Cities Alliance
Cities Without Slums

Africa Regional Strategy
Final Document

Recommendations for the Development of an Africa Strategy
Programme of Action 2014-2016

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Contents

I. STRATEGIC CONTEXT AND RATIONALE

Regional Context: Cities Alliance Africa Strategy

1.   Currently Africa is only one-third urbanised, on average. But with a high urban growth rate of 5% per annum, the urban population of Sub-Saharan Africa is projected to double over the next 15 years. Most of this growth will occur in secondary cities such as Tenkodogo, Mekelle, Arua and Tete – names that are unfamiliar to most people. Now in 2014, we are 13 years into the projection that, between 2000 and 2030, the urban areas of Sub-Saharan Africa will be home to an additional 300 million people. The question that emerges is: How well is the continent managing this rapid and huge urban growth?

2.   The urban population has already become the majority in some countries, including Ghana (52% urbanised), Mauritius (54%), Angola (55 %+), South Africa (60%) and Gabon (85%). While questions have been raised about the accuracy of the urban growth projections, there is widespread agreement that African governments need to focus far more attention than they currently do on how to better manage the growth of their urban centres. Even though a majority of Africans still live in rural areas, it is in the cities where industry and services are concentrated and where economic activity already represents over 50% of the continent's economic base – accounting for between 60-70% of GDP growth.

3.   This increasing urban concentration of the economy has brought with it other related positive transformations. Geographically, these include the emergence of new regional economic corridors that link growing urban centres nationally and regionally across boundaries. Socially, the growth of cities has increased opportunities and helped create a growing middle class. Urbanisation also brings with it demands for change in the governance of the public sector and accountability of service delivery. As cities and towns grow in terms of their demographic, economic and social importance, policy makers will need to rethink systems of local governance and how to make urban local governments and their municipal system of service delivery accountable to citizens and beneficiaries.

4.   While urban growth carries with it many opportunities, urbanisation is also linked to the concentration of poverty in urban centres. An increasing proportion of poor Africans live in cities; using a US$2/day indicator, it is estimated that 70% percent of Africa's urban households live in poverty, while 72% (200 million people) reside in informal settlements. It is clear that the emerging towns and cities are not benefitting from the networks and efficiencies that can potentially help drive the national economy. Indeed, African cities are increasingly characterised by the growth of unplanned settlements, inadequate municipal services, and local administrations with planning and management systems that are unable to effectively respond to urban growth.

5.   Within this context it is clear that urbanisation brings with it unique challenges for women across almost all sectors that collectively characterise the complexity of cities, including safety, transportation, sanitation, work and housing. Mainstreaming a gender perspective – that is the process of actively engaging woman and assessing the gender implications of any planned action, including legislation, policies or programmes – is a major challenge. In keeping with the Cities Alliance Medium Term Strategy (MTS) that actively locates gender as an institutional priority this Africa strategy will ensure that the concerns and experiences of women are an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and

societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming gender is to achieve gender equality.

6.   The recognition that Africa faces a massive challenge linked to urban growth and the development of efficient and prosperous cities is not new. Dating back to the1980s, both UN-Habitat and the African Union have passed a number of resolutions related to urbanisation. Since 2000, these have included the African Union Assembly Decision 29 of 2003 (Maputo) on Promoting the Development of Sustainable Cities and Towns in Africa, and the New Pact by AMCHUD 4 that committed to building a consensus focused on responding effectively to the challenges of rapid urbanisation and the development of transformative national urban policies and strategies. More recently, AMCHUD 5 reconfirmed this commitment to address city growth issues. In the same vein, the Africa Agenda 2063 to be adopted in June 2014 under the auspices of the African Union has clearly identified urbanization as being critical for Africa's transformation, and the Common African Position (CAP) - a report of the President of Liberia and Chairperson of the High Level Committee on the Post-2015 Development Agenda - has as one of its 5 pillars: Access to sustainable human settlements.

7.   These resolutions have not yet resulted in effective responses. Even as Africa faces a historically defining urbanisation process that requires both fundamental changes in approach and the mobilisation of resources, many African governments resist acknowledging the central importance of the urban agenda. In addition, many international development partners have also demonstrated strong anti-urban bias.

8.   Despite clear gains in urban policy many of the historical problems still remain. For example even after lengthy decentralisation processes that have in many cases devolved powers and functions, there is still a pervasive subordination of city governments to ministries of local governments. This serves to undermine local innovation, self-determination and the general pro-active potential of mayors and city governments.

9.   Of particular importance is the issue of land. The contradictory coexistence of customary land ownership and Roman law property rights is still one of the most critical impediments for city governments. Unclear land ownership undermines the sound basis for urban planning and urban management and the established and emerging mechanisms of self-financing. With the emerging middle class in African cities and the booming housing markets, cities are not benefiting from the opportunities of land-based finance and the positive effects of a sound formal housing market. The unresolved land question creates a vicious cycle of development that is not conducive to sustainable urban development in Africa.

Analysis of Major Issues/Trends

10.   The proposed Africa Strategy aims to respond to the changing nature of cities, and to the interconnected challenges that city mayors, managers and officials charged with providing services face as they struggle to cope with the pressures of urban growth and service delivery. No single 'silver bullet' exists; rather, the strategic responses must be seen as a confluence of interventions at the regional, national, local and community levels.

11.   The challenge is how best to mobilise the political support needed to increase investment in cities, within the context of a fast-urbanising but still predominantly rural continent and the need to allocate scarce resources. African governments often see little advantage in investing in urban areas when the resources could be invested equally elsewhere. Little or no distinction is made between cities and any other human settlements. The present Cities Alliance narrative (that politicians have been asked to buy into) tends to play urban against rural. It suggests an impending disaster as the inevitable process of urbanisation unfolds. According to this narrative, the objective is to have 'Cities without Slums'. To achieve this, cities must improve governance, planning and mobilise huge investments in much-needed infrastructure.

12.   **It is clear that the dominant narrative has not been sufficiently convincing.** Too often, it has resulted in a policy response to increase rural investments to mitigate against the problems of urbanisation rather than investing in cities. **A new narrative needs to be developed and popularised**. With the IMF forecasting economic growth of more than 5% for most of Sub-Saharan Africa, the continent is projecting a new positive image. The narrative needs to build on this new positive era by shifting the focus from the problems of urbanisation towards more positive storylines: cities as the drivers of economic growth, and the potential for well-managed cities to enable the development of national economies.

13.   At the centre of any strategy to fix cities is **the need for reliable data and information to inform planning**. With a few notable exceptions, data is either absent or contradictory at every level – settlement, city and national. The confusion over data is even evident in the debate over the very figures cited by the UN for the size of African cities and the pace at which they are growing. The UN largely bases its calculations on censuses conducted by national governments, but researchers question how accurate such calculations can be as census information in Africa is often problematic or contested, and the definition of what constitutes an "urban" area differs from country to country.

14.   Responding to this lack of public, reliable data, different stakeholders have started collecting information for their own planning. Slum dweller organisations have begun enumerating and profiling slums throughout Africa. In West Africa, the Africapolis demography project – affiliated with the French Development Agency (AFD) – uses satellite images combined with data collected on the ground to estimate population sizes.

15.   While this data collection provides a great opportunity, it is important to ensure that the information being collected is useful for planning purposes. Cities are complex economic, transport, social and environmental systems that need to be integrated efficiently and effectively in order to function well. Moreover, even when various types of information are collected, they are generally not linked – a necessity in better understanding the integrated nature of city systems.

16.   It is becoming increasingly clear that urban growth is not the problem; rather, it is the fragility – and inability – of local governments in many parts of Africa to effectively manage the process. Many cities do not have the appropriate mandate, or have inherited unfunded mandates. Even when the mandate and funds exist, they generally lack the information systems and the qualified personnel to deliver. In this context, **strengthening the capacity of** cities and towns as **local governments to manage urban development and provision of urban services in a sustainable manner must be at the core of any intervention**. In the overall context of urban-led transitions, cities and towns in Africa have now become central in the continent's efforts to fight poverty, sustain economic growth,

and transform its governance. Therefore, there is an urgent need to support the ability of Africa's urban centres to address the challenges of city growth. As a part of this, there is a need to strengthen human resources as well as institutional capacity to address urbanisation and city management as a whole in a dual track capacity development strategy. Knowledge, skills and know-how are strongly needed but also the development, adaptation and/or application of urban planning and urban management instruments that haven proven effective elsewhere.

17. Most often, planning in African cities focuses on the formally-planned residential, commercial and industrial parts of the city – excluding the informal settlements, which are home to a vast majority of Africa's city residents. In Sub-Saharan Africa's urban and peri-urban areas, slum dwellers represent two-thirds of the total urban population (vs. about 50% worldwide). In addition, the informal economy provides an estimated 70% of non-agricultural employment. **Informality is by far the largest characteristic of African cities.** At best it is ignored, but in most cases policies are put in place to destroy informality with forced evictions and confiscation of goods from informal traders and producers. Instead of building notions of citizenship among slum dwellers, there has been a widespread, systematic attempt to criminalise the informal. Over decades policies aimed at formalising the informal through development control standards and processes have failed. **New approaches need to be explored that focus on how to work with the informal processes and how to maximise synergies with slum dwellers, informal traders and producers.**

18. **A series of new issues and actors are emerging that have not traditionally been part of the urban agenda.** One of the major issues is climate change; cities and towns face increasing risks from water scarcity and floods, and in coastal areas, from rising sea levels. For example, 40% of new rural immigrants entering Dakar, Senegal crowd into zones with relatively high flood potential.

19. Many of the largest cities in Sub-Saharan Africa are directly subjected to the impacts of rising sea levels. In 2000, floods in Mozambique cost an estimated US$ 550 million, lowering the country's GDP by 1.5%. Climate variability is expected to particularly affect coastal areas in countries such as Benin, where the World Bank estimates that about 5% of GDP would be impacted by a one-meter rise in sea level. **Disaster risk reduction** faces major challenges, including: the lack of effective institutionalisation and integration of measures in national and urban development plans; inadequate information management and communication systems; limited citizen involvement; and failure to mainstream hazard risk management into land use planning.

20. **Post-conflict and fragile states** are another growing issue. There are about 20 such states in Sub-Saharan Africa, and they require a different type of approach. Developing rapid, responsive interventions in post-conflict situations is critical for cities to rebuild destroyed economic and social infrastructure assets and resume the path to growth and poverty reduction. An example is labour-intensive projects that bring quick and visible improvement to the urban environment while injecting cash into the economy. The linkage between cities and fragility is complex, as conflicts almost always displace people who then move to urban centres in search of relative security and livelihoods – often to other, more secure countries – and rarely return to their region of origin.

21. **Migration and social cohesion** is a closely related issue. In weak national states, building cities can provide a means of building a nation state from the ground up. Strong cities and towns with efficient, effective and inclusive local governments can provide citizens with a sense of identity and security that a fragile nation state cannot provide. Cities and towns may therefore serve as a channel for addressing fragility by being the link between the citizens and national governments.

22.   The Cities Alliance has for many years engaged with slum dweller organisations as representatives of the broader slum community. It has become increasingly clear that a deeper appreciation of the dynamics of the community profile is required. In particular, two groups stand out: **youth and children**. While critically important, working with the physical aspects of land, housing and service delivery fails to respond to the growing number of unemployed youth and the levels of frustration building up within slum communities. When asked, Ministers will usually identify youth unemployment as the greatest challenge facing the city. The issue of child vulnerability is also coming to the forefront as children suffer the consequences of inadequate social and environmental services.

23.   The emerging issues can be broken into five broad themes:
   i.   The urbanisation discourse;
   ii.   Knowledge and data for city management;
   iii.   The role of local governments;
   iv.   The challenge of informality; and
   v.   Emerging themes and actors.

Rationale for Cities Alliance Engagement

24.   The Cities Alliance is the world's pre-eminent partnership focused on the challenge of cities, and their potential to play a decisive role in economic growth, poverty reduction and human development. The Cities Alliance implements its programmes through its members, which include a unique combination of multilateral and bilateral agencies, associations of local government, developing countries, and international NGOs.

25.   Facilitated correctly, the Cities Alliance has the potential to mobilise this diversity and provide the platform for the widest possible collaboration. The potential exists to find the synergy between the resources of the multilaterals such UN-Habitat and the World Bank, the geographic spread of national and local governments, the knowledge of international NGOs and agencies, and the grassroots mobilisation of Slum/Shack Dwellers International (SDI).

26.   The need for a strategy to guide Cities Alliance activities in Sub-Saharan Africa emerges from the outcomes of the Consultative Group (CG) meeting held in Mexico City in November 2010, where it was decided to focus attention on Sub-Saharan Africa. Furthermore, the CG adopted a new Charter that defines the Cities Alliance as a global partnership for urban poverty reduction and the promotion of the role of cities in sustainable development, and clearly states the objectives of this partnership.

27.   The proposed strategy process takes place against the backdrop of a wide range of exciting initiatives by Cities Alliance members and partners currently taking place within the region, providing substantial skills and knowledge that can be harnessed. In particular:

   ▪   **The World Bank**[1] has a track record of high-quality analysis, a focus on urbanisation and decentralisation, and the capacity to make significant investments in both human capital and infrastructure.

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[1] No longer a member, but an implementing partner.

- **United Cities and Local Governments of Africa (UCLGA)** has emerged as the consolidated voice of local governments on the continent and is increasingly facilitating global and South-South city-to-city exchanges.

- **UN-Habitat** has a network of country-based representatives, a strong normative knowledge base, and has mobilised grant resources for country-specific profiling and planning in Africa.

- **Shack/Slum Dwellers International (SDI)** is active in mobilising savings-driven federations that effectively give voice to the urban poor in a growing number of African countries.

- **Habitat for Humanity International** has a history of working in Africa and a recognised expertise in networking, advocacy, partnership and the construction of affordable housing.

- **Brazil** is increasingly transferring practical relevant knowledge and experience to select cities and countries in Africa.

- **Bilateral Governments including French, German, Italian, and Swedish** co-operation collectively have a significant programme in Africa, including a proven track record of effectively giving direct support to African cities.

- **Ethiopia, Nigeria, South Africa.** Arguably the strongest assets for a Cities Alliance African Strategy are the three highly influential CA African members with rich grounded experience. These three members – together with the present Country Programme countries of Uganda, Ghana, Mozambique and Burkina Faso – provide a unique opportunity to build a partnership strategy that responds to real needs and that has continental legitimacy and ownership.

28. With this geographic focus, clear objectives and an active partnership base, Cities Alliance Consultative Group resolved that it was an optimal time for the Cities Alliance to develop a bold strategy that will allow it to play a far more active and decisive role in catalysing action and providing support to African cities.

Guiding Principles for the Partnership

29. While its urbanisation rate is rapid, the continent's secondary cities are still relatively small. In this context, a contrary and more optimistic vision is possible: one that is based on a new understanding of the role of cities in poverty reduction. Such an understanding would be founded on the following hypothesis:

- Urbanisation is inevitable and necessary and, if properly planned-for and managed, has the potential to make a significant contribution to economic growth.
- National economic growth, social stability, as well as rural and urban poverty reduction is increasingly dependent on the effectiveness and efficiency of cities.
- Decisive action in support of national and citywide approaches taken over the next few years (<5-10) that anticipate and respond to urbanisation, and which recognise the urban poor as citizens, could reap extremely significant, long-term benefits.

30. Despite the Paris Declaration and the more recent Busan Partnership Document (2011), there has generally not been a strategic and coordinated response from national and international development

actors to the urban challenges facing Sub-Saharan Africa. With some notable exceptions, urban programming can be said to display the following characteristics:

- On/off, un-sustained programming;
- Duplication of effort;
- Disconnect between the key players including national, local government and communities;
- Nonalignment of planning and investment;
- Contradictory and unproven strategies; and
- Dispersed good practice.

31. This strategy will seek to explore how the diverse stakeholders in urban development can come together as a community of national governments and development partners to effectively implement the Paris Declaration and the spirit and ideas captured in the Busan Partnership Document. The key question is whether effective partnerships (the key premise of the Cities Alliance) can enable the strategic shift towards urban programming characterised by:

- **Long-term commitment;**
- **Coherence of effort;**
- **Alignment of key role players;**
- **Coherent targeted strategies;**
- **Structured planning and investment; and**
- **Convergence and scaling of good practices.**

32. The continent stands at a crossroads. One is a low road characterised by continued policy ambivalence or inaction that clearly leads to even bigger slums as well as deeper spatial and social chaos. The other is a high road characterised by clear policy and leadership, improved infrastructure and effective governance – a road that could contribute to the transformation of Africa. This strategy aims for the high road. It seeks to answer the question of how the Cities Alliance as a partnership can best support cities and towns in Africa to become central to the continent's efforts to fight poverty, sustain economic growth, and transform its governance.

II. PROGRAMME DESCRIPTION

Focus Areas, Approach and Objectives

FOCUS AREA 1. *The urbanisation discourse*

33.   Some African countries, such as South Africa, Uganda, Ghana and Ethiopia, have politically internalised the importance of efficient cities as engines of economic development. In their policies, cities are acknowledged to play an active role in poverty alleviation both in economic terms and access to social and urban services. Nonetheless, a majority of African countries have a less positive attitude towards urbanisation and cities. Some governments consider that access to cities should be controlled and the right to live in the city only be granted to those able to afford the high costs of housing and services. Others view the continued growth of cities as a potential security threat, particularly given the high numbers of unemployed youth, which is a signal feature of contemporary African development. Many still hope to find viable solutions in rural development.

34.   In our view, the message of the inevitability and necessity of urbanisation and its link to economic growth has not resonated widely enough. For Africa to properly manage urban growth and maximise the social and economic benefits of urbanisation, there has to be a greater political endorsement of the importance of managing urbanisation. For the Cities Alliance, we see the need to move beyond the very outdated conflictual divide between rural and urban development, and to stress the clear relationship that exists between different spaces and sectors of the same national economy.

35.   The development of a new pro-city discourse would need to be targeted at the right audiences. The evidence suggests that a continental shift in national policy and attitude towards cities and towns will not happen unless the ruling political establishment understand and buy into the Urban Agenda for Africa as a key component of the continent's transformation. A number of institutions and processes (typically within the ambit of the African Union) serve to bring together African Presidents or other high ranking Ministers. It is important that a partnership is established between the emerging narrative process and African Presidents who have already demonstrated an appreciation of the positive role of cities in national development.

36.   What messages are needed to achieve this endorsement? What positive and persuasive evidence is needed to better address the role of cities in national urban poverty reduction and economic development? To whom and how should the message best be targeted?

> **Objective 1. Developing a compelling pro-city narrative: Changing the discourse from cities /slums /disaster to cities as drivers of development**

FOCUS AREA 2. *Knowledge and data for city management*

37.   While macro-level data on urban is improving, at the city level data and information remains a major problem. The problem lies not only in the lack of data but also in the quality and format of the data produced. Very few countries have spatial data in a format which can be used for analysis and modelling. Urban boundaries used in many statistical data sets vary from one country to another, resulting in spatial inconsistencies in data.

38.   All this greatly complicates the use of GIS, data modelling and impact assessments at the city level. The paucity of data, and the lack of effective information for city management, strongly affects all those involved in urban programming, including planning, implementation and monitoring and evaluation. Recent research has convincingly demonstrated how most data is typically generated at the national level, with little or no attention being given to inter- or intra-urban disaggregation. As a result, there is little doubt that the nature and extent of urban poverty in Africa is significantly underestimated and poorly understood.

39.   In a context of massive urbanisation, there is a critical and urgent need to identify the nature of essential information, and – in a world where new technologies have become widespread – how such information can best be collected. Added to this is the need to develop appropriate capacities to produce and manage data across the continent.

40.   Recent developments suggest that this is an area full of opportunity. The situation is changing rapidly because of Earth Observation Satellite data, the use of land-based sensors, the innovative crowd-sourcing of data (as demonstrated by Slum Dwellers International), the extensive use of mobile phones and new open-source modelling tools. We believe that the Africa strategy provides an opening for Cities Alliance members and partners to demonstrate how this rapidly changing situation can be used, not just for better information itself, but also to provide opportunities for collaborative investment and resource efficient economic growth.

41.   How can we strengthen national and local governments and organisations of the urban poor, and develop the skills and capacities needed to provide and manage the information and data to effectively respond to urban growth? What support organisations exist and may be mobilised? What role can be played by the private sector(s)? And what support might any or all of these organisations need to facilitate this process?

> **Objective 2. Developing knowledge, tools and systems for reliable and effective data collection towards integrated planning at the city level**

FOCUS AREA 3. *The role of local governments*

42.   A growing share of urbanisation on the continent is taking place in small and medium-size, or secondary, cities. Local government capacities in these cities vary from the relatively resourceful to the almost dysfunctional. Challenges are also different depending on whether a city's growth is the result of rapid economic expansion or the extensive dislocation of people from rural areas.

43.   Capacity building initiatives have been undertaken, but they have generally focused on a few beneficiary cities and have not been made available to the broader constituency across multiple countries. In addition, capacity building initiatives are generally ad-hoc and carried out according to the available resources mobilised by particular institutions.

44.   A more comprehensive approach to local government support and capacity building should be a feature of the strategy. Among other key aspects, empowering local governments should certainly include the development of planning capacities and land administration system, as well as the design of appropriate schemes and instruments to strengthen participatory governance. Through this strategy, the Cities Alliance will be able to pay more attention to the issue of finance, particularly in

respect to municipal finance and mechanisms to strengthen revenue collection, as well as address the issue of access to domestic and international capital markets.

45.   Strengthening local governments, and local governance, also has some major national implications:

- First, there is often the concomitant need to strengthen the national association of local authorities so that it can play a positive role in representing the local government sphere, facilitate the exchange of learning and knowledge between local governments, and seek international support and learning.

- Secondly, an enabling national policy environment is arguably even more essential, not only to set a clear national direction for urban development and the role of cities, but also to establish institutional arrangements that facilitate improved collaboration and role clarity between different tiers or spheres of government.

Objective 3. Placing empowered Local Governments at the core of city development in an enabled national environment

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FOCUS AREA 4. *The challenge of informality*

46.   Most urban growth in African cities of all sizes is informal, and it is the dominant feature of both settlement and livelihood activities. The common policy response to this phenomenon is generally inappropriate, and sometimes even repressive, with livelihoods and shacks both in the line of fire. Most government responses have not benefited the poor, and many initiatives purporting to promote formalisation have resulted in unintended negative consequences. Simply put, too many national and local governments fail to recognise the urban poor as citizens, and to service them properly.

47.   Cities are likely to be more successful by recognising informality as a reality rather than a threat, and by adopting policies that support the urban poor and their gradual incorporation into the institutions, services and opportunities of the city. This is particularly the case in those cities that already struggle with a combination of weak institutional and financial capacity, and are already confronted with a range of significant backlogs.

48.   Under these conditions, a major question is whether there are any possible ways of supporting the informal sector that increase the rights of citizenship and enable cities to better manage both backlogs and future urban growth. Another major question is how to build on the informal to better support local economic development and job creation. World Bank research has demonstrated how, within the informal sector, household enterprises generate the majority of new non-farm jobs in Sub-Saharan Africa, and that this is a sector dominated by women[2].

Objective 4. Actively working with informality at both national and city level to maximise the opportunities for improvement of quality of service and growth of urban economies

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[2] Youth Employment in Sub Saharan Africa. Overview, AFD-WB, 2014

FOCUS AREA 5. *The emergence of new actors, issues and challenges*

49.   While traditionally the focus of urban programming has been on environmental health and governance, the political economy of cities is changing rapidly. New global issues and new role players are both emerging.

50.   Cities are increasingly placed within the new environmental agenda marked by a growing debate on the efficient use of resources, low carbon development schemes and urban resilience. They are indeed becoming vulnerable to the effects of climate change, and the frequency of often deadly disasters is increasing. The mismatch between employment opportunities and the growth of the urban population leads to frustration amongst youth, who are increasingly anxious about their future. In the context of growing youth dissatisfaction it is urgent to actively explore new avenues for local economic development and job creation. The needs of those who constitute the majority of the population, children and youth, have probably been the most neglected, and least understood. This is the next generation, and the continued neglect of their needs could generate considerable social and economic costs.

51.   In these tense contexts, new actors are emerging. Increased capital investment, particularly from Asian countries, and the associated arrival of retailers, have arguably had the biggest impact on many African cities today, often with decidedly mixed outcomes. The impressive results of housing and slum upgrading policies implemented by countries like South Korea and Brazil are remarkable, and can hold many lessons for Africa. With the active support of UN Habitat, the creation of a platform of African Ministers of Housing and Urban Development (AMCHUD) has the potential to contribute to a new impetus for an improved focus on urban policies in Africa. At another level, the expanding networks of slum dweller federations, also in Africa, are demonstrating the capacity of the urban poor to be part of the solution. For its part, the African Development Bank has signalled a new intent, with the recent adoption of its Urban Development Strategy.

> **Objective 5. Enlarging the constituencies that CA seeks to address and attracting additional players around the urban agenda**

Components and Major Activities

> NOTE: The outputs and activities presented below follow previous discussions among members and build upon Secretariat understanding of the portfolio review, the diagnostic work and the discussion at the Addis and Johannesburg meetings. They are willingly framed broadly enough as to leave members room for dialogue and full definition of the relevant outputs/activities that should be added/deleted, prioritised and endorsed.

Objective 1. Developing a compelling pro-city narrative, changing the discourse from cities/ slums/ disaster to cities as drivers of development

The need to change the narrative around urbanisation will develop around two major work components: (1.1) the constitution of a high-profile regional representative group that brings visibility and credibility to the urbanisation issues and is able to attract and mobilise key figures on specific urban themes; and (1.2) the formation of a continental political constituency and back-up behind the urbanisation agenda.

Potential forms of cooperation (although not exhaustive) could cover the following activities:

i. **Setting up a think tank** capable to work as a centre for excellence and brain trust to connect expertise and develop policy and knowledge based on the potential opportunities of urbanisation.

ii. **Partnering with a presidential initiative to mobilise identified African political leaders** to support an advocacy initiative to promote a continental shift in national policy and attitude towards cities.

Major partners: ACC, UCLGA, UN-H

Objective 2. Developing knowledge, tools and systems for reliable and effective data collection towards integrated planning at city level

Four major work components are identified: (2.1) Understanding complexities of cities and what are continental city needs and purposes in terms of data collection, treatment and validation for integrated planning; (2.2) Stakeholder coordination and harmonisation for data collection, treatment and validation; (2.3) Development of appropriate tools and methods for data collection, treatment and validation for integrated planning; and (2.4) Dissemination and institutionalisation within Local Governments of the developed tools and methods for integrated planning.

Potential forms of cooperation (although not exhaustive) could cover the following activities:

i. Carry out an assessment for data needs through an inclusive process of different stakeholders, including among others, settlement and informal-economy based social movements (2.1)

ii. Expand and replicate into selected cities the "Know your City Campaign" to foster cooperation and linkages between local governments and community-driven data, and to include informality and urban poverty into city databases (2.1 and 2.2)

iii. Develop practical standards and methods for consistency, management and integration of data for Local Governments (2.3)

iv. Develop state-of-the-art, high-level data modelling for integrated planning (2.3)

v. Develop strategy for institutionalisation and capacity building for LGs (2.4)

Major partners: Open Data Institute, WIEGO, SDI, Santa Fe Institute, ESF, ILO

Objective 3. Placing empowered local governments at the core of city development

The need to empower local governments develops around three major work components: (3.1) support pro-city national environment policies; (3.2) supply well-trained technical staff to LGs; (3.3) provide support services to LGs.

Potential forms of cooperation (although not exhaustive) could cover the following activities:

i. Develop and roll out of national urban policies in selected countries (3.1)

ii. Strengthen the CEE ratings research and methodology and raise its advocacy profile (3.1)

iii. Improve enabling environment through adoption of CEE ratings recommendations in selected countries (3.1)

iv. Develop guidelines for a new appropriate, relevant curriculum in three focal areas: planning, city management and municipal finance (3.2)

v. Strengthen the AAPS network around curricula reforms (3.2)

vi. Establish a continental association with capacities and resources to build a network of dynamic municipal associations, including direct support to UCLGA Secretariat (3.3)

Major Partners: UCLGA, Country Programme Partners, ACC / AAPS, UN-H

Objective 4. Actively working with informality at both national and city level to maximise the opportunities for improvement of quality of service and growth of urban economies

This articulates around four major work components: (4.1) Develop the policy frameworks and build institutional capacities to better include informality into national urban policies and local governments programmes; (4.2) Improve access to tenure, location and availability of land for settlements by the urban poor as cities grow; (4.3) Develop and support local institutions to help improve the quality and resilience of incremental housing; (4.4) Develop and support local institutions to support the business opportunities for urban poor in the urban economy.

Potential forms of cooperation (although not exhaustive) could cover the following activities:

i. Include informality issues into national urban development policies (4.1)
ii. Develop strategy for LG capacity building around the issues of informality (4.1)
iii. Institutionalise continuum of land rights into the databases and management of selected cities (4.2)
iv. Support the development of the land expansion methodology into the planning processes of selected cities (4.2)
v. Develop methodology and pilot incremental housing projects in selected cities (4.3)
vi. Mobilise expertise on informal economies to provide support to ongoing CDS processes (4.4)
vii. Strengthen existing initiatives around informal economies (4.4)

Major Partners: UN-H, GLTN, WB, Korea Research Institute for Human Settlements (KRIHS), WIEGO, SDI, CP partners, ILO.

Objective 5. Enlarging the constituencies that CA seeks to address and attracting additional players around the urban agenda

The need to enlarge and engage new constituencies articulates around two major work components: (5.1) Explore new cross-cutting themes, research directions and innovations for dialogue and learning; and (5.2) Build new coalitions and partnerships on the urbanization agenda on the continental scale.

Potential forms of cooperation (although not exhaustive) could cover the following activities:

i. Strengthen the African Urban Research Initiative (AURI) (5.1)
ii. Develop continental strategies on selected themes (e.g. children and youth) (5.1)
iii. Facilitate an innovative CATF call on an identified theme
iv. Develop a dialogue between African and Chinese planners and investors (5.1 and 5.2)
v. Develop a continental strategy to mobilise the private sector (5.2)
vi. Formally engage development banks in the Africa strategy process (5.2)

Major Partners: UN-H (youth Unit) ACC, AURI, Habitat UNI, CAT Fund partners, AfDB, EU, AFD

III. PROGRAMME IMPLEMENTATION

Implementation Schedule – Phase 1

	2014			2015				2016	
	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
1. Establishment of a Think Tank									
TOR, status and operational framework of the think tank	░	░							
Production of a compelling pro-city narrative			▓						
Peer review of proposed strategies (e.g. SOCR, National Urban Policies, Planning Schools Curricula, etc.)				▓	▓	▓	▓		
Production of a CA Strategy for Youth						▓			
Production of a CA Strategy for private sector engagement									▓
Dissemination of narrative / Participation in diverse fora				▓	▓	▓	▓	▓	▓
2. Collecting and Managing Data for City Planning									
2.1 Development of a pilot programme for data collection and management at city level									
TOR, partnership mobilisation and operational framework	░	░							
Identification of countries/cities to be included in the pilot programme		▓							
Assessment of data needs and identification of data sets			▓	▓					
Creation and launch of data platform				▓	▓				

	1	2	3	4	5	6	7	8	9
Training (maintaining platform/data desk, new methods of data collection)						▓	▓	▓	▓
2.2 Expanding the "Know Your City" Campaign									
Definition of a strategy, design and launch of an extended programme			░	░					
Programme implementation					▓	▓	▓	▓	▓
3. Empowering Local Governments									
3.1 Strengthening UCLGA in support of national municipal associations									
Needs assessment, definition of a strategy, design and launch of a supporting programme	░	░							
Programme implementation			▓	▓	▓	▓	▓	▓	▓
3.2 Rolling out the City Enabling Environment (CEE) initiative									
Design and implementation of a work plan for implementing CEE ratings recommendations in selected countries		░							
Development of first set of country initiatives to implement CEE ratings recommendations			▓	▓	▓	▓	▓	▓	
4. Effectively responding to informality									
4.1 Development of a pilot project for city expansion planning									
Design and launch of the project			░						
Project implementation				▓	▓	▓	▓	▓	▓
4.2 Development of a pilot incremental housing programme									
Design and launch of the project			░						
Project implementation				▓	▓	▓	▓	▓	▓
5. Enlarging the constituencies CA seeks to address									
5.1 Consolidation of the African Urban Research Initiative									

Design and launch of a supporting programme						▨			
Programme implementation							▰	▰	▰
5.2 Engaging the African Development Bank in the Africa Strategy process									
Finalisation of AfDB membership to the Cities Alliance		▨							
Design and launch of a work programme			▨	▨					
Programme implementation					▰	▰	▰	▰	▰

Programme Cost Estimate

Budget Line and Activities		Year 1	Year 2	Year 3	Total
1. Establishment of a think tank					
	SUBTOTAL	200,000	250,000	250,000	700,000
2. Collecting and managing data for city planning					
2.1	Development of a pilot programme for data collection and management at city level	125,000	350,000	250,000	725,000
2.2	Expanding the "Know your City" Campaign	50,000	150,000	150,000	350,000
	SUBTOTAL	175,000	500,000	400,000	1,075,000
3. Empowering Local Governments					
3.1	Strengthening UCLGA in support of national municipal associations	125,000	400,000	300,000	825,000
3.2	Rolling out the City Enabling Environment initiative		150,000	150,000	300,000
	SUBTOTAL	125,000	550,000	450,000	1,125,000
4. Effectively responding to informality					
4.1	Development of a pilot project for city expansion planning		100,000	100,000	200,000
4.2	Development of a pilot incremental housing programme		500,000	250,000	750,000
	SUBTOTAL		600,000	350,000	950,000
5.Enlarging the constituencies CA seeks to address					
5.1	Consolidation of the African Urban Research Initiative		100,000	150,000	250,000
5.2	Engaging the African Development Bank in the Africa Strategy process		200,000	200,000	400,000
	SUBTOTAL		300,000	350,000	650,000
6.Professional fees, consulting services and miscellaneous expenditures					
	SUBTOTAL	100,000	250,000	150,000	500,000
	TOTAL	600,000	2,450,000	1,950,000	5,000,000

Operational management and support costs					
	TOTAL	40,000	60,000	50,000	150,000