

Joint Work Programme for Equitable Economic Growth in Cities

Cities Alliance
Cities Without Slums

Hosted by:  **UNOPS**

Issue Brief

The Campaign City Process



Figure 1: The Campaign Cities

A recognition of the importance of Equitable Economic Growth (EEG), and the need to understand how EEG can be effectively promoted in secondary cities, led to the establishment of Cities Alliance's Joint Work Programme (JWP) on EEG in cities.

A trademark component of the JWP-EEG programme has been the Campaign Cities Initiative. This initiative began by creating city-level partnerships in eight secondary cities in four countries: Bangladesh, Uganda, Ghana, and Kenya (Figure 1).

The partnerships facilitated dialogue amongst representatives of the local government and other stakeholders with the objective of fostering EEG by promoting equitable access to public goods and services identified by the city stakeholders.

The city partnerships highlighted priority public services that were of particular importance to their city, and which they wished to strengthen through appropriate policy interventions (Figure 2).

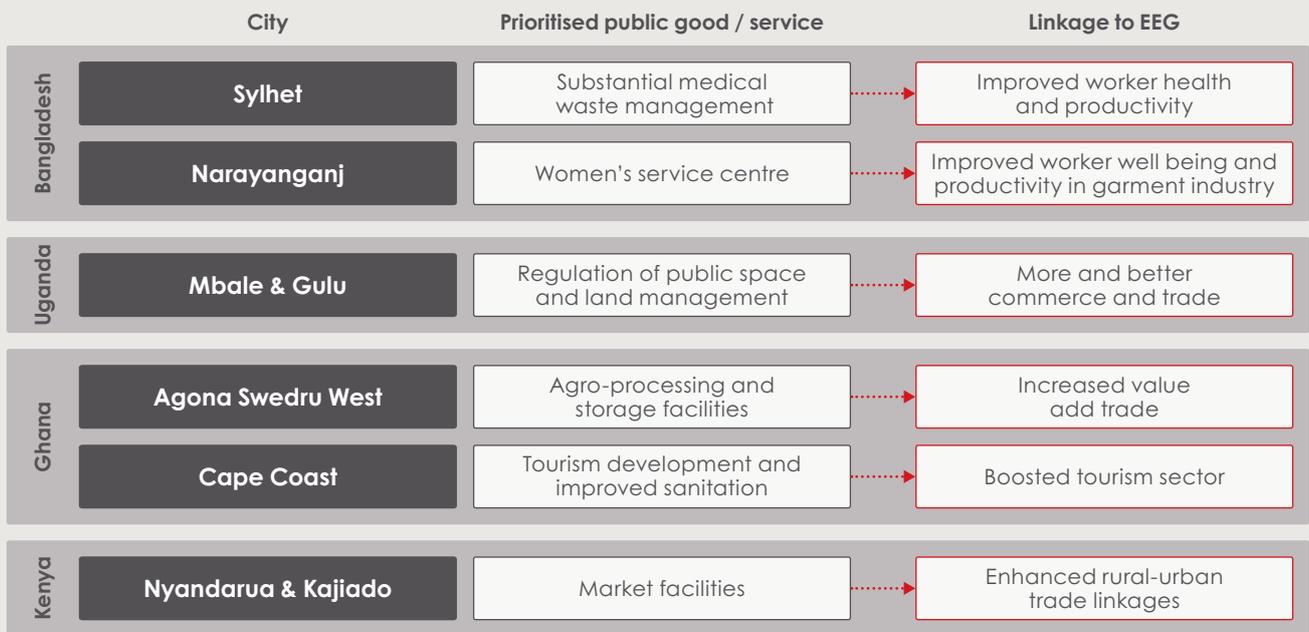


Figure 2: 'Public goods-service EEG' linkages explored in Campaign Cities

The selection of the public services was based on (i) the mandates and responsibilities of the city administration, and (ii) the linkages of the public service with EEG and the potential impact of improved access on productivity and the economic prosperity of all sections of society within the city.

The overall outcomes of the Campaign City initiatives were three-fold:

→ **Delivering knowledge and design tools** that can be used to promote EEG in cities.

→ **Promoting the creation of an enabling policy environment** so that cities can effectively promote local investment and innovation leading to EEG.

→ **Serving as a basis for sourcing external support** from development partners and donors towards activities that will directly promote EEG. These activities include investment programmes and projects identified through the Campaign Cities Initiative.

Box 1: Promoting EEG in the Uganda Campaign Cities of Mbale and Gulu

The urban population of Uganda is rapidly growing, driven by high fertility rates, rural-urban migration and land use reclassification. Public land and spaces in the Campaign Cities of Mbale and Gulu is scarce, amounting to no more than 0.85 hectares for every 1,000 municipal residents.

Moreover, the distribution of public spaces across the municipalities is unequal, and what little there is suffers from lack of maintenance and poor governance and institutional oversight.

The City Level Partnerships (CLPs) in Mbale and Gulu leveraged the Municipal Development Forums (MDFs) that were supported by the Cities Alliance Uganda Country Programme from 2013–18 to establish a multi-

stakeholder partnership. MDFs are a formalised platform where the urban poor, local government, service providers, the private sector and other stakeholders meet on a regular basis to exchange views, debate priorities and agree on pro-poor approaches to urban development at the municipal level.

The CLP, supported by the JWP facilitator, local focal point person and MDFs in the two cities, developed evidence-based policy recommendations for the promotion of EEG. Specifically, it provided prominence and visibility to the areas of **local economic development** and **public space and land management**, and both Gulu and Mbale subsequently developed action plans for mainstreaming these issues in their programs.

Box 2: EEG through improved medical waste management in Sylhet

Sylhet's Local Assessment Report (LAR) identified Medical Waste Management (MWM) as a priority. It showed that improved MWM could enhance EEG by reducing health risks and related impacts on labour productivity, along with reducing treatment costs for households and Sylhet City Corporation's (SCC) handling costs. The CLP assessed the current status of MWM in Sylhet from the perspective of national norms and standards. The assessments showed that most of the 88 Health Care Establishments (HCEs) in Sylhet did not have the required facilities for waste segregation and disposal. The field observation further revealed that there are weak monitoring and enforcement

mechanisms for MWM and neither HCEs nor SCC effectively enforce the practice of waste segregation. The recommendations of the policy brief included:

1. Waste segregation at source
2. Providing training to all waste workers
3. Improving waste transportation logistics
4. Ensuring proper disposal of hazardous and infectious waste in the landfills
5. Organising the informal recycling process and recognising the role of informal workers and markets
6. Financing options to improve MWM and co-financing strategies for the SCC.

Campaign Cities methodology

Each Campaign City initiative took around 24 months to complete, and consisted of the establishment of a CLP, followed by the preparation of three consecutive reports and associated workshops (Figure 3):

→ **Establishment of a CLP:** The CLPs used existing, local multi-stakeholder fora representing key constituencies of the city, including those from local government, chambers of commerce, the informal economy and the broader community. A JWP facilitator, and a local focal point person appointed by the mayor of each Campaign City, assisted the CLP, which was responsible for producing evidence-based policy recommendations for the promotion of EEG (Box 1 with Uganda example).

→ **Preparation of an Institutional Enabling Environment Report (IEER):** The IEER was produced under the auspices of the JWP facilitator. The IEER identifies the institutional parameters under which each Campaign City operates. The IEER methodology used is based on the approach of the City Enabling Environment assessment undertaken by Cities Alliance and United Cities and Local Government Africa and involves assessments of the: (i) political and administrative

structure; (ii) functional mandates of the city; (iii) related fiscal system and financial health of the city government; and (iv) nature of access to public spaces for the informal sector. Public consultation around results of the IEER took place in a kick-off workshop and the JWP Sounding Board validated IEER findings before finalization.

→ **Preparation of a Local Assessment Report (LAR):** Based on the outcomes of the kick-off workshop reviewing the IEER, Terms of Reference for the LAR are prepared by the JWP facilitator and submitted to Cities Alliance for validation. Work is undertaken through the JWP facilitator. Public consultation around results of the LAR takes place in city review workshops, and the JWP Sounding Board validates LAR findings before the finalisation of the LAR report.

→ **Policy Briefs and the Recommendations:** Based on the IEER and LAR, the JWP facilitator generated city-level policy briefs in close cooperation with the city authorities. The briefs include recommendations for policy improvements and interventions that will lead to the effective promotion of EEG. Box 2 summarises the recommendations from Sylhet.

Figure 3: Campaign Cities process at a glance



Why run a campaign?

The Campaign Cities Initiative offers a number of important advantages for the promotion of EEG:

- **Impact where it matters:** 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 secondary cities, which are the fastest growing urban areas. The Campaign Cities initiative assisted in filling knowledge and capacity gaps in the partner secondary cities.
- **A methodology that is easy to implement:** The 3+3 reports and workshop framework (Figure 3) provides a simple structure that produces sound results while at the same time allowing for the flexibility to implement the initiative customised to local conditions in the partner countries.
- **Greater level of ownership:** Its constantly engaging roll-out process ensures stakeholders participate, propose, discuss, and validate the different reports and recommendations of the initiative.
- **Helping build public-private dialogue:** The campaign's engaging methodology builds trust and bridge gaps in stakeholder communication. It lays the foundation for a joint state-of-play analysis and the identification of policies and institutional reforms that contribute to a more conducive environment for development and growth.

Impact and success

The evidence from independent reviews and stakeholder assessments indicates that the outputs of the Campaign Cities process are considered to be very useful and valuable.

According to the review of the Country Programmes and Campaign Cities Initiative by Accenture, 100% of the stakeholders participating in the process acknowledged that the initiative helped establish an effective platform for partnership working. Moreover, the overwhelming response of the stakeholders was that the products delivered through the Campaign City process were 'very satisfactory' (Figure 4).

Further evidence indicates that beneficial impacts are generated beyond the life of the campaign process. In Ghana, the United Nations Capital Development Fund (UNCDF) is assessing the financial capabilities of the cities involved in the Campaign Cities Initiative to mobilize necessary resources to finance the provision of public goods and services. Bangladesh has put recommendations into their forthcoming budget plan based on outputs generated through and by the Campaign City process, while the results of the LAR in Uganda were presented at the national level with media coverage across all Campaign Cities.

Figure 4: City stakeholder review

Source: Independent Review of the Cities Alliance, 2015–2019

		IEER				LAR				Policy Briefs and Recommendations			
		Overall quality	Accuracy	Engagement process	Likelihood of follow-up	Overall quality	Accuracy	Engagement process	Likelihood of follow-up	Overall quality	Accuracy	Engagement process	Likelihood of follow-up
Bangladesh	Narayanganj	Well rated (4/5)	Neutral (3/5)	Well rated (4/5)	Neutral (3/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)
	Sylhet	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)
Ghana	Agona Swedru	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)
	Cape Coast	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)
Uganda	Gulu	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)
	Mbale	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)	Well rated (4/5)

■ Very highly rated (5/5)
 ■ Well rated (4/5)
 ■ Neutral (3/5)