Cities Alliance
Cities Without Slums

Joint Work Programme on Resilient Cities
Version 29 June 2015, Following Comments from Members at Bonn Meeting

1. Strategic Context and Rationale of the Joint Work Programme

1. A. Why is the concept of resilience increasingly important to cities?

The discussion on cities and resilience can be addressed at two levels: the first is the resilience of the cities themselves; their capacity to adapt to and bounce forward from internal and external shocks and stresses. The second is the strategic role of cities in achieving resilience at the global scale.

Resilience at the city level has become an issue since the pace of urbanization has caught many cities – particularly in developing countries – unprepared. The demand for land, decent shelter, transport, employment, energy and social and environmental services have outstripped supply in many urban areas. Internal social and environmental issues also exacerbate the city's vulnerability to external threats. Many cities are unprepared to handle modest disruption in food, water, and energy supplies, which have already been or may be affected by changes in climatic conditions. Cities are also located in low-lying coastal zones and flood plains which are most at risk to extreme weather disturbances (e. g. typhoons, increased precipitation) but they are unable to adapt due to reasons such as lack of capacity or slow political action. This is problematic, especially for the urban poor and other vulnerable groups who are often not equipped to face these challenges.

At the same time, local governments and urban populations have a significant role to play in addressing the challenges of this century including resilience at the global scale. The historic growth in the number of urban dwellers will re-shape physical, economic, social and environmental landscapes across the world. Successful, management of, and planning for, urban growth, as well as building the governance mechanisms and institutional capacities of city leaders and communities, are critical to enabling resilience and harnessing the opportunity urbanization brings for transformational change across all sectors and systems. The capacity of a city to achieve comprehensive and long-term resilience, as well as contribute to global resilience, is directly dependent on its capacity to manage and drive -in a balanced fashion- the different aspects of resilience. Mirroring the pillars of sustainable development, resilience as a whole, can be seen as a delicate balance of the three key elements described below:

(i) Economic Resilience. Economic resilience is the 'nurtured' ability of an economy to recover from or adjust to the effects of adverse shocks to which it may be inherently exposed" (Briguglio, Cordina, Bugeja, & Ferrugia, 2015). For cities, this can be recovery from both internal and external shocks. In most cases, cities depend on security and protection of diverse forms of livelihoods, the creation of decent and formal sector work opportunities, the profitable operation of businesses, and inclusive economic activity. Economic resilience may be undermined when a

city invests heavily in one sector at cost to others, and when there are inadequate social and governance structures in place that can act as buffers to economic threats. Detroit's dependence on the automotive industry and eventual bankruptcy is one such example. At a larger scale, cities also need to respond to shifts in the global economy and political climate, in order to avoid economic decline. Many cities such as Hong Kong and London, for example, transformed themselves from manufacturing hubs to leaders in finance in order to maintain their comparative advantage.

Urban centres have always concentrated and will continue to concentrate business and opportunity (Dobbs and Reemes, 2012)—as well as the accompanying risk. As per Global Assessment Report 2015, economic growth and urbanization go hand in hand. In general, the countries with the highest GDP per capita are those with the largest proportion of their population living in cities (Satterthwaite and Mitlin, 2014). In low and middle-income countries, rapid urbanization is generally associated with rapid economic growth (IPCC, 2014). In urban centers, risk is amplified by the degree of interdependence of sectors, utilities and infrastructure, particularly in those cities that act as key nodes in the global economy and national markets

As such, urban growth accompanies global investment flows and increases the value of exposed assets in hazard-exposed areas, such as cyclone and tsunami-prone coastlines and river basins. A recent risk analysis of 616 major metropolitan areas comprising 1.7 billion people (nearly 25 per cent of the world's total population) and approximately half of global GDP found that flood risk threatens more people than any other hazard (Swiss Re, 2014b). Given the volume of capital that will flow into the urban development and infrastructure sectors in the coming decades (UNISDR, 2013a), how disaster risk is managed in urban areas will clearly have a critical impact on whether future disaster risks can be reduced or not and if the city is viable enough to attract or retain the investments.

(ii) Environmental Resilience. A resilient ecosystem is one that "can withstand shocks and rebuild itself when necessary" (Resilience Alliance, 2002). Achieving ecosystem resilience at both global and local scales is a challenge considering our current patterns of consumption and production. Overconsumption makes it difficult for the environment to replenish itself and bounce back from shocks and stresses. Water availability and quality, the availability of prime agricultural land, fish stocks, forests, and biodiversity are in decline, and air pollution and greenhouse gas levels increasing. The situation is further aggravated by new hazards presented by environmental issues such as climate change. As mentioned above, towns and cities - especially small to medium scale cities - are the ones most exposed to the impacts of extreme weather events. The Intergovernmental Panel on Climate Change (IPCC) said that many global risks of climate change are concentrated in urban areas (IPCC Working Group II, 2014).

(iii) Social Resilience. According to existing literature, (Leitch & Sutton, 2013) social resilience is the "timely capacity of individuals and groups - family, community, country and enterprise – to be more generative during times of stability and to adapt, recognize and grow in response to disruption." Social resilience is important because cities are social systems. Studies (Florida 2003, Glaeser 2005a, Clark et al 2002) have shown that cities that are able to maximize human capital

and foster diversity tend to be the most liveable and most competitive. Social resilience is undermined by issues that block groups and individuals from participating in a city's growth such as intolerance, isolation of marginalized groups (i.e. differential access to land and services), and political uncertainty.

In many lower-income countries, city governments do not have the resource base or the political leverage to provide land and infrastructure for low-income households, with the result that a large part of urban development occurs informally and a variable proportion of the urban population live in unsafe housing, on hazard exposed sites and with little or no provision of services and infrastructure. The application of land-use and building standards that exclude low-income households is a common method of encoding social segregation into apparently technical planning criteria. This significantly increases their risk compared to better-off areas in the same cities.

The combination of speculative urban development for a wealthy minority with informal urbanization for a low-income majority in cities with weak capacities for urban planning and management is likely to continue to drive urban risks. If these issues are not addressed, a more probable scenario is where evictions and relocations in cities will make way for new enclaves to attract global investment against a backdrop of increasing urban inequality and disaster risk.

1.B. Why the Cities Alliance should engage.

Cities Alliance (CA) with its motto, "cities without slums" has been working on issues related to cities and poverty alleviation since it was founded in 1999 and most recently through slum upgrading and city development strategies. One of CA's traditional entry point is in making cities more inclusive, finding ways for marginalized communities – especially slum dwellers – gain access to and participate in building sustainable cities.

Recognizing the growing importance of the climate change agenda in the cities and poverty alleviation discourse, Cities Alliance, in 2009, formed a Joint Work Programme (JWP) on "cities and climate change" which leveraged on the experience of international organizations such as the United Nations Environment Programme (UNEP), United Nations Human Settlements Programme (UN-Habitat), and the World Bank (WB). This JWP looked into a range of policy interventions related to the poverty and climate change - influencing the global climate change agenda, looking at financing for cities in developing countries, and integrating environmental concerns into city planning.

Building on its previous work, Cities Alliance has included resilience as a thematic area within its Medium Term Strategy (MTS) covering the period 2014-2017. The proposed JWP intends to be instrument to operationalise the strategic directions on resilience set forth by the MTS.

Moreover, with the adoption of its Results Framework, the Cities Alliance has expanded beyond its two traditional areas of slum upgrading strategies (SU) and city development strategies (CDS)

to encompass – especially in its Country Programmes - other forms of local strategic planning. All Cities Alliance-funded plans and strategies maintain a city-wide and integrated approach but their focus has often expanded to increasingly include resilience, gender and inclusive economic growth considerations. The platform of expertise and resources offered by the JWP will provide an opportunity to enrich and strengthen Cities Alliance operations in a field which is relatively new to the organisation.

The creation of the new JWP on Resilient Cities comes at a critical juncture, as nations prepare this year for new agreements on sustainable development[1] and climate change that will directly impact on urban resilience. The JWP will also complement JWP members' ongoing work towards the United Nations Conference on Housing and Sustainable Urban Development, taking place in Quito, Ecuador in October 2016.

1.C. Principles of the Joint Work Programme and current members.

JWPs are one of the business lines of the Cities Alliance to implement its activities. JWPs are defined as multi-year programmatic vehicles, facilitated by the Secretariat, through which members and partners of the Cities Alliance seek to leverage the collaborative advantage as a partnership to find coherence of effort, synergies and intervention gaps on key developmental challenges. The JWPs prove extremely suited for engaging and exploring new areas where the need to harmonise approaches, avoid duplication and design partnership oriented interventions through a sustained collaborative effort.

This Joint Work Programme will be guided by a set of principles: These include: (i) The JWP will be anchored to in-country operations and the majority of its resources will be allocated to technical assistance activities for the benefit cities; (ii) the JWP will respond to existing demands from cities and countries; (iii) driven by members, the JWP will also seek to extend and leverage capacities of other partners, including private sector, municipal governments and others demonstrating thought leadership to positively influence urban growth and development. It is envisaged that municipal governments will play a central role in the JWP in terms of leading, developing and sharing good practice on resilience strategies and approaches; (iv) wherever possible, the JWP will utilize and build upon the resources and existing or planned activities by the Cities Alliance to complement on-going activities, converge synergies, streamline and increase their impact; (v) the JWP will also serve as a consortium for seeking additional resources which shall be allocated according to agreed priorities; (vi) the JWP invests in partnership

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[1] Goal 11 of the Sustainable Development Goals to be adopted by the United Nations in September 2015 calls to "Make cities and human settlements inclusive, safe, resilient and sustainable".

amongst Cities Alliance members and partners and does not finance the core work programmes of any participating organization.

Existing members of the JWP on Resilient Cities are: Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry of Economic Cooperation and Development (BMZ), C40 Cities Climate Leadership Group, the French Alliance for Cities and Territorial Development (PFVT), ICLEI Local Governments for Sustainability, 100 Resilient Cities – Pioneered by the Rockefeller Foundation (100RC), Slum Dwellers International (SDI), United Nations Environment Programme (UNEP), United Nations Human Settlements Programme (UN-Habitat), Women in Informal Employment: Globalizing and Organizing (WIEGO) and the World Bank.

It is intended to expand the membership to other organizations and institutions from a cross-section of stakeholder groups, including other bi-lateral entities and the private sector. It is envisaged that a separate, 'observer partner' category could be created to engage with those institutions, namely those in the private sector, which may wish to contribute to the goals of the JWP on a project-specific basis or to supply their expertise, as needed, on further development and execution of the JWP.

The **'Medellin Collaboration on Urban Resilience'** (MCUR) was launched at the 7th World Urban Forum in Medellin, Colombia in April 2014. The nine-member MCUR includes: the UN Office for Disaster Risk Reduction (UNISDR); United Nations Human Settlements Programme (UN-Habitat); the World Bank Group; the Global Facility for Disaster Reduction and Recovery (GFDRR); the Inter-American Development Bank; the Rockefeller Foundation; 100 Resilient Cities – Pioneered by the Rockefeller Foundation (100RC); the C40 Cities Climate Leadership Group and ICLEI Local Governments for Sustainability. OECD and GIZ have expressed interest in collaboration with the MCUR. The group also works occasionally with private sector partners. Collectively, the signatory members work in over 2,000 cities globally and commit more than USD 2 billion annually toward advancing resilient urban development.

In line with the principles and objectives of JWPs, the MCUR was founded on the principle that the collective capacities and actions of these organizations could significantly enhance each member's individual urban resilience objectives, and achieve the common aim of empowering cities to make more positive, transformational changes to their physical, social, economic and environmental conditions.

The MCUR members have welcomed the development of the Cities Alliance Joint Work Programme on Resilience as a complementary effort with the MCUR. Cities Alliance will be joining as a full-fledged member of the MCUR. This was agreed at the ICLEI June 2015 Resilient Cities Forum - The Annual Global Forum on Urban Resilience and Adaptation which serves as the global platform for urban resilience and climate change adaptation, hosted every year in Bonn. A public announcement of this partnership will be made in September to be timed with the United Nations Summit on the adoption of the post-2015 Sustainable Development Goals.

2. Programme Description: Focus Areas, Approach and Objectives

Recognizing the strategic importance of cities in the resilience discourse at both local and global levels, it is proposed that the JWP will develop across the following two focus areas:

Focus Area 1. Global partnerships to facilitate the flow of knowledge and resources to enhance city resilience, supporting the emerging Post 2015 framework and Habitat III processes

Resilience offers an excellent rallying point to connect the different policy communities working on different types of risks. Resilience as a common goal has the potential to bring together humanitarians; stabilisation and development actors; actors working on biodiversity, disaster risk

reduction, conflict prevention and climate change; and others working on social, economic and institutional development. These actors will be able to join forces to understand how risks can be identified and addressed, and to strengthen the resilience of those people and systems who need it most – individuals, communities, and developing states and their city institutions.

In an effort to avoid duplication, converge synergies, streamline and increase impact by leveraging existing capacities and resources, of Cities Alliance members, the existing members of the JWP agreed to align the design and implementation of the group with projects that are specific to and specializing in specifically on the urban resilience discourse. This will include in the first instance the Medellin Collaboration on Urban Resilience and for future engagements ongoing activities of Cities Alliance members that include a resilience component, to be defined and agreed with JWP members as appropriate (i.e. the Making Cities Resilient campaign, UNEP/UN-Habitat Greener Cities Partnership; the Global Initiative for Resource Efficient Cities, and the Cities and Climate Change Initiative). As a global working group, the JWP will utilize relevant global processes for their projects and processes (COPs, the Post 2015 Development Agenda, Habitat III).

Focus Area 1 strategically expands the Cities Alliance global partnership to new actors as well as offers a dynamic and diverse platform for products and services produced by members.

Focus Area 1 is divided into three sub-components:

- ❖ *Subcomponent 1. Fostering harmonization of multiple approaches and diagnostic tools to help cities build their resilience.* This subcomponent will develop joint activities with the MCUR members and partners, which could include DFID, Swiss SECO, World Bank, UNEP, UN-Habitat, 100RC, UNISDR and Rockefeller Foundation, integrated with the MCUR 2015-16 work plan. This subcomponent will also develop activities beyond the MCUR where there is a clear contribution to increased harmonisation and city access to tools.

- ❖ *Subcomponent 2. Catalyzing access to innovative finance mechanisms, including risk-based instruments that will enhance cities' ability to reduce exposure and vulnerability to multiple shocks and stresses and increase their adaptive capacity.* This subcomponent will develop joint activities with MCUR members and partners, which could include DFID, Swiss SECO, World Bank, UN-Habitat, Inter-American Development Bank, Asian Development Bank, Rockefeller Foundation, C40 and 100 Resilient Cities, integrated with the MCUR 2015-16 work plan.

- ❖ *Subcomponent 3. Supporting institutional capacity development of cities to achieve their goals by facilitating direct sharing of good practices information and cities' knowledge enhancement.* This subcomponent will develop joint activities to directly engage city staff and communities to share their best practicing through the channels offered by the MCUR members. Initiatives will be developed with MCUR members, which could include DFID, Swiss SECO, 100 Resilient Cities, ICLEI, UN-Habitat, integrated with the MCUR 2015-16 work plan.

In summary the overall objective of Focus Area 1 is; to facilitate at the global level the flow of knowledge and resources to help cities become more resilient to disruptions related to climate change, disasters, and other systemic shocks and stresses, including the socio-economic challenges associated with rapid urbanization through an expanded Cities Alliance partnership.

Focus Area 2. Promoting local resilience strategies through inclusive long-term urban planning processes.

Cities Alliance recognizes that long-term planning is important to achieving resilience at the local level. While it is impossible to anticipate all possible shocks and stresses that a city may encounter, it is possible to be mindful of current trends and prepare accordingly. Cities Alliance will explore promoting resilience at the city level through a variety of thematic (informality for example) and stakeholder (local governments, certain vulnerable groups) lenses.

> **The Global Initiative for Resource Efficient Cities (GI-REC)** is a collaboration of about 20 members – cities, city networks, and institutions. Coordinated by UNEP, it was launched in June 2012 at the Rio+20 Summit. It currently works with different stakeholders to assist cities in developing tools and methodology to map their overall resource footprint, and reduce it, while becoming more sustainable and resilient. It adds to the resilience conversation by focusing on the risk posed by overconsumption on a city's viability. The GI-REC builds on UNEP scientific expertise and on its capacity to mobilize partners, including local and national governments, international organizations, NGOs, and research institutions.

To complement the global narratives, it will be an added value the fact that most of these experience and feedback loops will be generated from a very specific subset of cities, with a focus on rapidly urbanizing secondary cities that are often neglected in mainstream debates and urban investments. The on-going work being carried out by members, such as C40 Cities Climate Leadership Group, ICLEI and Rockefeller Foundation and UN-Habitat, will also make a critical contribution to the JWP (Focus Area 1) in terms of building platforms to share knowledge among cities globally and, where appropriate, support cross-border transfer of successful resilience-building strategies and tools.

CA will also link this to existing work in Africa. Cities Alliance has committed itself to developing a number of city-wide strategies and plans with its members and partners for the period 2014-2017. Several of these strategies include social and environmental resilience dimensions. During the same period, through its Future Cities Africa (FCA) programme, the Cities Alliance is investing significant technical assistance to selected secondary cities in Sub Saharan Africa. The FCA is producing detailed diagnostics on city resilience, which will provide basis for the development of actionable plans. The FCA programme has developed a normative framework for guiding and informing the resilience diagnostic and a related participatory research toolkit for its implementation. Albeit the normative framework is in a pilot stage, this is one of the first attempts where this tool is tested at some scale within the context of rapidly urbanising secondary cities and a metropolitan region.

Cities Alliance will also review resilience from the lens of resource efficiency focusing first on energy efficiency. CA recognizes that the scale in which resources are currently used in cities is increasing at an alarming rate and is undermining the resilience of cities to shocks and stresses.

Energy is one critical resource that CA is focusing on in this JWP recognizing that many city processes are dependent on energy and a disturbance of the flow in this particular sector may undermine completely a city's resilience. Lack of access to electricity and inefficiencies in the supply of energy services entrenches poverty, constrains the delivery of social services, impedes economic growth, and erodes environmental resilience at the local and national levels. Insecurity of tenure, lack of recognition of rights, and low income of the urban poor pose a high financial and flight risk to energy service providers, resulting in their reluctance to serve the urban poor. Cities are also the biggest consumers of energy and this has implications in overall global resilience. A World Bank Report[2] estimates that more than 80% of energy is consumed in cities.

The Cities Alliance through support from member Swiss SECO, acknowledge a commonality of purpose in responding to these challenges by first focusing on energy as a resource and designing energy management plans that will help governments include energy access in managing their urbanization process. In this vein, the JWP will provide technical assistance to cities and their citizens to help plan and implement energy sector plans for cities which feed into city wide planning strategies, enabling access to electricity and the adoption of electricity for productive uses especially for the urban poor.
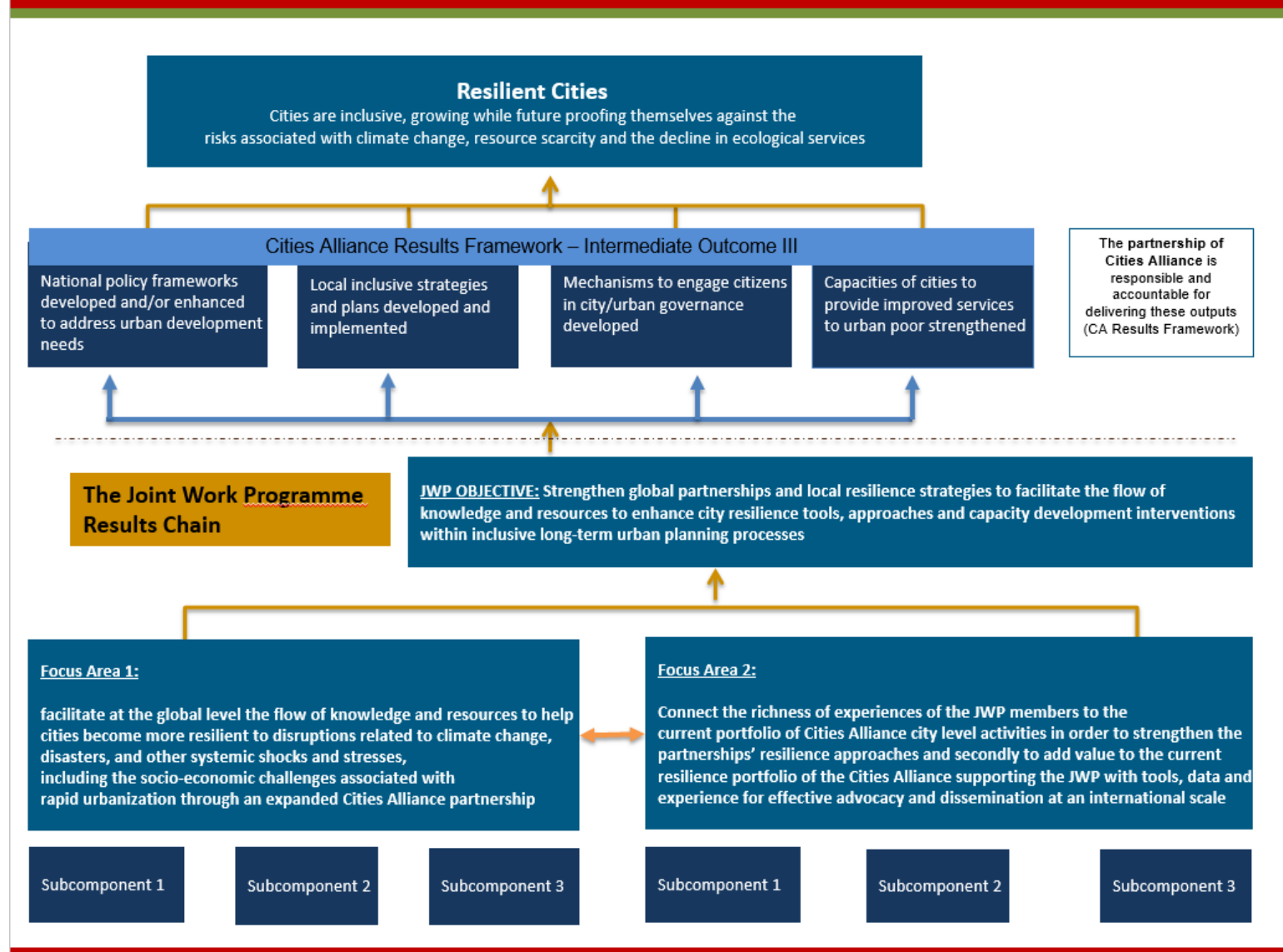
Focus area 2 will have the following three sub-components:

❖ *Subcomponent 1. Leveraging member and partner knowledge for city wide integrated resilience planning.* The FCA programme as well as the ongoing activities within Country and other Joint Work Programmes, provide several entry points and opportunities for tool testing, advisory services, follow up activities, replicability and expansion which shall be explored by the JWP. This subcomponent will develop possible partnerships with members and partners such as ICLEI, 100RC, C40, GFDRR, UN-Habitat, UNISDR, World Bank and others whose programmes are well developed and already under implementation.

❖ *Subcomponent 2. Developing strategies and plans aimed at sustainable management of urban energy.* As part of its 3-year work plan, the Cities Alliance will develop energy management plans which will identify issues and investments related to supply, demand and access to energy in selected cities. As this is a new area of operations for the Cities Alliance, it is envisaged that JWP members and partners could provide adequate tools, advisory services and, eventually, implementation capacity for the development of these plans within the collaborative platform offered by the JWP. This subcomponent will develop possible partnerships with members and partners including UNEP, C40, the World Bank and others.

❖ **Subcomponent 3.** *Demonstrate collective, local solutions for resilience-building in vulnerable communities.* It is widely recognized that the urban poor suffer most acutely from shocks and their adaptive capacity is thus a top priority. In order to build upon the comparative advantages of the CA partners, the JWP will ensure vulnerable communities are an integral part of long-term resilience planning taking into consideration previous approaches such as slum upgrading and city development strategies. This subcomponent will also ensure that existing tools and approaches of JWP members incorporate information from informal channels. It will develop possible partnerships with MCUR members and JWP partners including WIEGO, SDI, and UNEP.

*In summary the overall objectives of Focus Area 2 are to connect the richness of experiences of the JWP mem***bers to the current portfolio of Cities Alliance city level activities in order to strengthen the partnerships' resilience approaches and secondly to add value to the current resilience portfolio of the Cities Alliance supporting the JWP with tools, data and experience for effective advocacy and dissemination at an international scale under Focus Area 1**

Link to Cities Alliance Results Framework

Resilient Cities
Cities are inclusive, growing while future proofing themselves against the risks associated with climate change, resource scarcity and the decline in ecological services

Cities Alliance Results Framework – Intermediate Outcome III

National policy frameworks developed and/or enhanced to address urban development needs

Local inclusive strategies and plans developed and implemented

Mechanisms to engage citizens in city/urban governance developed

Capacities of cities to provide improved services to urban poor strengthened

The partnership of Cities Alliance is responsible and accountable for delivering these outputs (CA Results Framework)

The Joint Work Programme Results Chain

JWP OBJECTIVE: Strengthen global partnerships and local resilience strategies to facilitate the flow of knowledge and resources to enhance city resilience tools, approaches and capacity development interventions within inclusive long-term urban planning processes

Focus Area 1:

facilitate at the global level the flow of knowledge and resources to help cities become more resilient to disruptions related to climate change, disasters, and other systemic shocks and stresses, including the socio-economic challenges associated with rapid urbanization through an expanded Cities Alliance partnership

Focus Area 2:

Connect the richness of experiences of the JWP members to the current portfolio of Cities Alliance city level activities in order to strengthen the partnerships' resilience approaches and secondly to add value to the current resilience portfolio of the Cities Alliance supporting the JWP with tools, data and experience for effective advocacy and dissemination at an international scale

Subcomponent 1

Subcomponent 2

Subcomponent 3

Subcomponent 1

Subcomponent 2

Subcomponent 3

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3. Programme Implementation

This JWP will be a model of good practice in coordinated action among development partners, as a reference for other coordinated actions within the Cities Alliance and beyond. Due to the importance and scope of this JWP, a robust set of implementation arrangements will be put in place, comprising: a Contact Group; a specific appraisal and approval process; and monitoring arrangements.

The Cities Alliance Secretariat, represented through a dedicated Task Manager in its Resilience Team, fulfils a number of functions for this JWP such as convener, funder, supporter, organiser, procurer and co-implementer.

3.A. Contact Group

The Contact Group is responsible for the management and delivery of the JWP, and reporting on it. The Contact Group comprises members of the JWP on resilience (both Cities Alliance members and partners), each of which will appoint a professional-level representative to serve on the Group.[3] Any communication and/or documents in relation to the JWP will be first circulated with the Contact Group before sharing with a wider audience.

The key responsibility of the Contact Group is to ensure coordinated delivery of the outputs and to nourish the collaborative culture of all activities. In anticipation of the considerable coordination requirements for this JWP, the Contact Group will convene at least once every quarter, with a monthly updated at least once a month. Additional meetings can be convened by the Cities Alliance Resilience team, as needed. Meetings will be facilitated by the Cities Alliance Resilience Team acting as Secretariat for the Contact Group.

The Contact Group may designate members of the group as Output Leaders, responsible for the coordination and joint delivery of activities under a specific output. Based on the agreed principles outlined above, Output Leaders will ensure that activities are implemented in close cooperation and representation of all JWP members and presented to external audiences and target groups as JWP activities of Cities Alliance.

The Cities Alliance Secretariat acts as the interlocutor for the JWP members and the broader MCUR group where those JWP members are not members of the latter. The Cities Alliance Secretariat participates in all MCUR meetings and communications on behalf of the JWP with prior and post consultation with members.

The Chair of the JWP supports efficiency in JWP processes with the Secretariat. He or She would convene and Chair the meetings of the group as well as coordinate inputs to key planning

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[3] Members of the Contact Group are: Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry of Economic Cooperation and Development (BMZ), C40 Cities Climate Leadership Group, the French Alliance for Cities and Territorial Development (PFVT), ICLEI Local Governments for Sustainability, 100 Resilient Cities – Pioneered by the Rockefeller Foundation (100RC), Slum Dwellers International (SDI), United Nations Environment Programme (UNEP), United Nations Human Settlements Programme (UN-Habitat), Women in Informal Employment: Globalizing and Organizing (WIEGO) and the World Bank.

documents through an open, transparent consensus driven process with final decisions taken by the Secretariat. For administrative efficiency, UN-Habitat, which is the current coordinator of the MCUR, will act as the Chair and member of the JWP through the term of the JWP (2015-2017[4]). The Secretariat provides regular reports to the Cities Alliance Management Board on progress against the agreed work plan.
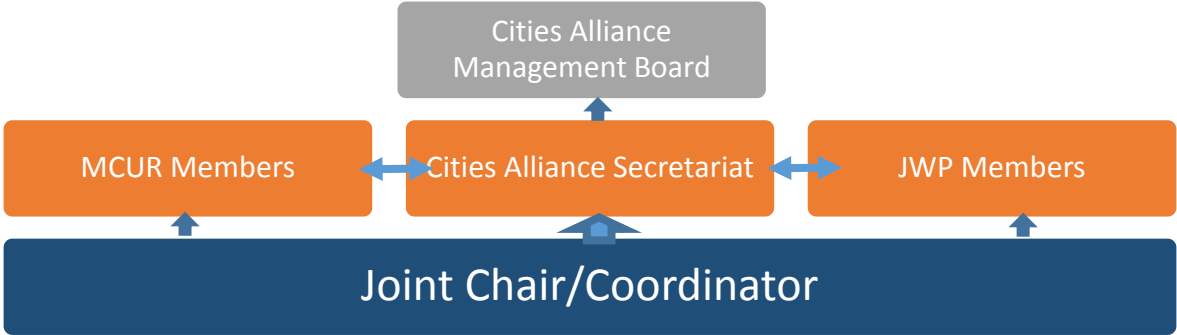
3.B. Project Appraisal and Approval Process

This framework document identifies the key objectives, outputs and deliverables to be achieved during the programme period. Members of the JWP are invited to submit joint project proposals to ensure that the outputs are going to be delivered. In cases in which external services are needed, the Cities Alliance Secretariat may be asked to procure products and services on behalf of the JWP.

Activities funded under this JWP will apply the rules and procedures of the Cities Alliance Standard Operating Procedures (SOP). All activities will be based on proposals submitted by a JWP member using a specific proposal template provided by the Cities Alliance Secretariat.[5] The following appraisal mechanisms will apply for proposals under this JWP:

Step 1: Initiation and facilitation of a project proposal by a JWP Member

Any JWP member may initiate the development of a proposal to deliver activities and outputs as identified in the framework document. Each proposal will take the form of a Concept Note, with special emphasis on how the implementing JWP member will deliver the activities of the JWP and engage other members. The proposal should be written by at least two JWP members and be based on the budget availability and allocations of the JWP.

Step 2: Endorsement of the proposal by the Contact Group

Every proposal will be shared with the Contact Group of the JWP, for discussion and endorsement (or otherwise), facilitated by the Cities Alliance Secretariat.

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[4] Should the MCUR coordinator role be assumed by another MCUR member prior to the end of the JWP period, the new coordinator will be a chair and member of both the MCUR and JWP to ensure continuity of linkages between the two groups.
[5] Full Proposal Template for Projects under JWP- ASA TRACK II

Step 3: Appraisal of Project Proposal including an internal and external peer review, donor coordination and fiduciary assessments

After endorsement by the Contact Group, the Cities Alliance Secretariat will process proposals according to the SOP. This includes an internal peer review, a fiduciary assessment and a technical assessment. Any proposal requesting a budget of over USD 75,000 requires external peer review and donor coordination within the Cities Alliance membership.

Step 4: Approval of Full Proposal by Cities Alliance Director

The Cities Alliance Director approves all proposal requesting funding of USD 250,000 or less, with the Secretariat informing the Assembly of these approvals on a regular basis. Proposals requesting funding for amounts greater than USD 250,000 are circulated to the Assembly for approval on a "no objection" basis.

3.C. Monitoring Arrangements

A distinct Monitoring System will be developed and maintained by the Cities Alliance Secretariat and be subject of reviews through the monthly telephone conference calls of the JWP. Two levels of monitoring will be applied:

- Firstly, between the grant recipient/implementing JWP member and the Cities Alliance Secretariat and
- Secondly, between the implementing JWP member and the Contact Group.

In addition to existing reporting mechanisms as stipulated under the SOP, a representative of the Contact Group will provide a synthetic update of on-going activities and achieved results to all Cities Alliance Management Board (MB) and Assembly Meetings during the programme duration.

3.D. Reporting To Cities Alliance Management Board

In addition to existing reporting mechanisms as stipulated under the grant reporting regulation of the Cities Alliance Standard Operating Procedures (SOP), a representative of the contact group will provide a synthetic update of on-going activities and achieved results to all Cities Alliance Management Board Meetings during the project duration.

A.1 Schedule of Deliverables

The Cities Alliance funding allocation to the JWP is subject of an internal and external peer review process facilitated by the Cities Alliance Secretariat. Due to the scope of this JWP, this proposal will be tabled at the forthcoming Assembly/Management Board meetings. *Note: pending finalisation of the JWP, figures are indicative only*

Key activities [Please mark the duration of the activities (######) and indicate which deliverable is planned to be due in which time period]	Partner. Responsible for DIRECT implementation of the activity. If contracted please specify 'individual' or 'firm' consultancy.	YEAR 1/2015		YEAR 2/2016				YEAR 3/2017				USD
		Q3	Q4	Q1	Q2	Q3	Q4	Q3	Q4	Q1	Q2	
OPERATIONAL MANAGEMENT												
Face to Face Working Sessions												*20.000*
Quarterly Telephone Conferences												
Focus Area 1. Global partnerships to facilitate the flow of knowledge and resources to enhance city resilience, supporting the emerging Post 2015 framework and Habitat III processes												
1.1 Activity: *Harmonize approaches and diagnostic tools to help cities build their resilience.*												*120,000*
1.2 Activity: *Catalyse access to innovative finance mechanisms, including risk-based instruments.*												*90,000*
1.3 Activity: *Support institutional capacity development of cities facilitating sharing of good practices information and cities' knowledge.*												*120,000*
Focus Area 2. Promoting local resilience strategies through inclusive long-term urban planning processes.												
2.1 Activity: *Leverage member and partner knowledge for city wide integrated resilience planning.*												*125,000*
2.2 Activity: *Develop strategies and plans aimed at sustainable management of urban energy.*												*290,000*
2.3 Activity: *Demonstrate collective, local solutions for resilience-building in vulnerable communities.*												*135,000*
											Total	*900,000*