

## Organisation

In accordance with its charter, the governance and organisational structure of the Cities Alliance includes a Consultative Group, a Policy Advisory Board, and a Secretariat.

### The Consultative Group

The Consultative Group – the Alliance’s board of directors – is responsible for setting the Alliance’s long-term strategy, approving its annual work programme and budget, and reviewing achievements. The Consultative Group is composed of financial contributors to the Cities Alliance Trust Fund and the political heads of the major global organisations of local authorities who have pledged their commitment to achieving Alliance goals. The Consultative Group is co-chaired by the World Bank’s Vice President for Infrastructure and UN-HABITAT’s Executive Director. Prospective financial contributors may serve as Associate Members for a period agreed to by the Consultative Group.

Membership in the Cities Alliance has continued to grow with UNEP formally joining in 2003.

Consultative Group meetings are held annually in connection with a global Public Policy Forum designed to share the lessons learned from experience and agree on policy orientations and standards of practice in areas related to the Alliance’s goals. The Consultative Group has also formed a five-member Steering Committee, made up of a subset of its members, to provide guidance to the Secretariat.

### Consultative Group Meetings

- **Berlin**, December 1999: inaugural meeting, launch of Cities Without Slums action plan, and approval of Charter and 2000 work programme.
- **Montreal**, June 2000: first Public Policy Forum on the dimensions of pro-poor urban policies, Consultative Group review of application guidelines, and approval of Cities Alliance Vision statement.
- **Rome**, December 2000: second Public Policy Forum on ‘Local Partnerships: Moving to Scale’, Consultative Group approval of Charter amendments, 2001 work programme, and procedures to establish Policy Advisory Board and Steering Committee.
- **Kolkata**, December 2001: third Public Policy Forum on ‘Sustainable Partnerships for City Development’, Consultative Group review of procedures for the independent evaluation of the Cities Alliance, and approval of 2002 work programme.
- **Brussels**, October 2002: panel discussion at the European Commission on ‘Achieving the Millennium Development Goal of Cities Without Slums’, Consultative Group review of the independent evaluation of the Cities Alliance, and approval of 2003 work programme.

## Consultative Group Members - June 2003\*

### Local Authorities

- International Union of Local Authorities (IULA)
- Metropolis
- World Federation of United Cities (FMCU-UTO)
- World Associations of Cities and Local Authorities Coordination (WACLAC)

---

### Unification of FMCU-UTO and IULA

FMCU-UTO and IULA are to unite in 2004 to form 'United Cities and Local Governments'. The new global organisation will be headquartered in Barcelona. Its founding Congress is scheduled to take place in Paris in May 2004.

---

### Governments

- Canada ■ France ■ Germany ■ Italy ■ Japan ■ The Netherlands ■ Norway ■ Sweden
- United Kingdom ■ United States

### Multilateral Organisations

- Asian Development Bank ■ United Nations Environment Programme ■ UN-HABITAT
- World Bank

## The Policy Advisory Board

The Alliance's Policy Advisory Board is composed of eminent urban experts from each region. They provide guidance to the Consultative Group on key strategic, policy, and regional issues and support the implementation of Alliance activities. The composition, terms of office, and operating procedures for the Policy Advisory Board were established by the Consultative Group at its meeting in December 2000. The board meets twice a year and is composed of eight members who serve two-year terms on a rotational basis. Six members were nominated initially (two from Africa, two from Asia, one from Latin American and the Caribbean, and one from the North). The board's two newest members, Yousef Hiasat from the Arab States and Ana Vasilache from Eastern Europe, were confirmed this year by the Consultative Group.

The Policy Advisory Board held its first meeting June 11-12, 2001, at the United Nations headquarters in New York, on the occasion of the General Assembly's special session on Istanbul+5. In October 2002, board members participated in a panel discussion on achieving the Millennium Development Goal of Cities Without Slums, hosted by the European Commission in Brussels on the occasion of World Habitat Day. Moderated by a BBC journalist, board member panelists provided different regional and substantive perspectives on improving the living conditions of slum dwellers, yet conveyed uniform messages: cities and urbanisation are here to stay; the urban poor should be engaged as partners not problems; and they should be viewed as citizens not simply project beneficiaries. Scaling up to meet the Cities Without Slums goal, members concluded, demands that attention equally be paid to preventing the growth of new slums.

In April 2003, board members met in Washington, D.C., to continue discussions on meeting the Cities Without Slums MDG Target and review the thematic content of the Public Policy Forum to be held in São Paulo, Brazil, in FY04.

### Policy Advisory Board Members – June 2003

The board brings together civic leaders and policy advisors with a formidable range of public and private sector expertise that spans the leadership of CBOs, NGOs and their networks, local authority organisations, community banks, community savings and credit schemes, commercial banks, and public sector financial institutions. What they have in common is practical knowledge and political experience in working with poor cities and the cities' poor worldwide.

**Somsook Boonyabancha**, Director of the Community Organizations Development Institute of the National Housing Authority of Thailand; Advisor to the Crown Property Bureau on slum improvement and land-sharing; and Secretary General of the Asian Coalition for Housing Rights, a regional coalition of NGOs, community organisations, and professionals based in Bangkok.

\* Associate members that have attended meetings of the Consultative Group include: the African Development Bank, Austria, Denmark, the European Commission, Finland, Spain, the UNDP, UNICEF, and the ILO.

**Yousef Hiasat**, Director General of Beit Al-Mal Saving and Investment for Housing Corporation in Amman, Jordan; former Director General of Jordan's Housing and Urban Development Corporation; and former Principal Advisor to the Minister of Planning on housing and urban development issues.

**Mary Houghton**, President and Director of Shorebank Corporation in Chicago, USA, a US\$1.35 billion asset commercial bank holding company organised to implement community development strategies in targeted urban neighbourhoods and rural areas, and advisor to private banks and micro-credit lending institutions in developing and transition countries.

**Akin L. Mabogunje**, Chairman of the Presidential Committee on Urban Development and Housing, Nigeria; Chairman of the Board of Trustees, Ijebu-Ode Development Board for Poverty Reduction; and an internationally renowned African development scholar who has published and lectured widely on urban management, rural development, and spatial perspectives in the development process.

**Jean Pierre Elong Mbassi**, Coordinator of the Municipal Development Programme, West and Central Africa, based in Cotonou, Benin; Special Advisor to the Union of African Cities; and an experienced practitioner in urban management and slum upgrading.

**Sheela Patel**, founding Director of the Society for the Promotion of Area Resource Centres in Mumbai, India, working in alliance with the National Slum Dwellers Federation and Mahila Milan in the federation of CBOs of the urban poor and the promotion of women's savings and credit schemes as a means to community mobilisation.

**Ana Vasilache**, founding Director of Partners Romania Foundation for Local Development (FPDL), a Bucharest-based NGO, supporting democratic processes of governance, decentralisation, and strengthening managerial capacities of local governments; former Head of the Settlements Management Office in the Ministry of Public Works and Regional Planning in Bucharest; and has extensive experience with planning legislation.

**Richard Webb**, former President of the Central Bank of Peru; former President of Banco Latino in Lima; former Director of the Instituto Cuanto; and a widely published scholar on public policy, income distribution, poverty, and economic reform.

## The Secretariat

The Alliance Secretariat is a small team, housed at the World Bank headquarters, that carries out the Alliance's mandate and manages its operations.

### Secretariat Staff

Manager, **Mark Hildebrand**

Senior Urban Upgrading Advisor, **William Cobbett**

Senior CDS Advisor, **Peter Palesch**

Senior Urban Finance Advisor, **Mohini Malhotra\***

Programme Analyst, **Andrea Merrick**

Operations Officer, **Kevin Milroy**

Resource Management Assistant, **Françoise Aubry-Kendall**

Financial Management Consultant, **V. Rama Krishnan**

### Regional Advisors

Latin America and Caribbean, **Ivo Imparato**

South Asia, **Alison Barrett**

*\*through January 2003*

# Financials

## Members continue strong support in FY03

Cities Alliance members announced new financial commitments of more than US\$16.5 million during FY03, including US\$5 million in new Core funding, US\$5 million earmarked for special Cities Alliance financing facilities, and more than US\$5 million for a statewide slum upgrading programme in Brazil. More than US\$57 million in financial commitments have been made to the Alliance during its first four years.

Nearly US\$17 million in contributions were paid in during the year, and more than US\$7.7 million in new funding allocations were approved. Of this, US\$4.1 million was approved from Core funds, an amount similar to FY02, for programmes in 16 countries in all developing regions. In accordance with the Consultative Group's decision, the Alliance began funding the Secretariat from Core funds in FY03. The Secretariat budget is supplemented through seconded staff and other Non-Core contributions.

Alliance members launched two special facilities during the year to help meet water and sanitation MDG Targets in slums and to provide special assistance to cities in Africa. The governments of Norway and the United States provided seed funding totaling US\$775,000 to establish the Cities Without Slums Facility for Sub-Saharan Africa. The initial funding is being used to help cities design CDS and slum upgrading programmes and to prepare funding applications for the Cities Alliance. The Facility is already helping to strengthen the

engagement of cities in Africa in designing citywide strategies to meet the Cities Without Slums MDG Target 11. In addition, SIDA contributed US\$215,000 to support a full-time advisor from the Southern Africa region to work with cities and Alliance members in support of these efforts. Norway also provided US\$250,000 co-financing for the South African Cities Network.

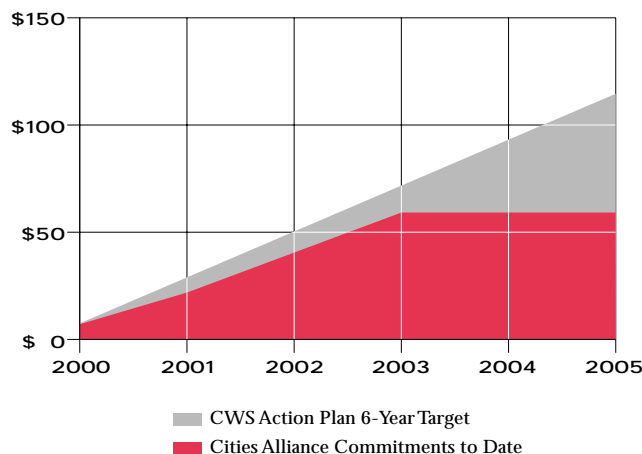
The United States committed US\$2 million during FY03 to launch the Community Water and Sanitation Facility. This Facility targets achieving MDG Targets 10 and 11 together by supporting community-initiated construction of improved water and sanitation services within the framework of citywide slum upgrading strategies.

SIDA also made a 20 million Kroner (US\$2.3 million) commitment to CLIFF, earmarked to support community-led development projects in India. UK's DFID established CLIFF in FY02 with a £6.84 commitment (US\$10 million). Homeless International, a UK-based NGO, implements the Facility and is also contributing US\$2 million in credit guarantees.

Italy announced a major new Non-Core commitment of € 5 million to support a statewide upgrading programme in Bahia, Brazil. This new grant will help the State scale up its successful experiences in Salvador, Bahia, also supported by Italian cooperation.

Japan continued its strong support for CDS activities in Asia, committing an additional US\$750,000 in Non-Core funds.

The sources and uses of Alliance funding are summarised on the next two pages, followed by a listing of activities approved to date in each region.



2000-2005 Targets: US\$115 million in grant assistance

Cities Alliance Commitments to Date: US\$57.5 million

**SOURCES OF FUNDS FY00-FY03 (Unaudited)**

(U.S. dollars as of 30 June 2003)\*

Summary	Pledges	Paid-In
Core Funding	21,000,000	15,603,269
Non-Core Funding	31,060,000	13,736,879
Non-Core Secretariat Funding	5,420,000	4,650,000
<b>Total Funding</b>	<b>57,480,000</b>	<b>33,990,148</b>

Core Funding	Pledges	Duration	Paid In**
Asian Dev. Bank	250,000	2002	250,000
Canada	750,000	2000-2001, 2003	774,822
France	500,000	2000, 2002	483,496
Germany	1,000,000	2000-2003	1,141,964
Italy	1,370,000	2000-2003	1,165,526
Japan	1,250,000	2000-2003	1,000,000
The Netherlands	2,500,000	2000-2003	2,500,000
Norway	1,230,000	2000-2003	1,242,038
Sweden	750,000	2000-2002	717,794
UNEP	250,000	2003	0
United Kingdom	6,000,000	2000-2005	3,177,629
United States	1,000,000	2000-2003	700,000
World Bank	4,150,000	2002-2004	2,450,000
<b>Total Core</b>	<b>21,000,000</b>		<b>15,603,269</b>

Non Core Funding***			
Italy	10,975,000	2001-2006	3,528,445
Japan	2,750,000	2000-2003	2,000,000
Netherlands	50,000	2003	50,000
Norway	925,000	2003	924,592
Sweden	2,515,000	2003-2005	1,282,281
United Kingdom	11,045,000	2001-2007	5,251,561
United States	2,100,000	2003-2004	0
World Bank	700,000	2001	700,000
<b>Total Non-Core</b>	<b>31,060,000</b>		<b>13,736,879</b>

Non-Core Secretariat Funding****			
World Bank	2,950,000	2000-2002	2,950,000
UN-HABITAT	1,450,000	2000-2005	1,070,000
Other	1,020,000	2001-2005	630,000
<b>Total</b>	<b>5,420,000</b>		<b>4,650,000</b>

\* Fiscal year covers the period July 1 to June 30.

\*\* Amounts may vary from amount pledged due to exchange rate fluctuation.

\*\*\* Non-Core funding is earmarked for specific region or type of activity. Italy funding is earmarked for Salvador, Bahia, Brazil slum upgrading programme, as well as a new commitment for a statewide programme, and for other Latin America and Caribbean activities; Japan for Asian CDS networking activities; Netherlands for pro-poor LED in Africa; Norway for the Cities Without Slums Facility for Africa and co-financing for the South African Cities Network; Sweden for CLIFF and for an Africa regional advisor; DFID for CLIFF, for a South Asia regional advisor, co-financing for China city-region CDS, and for the Kolkata PPF; the United States for the Community Water and Sanitation Facility and for the Cities Without Slums Facility for Africa; and World Bank to support United Nations partnerships. In addition, the Asian Development Bank is financing parallel activities.

\*\*\*\* Secretariat funding includes in-kind funding for staff secondments from UN-HABITAT, Germany and U.K.

**USES OF FUNDS FY00-FY03 (Unaudited)**

(U.S. dollars as of 30 June 2003)

Summary	FY03		Cumulative	
	Allocations	Disbursements	Allocations	Disbursements
Core Activities	4,110,328	3,787,618	16,619,478	8,815,823
Non-Core Activities	4,052,620	5,886,994	25,384,620	12,106,931
<b>Total Uses of Funds</b>	<b>8,162,948</b>	<b>9,674,612</b>	<b>42,004,098</b>	<b>20,922,754</b>

Approvals by Type of Activity	FY03		Cumulative	
	Core Funds	Non-Core Funds	Core Funds	Non-Core Funds
City Development Strategies	953,427	191,620	4,875,012	1,791,620
Scaling up Upgrading	860,306	2,336,000	5,849,371	17,336,000
Both CDS & Upgrading	1,196,595	1,065,000	4,795,095	1,607,000
Secretariat	1,100,000	460,000	1,100,000	4,670,000
<b>Total Approved Grants</b>	<b>4,110,328</b>	<b>4,052,620</b>	<b>16,619,478</b>	<b>25,404,620</b>

Approvals by Region	FY03		Cumulative	
	Core Funds	Non-Core Funds	Core Funds	Non-Core Funds
Sub-Saharan Africa	500,000	692,620	3,286,640	692,620
Asia	535,640	600,000	4,698,705	1,750,000
E. Europe & C. Asia	458,427	0	858,227	0
Latin America & Caribbean	748,400	0	3,364,045	5,475,000
M. East & N. Africa	320,000	0	895,000	0
Global/ Multi-Regional	447,861	2,300,000	2,416,861	12,817,000
Secretariat	1,100,000	460,000	1,100,000	4,670,000
<b>Total Approved Grants</b>	<b>4,110,328</b>	<b>4,052,620</b>	<b>16,619,478</b>	<b>25,404,620</b>

Secretariat Expenditures	FY03	FY02	FY01	Cumulative
<b>Operational:</b>				
Secretariat Staff	451,443	625,295	527,215	1,799,953
Consultants, Other Labour	26,847	70,819	104,000	420,666
Travel	207,533	208,708	117,000	654,241
Other Costs	77,840	71,926	72,000	611,766
Sub-Total	763,663	976,748	820,215	3,486,626
<b>Management &amp; Administration:</b>				
Secretariat Staff	601,218	533,784	428,785	1,860,787
Rent, Computing, Other Costs*	160,311	146,030	7,000	333,341
Sub-Total	761,529	679,814	435,785	2,194,128
<b>Total Secretariat Expenses</b>	<b>1,525,193</b>	<b>1,656,562</b>	<b>1,256,000</b>	<b>5,680,755</b>

\* FY01 rent and computing costs were incorporated as part of staff payroll costs.

**APPROVED PARTNERSHIP ALLOCATIONS****(As of 30 June 2003)**

	Allocation Amount (US\$)	Start Date	Country	Activity Title
<b>SUB-SAHARAN AFRICA REGION</b>				
	380,640	Mar-03	Burkina Faso	CDS and Local PRSPs for the Local Governments of Bobo-Dioulasso, Banfora and Ouahigouya
	249,000	Jun-02	Ethiopia	Addis Ababa CDS
FY03	75,000	Jul-03	Ghana	Preparing for a City Development Strategy in the Kumasi Region of Ghana
	0	cancelled	Kenya	Nairobi CDS and Upgrading of Informal Settlements
	240,000	Jul-02	Kenya	Collaborative Nairobi Initiative on Slum Upgrading Policy Frameworks
	152,000	Sep-00	Madagascar	Slum Upgrading and Community Development in Four Major Cities: Antsirabe, Antsiranana, Mahajanga and Toamasina
	286,000	Jun-01	Madagascar	CDS for Antananarivo- Infrastructure Development, Urban Services Improvement and City Poverty Strategy
	75,000	completed Jun-01	Mauritania	Slum Upgrading and Urban Poverty Alleviation
	495,000	Jul-02	Mozambique	Slum Upgrading and Vulnerability Reduction in Flood Prone Cities/Towns in Mozambique
FY03	41,870	Jul-03	Multi-Country	Preparation of the Johannesburg– Addis Ababa Partnership Programme (JAAPP)
	254,000	completed Jun-03	Nigeria	Scaling up Upgrading through a CDS Approach in Karu
FY03	74,750	Feb-03	Nigeria	Preparatory Assistance for Lagos Strategy Development
	100,000	completed Oct-01	Regional	Regional Roundtable on Upgrading Low-Income Settlements in Africa
FY03	215,000	Jul-03	Regional	Building Partnerships for Cities Without Slums in Eastern & Southern Africa
	165,000	completed May-02	Rwanda	Kigali Economic Development Strategy
	350,000	completed Mar-02	South Africa	Johannesburg City Level Comprehensive Development Framework
	40,000	completed Mar-02	South Africa	Preparation of Southern Africa Cities Alliance
FY03	750,000	Dec-02	South Africa	South African Cities Support and Learning Network (SACN)
FY03	36,000	Jul-03	Swaziland	Preparation of the Mbabane Comprehensive Slum Upgrading and Finance Programme (MUFP)

	Allocation Amount (US\$)	Start Date	Country	Activity Title
<b>ASIA REGION</b>				
	500,000	Sep-01	Asia Regional	City Networking and Investment Marketplace Development Initiative in Asia
	150,000	completed Dec-00	Asia Regional	"Asian CDS Workshop 2000"
FY03	600,000	Sep-02	Asia Regional	South Asia Regional Advisor
	0	cancelled Jan-02	Bangladesh	Khulna: Options for Sustainable Upgrading
	185,000	Mar-01	Cambodia	Scaling up Community-Driven Development Process in Phnom Penh
FY03	54,640	Mar-03	Cambodia	Improving Tenure Security and New Housing Options for the Urban Poor in Phnom Penh
	500,000	completed Dec-02	China	Metropolitan Level CDS in One Major City-Region and One Provincial Capital
	250,000	completed Dec-02	China	Changsha City-Region, Guiyang and Shengyan City Development Strategies: Urban Indicators Project
	900,000	Dec-01	China	City-Regional Development Strategies in China
	226,000	Jun-01	India	Local Partnership for Poverty-Focused CDS in Hyderabad
	67,000	May-01	India	Preparation of Gujarat State Urban Slum Policy
	150,000	completed Feb-03	India	City-Wide Scaling Up of Slum Upgrading (Ahmedabad)
	387,000	Cancelled	India	Creating Community Federations for Urban Partnerships (Orissa)
	98,065	Feb-03	India	Improving Access of Poor to Basic Urban Services in the Ludhiana Municipal Corporation
FY03	450,000	Feb-03	India	Scaling-up the Provision of Universal Minimum Sanitation to Slums in Cities
	30,000	completed Mar-01	Indonesia	Proposal Preparation: Poverty-focused CDS
	600,000	Mar-01	Indonesia	Institutionalizing poverty-focused CDSs
	160,000	completed Aug-01	Nepal	Katmandu CDS and Informal Settlement study
	30,000	completed Apr-01	Pakistan	Proposal Preparation: Peshawar CDS & City Assistance Program
	150,000	completed Jun-03	Pakistan	CDS and Cities Without Slums initiative for Peshawar
	30,000	completed May-01	Philippines	Proposal Preparation: Expansion of the CDS Program
	600,000	May-01	Philippines	Upscaling Poverty-Focused CDSs
FY03	31,000	Jun-03	Philippines	Preparation of a Proposal on Strengthening Urban Shelter Programs in the Philippines
	300,000	Apr-01	Vietnam	Enhancing Access of the Urban Poor and Vulnerable Groups to Basic Infrastructure and Housing



	Allocation Amount (US\$)	Start Date	Country	Activity Title
<b>EASTERN EUROPE &amp; CENTRAL ASIA REGION</b>				
	75,000	Jun-01	Bosnia-Herzegovina	Preparation of Mostar's Local Economic Development- Capacity Building and Business Improvement Program
	75,000	completed Jun-01	Bulgaria	Sofia CDS - Phase I
	249,800	completed Jun-03	Bulgaria	Sofia CDS - Phase II
FY03	458,427	Mar-03	Latvia	Latvia Cities Program - CDS for Economic Development

### LATIN AMERICA & CARIBBEAN REGION

	195,000	Approved Jun-02	Bolivia	Slum Improvement and Disaster Management Mitigation in the City of La Paz
	180,000	Jan-01	Brazil	Recife Metropolitan Region Development Strategy
	560,000	Apr-01	Brazil	Building an Enabling Strategy for Moving to Scale in Brazil
	5,000,000	Jun-01	Brazil	Salvador, Bahia, Technical and Social Assistance Project
	300,000	Jun-02	Brazil	"Bairro Legal" program (Sao Paulo)
	165,700	Feb-02	Brazil	Anti-Poverty and Anti-Exclusion Socio Economic Action Plan: City Networks for Development & Social Inclusion (Rio Grande do Sul)
	96,000	completed Jul-01	Central America	Urban Review
	84,000	completed Sept-02	Central America	Regional Coordination towards a Sustained Programme for Upgrading
FY03	498,400	Approved Jun-03	Chile	Local Development Strategies for Housing Solutions to Overcome Poverty
	320,000	Mar-01	El Salvador	Improving Execution Capacity for Urban Upgrading Program in Metropolitan Area of San Salvador
	256,445	Nov-02	Jamaica	The Kingston and St. Andrew Sustainable Development Plan
	475,000	Apr-01	LAC Region	Moving to Scale in Latin America and the Caribbean
	213,500	Jun-01	Latin America	Build LAC Capacities in Urban Knowledge Management
	245,000	Jun-01	Mexico	Scaling up Upgrading and Managing Informal Urban Growth in the Metropolitan Mexico City Area
FY03	250,000	Nov-02	Peru	Metropolitan Lima City Poverty Strategy

### MIDDLE EAST & NORTH AFRICA REGION

	130,000	completed Mar-02	Egypt	Upgrading Informal Areas in Ismailia Governorate
FY03	75,000	Dec-02	Iran	National Dialogue on City-Wide Slum Upgrading
	295,000	Aug-01	Morocco	Upgrading Project for the Koraat Sbaa Neighborhood in Tetouan
FY03	245,000	Apr-03	Morocco	Metropolitan Cooperation in the Tetouan Region: the Role of CDS
	150,000	Feb-02	Yemen	Aden Medium to Long-Term CDS for Local Economic Development

	Allocation Amount (US\$)	Start Date	Country	Activity Title
<b>GLOBAL &amp; MULTI-REGIONAL ACTIVITIES</b>				
	50,000	completed Jul-02	Global	Urban Indicators Linkages
	150,000	Mar-00	Global	Preparatory Assistance Fund
	49,000	Mar-00	Global	Cities Alliance Website
	50,000	Nov-01	Global	Knowledge Dissemination - increase (website, publications)
	50,000	completed Jul-00	Global	Public Policy Forum - June 2000
	60,000	completed Jun-01	Global	Urban Upgrading: A Resource Framework
	75,000	Jun-01	Global	CDS Action Plan
FY03	287,000	Jun-00	Global	CG/PPF Meetings, cumulative
	70,000	May-01	Global	Policy Advisory Board Meetings, cumulative
	20,000	Jun-00	Global	Building Political Commitment
	5,000	Sep-00	Global	Millennium Summit product/activity
	20,000	Jun-00	Global	Short Note Series
FY03	30,000	Jun-00	Global	Technical Peer Reviews, cumulative
	500,000	Sep-01	Global	Pro-Poor Slum Upgrading Frameworks in India, the Philippines and South Africa
	210,000	completed Jun-03	Global	Housing Finance for the Poor — Innovations and Good Practices from the Field
	450,000	completed Mar-02	Global	Consolidation of the Experience from Seven City Development Strategies of the UMP
	10,000,000	Oct-02	Global	Development of the Community-led Infrastructure Finance Facility (CLIFF) - DFID funding
FY03	2,300,000	Apr-03	Global	CLIFF - SIDA funding
	195,000	completed Nov-02	Global	Cities Alliance Independent Evaluation
	300,000	Cancelled	Regional	Regional Action Plans
FY03	13,195	completed Oct-02	Global	International Mechanisms to Promote Alternatives to Forced Evictions
FY03	249,666	Feb-03	Global	Building a Solid Foundation: Overcoming the Obstacles to Scaleability of Housing Microfinance for the Poor
FY03	100,000	Jul-02	Global	Knowledge Generation & Learning
FY03	1,100,000	Jul-02	Global	Secretariat Budget
	<b>37,354,098</b>			<b>TOTAL APPROVED ALLOCATIONS</b>



## Acronyms

---

ADB	Asian Development Bank	IDB	Inter-American Development Bank
AfD	Agence française de développement [French Development Agency]	IFC	International Finance Corporation
ANHI	Agence Nationale de lutte contre l'Habitat Insalubre [National Shelter Upgrading Agency]	IIED	Institute for Environment and Development
ARRU	Agence de Réhabilitation et de Rénovation Urbaine [Urban Upgrading and Rehabilitation Agency]	ILO	International Labour Organization
AUDI	Arab Urban Development Institute	ISTED	L'Institut des Sciences et des Techniques de l'Équipement et de l'Environnement pour le Développement.
AVSI	Associazione Volontari per il Servizio Internazionale (Association of Volunteers in International Service)	KfW	Kreditanstalt für Wiederaufbau [German Development Bank]
CBO	community-based organisation	MDG	Millennium Development Goals
CDS	city development strategies	NEPAD	New Partnership for Africa's Development
CGAP	Consultative Group to Assist the Poorest	NGO	non-governmental organisation
CIDA	Canadian International Development Agency	PRSP	Poverty Reduction Strategy Paper
CLIFF	Community-Led Infrastructure Finance Facility	SACN	South African Cities Network
DFID	Department for International Development (UK)	SDC	Swiss Agency for Development and Cooperation
EBRD	European Bank for Reconstruction and Development	SEWA	Self-employed Women's Association
EU	European Union	SIDA	Swedish International Development Cooperation Agency
FUNHAVI	Fundación Habitat y Vivienda, A.C.	UN-HABITAT	United Nations Human Settlements Programme
GEF	Global Environment Facility	UNDP	United Nations Development Programme
GTZ	Gesellschaft für Technische Zusammenarbeit (German Agency for Technical Cooperation)	UNEP	United Nations Environment Programme
		UNICEF	United Nations Children's Fund
		USAID	U.S. Agency for International Development

## Photo Credits

---

Cover: Caroline Suzman © 2003  
Page 2: Jefferson Vieira © 2003  
Page 6: Caroline Suzman © 2003  
Page 9: William Cobbett  
Page 10: Ahmed Eiweida  
Page 16: Ijaz Rizvi  
Page 19: Jefferson Vieira © 2003  
Page 23: Caroline Suzman © 2003  
Page 25: Agence de Développement Urbain  
Page 27: Caroline Suzman © 2003  
Page 28: Alicia Casalis  
Page 31: Jefferson Vieira © 2003  
Page 38: Shahnaz Arshad  
Page 41: Rosanna Nitti

## Contributors

---

Beth Goodrich: Editor  
Randy Cook: Designer

**Cities Alliance**  
Cities Without Slums

1818 H Street, NW

Washington, DC 20433 USA

Tel: (202) 473-9233

Fax: (202) 522-3224

[info@citiesalliance.org](mailto:info@citiesalliance.org)

[www.citiesalliance.org](http://www.citiesalliance.org)