, NGOs, private companies and communities. The Governor of Qalyubeya and both city councils

endorsed the strategies, and implementation plans were detailed for projects outlined by the community plans.

- **Increased community awareness of solid waste management problems and respective roles and responsibilities.** Seven community committees were established to monitor the efficiency of the services provided in their respective locations, and then take part in implementing community initiatives. The community groups helped organise ten environmental campaigns with the active participation of more than 1,000 citizens in the cities of Khosoos and Khanka.
- **Developing the capacity of local administration, NGOs and informal operators on sustainable and environmentally sound methods of SWM.** Two SWM units were established in Khosoos and Khanka to undertake planning, information management and monitoring, and evaluation of private companies contracted by the city council. The units were fully equipped, with staff allocated and extensively trained. The activity also included the development of a comprehensive database of SWM information that is continuously updated.
- **Enhancing institutional and administrative capacities through training.** Training was provided for all stakeholders in SWM in Khosoos and Khanka, including the SWM units, NGOs, youth, community committees, and private operators. Unit staff were trained in how to monitor the performance of waste operators by tracking waste collection. They in turn provided continuous on-the-job training on downloading, matching and geo-referencing Google maps and satellites.
- **Improved living and working conditions for informal waste operators.** The project assisted in establishing the “Friends of the Environment” NGO by informal waste collectors in the city of Khosoos to facilitate their integration in the waste sector. The project also successfully executed five complementary small-scale initiatives to address priorities identified by the community, including an income-generation initiative that helped 70 women start their own micro businesses in the field of sorting and recycling waste. The initiative was implemented jointly with two local NGOs.
- **Establishing recycling structures for processing waste.** A centre was built in the city of Khanka for the supply, installation and commissioning of sorting, as well as composting. The facility is also intended to provide the informal sector with direct and indirect working opportunities. In addition, a transfer station was built in Khosoos to limit the distances travelled by collection vehicles, reduce illegal dumping on the outskirts of the city, and achieve better monitoring for waste. The transfer

station also supports the income of private operators from the informal operators group by reducing their transfer and disposal cost to the landfill.

Programme Outcomes Achieved:

Outcome 2: Local strategic plans that are pro-poor and climate resilient developed

Outcome 4: Capacities of cities in management and governance strengthened

Ethiopia: A New Property Tax System for Secondary Cities

The Cities Alliance supported the design of the country's first modernised property tax system to support stronger revenue generation instruments for secondary cities through a grant to the Ministry of Urban Development, Housing and Construction. The activity is part of the Bill & Melinda Gates Foundation portfolio, which is managed by the Cities Alliance.

The new system is designed to help generate revenues that enable cities to provide improved basic services, such as health and education, to the urban poor. A unique component is the integrated performance management tool, in the form of an end-grant bonus incentive, in the case of project success. For that reason, a large number of milestones were developed to monitor grant progress.

The project was aligned with the Cities Alliance Ethiopia Country Programme through its focus on land and resource management. The pilot will be tested in Mekelle, Dire Dawa and Bahir Dar in 2015 and subsequently extended to other secondary cities in the country.

Programme Outcomes Achieved:

Outcome 4: Capacities of cities in management and governance strengthened

Ethiopia: Promoting Economic Empowerment of the Urban Poor

With funding from the Bill & Melinda Gates Foundation, GIZ and the Ministry of Urban Development and Construction have been implementing a multi-sector package of projects designed to promote economic empowerment of the urban poor and youth.

The Leveraging Urban Spending to Maximise Benefits of the Urban Poor in Ethiopia initiative includes activities such as job creation through cobblestone construction, waste management, participatory budgeting with cities to help them prioritise infrastructure investments, and strengthening the Ethiopian Cities Network.

One of the grant's biggest achievements has been the success of an initiative to create jobs and skills through cobblestone road production in eight secondary cities, driven by community participation and local materials. Close to 5,000 urban poor have been trained in new skills – cobblestone chiselling and paving skills, masonry drainage construction skills, solid waste management, and urban greenery activities. As a result, women, youth and other vulnerable groups now have the opportunity to get involved in tackling the city's infrastructure challenges while earning a living.

The project has also helped strengthen Micro and Small Enterprises (MSEs). Community service providers trained youth in business skills and how to apply for bids competitively so that they can apply for contracts to undertake cobblestone-related work. In total, 214 new MSEs have been formed through the initiative, and most of them have been able to access contracts. The success of the project has been recognised internationally, winning UN-Habitat's prestigious Scroll of Honour award in 2013.

The Cities Alliance manages the grant on behalf of the Bill & Melinda Gates Foundation, and contributed directly to developing the Country Programme in Ethiopia.

Programme Outcomes Achieved:

Outcome 3: Mechanisms to engage citizens in city/urban governance developed

Outcome 4: Capacities of cities in management and governance strengthened

Ghana: Improving Access to Services for the Urban Poor through Municipal Revenue Reform

This activity is similar to one undertaken in Ethiopia, and it is also part of the Bill & Melinda Gates Foundation portfolio of projects managed by the Cities Alliance. The grant has been used to introduce a modernised property tax system to help two Ghanaian cities, Accra and Sekondi-Takoradi, raise revenue and provide better services for their residents. The documentation process for the project has resulted in the formalisation of neighbourhoods; over 3,000 streets in the project areas have official names, and property tax systems are much clearer and more efficient.

Highlights of results achieved during 2014 include:

- Annual revenue action plans were prepared and implemented which have led to significant increases in internal municipal revenue, estimated at 10-15 per cent in Accra and 20-25 per cent in Sekondi-Takoradi.

- Improvements to the property tax system in Sekondi-Takoradi utilising a Geographic Information System (GIS) and other enumeration mapping tools to produce comprehensive intra-city databases, which notably include first-time street identification for the city.
- Citizen report cards for the city of Sekondi-Takoradi were successfully produced and have helped to identify gaps in service delivery, particularly to vulnerable and marginalised groups, and have prompted concrete action from city officials to practically address these shortcomings.

Programme Outcomes Achieved:

Outcome 3: Mechanisms to engage citizens in city/urban governance developed

Outcome 4: Capacities of cities in management and governance strengthened

India: Integrating Heritage Preservation into City Development

The year 2014 saw the successful conclusion of the first phase of joint Cities Alliance and World Bank technical assistance in support of integrated planning in Indian cities. This initiative covered urban service improvement, livelihood promotion and urban heritage management to effectively address urban poverty concentrated in the historic cores of four cities representing India's urban hierarchy – a mega city, Hyderabad; a metropolis, Varanasi and secondary towns, Ajmer and Pushkar.

The most significant outcome of the technical assistance is the National Programme for Heritage City Development and Augmentation (HRIDAY), which brings together city planning, local economic development, and heritage management in an inclusive and integrated manner – a major paradigm shift in India's approach to city development.

The HRIDAY scheme will support 12 selected cities to prepare Heritage Management Plans that will be integrated into their broader city development plans, with a focus on inclusive development and smart growth. The budget outlay for the first year is \$80 million for investments in 12 cities.

In addition to HRIDAY, the combined Cities Alliance and World Bank assistance has strengthened capacity of local government in the four selected cities for urban heritage management, service improvement and livelihood promotion, stakeholder-driven heritage management plans and detailed plans for demonstration projects. The activity also produced Guidelines for Inclusive Urban Heritage Revitalisation.

Programme Outcomes Achieved:

Outcome 2: Local strategic plans that are pro-poor and climate resilient developed

Outcome 4: Capacities of cities in management and governance strengthened



India. Photo: Stefania Abakerli, World Bank

Liberia

Financed by the Bill & Melinda Gates Foundation and managed by the Cities Alliance, the Improved Primary Waste Collection in Poor Communities (IMPAC) initiative is a package of projects that promote livelihoods of the urban poor in Monrovia, in particular waste pickers.

Through IMPAC, waste pickers received direct support in the form of equipment, a fee structure for household collection of waste, and training in business skills to help them establish their own community-based enterprises (CBEs). IMPAC also included an awareness-raising campaign to help residents understand the importance of waste management. Critically, strong support from local government has been a key driver to support how communities and governments view waste and assign it economic value.

In 2014 when the Ebola virus crisis struck Liberia, the IMPAC project worked closely with Slum Dwellers Association of Liberia (SLUMDAL) at the community level to raise awareness of the disease and hygiene promotion to prevent infection. With its emphasis on social mobilisation and organisation, the CBE model has demonstrated flexibility to address the urban Ebola response in Liberia through the community waste sector and encouraging hygiene awareness and promotion.

Also in 2014, the CBEs significantly improved their financial health by consolidating and expanding over a greater geographic area. Thirty-five individual, autonomous CBEs with separate management and reporting structures have now grouped themselves into 15 enlarged CBEs through mergers and bailouts based on agreements reached among the parties from discussions facilitated by the IMPAC team. The consolidation and expansion of the CBEs demonstrates the effective business model of the IMPAC programme.

Programme Outcomes Achieved:

Outcome 3: Mechanisms to engage citizens in city/urban governance developed

Outcome 4: Capacities of cities in management and governance strengthened

Mauritania

Through the Cities Alliance Catalytic Fund, the French international development NGO GRET received funding to set up two youth employment centres in the Dar Naim and Arafat neighbourhoods of Nouakchott, in cooperation with the Urban Metropolitan Authority of Nouakchott (*Communauté urbaine de Nouakchott*).

These one-stop-shop centres provided a broad range of services to youth to help them access the employment market, such as orientation, training, resume building, and preparing for interviews. In addition, the centres provided support for youth interested in setting up a micro enterprise, helping them identify organisations for support and assistance with the process.

The centres were so successful that the activity has been fully integrated into a national vocational training programme for youth carried out by the Ministry of Employment, which is designing a national policy for youth employment and integration. The experience of the centres is playing a key role in informing the process.

It is also being expanded on a national level. In 2014, AfD and the African Development Bank (AfDB) financed a scoping study to determine how the youth centre programme could be further developed, scaled up and rolled out throughout the country.

The youth centre activity was selected under the Cities Alliance's 2012 Call for Proposals for the Catalytic Fund, which focused on Youth and the City.

Programme Outcomes Achieved:

Outcome 3: Mechanisms to engage citizens in city/urban governance developed

Global: Future Cities Africa: Building resilient, prosperous and inclusive cities

In September 2014, Cities Alliance and the UK Department for International Development (DFID) signed an agreement for a major new initiative to help African cities better prepare for their urban future.

Future Cities Africa will support at least eight cities in four African countries as they make their cities work for the poor, with a focus on resilience and economic growth.

Future Cities Africa will be implemented through, and build on, the work of the Cities Alliance and its partners in the region.

The agreement covers an initial period of 18 months. DFID has allocated US\$7.5 million (GBP 4.81 million) for the initiative, to be implemented by the Cities Alliance.

Future Cities Africa is strategically designed to contribute to the Cities Alliance Africa Strategy and to build on Country Programme partnerships. It aims to foster innovation and collaborative learning by developing a framework, diagnostic tools and evidence base to help cities improve their resilience against shocks from the environment or climate change and achieve inclusive growth.

A learning platform will also be developed as part of the initiative that will allow cities to exchange their experiences and build stakeholder capacity.

In 2014, the initial countries were selected by the Executive Committee – Ethiopia, Ghana, Mozambique and Uganda – and plans for project and resource management completed.

Global: Supporting WIEGO's Inclusive Cities programme

For the past five years, the Bill & Melinda Gates Foundation has provided funding to set up and maintain WIEGO's Inclusive Cities programme. In 2014 WIEGO made significant headway in raising global awareness on the informal economy and informal workers through the collection and dissemination of research; through programmes and projects that engaged and challenged various experts, officials and authorities; through engaging in dialogue and

collaborating with various informal worker organisations; and through its presence at various international events and online.

A highlight of the year was WIEGO's release of its two-year Informal Economy Monitoring Study (IEMS), which examines realities faced by informal workers in 10 cities of Africa, Asia and Latin America, and quantifies their contribution to the economy.

Programme Outcomes Achieved:

Outcome 3: Mechanisms to engage citizens in city/urban governance developed

Global: Establishing a network of Latin American cities

Also part of the Bill & Melinda Gates Foundation portfolio managed by the Cities Alliance, this activity provided funding to set up Latin American NGO AVINA America's sustainable cities network for knowledge sharing and advocacy. AVINA Americas is a key partner in the Cities Alliance Latin America strategy, which is currently under development.

AVINA Americas has achieved significant scale in supporting national and regional networks of community groups in Latin America cities. Beginning with four or five cities in Colombia, the project has provided seed capital to grow networks in over 70 cities in more than ten Latin American countries. These networks have been instrumental in their ability to influence the responsiveness of pro-poor urban public policies and planning frameworks through more accurate information. They have become a recognised actor on urban development arenas globally and in Latin America.

In 2014, the grantee team successfully built the technical and functional capacities of community networks in cities to organise, influence and monitor the design of public policies and investment priorities in the city. One initiative which has been instrumental in this process has been the design and implementation of legislative goal plans for mayors in countries such as Argentina and Brazil. More than 35 cities in Latin America have implemented the goal plans, which have increased accountability of municipal authorities to communities and enhanced the abilities of community groups to monitor the policy decisions of local governments.

A separate AVINA team supported networks of informal workers, namely waste pickers, to better organise themselves for collective bargaining with the city. The team also helped the waste pickers seek more realistic and predictable financial compensation for their services.

Programme Outcomes Achieved:

Outcome 3: Mechanisms to engage citizens in city/urban governance developed

Outcome 4: Capacities of cities in management and governance strengthened

SECRETARIAT OUTPUTS

As part of the Cities Alliance Results Framework, the Secretariat is responsible for four main outputs: partnerships convened around strategic global priorities; Technical Assistance and grants provided; knowledge products and policy dialogues; and effective governance and management of the Secretariat. This section outlines the results achieved in these four areas.

Partnerships for Global Priorities

Over the course of the year under review, the Cities Alliance established and engaged in a significant number of partnerships at both the strategic and operational level. Notably, three key thematic Joint Work Programmes (JWPs) were established in 2014 to operationalise the key priorities of the Cities Alliance Medium Term Strategy 2014-17. The JWPs focus on Economic Growth, Gender Equality and Resilience.

The Cities Alliance also began conceptualising regional Joint Work Programmes to provide the partnership with full global reach.

Joint Work Programme for Equitable Economic Growth in Cities

The MTS 2014-2017 identified the promotion of Equity in Cities as a critically important knowledge gap for Cities Alliance members to address. Under the chairmanship of DFID, a core group for the Joint Work Programme was formed in 2014 consisting of the Ministry of Cities (Brazil), Swiss State Secretariat for Economic Affairs (SECO), UN-Habitat, AfD, and Cities Alliance Senior Policy Adviser, Clare Short.

To stimulate debate and inform a concrete, technical assistance-oriented Work Programme for the coming years, the group commissioned the development of a discussion paper on Equitable Economic Growth in Cities. This paper will also be used to engage in various policy dialogues in 2015 with Cities Alliance members and partners.

Facilitated by the Secretariat, JWPs are multi-year programmatic vehicles for Cities Alliance members to leverage the collaborative advantage as a partnership to find coherence of effort, synergies and intervention gaps on key developmental challenges.

The Group also established a sounding board made up of internationally renowned experts and institutions to provide guidance for the series of policy dialogues and review expected knowledge products.

Joint Work Programme on Achieving Gender Equality in Cities

The revised Cities Alliance Charter and the new Gender Equality Strategy, which was endorsed at the November 2014 Management Board meeting in Addis Ababa, paved the way for a new Joint Work Programme on gender equality. This collaboration leverages the unique diversity of Cities Alliance members for advocacy, activities, and knowledge development to focus on achieving greater gender equality in cities.

The JWP will ensure that sound gender-responsive programming has been incorporated into each of the four Cities Alliance business lines – Country Programmes, Catalytic Fund, Analytic and Strategic Activities, and Communications and Advocacy. It will also deliver outputs in advocacy, programming tools and diagnostics and knowledge and research products.

In 2014, the Cities Alliance Secretariat laid the groundwork for the new JWP by:

- Establishing a cross-department Gender Equality Team at the Secretariat which drove the production of the first Cities Alliance Gender Equality Strategy;
- Producing a Concept Note for cooperation in distinctive areas of the Cities Alliance’s work: advocacy, programming tools and diagnostics, knowledge and research products, and the Secretariat’s institutional effectiveness to implement gender mainstreaming;
- Providing, with JWP members, a methodology for strengthening gender analysis, data, monitoring, budgeting, evaluation tools and approaches into the Country Programmes, supported by country-level dialogues;
- Enhancing gender mainstreaming of Secretariat grant-making tools and templates; and
- Conducting surveys and awareness sessions for Secretariat staff aimed at supporting women’s recognition, recruitment, mobility and work/life balance.

“Partnering with Cities Alliance members and partners will create a highly visible platform for promoting the role of women in local government decision making, which is a major part of achieving gender equality in cities and key focus area for UCLG.”

--Emilia Saiz, Director, UCLG

So far, the JWP comprises UCLG, SDI, Sida, UN-Habitat, HFHI, Brazil, United Cities and Local Governments Africa (UCLGA), Chile, WIEGO and SKL International, implementing agency for Sida. DFID is also a supporter.

Joint Work Programme on Resilient Cities

The Joint Work Programme on Resilient Cities brings Cities Alliance members and partners together to promote resilient, resource-efficient urban planning.

It will foster integrated, holistic risk perceptions and policy agendas, and promote local resilience strategies through inclusive, long-term urban planning processes. Increasing resiliency in cities and low income settlements is a focus area of our MTS 2014-2017, and the JWP will be one of the primary ways the partnership will address this issue.

The JWP currently comprises SDI, BMZ, GIZ, the French Ministry of Foreign Affairs, UNEP, UN-Habitat and Ethiopia.

Regional Joint Work Programmes: Emerging Strategies for Asia and Latin America

Spearheaded by our respective Regional Advisors, efforts began in 2014 to design strategic frameworks for Cities Alliance operations in Asia and Latin America and the Caribbean. These emerging strategies build on a long track record of successful projects, a strong reputation, and solid links with national and local partners.

The two strategies will follow the approach of regional programmes that the Cities Alliance developed for Africa and the Middle East/North Africa regions in previous years. Similar to the thematic Joint Work Programmes, the methodology of the regional strategies focuses on participation and convergence of Cities Alliance members and partners around a multi-year work plan that identifies technical assistance, analytical needs and operational gaps.

Other Strategic Partnerships

In 2014, the Secretariat programmatically engaged with the British charity **Comic Relief**. Discussions have focused on a potential collaboration in Africa through a multi-year city programme in Monrovia that would support the Monrovia City Corporation on issues of metropolitan governance, slum upgrading, land use and access to services.

100 Resilient Cities (100RC), initiated by the Rockefeller Foundation, approached the Secretariat to invite the Cities Alliance to become a Platform Partner. The initiative is dedicated to helping cities around the world become more resilient to the physical, social and economic challenges that are a growing part of the 21st century.

The Cities Alliance has also partnered with the **Financial Times** and **International Finance Corporation** for the 2015 Transformational Business Awards. Now in their tenth year, the 2015 awards will have a special category on “Excellence in City Transformation”. The Cities Alliance will be involved with the dissemination and selection process as well as with the award conference ceremony.

Finally, taking advantage of its new location in Brussels, the Cities Alliance has partnered with the Belgium-based organisation Network-Association of European Researchers on Urbanisation in the South (**N-AERUS**), a multidisciplinary network of researchers and experts working on urban issues in developing countries with around 500 members. The Cities Alliance’s objective is to build and consolidate a research partnership with N-AERUS for outreach and advocacy purposes in the context of Habitat III.

Working with two major urban poor organisations: SDI and WIEGO

Shack/Slum Dwellers International and WIEGO have long been compared as global networks that represent and support the urban poor. Both networks support their members on the ground, link them up internationally, and advocate with – and for – their members at the local, national, regional and global levels. With such commonalities, both organisations decided to test and build collaboration in two pilot cities in Africa: Durban, South Africa and Accra, Ghana.

With financial support from the Cities Alliance, SDI and WIEGO have linked WIEGO-affiliated waste picker and street vendor organisations networks with SDI affiliates in Africa to identify real possibilities for mutual learning.

They are exploring a number of areas for cooperation, including linking up information systems on informal habitat and informal livelihood issues, and sharing approaches on various issues faced by their members: taxation, privatisation of the commons, privatisation of basic services, formalisation of the informal, exclusionary policies and practices, evictions and relocations, data from mapping exercises, home-based work and housing, advocacy strategies, and policy messages to design joint programmes.

Women in Informal Employment: Globalizing and Organizing (WIEGO) is a global action-research-policy network that seeks to improve the status of the working poor, especially women, in the informal economy.

Its efforts focus on three main areas:

Increased Voice – WIEGO works to support and strengthen organisations of the working poor and to link organisations together. It also helps them gain representation in the policy making and rule-setting bodies that affect their work and lives.

Increased Visibility – WIEGO undertakes and sponsors research and helps to develop and improve official statistics on informal employment and the informal economy. It produces a publication series and maintain a web resource on the informal economy.

Increased Validity – WIEGO promotes the mainstream recognition of informal workers as legitimate economic agents who contribute to the overall economy and are legitimate beneficiaries of economic and social policies. It also advances the incorporation of informal workers into policymaking and rule-setting processes.

The WIEGO network includes membership-based organisations of informal workers, researchers and statisticians who work with the informal sector, and development practitioners.

www.wiego.org

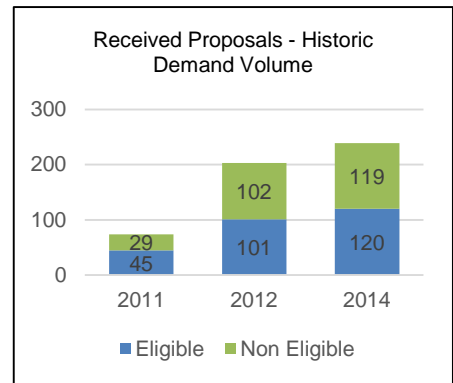
Technical Assistance/Grants

During 2014, as part of its core work the Cities Alliance has continued providing technical assistance through grant funding in support of identified activities within the context of country and regional programmes, as well as our funding window for innovation: the Catalytic Fund.

The Catalytic Fund

The Cities Alliance issued the third Call for Proposals for the Catalytic Fund (CATF) in May 2014 focused on the theme “Know Your City!”

Originally promoted by the Cities Alliance, this theme has been very successfully appropriated by a dynamic partnership of SDI and UCLGA. The choice of theme reflected the Cities Alliance members’ strong conviction that a better knowledge of cities, and innovative and collaborative ways to generate such information, will help bridge the engagement, information and accountability gaps between city governments and their citizens. It also helps to support future good governance and planning processes.



With an historic 250 applications received, the Call has been a resounding success in terms of response, quality of proposals and efficiency of the selection process. This strong response highlights the value and important role of the Catalytic Fund within the Cities Alliance business model and branding.

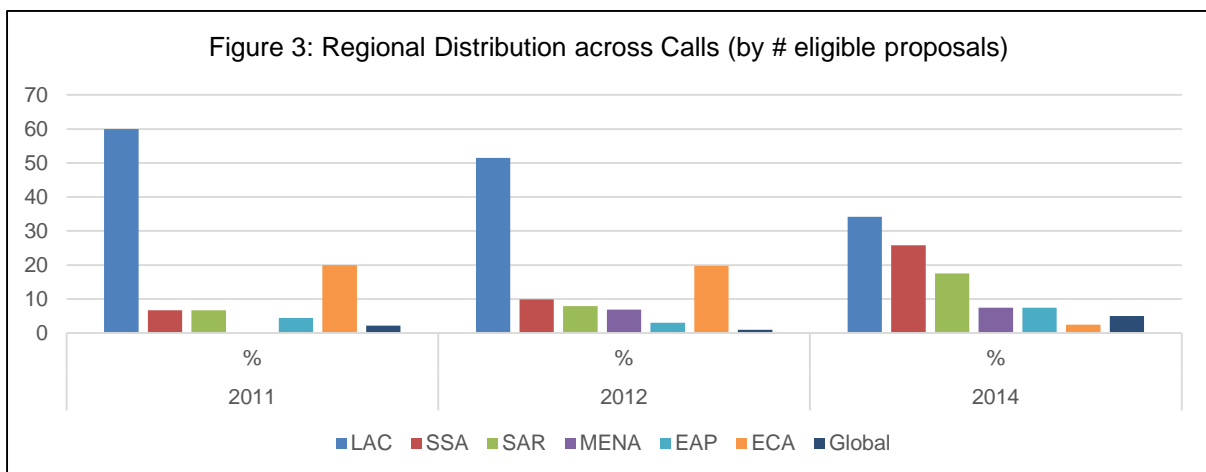
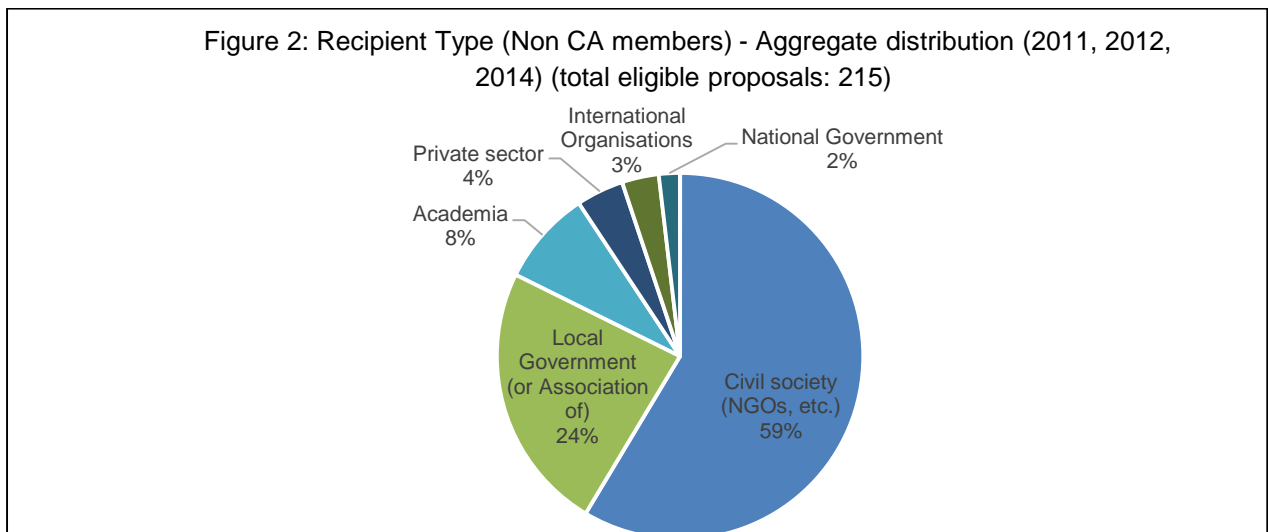
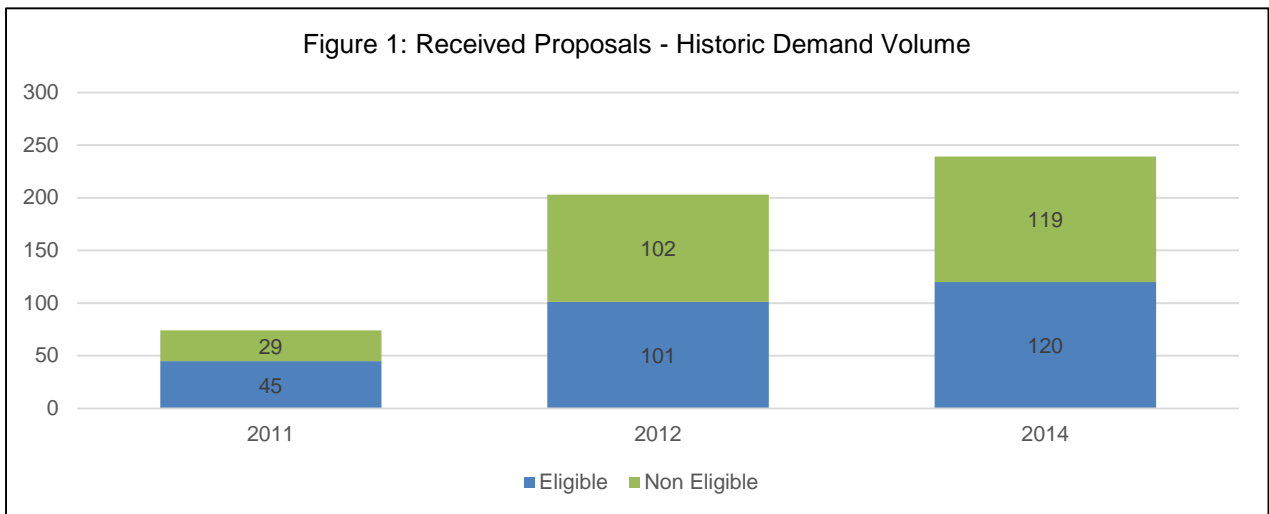
Eleven projects were identified for potential funding that represent both geographical variety (Middle East/North Africa, Latin America/Caribbean, Africa and Asia) and richness of approaches (gender, planning, social accountability, safety).

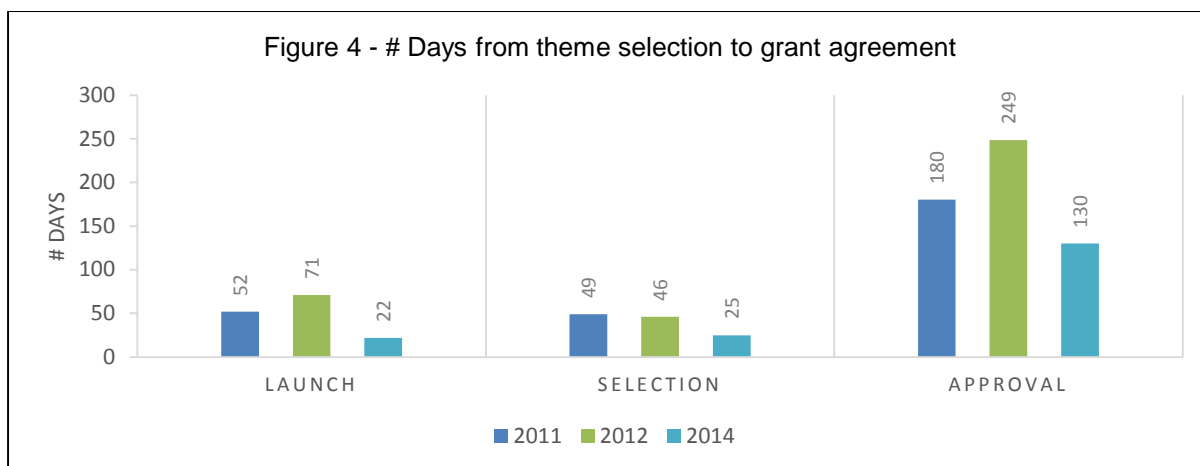
A more efficient Catalytic Fund process

These enhancements are already making an impact, as reflected in the 2014 Call for Proposals for the Catalytic Fund, the first on the UNOPS institutional platform. The Call featured an optimised and efficient selection process; a thematic approach that captured global trends; a higher profile among urban practitioners and stakeholders; and, on average, a high quality of projects.

It has also opened the door to a variety of different constituencies and allowed access to innovative approaches, maintaining a true global reach. The effort to make the CATF process more efficient has been crucial to guaranteeing clear service standards, with a fast rate of turnaround to applicants vis-à-vis the high demand. It is important to note that the improved efficiency has not been achieved at the expense of proposal quality, which has also increased.

The Catalytic Fund by the Numbers





Technical Assistance grants in Country and Regional Programmes

Several Technical Assistance activities have been approved to continue supporting the operations of the Cities Alliance.

In the context of operationalising the Africa strategy, Cities Alliance has held in-depth discussions with the African Centre for Cities in Cape Town to establish a think tank that would: promote a compelling pro-city narrative; scan and analyse new challenges; provide strategic guidelines for Cities Alliance programming over the medium term; and provide greater visibility for the urban debate in the lead-up to Habitat III.

Three additional technical interventions have also been designed:

- Strengthening the UCLGA Secretariat in support of the national associations of local governments in Africa;
- Updating the City Enabling Environment Rating Report, which was released in 2013 and has been an undeniable success, for the Africities Summit in 2015; and
- Expanding the Know Your City campaign in collaboration with SDI.

Managing Grants from the Bill & Melinda Gates Foundation

As part of a global redesign process at the Bill & Melinda Gates Foundation, the urban poverty portfolio was absorbed into other focus areas – requiring the foundation to find an appropriate organisation that could support their existing grantees, find synergies and leverage their existing investments.

Consequently, the Gates Foundation selected the Cities Alliance as the portfolio manager. The portfolio, which amounts to over US\$75million, includes 19 high-risk, experimental, and learning projects across a range of issues.

The beneficiaries include diverse actors in urban development globally such as national governments (urban ministries in Ethiopia and Uganda), city governments (Ville de Dakar, Monrovia City Corporation), networks of the urban poor (SDI, WIEGO) and development partners (GIZ and the German development bank, KfW).

Improved Value for Money

A series of innovative mechanisms have been introduced in the Cities Alliance Secretariat to strengthen efficiency and quality assurance in appraising TA activities.

In addition to making the Catalytic Fund process more efficient, the Cities Alliance also established an internal Project Review Committee was established for quality enhancement and segregation of duties to complement the existing external peer-review mechanisms.

Similar effort was put in measuring the effectiveness of Technical Assistance operations by fully operationalising the Cities Alliance Performance Management System and developing our first-ever Corporate Scorecard.

The World Bank Legacy Portfolio

More than 90 projects with a grant amount of US\$25 million were still under World Bank administration when the Cities Alliance relocated to Brussels in September 2013. Over half of these were projects in Sub-Saharan Africa, and one fourth projects in Asia. Forty of these projects remained active at the end of 2014 under World Bank management, with the remainder in various stages of closure.

The projects were under implementation by a wide range of organisations, including national and local governments, city associations, multilateral organisations, NGOs, universities and institutes.

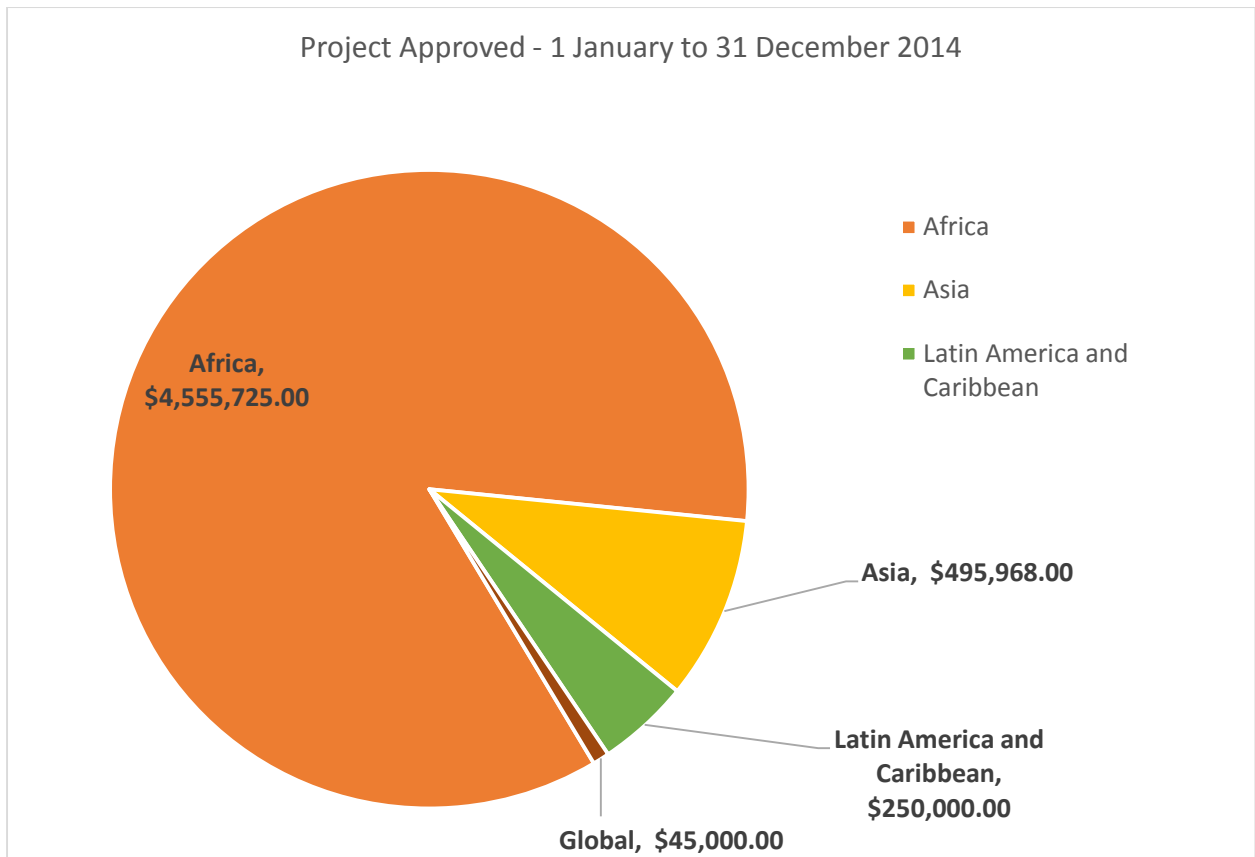
This “legacy portfolio” of projects has produced more than 300 outputs, each of which is reviewed, catalogued and made available to the Cities Alliance Secretariat and its learning and knowledge sharing channels.

Outputs from 2014 included the Strategic Plan of the Association of Municipalities Ciudad Sur of Santiago de Chile; final draft of the Uganda National Urban Policy and Strategic Plan; National Ordinance on Social Work for the My Home My Life and PAC Slum Upgrading Programs of Brazil; a Baseline Survey of major urban indicators of Ethiopian cities; presentation of the Citywide Slum Upgrading Plan for Agra (India); and, a repository of hundreds of public-access Cities Alliance knowledge products in a Documentary Resources platform for UCLGA knowledge dissemination channels.

Portfolio Highlights

During 2014, 11 projects were approved with over \$5.3 million of grant funding. The highest grant amount was allocated for projects in Africa region. The following charts and graphs show the number of projects approved during the period under review and their geographic distribution.

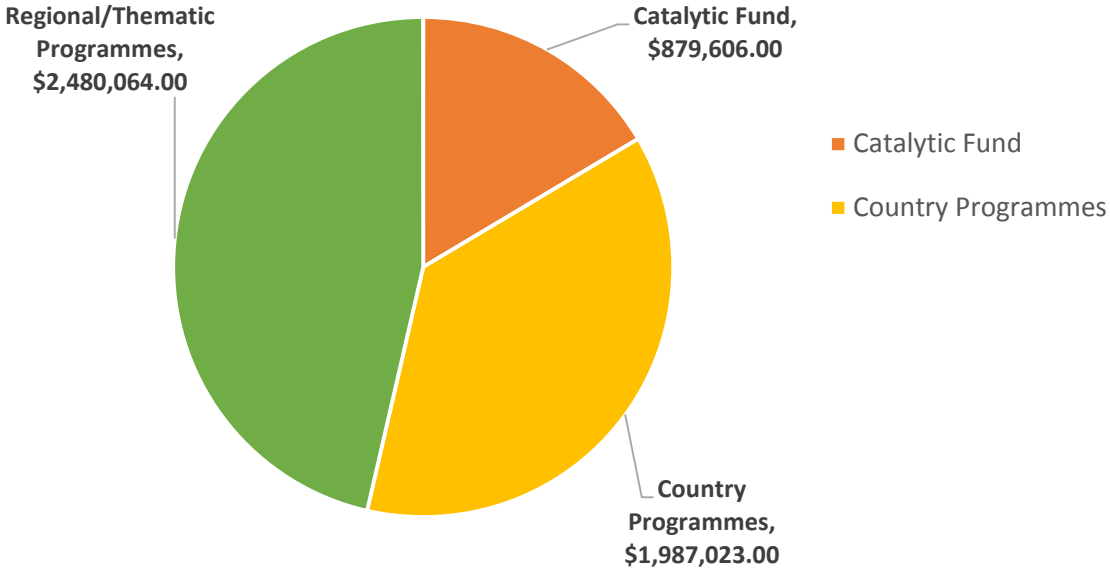
Region	Number of Projects	Grant Amount (US\$)
Africa	8	\$ 4,555,725.00
Asia	1	\$ 495,968.00
Latin America and Caribbean	1	\$ 250,000.00
Global	1	\$ 45,000.00
Total	11	\$ 5,346,693.00



By Cities Alliance business line, most of the approved funding went to country and regional/thematic programmes. The number of projects and allocation by business line are illustrated on the following table/chart.

Business Lines	Number of Projects	Grant Amount (US\$)
Catalytic Fund	4	\$ 879,606.00
Country Programmes	5	\$ 1,987,023.00
Regional/Thematic Programmes	2	\$ 2,480,064.00
Total	11	\$ 5,346,693.00

Project by Business Lines
1 January to 31 December 2014



Governance and Secretariat Management

A New Governance Structure for an Empowered Partnership

At its Annual Meetings in Ethiopia in November, Cities Alliance members unanimously approved significant and far-reaching changes to the Charter. In summary, these reforms provides for a wholly new governance structure, empowering the partnership for a strong future.

The new governance structure includes a Cities Alliance Assembly, a Management Board, and the Secretariat. It also opens up the partnership to a range of new members in order to better represent the changing framework of international development aid.

In addition, the Cities Alliance activities will no longer be limited to countries on the OECD's Development Assistance Committee list of aid recipients. However, the partnership will continue to increase the focus on least developed countries and secondary cities, while mobilising the expertise of middle and higher income countries.

The new governance structure is the culmination of a series of reforms undertaken by members that began with a new business model in 2009, followed by (the first) revised Charter in 2010 and a move to UNOPS as hosting platform in 2013.

The Cities Alliance Assembly

The original governing body of the Cities Alliance, the Consultative Group held its final meeting on 7 November 2014. It will be replaced by the Cities Alliance Assembly, whose main function is to serve as an effective global platform where a broad range of Cities Alliance members and partners meet to engage on the major international urban development issues.

The Assembly will be open to new constituencies, including the private sector, foundations, universities and knowledge institutions – potentially bringing important new stakeholders into the partnership to better represent the changing dynamics of international aid. This process will be managed by a standing Membership Committee.

In addition, there will be no more distinctions between national government members. While governments had previously been divided into *developed and developing* or, more euphemistically, *urbanising or supporting* governments, they now will be more accurately reflected as what they all are: national governments.

In another significant break with the previous governance, the Assembly is to be chaired by an individual of global standing, selected by the members. S/he can be, but is not required to be, associated with any Cities Alliance member. Members also decided that the new Assembly will replace the functions of the Policy Advisory Forum. Instead, the Assembly may appoint a number Senior Policy Advisors to advise the Assembly, Board and Secretariat for a mandate of three years, renewable once. We are delighted to report that Clare Short has agreed to continue her close association with the Cities Alliance, and accept the role as the first of the Senior Policy Advisors.

The Management Board

The Cities Alliance Executive Committee was replaced by a new Management Board, which is responsible for decision making for the partnership. When selected by the Cities Alliance Assembly, the Board will have a three-year term and comprise a maximum of 15 members. It will be chaired by an independent and neutral chair, who can be selected from amongst Cities Alliance members or – for the first time – from outside of the Cities Alliance membership.

For the Management Board to be created, the Cities Alliance Assembly first needs to be established, requiring the population of all six constituencies. An Interim Management Board was elected in November 2014, comprising UCLG, Brazil, Ethiopia, UK, Germany, Sweden, HFHI and UN-Habitat. Jean-Pierre Elong Mbassi, Secretary General of UCLGA, was elected Chair of the interim Management Board, acting in his personal capacity.

The Secretariat

The role of the Secretariat remains unchanged under the new structure. Working under the overall direction of the Director, it will continue to implement the Cities Alliance work programme, manage day-to-day operations, and facilitate member participation in the partnership.

“Having this governance structure approved is critical to empowering Cities Alliance to operate as effectively as it can in this crucial time for the urban community.”

– Alioune Badiane, Director of Programme Division at UN-Habitat and chair of the final Consultative Group meeting

Advocacy, Communications and Publications

2014 was a decisive year for promoting the role of cities in development and poverty reduction. With the ongoing Sustainable Development Goal (SDG) process and the upcoming Third United Nations Conference on Housing and Sustainable Urban Development in 2016, it was a critically important time for the Cities Alliance partnership to step up advocacy efforts. We did so and more, with a Joint Work Programme focused on Habitat III, key knowledge outputs, and relevant dialogues to influence the global debate surrounding the emerging urban agenda.

Shaping the urban agenda in the lead-up to Habitat III

In 2014 the Cities Alliance established its first-ever Joint Work Programme focused on advocacy to rally members around cities, formulate common key advocacy messages, and determine how best to disseminate them before Habitat III in 2016.

The JWP has been a resounding success, participating in global negotiations as a coherent, dedicated group with a strong voice in support of the important role cities play in sustainable development.

As a result, the Open Working Group on Sustainable Development Goals endorsed the inclusion of a dedicated Urban SDG (Goal 11) in its recommendations in advance of the Special Summit on Sustainable Development, which will be held in New York in September 2015.

This accomplishment was only possible because of cooperation with other global advocacy networks. Through the intelligent use of social media and existing networks, the United Nations Sustainable Solutions Development Network (UNSDSN) has been very effective in making the case for an urban SDG, as well as attracting a new consortium of actors. Similarly, the Global Task Force, assembled by UCLG, has been extremely effective in energising a range of more traditional partners around the urban SDG.

Through the JWP and the Secretariat, the Cities Alliance has played a supportive and complementary role to both of these initiatives. The JWP has also highlighted the value of partnerships as a means of implementation – a key discussion point in current global development negotiations.

Members of the JWP include UN-Habitat, UCLG, BMZ, GIZ, the French Ministry of Foreign Affairs, AfD, SDI, HFHI, Swiss SECO and DFID.

Promoting dialogue with learning events

The Cities Alliance has expanded its influence on the global SDG debate through a series of side events organised at major international forums.

World Urban Forum in Medellin. The Cities Alliance hosted a large booth at the April 2014 forum, which was a popular venue for meetings and special events. These included a pre-launch of our flagship study *Managing Systems of Secondary Cities*, launch of a joint Cities Alliance-UNEP report *Integrating the Environment in Urban Planning and Management*, and a joint WIEGO/SDI/Cities Alliance “City Walk” titled *Citizens and the City Working Together*.

Dialogue at the Habitat III Preparatory Committee Meetings. The Cities Alliance Joint Work Programme on Advocacy for Habitat III held a dialogue in May 2014 to discuss lessons learned from the Habitat implementation process and expectations for Habitat III.

ECOSOC and Integration for Sustainable Development. The Cities Alliance participated in the first-ever UN Integration Segment of the Economic and Social Council, which met in May 2014 to discuss how urbanisation can be an effective tool for integrating different aspects of sustainable development.

EU-Brazil Sector Dialogues. In September 2014, the Cities Alliance supported the London School of Economics (LSE) in organising and facilitating a sector dialogue between Brazil and the European Union Commission on social housing policies.

Planning Meetings with SDI and WIEGO. The Cities Alliance facilitated a planning meeting between SDI and WIEGO in September 2014 to discuss convergences between the two civil society organisations in joint advocacy initiatives as well as operational synergies on slum and informality.

International Meeting on the Right to the City. This event in Brazil in November 2014 encouraged the construction of the Global Platform on the Right to the City. It was supported by several Cities Alliance members, including UCLG, SDI, HFHI, the Brazilian Ministry of Cities and Ford Foundation, as well as other partners such as Avina Foundation and WIEGO. The Cities Alliance Secretariat also participated in the event.

Publications

Managing Systems of Secondary Cities

Cities around the world are increasingly becoming the main drivers of trade, investment and local economic development. However, not enough attention is being paid to the fastest growing urban areas of all, and the ones with the greatest potential to shape our urban future: secondary cities.

A major new publication commissioned by the Cities Alliance in 2014, presented at the World Urban Forum VII in Medellin, seeks to fill that knowledge gap. *Managing Systems of Secondary Cities* by Brian H. Roberts provides much-needed data on the changing trends of secondary cities and the role they can play in regional and national development.

“A balanced system of cities with strong secondary cities offers tremendous potential for regional and national economic development. Many poor cities and rural regions could double or even triple their GDP,” notes Roberts.

Despite their growing role, countries often ignore the productive role that secondary cities can play in a balanced national system of cities. As a result, many secondary cities are facing numerous development challenges – including creating jobs, attracting investment for needed infrastructure, and diversifying or revitalising their economies – with far fewer options than their larger counterparts.

Managing Systems of Secondary Cities explores how to make these cities more competitive and efficient. It reviews existing literature, trends and redefines the concept of a secondary city within the global context. The book also includes 15 regional case studies that illustrate the way countries in developing regions have approached urbanisation, decentralisation and other developments in support of secondary cities development. It also examines what international development assistance agencies and organisations can do to support the development of secondary city systems.

Both the topic and the book have attracted considerable attention. It has been referenced in several key policy documents in 2014, and it is also directly informing a number of operations of the Cities Alliance partnership, such as in Ethiopia. A Spanish version of *Managing Systems of Secondary Cities* will be available in the latter half of 2015.

PEARL Compendium of Global Good Practices

Since 2009, the Cities Alliance has supported India's Peer Experience and Reflective Learning (PEARL) network, helping fill knowledge gaps to enable Indian cities to undertake governance reforms and upgrade urban services.

As a follow-up to a knowledge needs assessment conducted pilot cities, the National Institute of Urban Affairs (NIUA) in 2014 produced a series of knowledge products to provide the required learning to Indian cities. Financed by the Cities Alliance, the *Compendium of Global Good Practices* capture learning from successful national and global practices in delivery of water and sanitation services, solid waste management, urban transport management, cultural heritage revitalisation and urban reforms.

The compendiums are a huge leap in transforming PEARL into an effective horizontal learning network of Indian cities by engaging members as knowledge sharing and learning partners. The knowledge products help bridge the assessed knowledge gaps and provide learning relevant for replicating the successes in other cities. To make the replication easier, the good practices have been unbundled and success factors identified.

The documentation process is also groundbreaking – as the first step, a long list of good practices was prepared based on criteria. The best practices among them were selected by a peer group and specialised agencies engaged to work with the cities to document the experience, highlighting the success factors.

The production of the compendium also underscored an important point: While best practices are generally identified on the basis of outcomes, knowledge for replication is most useful when it reveals a nuts-and-bolts analysis of the processes to identify success factors.

UNITED NATIONS OFFICE FOR PROJECT SERVICES (UNOPS)

In its role as operational arm of the United Nations system and its Member States, with 20 years of experience, UNOPS strives for excellence and has acquired a number of external certifications aligning with international standards.

Cities Alliance as a global partner organisation in support to urban development is served by the UNOPS-Global Portfolio Services Office (GPSO) which was created in 2013 to manage portfolios of global outreach, such as Cities Alliance, the Water Supply and Sanitation Collaborative Council (WSSCC) and the Alliance to Stop TB, amongst others. In its delivery of quality services GPSO is supported through UNOPS delivery practices in Project Management, Infrastructure and Procurement. UNOPS continuously focus on improving performance and innovation to meet partner needs, while aiming at increasing organisational maturity.

UNOPS range of hosting services and global outreach makes it a solid partner for initiatives such as Cities Alliance who want to retain their own profile and mandate provided by their respective governing bodies, yet require administrative support services of consistent quality through an established control framework. The expertise of Cities Alliance and these other entities, also assist UNOPS to further tailor and expand its support and services to the benefits of its partners.

UNOPS is proud to support Cities Alliance as well, in its role for partnership building in the implementation of the new urban agenda that will be defined in 2015 with the approval of the new SDGs and in 2016 during the Habitat III world conference. Cities Alliance will launch joint actions together with national governments, local governments, organised civil society, that will make cities more inclusive, safe, resilient and sustainable. UNOPS is committed to work closely to support Cities Alliance in this important undertaking.

CITIES ALLIANCE FINANCIALS

Following the Cities Alliance relocation to Brussels in September 2013 operations, including receipt of member contributions, awarding of grants and other activities were launched under the UNOPS platform. As a result, the Cities Alliance fiscal year was changed to the calendar year, in line with that of the host organisation.

The financial results presented below cover programme operations from 1 September 2013 to 31 December 2014.

CITIES ALLIANCE PARTNERSHIP PROGRAMME STATEMENT OF CONTRIBUTIONS AND EXPENDITURES SEPTEMBER 2013 TO DECEMBER 2014			
CONTRIBUTIONS			
Contributions/ Cost Categories	CORE US\$	NON-CORE US\$	TOTAL US\$
Member Contributions*	16,851,334	0	16,851,334
Earmarked Contributions	0	13,114,477	13,114,477
Total Contributions	16,851,334	13,114,477	29,965,811
- PROGRAMME EXPENDITURES			
Operating Costs			
Governance , Finance & Administration	3,236,884	404,232	3,641,116
Programme Support & Operations	2,012,568	765,192	2,777,760
Sub-Total- Operating Costs	5,249,452	1,169,424	6,418,876
Programme Grants Awards and Activities			
Country Programmes	0	4,730,928	4,730,928
Catalytic Fund	635,986	0	635,986
Analytic and Strategic Activities (ASA) - Track I	310,537	0	310,537
Analytic and Strategic Activities (ASA) - Track II	148,393	2,759,739	2,908,132
Sub-Total- Programme Grants Awards & Activities	1,094,916	7,490,667	8,585,583
Total Expenditures (including Grant Awards)	6,344,368	8,660,091	15,004,459
Balance (Contributions less Expenditures) C/F	10,506,966	4,454,386	14,961,352

Notes

* In addition to their financial contributions to the Cities Alliance Partnership, France (MFA) and Germany (BMZ) have provided in-kind contributions by seconding technical staff to the Secretariat.

THE CITIES ALLIANCE TEAM

Secretariat Staff: Brussels, 1 January 2014 – 31 December 2014

Allou, Serge	Lead Urban Specialist
Balocova, Magdalena	Programme Management Specialist
Baskin, Julian	Head: Programme Unit
Cobbett, William	Director
Daepf, David	Programme Officer
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Karakhanyan, Nune	Executive Assistant
Kibui, Phyllis	Head: Finance and Operations
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Lima, Laura	Urban Specialist
Loi, Gian Nicola	Programme Assistant
Lozet, Florence	Intern
Panchaud, Léandre	Intern
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Siddique, Omar	Senior Urban Specialist
Silva, Federico	Senior Programme Officer

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Pligoropoulou, Thalia	Programme Assistant

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Bunch, Juliet	Communications Specialist
Dai, Ngoc	Programme Analyst

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