

## ENHANCING RESULTS AND LEARNING AT THE CITIES ALLIANCE

Following the recommendations of the 2006 independent evaluation to deepen the organisation's knowledge base, the Cities Alliance Secretariat initiated a series of activities designed to achieve a systematic approach to knowledge and learning. These were reinforced by the adoption of the Medium-Term Strategy 2008–10, which provided both a conceptual framework and a platform for the improved monitoring and evaluation of Cities Alliance activities, supported by a results-based approach to knowledge. This process is being led by Günter Meinert, a senior staff member on secondment from the GTZ. A preliminary framework was presented to the executive committee in Trondheim, Norway, in April 2008. Input by members on this initial effort will feed into a final strategy document to be presented to the Consultative Group meeting in Barcelona in January 2009.

The communications and knowledge-sharing function also was enhanced to facilitate achieving the goal and objectives of the MTS. A revised communications strategy focused on leveraging communications and knowledge partnerships has been developed as part of more systematic country/member engagement. This approach has resulted in the ongoing development of joint work programmes with United Cities and Local Governments (UCLG); UN-HABITAT; the World Bank; bilateral members, such as AFD, Brazil, and Nigeria; and with new partners, such as the London-based International Institute for Environment and Development (IIED).

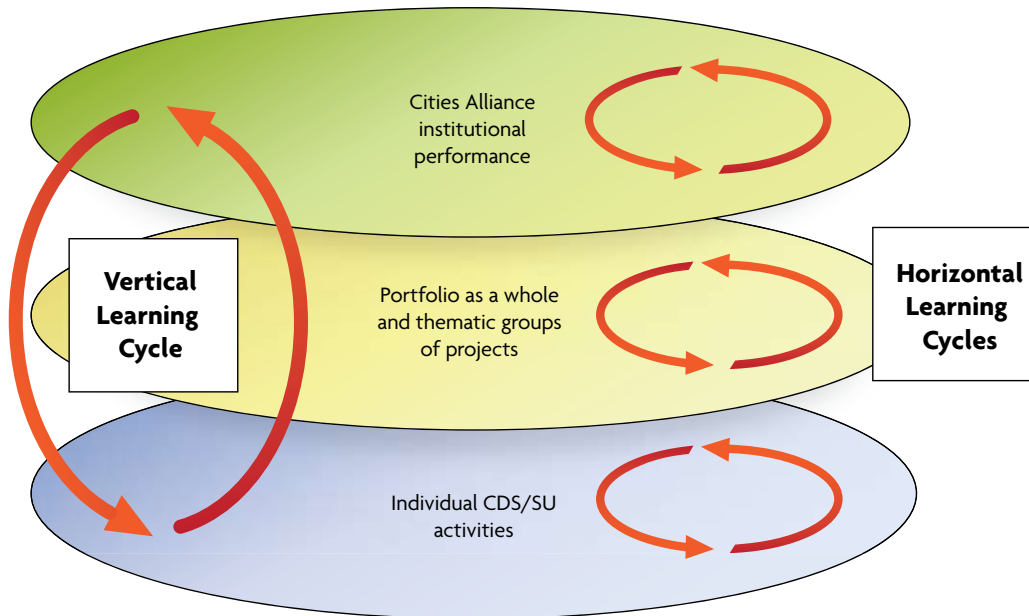
### Designing a Monitoring and Evaluation Framework

The monitoring and evaluation (M&E) framework is being designed to strengthen the Cities Alliance as a learning Alliance, to help understand why and to what extent results are achieved and to understand their impact on stakeholders. This in-depth comprehension of urban dynamics will help also to identify knowledge, action, and policy gaps and so create evidence for knowledge management and advocacy. Rather than being purely an instrument of control, M&E in the Cities Alliance will be applied as the fundamental tool for knowledge sharing and organisational learning, and it will help improve the design and performance of ongoing operations, the portfolio as a whole, and institutional performance.

Given the nature of the Cities Alliance as a rather heterogeneous network of cities and their associations, slum-dweller associations, national governments, multilateral and bilateral agencies, the guiding principles for M&E and the corresponding knowledge sharing and learning would be:

- **Efficiency:** Focusing on what is relevant for decision making by members and partners under real-life conditions. The effort and cost for enhanced M&E must be justified by better results.
- **Realism:** Instruments and work processes of M&E must be flexible and adjust to a wide range of

**Figure 3: Linkages between Monitoring and Learning**



needs and situations because motivations and technical capacities vary greatly among members and partners.

- **Subsidiarity:** The Cities Alliance would engage only in activities where the network has comparative advantages over the actions of individual members and partners. It has a complementary and facilitating role.

Monitoring and evaluation of the city development strategy and slum upgrading operations should facilitate more effective steering of the operations toward the desired results. In addition, it would generate a deeper understanding of the effectiveness of the operation and generate lessons worth sharing with other cities. In most cases, substantial support from their sponsoring partners will be necessary to apply more effective M&E in the operations. The secretariat will supply guidelines and adjust formats and work flows to make them more M&E friendly.

The knowledge generated through individual operations is at the core for learning at the portfolio level, beyond individual projects. Operations with similar approaches could be clustered to form communities of practice. Members could prioritise the-

matic issues to conduct programmatic evaluations across the portfolio, or to engage in joint work programmes to address knowledge and policy gaps. M&E at the portfolio level not only raises questions regarding operational and budgetary issues, but would require members' consent on the desirable composition and quality of the portfolio, with correspondent consequences for the selection of project proposals.

A vertical learning cycle would relate the insights gained from the M&E of individual operations and the portfolio to identify options for improving the performance of the Cities Alliance as a whole. On one side, members would have to dedicate time and effort to analyse the information and agree on measures to be taken. On the other side, there would have to be agreement on a more precise results framework for the Alliance, with specific objectives and indicators suitable for M&E.

In summary, an enhanced M&E in and for the Cities Alliance will be based on several conceptual decisions to be taken by its Consultative Group to fully unfold its potential for increased effectiveness and cooperation. The secretariat is preparing conceptual and operational proposals for discussion among members and subsequent approval.

## Strengthening Communications and Knowledge Sharing

The year under review witnessed an exponential increase in the level of communications and knowledge-sharing activities, focused more emphatically on harnessing the comparative strengths of members and partners to strengthen the Learning Alliance brand. The Cities Alliance participated in more meetings and events organised by members and partners than at any other time in its short existence. It worked with members to organise highly successful knowledge-sharing events, such as the Manila Public Policy Forum on the theme, “Leveraging Resources for Livable Cities” and the São Paulo International Policy Dialogue among south-south megacities to share lessons on the “Challenges of Slum Upgrading,” with São Paulo’s experience as the case study.

The Cities Alliance also elaborated a more structured publications programme with defined product lines to enable a more efficient knowledge capture and dissemination process. It created acclaimed Web portals to spotlight key Alliance activities, such as the EcoCity Planning and Management Programme in the Old City of Yangzhou, China, and the Ghana Municipal Finance and Management Initiative. To effectively and efficiently capture and store information and to monitor the Alliance’s project proposals and project implementation activities, the secretariat developed a new proposals and project monitoring database and embarked on a major restructuring of its Web site.

### Knowledge Sharing Activities

#### “Cities for All” Meeting in Brazil, September 20–21, 2007

This was a special event organised by Brazil’s Ministry of Cities, Caixa Econômica Federal (Brazil’s Housing and Urban Development Bank), the National Congress, the National Front of Mayors, the National Forum of Urban Reform, and the Cities Alliance. The focus was on slum upgrading policies as elaborated in a number of Brazilian cities. Key participants included Marcio Fortes, Brazil’s minister of cities; Newton Lima, mayor of Guarulhos and vice president for in-

ternational relations of the National Front of Mayors; Clarisse Copetti, vice president of Caixa Econômica Federal; William Cobbett, manager of the Cities Alliance; Valdelene Verônica de Lima, a representative of the Central Popular Movement; Jennifer Sara, World Bank sector leader; and Cecilia Martinez Leal, director, Regional Office for Latin America and the Caribbean, UN-HABITAT. Paulo Teixeira, Cities Alliance Policy Advisory Board member, was a key organiser of the meeting in his role as a deputy in the Brazilian Federal Legislature.

The meeting provided an excellent advocacy vehicle to highlight the ongoing challenges faced by urban poor people in the majority of Brazilian cities and the importance of ensuring their involvement in finding solutions.

#### MINURVI Meeting, Santiago, Chile, October 10–17, 2007

MINURVI was created in 1992 as a permanent forum for consultation and coordination among Latin American and Caribbean countries in the area of sustainable development of human settlements. In 1995, member-states adopted the *Regional Plan of Action for Latin America and the Caribbean on Human Settlements*, which has formed the basis of diverse regional



Patricia Poblete, Chile’s minister of housing and urban development, and William Cobbett, Cities Alliance manager

accords in five priority areas: (1) achieving social equity and combating poverty, (2) increasing productivity in human settlements, (3) improving the urban environment, (4) fostering governance, and (5) participation and efficiency in policy making.

At the annual MINURVI meeting of housing and urban development ministers in Santiago, Chile, delegates assessed their collective progress in social housing programmes and urban upgrading initiatives while grappling with the region's backlog of social housing. They agreed on a Santiago Declaration to be used by national governments to define an agenda on inclusiveness. The declaration avers that "the right to the city" should be a basic feature in designing urban policies, especially those related to secure access to land, adequate housing, infrastructure, and social amenities for the urban poor.

**Shack/Slum Dwellers International (SDI) Donor Meeting, London, October 12, 2007**

Representatives from the Cities Alliance, the Ford Foundation, the Gates Foundation, the Rockefeller Foundation, the government of Norway, the United States Agency for International Development (USAID), and the U.K. Department for International Development (DFID) met to share detailed information on individual programmes of support to SDI and to discuss ways in which the organisations represented could better collaborate with each other and improve the quality of support to SDI. Coordinated by the Cities Alliance Secretariat and hosted by DFID, the meeting provided an excellent example of attempts by international development agencies to improve their coherence of effort especially with regard to slum dweller federations.



Courtesy: SDI

SDI Malawi—Mzuzu Houses in the background

**Second World Congress of United Cities and Local Governments, Jeju, Republic of Korea, October 2007.**

Nearly 2,000 mayors, councillors, and representatives of cities and local and regional governments of the world came together on the island of Jeju in the Republic of Korea for the Second UCLG World Congress. The theme was, "Changing Cities Are Driving Our World." Climate change and the impact of global warming was the main focus of deliberations, with participants agreeing to make concerted efforts to reduce the greenhouse gas emissions that contribute to global warming and to use renewable and clean energy sources to combat climate change. They captured this in the warning in the Jeju Declaration issued at the end of the congress: "If we do not act now to mitigate the consequences of global warming, the results could be devastating." The role of the UCLG is "to bring together key partners to address this critical issue."

The congress also focused on shaping local and regional government policies and defining the positions of the world's local leaders for the UN Framework Convention on Climate Change, which needs to be ratified in 2012. Mayors argued that they should be active stakeholders in the negotiations process and be directly involved in the mechanisms of implementation and monitoring of those accords. "The fight against climate change begins in our cities. So it is vital that UCLG positions itself as a key player and possesses a clear and committed message on the issue," said Bertrand Delanoë, the mayor of Paris, who also was elected the UCLG president.



Chir Akporji/Cities Alliance

UCLG Congress, Jeju, South Korea with Elisabeth Gateau and Delanoë



Under the theme of “City Diplomacy,” the UCLG congress also focused on the role of local government efforts in promoting peace. According to the Jeju Declaration, “Local governments also act on the international stage to promote all human rights and respect diversity in our cities and territories as a foundation for peace and development. Local governments share the goals of the Alliance of Civilisations, an initiative launched by the Secretary General of the United Nations with the support of the Spanish and Turkish governments to develop policies to promote understanding and mutual respect, and thereby maintain peace in the world. The declaration also praised Jeju’s peace-building efforts, describing it as “the island of world peace.”

The Cities Alliance delegation to the Jeju congress was led by William Cobbett, programme manager, who chaired a session on “Strategic Responses in Fast Growing Cities,” organised in collaboration with UCLG. Showcasing experiences of cities such as Rosario, Argentina, and Calbayog city, Philippines, the session emphasised the importance of city development strategy processes in creating well-governed, sustainable, and socially inclusive cities.

Cities Alliance also worked with UCLG to host a session on “Financing Urban Explosion: The Local Authorities Vision.” The session discussed approaches to enabling cities to gain access to domestic financing for infrastructure. Cities experiences shared included those of Omar El-Bahraoui, mayor of Rabat, Moroc-

co; Omar Fayad, president of Morocco’s *Association Nationale des Collectivités Locales Marocaines*; and Violeta Seva, adviser to the mayor of Makati, the Philippines and vice-president for UCLG-ASPAC.

#### **Eighth Cities Alliance Public Policy Forum, Manila, Philippines, November 5–7, 2007**

Philippine President Gloria Macapagal-Arroyo formally inaugurated the eighth Cities Alliance Public Policy Forum, widely adjudged one of the most successful in the history of such forums. In her speech at Malacañang Palace to kick off the three-day event, President Arroyo praised the “success of the City Development Strategies programme funded by the Cities Alliance and implemented by the League of Cities, which has already been implemented in the majority of our cities, with measurable success, and that it is among the most successful in the world...for it strengthens our belief in the power of the global system to alleviate poverty and modernize nations.”

She called the forum an important opportunity to share knowledge and resources among Cities Alliance members and development partners to address urbanisation, transform slums into liveable communities, and enable the urban poor to become more fulfilled and productive members of society.

The forum was sponsored by the government of the Philippines in partnership with the League of Cities of the Philippines, the ADB, the World Bank, and UN-HABITAT. With the theme “Leveraging Resources for Liveable Cities,” the forum showcased the dynamic Philippines CDS programme. It featured specific examples from Marikina and Muntinlupa, as well as the Metro Manila Urban Services Programme. Also included were presentations from the Ekurhuleni Metropolitan Municipality in South Africa; a theatrical presentation of the City Development Strategy of Yangzhou, China; and an overview of the *Ban Mankong* nationwide upgrading programme presented by Thailand’s deputy prime minister, Khun Paiboon Wattanasiritham. A highlight of the event was the active and engaged participation by the Vice President of the Philippines, and Chair of Housing and Urban Development Coordinating Council, Noli de Castro, who also joined participants on a field trip.



Philippine President, Gloria Macapagal-Arroyo welcoming guests to the opening of the Cities Alliance PPF in Manila.

Courtesy: Housing and Urban Development Coordinating Council (HUDCC), Manila, the Philippines

More than 300 participants of the Forum signed off on the Manila Declaration issued at the close of the event, the first communiqué in the history of the Alliance's public policy forums. Titled, "Concerning the Principles Which Define the Roles and Mission of Governments, Organizations and Sectors in the Vision for Liveable Cities," the declaration sets out basic principles for each category of stakeholder. Local authorities, for example, are described as the prime movers of the shared aspiration for accelerated transformation of cities into liveable, competitive, bankable, and well-governed politico-economic units, while their national government counterparts create and sustain the needed policy environment and systems of incentives that fuel the collaboration and meaningful engagement of concerned sectors in the overall poverty reduction effort. International development partners are adjudged major sources of the knowledge, financial, and technical resources that are key to the sustainability and longevity of programs to create liveable cities and eradicate slums. Therefore, the declaration calls for urgent and corresponding action by concerned governments, organisations, and sectors.

**World Conference on Development of Cities,  
Porto Alegre, Brazil, February 13–16, 2008**

Attended by close to 7,000 mayors and city councilors, academics and experts, community leaders, busi-

ness people, and social workers, this conference sought to discuss the importance of cities and the diversity of social innovation and transformation initiatives that have been emerging through focus on four themes: (1) the right to the city, (2) governance and democracy in cities, (3) local development in cities, and (4) sustainability and the network-city.

A broad coalition of urban stakeholders were involved in organising the conference, including the Porto Alegre City Council; Brazil's Ministry of Cities; City Hall of Rome (Italy); Rio Grande do Sul State Government; the National Confederation of Cities; the Federation of Latin American Cities, Municipalities, and Associations; UCLG; the UN Educational, Scientific, and Cultural Organization; UN-HABITAT; the Inter-American Development Bank; the World Bank; the International Observatory of Participatory Democracy; the Committee on Social Inclusion and Participative Democracy; the International Center for Urban Management; and the Cities Alliance.

The Cities Alliance was actively involved in the conference through its São Paulo, Brazil, office, which helped to organise a workshop on urban regulation that presented case studies from São Paulo and from Chile. The Cities Alliance also used the opportunity to launch the Bahia PATS publication and the Youth Essay Competition 2008.



Cities Alliance São Paulo Office

Participants at the Porto Alegre Conference on cities

**International Policy Dialogue on the “Challenges of Slum Upgrading: Sharing São Paulo’s Experience,” São Paulo, Brazil, March 10–14, 2008**

This was the first time the Alliance hosted a major south-south cities exchange event which was hugely successful, leading to demands for more of such forums for learning and sharing of experience. Coorganised by the Cities Alliance and the municipality of São Paulo, the five-day event brought together representatives of the megacities of the south, such as Cairo, Ekurhuleni, Lagos, Manila, Mumbai; their counterparts from the host city of São Paulo, and a third group of participants designated “observers,” namely from La Paz, Santiago, and Sekondi-Takoradi to share their experiences on the challenges of slum upgrading. These participants were joined by representatives of development organisations, such as the World Bank, the ADB, UCLG, Metropolis, and UN-HABITAT. Speaking on behalf of his counterparts from the other cities, São Paulo’s Mayor Gilberto Kassab called the event an “important opportunity for exchange of ideas on the problems they encounter on a regular basis.”

The first day of the event was devoted to a presentation of aspects of São Paulo’s slum upgrading programme for the benefit of the invited cities. Providing the context for the São Paulo experience, Ivo Imparato, World Bank Task Manager of the Cities Alliance Techni-

cal Assistance Project to the city, noted that the state of São Paulo (of which the city is the capital) accounts for 34 percent of national gross domestic product (GDP), whereas the São Paulo municipal area accounts for 9 percent of national GDP. The city’s own share for slum upgrading in the national government’s Programme for the Acceleration of Growth is 1 billion Reals which it has deployed its slum upgrading programmes.

Elisabete França, coorganiser of the policy dialogue and Superintendent of SEHAB, the city’s municipal housing authority, outlined the basic legal underpinnings of the housing policy. Article 79 of the Strategic Master Plan of the Municipality (Law 13.430/02) endorses the concepts enshrined in the Federal Constitution regarding decent housing—namely, security of tenure, adequate sanitary installations, reasonable living conditions, and access to essential public services.

Participating cities’ also presented their own experiences. These were sharpened by site visits to specific submunicipalities of São Paulo, where slum upgrading had either taken place or is an ongoing activity: São Francisco, Manacias Iporanga, Vila Nilo, Paraisopolis, and Heliopolis. Participant groups spent the whole day touring the areas, attending workshops with local municipality staff and clients, and engaging with community residents who invariably shared how the upgrading activities have impacted their lives.



Ciete Silverio/Municipality of São Paulo

Participants at the São Paulo Learning Event



Chil Akporji/Cities Alliance

Mayor Gilberto Kassab of São Paulo answering reporters’ questions at the event



The last day of the event was devoted to an evaluation session where city participants were joined by a larger group of media representatives, nongovernmental organisations, and other civil society groups as they shared their general impressions of the event, what they learned, and what they planned to take away from the international policy dialogue.

Godfrey Hiliza of Ekurhuleni Metropolitan Municipality, for example, observed that the São Paulo experience was unique in the close engagement between the municipal staff and their constituents: “The passion of the technical staff in the slum upgrading process is clear for all to see. We perceive some challenges similar to those faced by Ekurhuleni, like limited capacity and unemployment in the deprived communities. But, without doubt, São Paulo is already way advanced than Ekurhuleni in the slum upgrading process.”

Urvinder Madan, project manager for the Cities Alliance-supported Mumbai Transformation Support Unit, pointed to differences in the spatiality of slums in Mumbai and São Paulo: “In Mumbai, the informal settlements are spread all over the city; here in São Paulo, they are concentrated in seemingly predetermined localities.”

For Abosede Francisco Bolaji, Lagos state commissioner for physical planning and urban development,

one takeaway lesson from São Paulo is that, “upgrading of slums is not limited to housing construction or upgrading of existing buildings. The social component of the entire process is key, with the ultimate objective being the guarantee of access to life skills and to better living conditions.”

For Khalil Sha’at, adviser to the governorate of Cairo on informal areas, key impressions from the São Paulo dialogue include, “the dedication of the teams involved in the slum upgrading process; data availability and use of data as a planning tool; public-private sector partnerships; slicing the issue—too many slums but serious upgrading under way; social work integral to the process; continuous public dialogue on slums and the slum upgrading process; and, finally, the fact that the process is part of a defined national policy on slums with both political and financial commitment by the government.”

Representing the Manila delegation, the mayor of Taguig, Sigfrido R. Tinga, also noted the passion of the public servants in São Paulo. In rounding up, he said cities needed a bigger forum and a louder voice to bring their issues to the fore of public life—for example, a dedicated cable channel to promote key messages and good news about cities like that of São Paulo.



From l. to r.: Ramiros Burgos of La Paz, Sigfrido R. Tinga of Manila, Khalil Sha’at of Cairo, Abosede Francisco Bolaji of Lagos, Urvinder Madan of Mumbai, Godfrey Hiliza of Ekurhuleni and Billy Cobbett of Cities Alliance.



Bete França explaining the legal underpinnings of São Paulo’s Housing policy.

Ciete Silverio/Municipality of São Paulo.



### Cities Alliance Sponsorship of World Bank Youth Essay Competition on Cities

With the support of the government of Norway, the Cities Alliance sponsored this year's edition of the annual World Bank Youth Essay Competition. The theme this year was urbanisation. Youth from around the world were invited to submit essays of approximately 4,000 words on the topic "What They Can Do to Shape the City of Their Dreams." A total of 3,287 submissions were received from 148 countries, the highest number so far in the history of the competition. These entries were put through a rigorous three-phase review process involving more than 12 partners, including youth groups, universities, and research institutes. Countries with the highest numbers of submissions were, in descending order the United States, Nigeria, Pakistan, Brazil, the Philippines, and India.

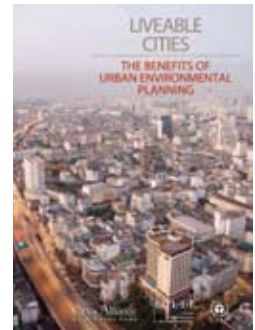
A grand jury of sponsors and NGOs met in Cape Town from June 9 to 11, during the Annual Bank Conference on Development Economics to evaluate the oral presentations of eight finalists selected from the total submissions. Presentations were judged on such criteria as substance, presentation skills, and the viability and creativity of solutions proffered. Three winners emerged: Pal Saptarshi from India, Mengting Wang from China, and Maria Angelica Rodriguez of Colombia took first, second, and third prizes, respectively.

The essays provided unique insights into the issues and challenges facing the winning cities from the perspective of youth. They celebrate youth commitment to the issues and challenges faced by the urban poor and to their deploying their entrepreneurial skills to affect those challenges, thereby making their own contribution to improving their lives. They also reinforce a number of the Cities Alliance's key messages—for example, the importance of community-based initiatives to better affect the lives of urban poor people, the need for better urban environmental planning, and the value of participation.

### Publications Review

*Liveable Cities: The Benefits of Urban Environmental Planning*, Cities Alliance, UNEP, ICLEI, December 2007

Launched at Bali, Indonesia, during the United Nations Climate Change Conference, the report showcases 12 cities from around the world that have worked to integrate the environment into their urban planning processes. Although municipal budgets differ widely among each of these cities just as they all face different urban



From L. to R.: Saptarshi Pal of India, Mengting Wang of China and Maria- Angelica Retamoso of Colombia, top three winners of the youth essay competition

Chii Akporji/Cities Alliance

challenges and opportunities, the report shows that the one common thread running through all of them is their implicit recognition of the important role the environment plays in sustainable socioeconomic development.

For example, in 2004 the city of Bayamo, Cuba, faced with a situation where motorised transport was available to only 15 percent of local commuters, reverted to horse-drawn carriages. Horse-drawn services now take care of approximately 40 percent of local transport needs. This demonstrates that motorised transport is not the only solution to a public transport problem. The municipality of Bohol in the Philippines has been using the ecoBUDGET tool, an environmental management system that incorporates natural resources and environmental goods into budgeting cycles to achieve the twin objectives of environmental sustainability and poverty alleviation.

Taiyuan, an industrial city in the coal belt of northern China, is addressing the urban air-quality problem by introducing a citywide emissions trading scheme to help reduce the sulphur dioxide concentration in the atmosphere.

The report also discusses the variety of strategic approaches to integrating the environment into urban planning and management, including such processes and instruments as Integrated Development Plans, City Development Strategies, EcoCity Planning, and Strategic Environmental Assessments, among others.

“A modern city can only be truly successful if it can convincingly demonstrate its green credentials by recognizing its natural assets, creating efficient water, energy and transport infrastructure, and protecting its citizens in the face of present and future impacts of climate change,” said UN Under-Secretary-General and United Nations Environment Programme (UNEP) Executive Director Achim Steiner at the launch of the report.

### **A vez Alagados: A construção de um programa integrado de urbanização de favela em Salvador,**

**Cities Alliance, São Paulo, 2007**

Published in Portuguese, this report tells the story of one of the first activities undertaken by the Cities Alliance following its formation in 1999: the slum upgrading project in Salvador in the state of Bahia, Brazil. This activity is also known as the Social and Technical Support Project (PATS), which ran from 2001 to 2006. Cities Alliance worked with the state of Bahia to mobilise a broad coalition of partners in the area of *Alagados*, a well-known slum in the Brazilian city of Salvador, to make a real difference in the lives of the slum dwellers. These partners included, the government of Italy, the World Bank, the Urban Development Company of the State of Bahia (COND-ER, the state executing agency), the Association of Volunteers in International Service (AVSI an international development NGO), and more than 70 local community-based associations. The *Alagados* slum upgrading programme leveraged an \$80 million project including a World Bank loan and a second Cities Alliance grant, with the support of the government of Italy.

Key lessons from the activity highlighted in the report include: (1) the success of shared management and coordination among a government body, COND-ER, and an NGO (AVSI), which resulted in a degree of continuity and flexibility with respect to decisions taken at the government level; (2) the enhanced development cooperation arising from the partnership among international organizations; (3) the importance of community participation in project design and implementation—the slum dwellers were the real actors in the implementation; and (4) the importance of all three to scaling up the activity at the citywide, state, and national levels. The slum upgrading project affected not only the surrounding community and then the city; it also had significant influence on the slum upgrading policies in the state of Bahia. An English-language version of the publication is being prepared for launch at the Fourth World Urban Forum in Nanjing in November 2008.





***Approaches to Urban Slums: A Multimedia Sourcebook on Adaptive and Proactive Strategies*, edited by Barjor Mehta and Arish Dastur, World Bank, 2007**

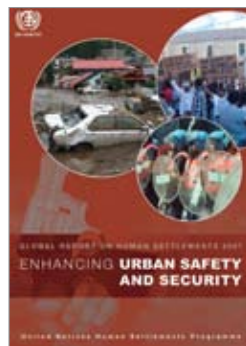
This multimedia sourcebook on CD-ROM synthesizes an extensive body of knowledge and experience in managing urban slums accumulated over the past 30 years. The key lessons learned and

their implications for future work serve as a useful tool for capacity building and knowledge sharing for policy makers, practitioners, planning institutions, community groups, NGOs, and university students. *Approaches to Urban Slums* includes 14 audiovisual presentations (photographs, illustrations, maps, graphic animations, and aerial imagery, along with voice-over narration) and 18 video interviews of government representatives, NGOs, members of communities, representatives of the private sector, and the UN Millennium Task Force on Improving the Lives of Slum Dwellers. The *Sourcebook* was prepared by the World Bank Institute, with support from the Cities Alliance and UN-HABITAT.

***Enhancing Urban Safety and Security: Global Report on Human Settlements 2007*, UN-HABITAT, Nairobi, 2007**

Launched as part of World Habitat Day celebrations, the report avers that the world's poor are the worst affected by urban crime and violence, insecurity of tenure and forced eviction, and natural and human-made disasters, regardless of their geographic location.

Over the past five years, 60 percent of all urban residents in developing countries have been victims of crime. This is not, however, a uniform trend because rates in North America and Western Europe are falling significantly, in contrast to those in Latin

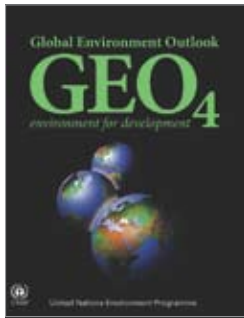


America and the Caribbean, Eastern Europe, and Africa. In Jamaica, for example, the vast majority of the nation's murders occur in the capital Kingston, whereas African cities have the highest reported levels of burglary. These examples illustrate that urban areas in general suffer more from crime and violence than do rural areas. Cities are also targets for terrorist attacks, as demonstrated by the bombings of Madrid, London, and Mumbai in 2004, 2005, and 2006, respectively. Yet the effects of terrorist attacks are significantly small compared with common crime or other types of violence.

The poor are at the receiving end of crime and violence, and they carry much of the weight of natural and human-made disasters. The report reveals that a staggering 98 percent of the 211 million people affected by natural disasters each year from 1991 to 2000 were in developing countries. In poorer countries, women and children tend to be most affected by disasters, as illustrated by the aftermath of the 2004 Indian Ocean tsunami, and elderly and disabled people are most vulnerable to natural and human-made hazards.

Further threats to urban safety are related to insecurity of tenure and forced evictions. The vast majority of today's 1 billion slum dwellers (as much as 78 percent) live in developing countries and in the urban areas of the least-developed nations. Tenure insecurity often results in forced evictions, with at least 2 million people evicted annually. The report denounces forced evictions that are most prevalent in areas with the worst housing conditions, and the fact that, when evictions do occur, it is always poor people who are evicted.

"The facts unveiled in this report paint a disheartening picture of the ones with the least, suffering the most. It shows an unequal and inequitable distribution of risk and vulnerability, but it also provides positive examples of success in dealing with safety and security concerns, whilst improving the lives of the urban poor," said Anna Tibaijuka, Under-Secretary-General and UN-HABITAT Executive Director, at the London launch of the report.



**Global Environment Outlook: Environment for Development (GEO – 4), UNEP, Nairobi, 2007**

GEO-4 is a comprehensive stocktaking of the state of the global atmosphere, land, water, and biodiversity since 1987, 20 years after the

World Commission on Environment and Development (the Brundtland Commission) produced its seminal report, *Our Common Future*. It salutes the world’s progress in tackling some relatively straightforward problems, with the environment now much closer to mainstream politics everywhere. It warns, however, that humanity remains at risk from major threats to the planet, such as climate change, the rate of extinction of species, and the challenge of feeding a growing population.

In this face of this dark and gloomy scenario, the report becomes an urgent call for action. It recognises that the international community’s response to the Brundtland Commission has been courageous and inspiring in some cases. As Achim Steiner, UN Under-Secretary-General and UNEP Executive Director, points out, “Over the past 20 years, the international community has cut, by 95 percent, the production of ozone-layer damaging chemicals; created a greenhouse gas emission reduction treaty along with innovative carbon trading and carbon offset markets; supported a rise in terrestrial protected areas to cover roughly 12 percent of the Earth; and devised numerous important instruments covering issues from biodiversity and desertification to the trade in hazardous wastes and living modified organisms.”

Nevertheless, persistent and intractable problems remain unresolved and unaddressed. Climate change is now a “global priority,” demanding political will and leadership. However, it finds “a remarkable lack of urgency” and a “woefully inadequate” global response. Several highly polluting countries have refused to ratify the Kyoto Protocol, the international climate agreement that obligates countries to control anthropogenic greenhouse gas emissions.

There are also some harder-to-manage issues, the “persistent” problems ranging from the rapid rise of oxygen “dead zones” in the oceans to the resurgence of new and old diseases linked in part with environmental degradation. Failure to address these persistent problems may undo all the achievements so far on the simpler issues and may threaten humanity’s survival.

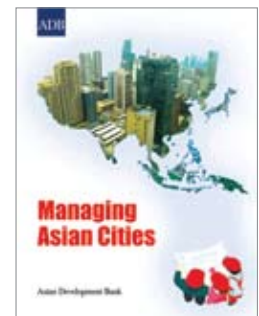
GEO-4 acknowledges that technology can help reduce people’s vulnerability to environmental stresses, but says there is sometimes a need “to correct the technology-centred development paradigm.” The real future will be largely determined by the decisions individuals and society make now.

**Managing Asian Cities, Asian Development Bank (ADB), Manila, 2008**

The challenge of urbanisation in Asia is unprecedented—some 1.1 billion people will move to cities in the next 20 years. *Managing Asian Cities* aims to provide a useful management resource, canvassing key issues and pointing managers to appropriate responses to problems. It also is designed to provide preliminary steps in the new phase of the ADB’s continuing support to Asian cities under its Strategy 2020.

The study is organised in two parts. The first part reviews the existing situation; the second part presents options for improved urban management practice. The report provides options for solving problems. Differentiating among cities in terms of wealth, size, and capacity, it also focuses on a city’s self-reliance, suggesting ways in which different types of cities can take on more responsibility for their own development, especially in terms of creating enabling frameworks for urban development. To build cities that can cope—self-reliant cities—governments at all levels must adopt an “enabling approach” to

- Act on the environment: adopt the 3Rs (reduce, recycle, and reuse) and respond to the adaptation and mitigation imperatives of climate change





- Maintain economic growth: prepare and implement a city-region economic development plan that involves all government, business, and community stakeholders; build on strengths and opportunities; and plan to overcome technical, competitive, environmental, and disaster risks
- Ensure sustainable communities: foster inclusive service delivery and provide the organisational structures for community-driven development.

### New Knowledge and Information Management Tools

During the year under review, the Cities Alliance designed and developed a proposals and projects monitoring database to effectively and efficiently capture and store information as well as to monitor the Alliance’s project proposals and project implementation activities. Related information and documentation from proposals and project activities covering the period of the Alliance’s inception in 1999 to the present are also concurrently being collected, structured, and integrated into the database.

Designed mainly for the Secretariat’s use, the database is designed to as a powerful knowledge and information management tool, allowing projects to be tracked in real time. It also will provide the secretariat

with a mechanism for planning and monitoring project proposal status, progress reports, financial reports, grant payments, disbursement information, compliance, contact information, and so forth. The database is entirely searchable, enabling staff and members alike to retrieve and compare information across multiple Alliance-supported activities. Hence, the database is intended to provide the Alliance’s secretariat team, partners, and clients with timely access to Alliance’s information and knowledge resources so as to engage them more fully in helping scale up successful approaches and promote knowledge sharing and learning. The information stored in the database will be a critical resource for the Alliance’s portfolio activities review.

The Alliance is also undertaking a major restructuring of the Cities Alliance Web site—a process that should be completed by the time of the Consultative Group meetings in Barcelona. A new Web content management system is being implemented to replace the existing system, simultaneous with the redesign and revitalisation of the Web content and presentation, with greater focus on Web pages, cities in action, a spotlight on members, and features on specific activities. The new web content management system will enhance the functionality of the Alliance’s web site as a knowledge-sharing tool. It will facilitate its positioning as an interactive and dynamic web site, with information easily navigated, searched, disseminated, syndicated, read, and downloaded by the Alliance’s targeted audiences; with content easily updated and managed; and information exchange among the Alliance’s members greatly enhanced.

It is envisaged that both the database and the web site will greatly support the achievement of objectives three and four of the Cities Alliance MTS Cities 2008–10, particularly in terms of knowledge and information management, dissemination, and outreach between members and their clients.

