Cities Alliance

Work Programme Update Report

14 January 2009

Submitted to Cities Alliance Consultative Group
Barcelona, Spain

Cities Alliance
Work Programme Update

January 14, 2009

Introduction

This Work Programme Update report provides a summary of Cities Alliance-funded activities during the past fiscal year (FY08, ended June 30, 2008), plans for the current fiscal year (FY09), and a pipeline of activities for FY10-FY11. It incorporates new initiatives as part of implementation of the Cities Alliance Medium-Term Strategy.

This is a report of the Cities Alliance Secretariat to Consultative Group and other strategic partners, providing a comprehensive overview of on-going and planned activities funded by the Cities Alliance partnership.

The report is designed to provide members with executive-level information needed to inform strategic planning, monitoring, oversight, and resource allocation, and is provided as documentation for the January 2009 meeting of the Cities Alliance Consultative Group in Barcelona. It also provides a framework for joint work programming with CA members.

The report was first introduced at the November 2007 meeting in Manila, in response to comments and recommendations made by the Consultative Group at previous meetings, and the most recent evaluations of the Alliance.

The FY09 Activities summarised in this Update are based on the budgets and funding allocations recommended for approval to the Consultative Group as part of the FY09 Work Programme, or are planned to be recommended in the remaining months of the FY. Most of the FY09 Activities are already underway, and are either a continuation of activities begun in FY08, or are new activities based on priorities and plans discussed at the 2007 meeting of the Consultative Group and at the Executive Committee meeting in Trondheim, Norway, in April 2008.

Members' attention, in particular, is requested for the FY10-FY11 Plans and Forecasts, where work programme priorities are proposed and CA member engagement is solicited.

Overview

This Update is organised around Cities Alliance funding allocations, as follows:

> Learning, Knowledge Sharing and Communications Activities
>
> Global and Regional activities
>
> Secretariat budget allocation
>
> Administrative allocations (e.g, CG/PPF meetings)
>
> Grant Facility for Country-Level allocations

All allocations are made from Core funds, unless indicated otherwise.

The Undisbursed Balance of the Cumulative Allocation is as of June 30, 2008 (the end of FY08).

The "MTS Suppl" was an additional allocation amount approved in FY08 as part of the Medium-Term Strategy   .

Learning, Knowledge Sharing and Communications Activities

The Cities Alliance Medium Term Strategy aims to increase the depth and breadth of Cities Alliance members' involvement, and proposes more strategic work programming and an increased emphasis on joint work activities with CA members. Several of these were operationalised during FY08 or being implemented during FY09, as detailed in sections below.

Activities are organized around the following themes. Most activities are implemented jointly with one or more CA members.

Knowledge and Tool Development:
- Slum Upgrading
- City Development Strategy

Thematic Issues supporting SU/CDS:
- Finance
- Environment and Climate Change
- Other Thematic Issues (gender, employment, migration)

Communications, Knowledge Sharing and M&E:
- Communications and Advocacy
- Knowledge Networks
- Other Communications / Knowledge Sharing / Dissemination
- Monitoring & Evaluation

SLUM UPGRADING

Slum Upgrading Knowledge Development		
Description: Address knowledge and capacity gaps in the field of slum upgrading by sharing knowledge and information through networks and the creation of a learning portal. Increase awareness around housing for the poor through funded studies.	**Prior Allocations:**	**Un-Disbursed**
	$0	$0
	Proposed FY09:	**FY10-FY11 Est.**
	$743,500	$400,000

FY08 Highlights

International Policy Dialogue: The Challenges of Slum Upgrading in São Paulo, Brazil
- The Cities Alliance has been working for 7-8 years with two significant upgrading programmes in Brazil, at the city level (Salvador and São Paulo), and at the federal level (on land regularisation). Earlier this year, the Cities Alliance and Municipality of São Paulo hosted an in-depth learning week on citywide slum upgrading, with invited cities (Cairo, Ekurhuleni, Lagos, Manila and Mumbai). A publication, *Slum Upgrading Up Close: Experience of Six Cities* was produced, profiling the participating cities' upgrading experiences, innovations, methodologies and initial results.

FY09 - Activities

World Urban Forum IV Networking Event (Nanjing China): Land Markets, Poverty and the Right to the City [completed]
- A high-level panel discussion, co-hosted by the Cities Alliance and the Brazilian Ministry of Cities, on the difficulties of socially and physically integrating the urban poor

into cities. Represented on the panel, Brazil, India, South Africa and Spain, addressed the practical, financial, legal and social obstacles they have respectively faced to overcome fragmented and divided urban development as well as distorted land markets.

Development and Adaptation of Quick Guides for Policy Makers on Housing the Poor in African Cities.

- Based on the series on Asian Cities developed by UN-HABITAT, in conjunction with UNESCAP and ACHR, develop/adapt a series of high quality learning materials aimed, in particular, at building the capacities of African national and local government policymakers to address the issue of urban low-income housing more effectively in their countries. Presented in an easy-to-read format, the Quick Guides include an overview of trends and conditions, concepts, approaches, tools and recommendations on dealing with seven housing-related themes. The materials are not aimed at specialists, but intended for national and local officials and policymakers who need to quickly enhance their understanding of housing-related issues and in return make better informed choices and decisions. The Guides will be published in English, French and Portuguese. Plans for widespread dissemination will be developed.
- Joint work plan developed with UN-Habitat, to include $193,500 in CA Core funding plus $67,000 co-financing from UN-Habitat. Expected duration is approximately 15 months, targeting completion during March 2010.

Approaches to National Slum Upgrading: Analysis of Programmes and Creation of Database

- Aiming to fill a current critical knowledge and capacity gap in the field of slum upgrading and prevention policies and programmes, the Cities Alliance, working through its members would document, analyse and share information about national (and select sub-national) policies and programmatic approaches to slum upgrading and prevention in 15 countries across the globe. An E-learning course/module on the policy frameworks and approaches to slum upgrading and prevention would be developed, a knowledge portal housing the analysis would be created, and a learning network among policymakers and practitioners would be fostered
- Developed as part of joint WP with the World Bank Institute, with involvement of UN-Habitat, and possibly other partners. Estimated budget of $420,000, including $250,000 in CA Core funding, and $170,000 in co-financing, of which $50,000 confirmed from WBI.
- Project proposed to be launched in January 2009, with expected duration of 18 months, targeting completion in June 2010.

Making the Case for Incremental Housing

- The Cities Alliance – and other organisations – have often acknowledged that the bulk of shelter produced in the world today is built by the urban poor themselves. Working through its members, the Cities Alliance would systematically analyse the phenomenon of self-help, incremental housing, advocating the inclusion of self-help/incremental housing into a city or country's housing strategy, and identifying practical steps that public authorities could take to support and expand this method of building.
- Initiative to be developed with MIT, with involvement of other CA members.
- Indicative budget of $300,000 and duration of 12-18 months.

Production of Slum Upgrading Policy and Resource Guide and abridged version of Dynamics of Global Urban Expansion

- For publication and strategic dissemination [On-going from FY08]

Revamp and population of SU portal on CA website

FY10-FY11 Plans and Forecasts

Update and re-launch of the acclaimed CD-ROM on urban upgrading
- Produced in 2001 by the Massachusetts Institute of Technology and the World Bank, with funding from the Cities Alliance: a structured, interactive website and CD-ROM, designed as a resource for practitioners and administrators, providing tools, lessons, experiences and knowledge on slum upgrading.
- Initiative to be led by MIT, with involvement of other CA members.

Anticipating Urban Growth and Preventing the Growth of New Slums
- Despite the known trends on the world's urban transition, insufficient attention has been paid to the steps that a city or national government can take to prevent future urban growth from being a massive expansion of existing and new slums, on a scale as yet unprecedented. A knowledge product is proposed to serve as a guide to a series of practical, affordable and implementable steps that a local and national government could take to reduce the incidence of slum formation, and lower the cost of upgrading at some point in the future.
- Initiative to be developed jointly with the World Bank, with involvement of other CA members.
- Indicative budget of $300,000 and duration of 12-18 months.

SU Poster Series:
- Planning and production of a dynamic series of CA posters, addressing pivotal and controversial issues related to slums, slum dwellers and planning for an urban future.

Update of Cities without Slums Action Plan
- Update of Cities without Slums Action Plan with tenth anniversary of the Cities Alliance.

Suspended / Dropped Activities

Slum Dwellers and Transport Arteries in Asia: Analysis & Policy Options
- Throughout many Asian cities, slum dwellers have settled in large numbers close to, or along, transport arteries, such as railway lines, pavements, roads, expressways, canals, rivers, and airports. Traditionally, these slum dwellers have either been ignored or, in some cases, forcefully evicted when development is due to take place. Given the ever-increasing importance of the Asian urban economy, the need for acceptable, long-term alternatives is becoming increasingly urgent. The Cities Alliance would solicit a knowledge product aimed at: quantifying and recording the nature and scale of the phenomenon; analysing the nature of the risks, both to the communities themselves, as well as to the city, and the economy; and identifying sustainable alternatives, involving the affected communities themselves.

CITY DEVELOPMENT STRATEGY

City Development Strategy (CDS) Knowledge Development		
Description: The CDS knowledge development work programme for FY09/10 centers around the establishment of a CDS Networking Group to contribute to the development of a Conceptual Framework, which will facilitate the generation and sharing of CDS knowledge and experience in a systematic way.	**Prior Allocations:**	**Un-Disbursed**
	$0	$0
	Proposed FY09:	**FY10-FY11 Est.**
	$150,000	$550,000

FY08 Highlights

Reprint of CDS Guide

FY09 Activities

Establish the CDS Network Sub-Group
- Initiate a CDS-network 'subgroup' among Cities Alliance members (to consist of committed CDS professionals) to function as the key propeller for coalition initiatives focused on CDS activities.
- Identify participants and develop a work programme proposal;
- Launch and maintain CDS network,
- Capture CDS related material;
- Provide arrangement for CDS events, etc.

[No financial implication for FY09]

Develop the CDS Conceptual Framework.
- Through the CDS Network Sub-Group: Identify and agree upon CDS building blocks.

[Workshop of the CDS Network Sub-Group = 30,000]

CDS Learning Event – Philippines
- Based on the Philippines' experience, bring together the CDS network sub-group and some representatives of finalized, on-going and pipeline CDSs to:
  - Test, refine and adopt the conceptual framework;
  - Clarify the role of Local Government Associations in delivering at scale and contributing to systemic changes.

[Learning event = 120,000 (travel 80,000 – consultants 20,000 – event 20,000)]

Develop a Joint Work Programme with UCLG Strategic Planning Committee

[No financial implication for development of work programme]

FY10-FY11 Plans and Forecasts

Populate the CDS Conceptual Framework
- Identify tools for each CDS block;
- Identify city practices in applying CDS tools and provide inputs to "Cities in Action" series;
- Develop taxonomy of support available from CA members.

[3 Meetings of the Sub-Group 100,000 – CDS Learning event 150,000 – Publication and dissemination 50,000]

Joint Work Programme with UCLG (Strategic Planning Committee)
- Identify local governments needs and perspectives in CDS;
- Develop a local government policy document on strategic planning, setting the agenda to systemic change towards enabling environment for strategic planning;
- Promote decentralised cooperation to support CDS exercises;
- Document and support local government association to local government association cooperation to promote CDS through national replication and policy dialogue.

[250,000]

Suspended / Dropped Activities

Promotion of MDG-based CDSs with UCLG

URBAN / MUNICIPAL FINANCE

Financing of African Cities		
Description: Research programme/publication. The main objective of the study is to clarify the debates and to enlighten the choices of African decision-makers at local and national level. Output will entail a concise book published in English and in French, web page and a campaign of promotion and dissemination	**Prior Allocations:**	**Un-Disbursed**
	$375,000 Non-Core	$0
	Proposed FY09:	**FY10-FY11 Est.**
	$0	$325,000

Note: Support for this activity is being provided through a non-core contribution by France (AFD) through a non-core contribution of €250,000 (US$375,000 estimate). In addition, AFD has provided a seconded staff to the Cities Alliance secretariat to lead the project. Co-financing will be provided by the Cities Alliance, anticipated during FY10 and FY11

FY08 Highlights

- Launch of the 3.5 year research programme
- Summary of basics of investment theory and financing investments, along with an inventory of existing systems in Africa and typologies
- Meeting with partners and consulting stakeholders for the collection of information for case studies and
- Identification of relevant case studies (10 – 12)

FY09 Activities

- Continued work on data collected in FY08
- Identification of relevant case studies (10 – 12)
- Drafting of TORs for consultants/contributors
- Development of a detailed outline for the publication
- Finalizing a preliminary draft of the final publication in both English and French

FY10-FY11 Plans and Forecasts

- Completion of a draft in both English and French
- Submission of draft for peer review

- Final editing, design/layout of publication, and translation
- Publish the final product, a 150-200 page concise book, in English and French
- Develop and implement a promotion and dissemination campaign

Urban Finance Initiative, including Municipal Finance Task Force (MFTF)		
Description: Provides support for mobilising domestic capital and other sources of financing for implementation of CDS and SU programmes, and for catalysing financing for housing and incremental housing improvements.	**Prior Allocations:**	**Un-Disbursed**
	$157,000 Core $172,000 Non-Core	$0
	Proposed FY09:	**FY10-FY11 Est.**
	$0	$250,000

FY08 Highlights

- Municipal Finance Task Force website – entered into continuation agreement with RTI International for maintenance of website.
- Suspended development of plans and implementation arrangements for IGFR and MDF trackers (lack of member interest).
- Little further development of work programme after departure of CA Finance Advisor, K. Rajivan, and lack of funding for continuation of the post.

FY09 Activities

- Conversion of MFTF website with CA website.

FY10-FY11 Plans and Forecasts

- Development of programme on FM issues in India, including preparation of state municipal finance profile, which may cover issues such as fiscal flows to urban local bodies, own revenues of municipalities, backlogs in municipal spending on infrastructure, among others. This would be a critical input for developing a municipal finance strategy for the State. The candidate states are Karnataka and the five identified lagging states - Madhya Pradesh, Rajasthan, Bihar, Orissa and Chhattisgarh.

Suspended / Dropped Activities
- IFGR tracker implementation
- MF tracker implementation
- Menu of Financing Options for cities.
- Launch of Financial Operating Plan for city development strategy and slum upgrading.

ENVIRONMENT & CLIMATE CHANGE

Urban Environment Initiative		
Description: Increase environmental focus in CA activities. Develop joint work programme with CA members and partners on climate change initiatives and to reach out to cities and mayors particularly on climate adaptation measures.	**Prior Allocations:**	**Un-Disbursed**
	$150,000	$37,646
	Proposed FY09:	**FY10-FY11 Est.**
	$360,000 See also Note	$500,000

Note: Support for these activities will be provided by a CA Young Professional to be recruited during FY09 for a two-year appointment, funded from Norway Non-Core Support for the MTS. Additional programmatic allocations expected during FY10-FY11.

FY08 Highlights

Publication and dissemination of the Liveable Cities: The Benefits of Urban Environmental Planning.

Development of the UNEP – Cities Alliance Joint Work Programme

FY09 Activities

Mainstreaming the Environment in CA Activities (Joint work programme with UNEP)
- Initiate dialogue with local authorities on their perspective and needs for a better integration of the environment in CDS implementation;
- Initiate the review of the Cities Alliance CDS application form to identify appropriate places for better integration of environment; *[In kind]*
- Review the mandate and work of the various UNEP Divisions and identify how they can support Cities Alliance activities. *[In kind]*

Climate Change Adaptation / Mitigation
- Develop joint work programme with interested CA members (including: World Bank, UN-Habitat, UCLG).
- Support UNEP in developing strategic partnerships on climate changes
- Contribute to WB Urban Research Symposium.

Dissemination of the Liveable Cities: The Benefits of Urban Environmental Planning.

FY10-FY11 Plans and Forecasts

Mainstreaming the Environment in CA Activities (Joint work programme with UNEP)
- Develop practical methodology that will allow the integration of the environmental dimension in Cities Alliance project implementation;
- Detailed guidance and examples on how to incorporate the environment dimension and reduce climate impact in Cities Alliance project design;
- Identification of relevance of UNEP mandate and activities to the Cities Alliance including: expertise, information and support activities.

Climate Change Adaptation / Mitigation
- Support UNEP in developing strategic partnerships with other Cities Alliance members and development partners (Such as UCLG, ICLEI, the World Bank, etc) on issues including building and construction, energy, transport, etc.
- Activities being defined under joint work programme being developed between the Cities Alliance secretariat and Cities Alliance members

Suspended / Dropped Activities

Work with CA members and partners to develop urban environmental indicators for CDSs and slum upgrading programmes.

OTHER THEMATIC ISSUES

Gender and Youth		
Description: Increase gender and youth focus in CA CDS and slum upgrading activities, including provision of knowledge sharing and advocacy materials on the topic for use in various Cities Alliance knowledge channels.	**Prior Allocations:**	**Un-Disbursed**
	See Note*	$0
	Proposed FY09:	**FY10-FY11 Est.**
	$50,000**	$200,000

Note*: Support for Youth Essay Competition was provided from Norway Non-Core Support for the MTS.
Note**: Support for these activities will be provided by a CA Young Professional to be recruited during FY09 for a two-year appointment, funded from Norway Non-Core Support for the MTS. Additional programmatic allocations expected during FY10-FY11.

FY08 Highlights

Youth Essay Competition

FY09 Activities

Mainstreaming the Gender in CA Activities
- Development and initiation of the Cities Alliance gender work plan;
- Exploration of joint work programme options with CA members and partners, including UN-H's Opportunities Fund for Urban Youth-led Development.

FY10-FY11 Plans and Forecasts

Mainstreaming the Gender in CA Activities
- Mapping, identification and selection of best practices
- Research on methodologies, policies and tools used by cities and other levels of government; and, those used by Cities Alliance members and other development agencies, including UN-Habitat's Gender Mainstreaming Unit.
- Literature review and analysis
- Identification and recommendation of methodologies/policies/tools appropriate for Cities Alliance
- Drafting of advocacy and knowledge products on the recommendations for dissemination through the Cities Alliance networks.

Partnership activities with the Opportunities Fund for Urban Youth-Led Development
- Linkages with communications, knowledge sharing and advocacy initiatives
- Promoting innovative ideas and mechanisms to promote entrepreneurshop, employment and engagement in policy formation for young men and women.

Employment and Local Economic Development		
Description: Provides a framework for CA members and partners to work together for a better inclusion of local economic development and employment within CDS and SU programmes, and support cities' efforts in promoting urban competitiveness and poverty alleviation.	**Prior Allocations:**	**Un-Disbursed**
	$242,500 Non-Core $75,000 Core See Note	$58,932
	Proposed FY09:	**FY10-FY11 Est.**
	$0	$100,000

Note: Prior Year Allocation of $242,500 made from Non-Core funding provided by Netherlands, which included funding for development and publication of "Understanding Your Local Economy" during FY07.

FY08 Highlights

Cities with Jobs: Integrating Productive Employment into City Development and Slum Upgrading Strategies ($75,000 approved March 2008)
- Through a joint work programme with the ILO, CA is preparing a Policy Advisory Note on integrating employment generation in city development and slum upgrading strategies, and providing inputs to a long-term strategy on urban employment for CA members.

FY09 Activities

Translation of Understanding Your Local Economy: A Resource Guide for Cities into French, and subsequent dissemination

Cities with Jobs: Integrating Productive Employment into City Development and Slum Upgrading Strategies (ILO)
- Production of inception report, and a networking event with key stakeholders during WUF IV in November 2008.

FY10-FY11 Plans and Forecasts

Cities with Jobs: Integrating Productive Employment into City Development and Slum Upgrading Strategies (ILO)
- Completion of the Policy Note and development of possible follow-on activities with ILO and other CA members focused on employment and local economic development.

Urban Refugee / Internally Displaced Persons		
Description: Increase the focus in CDS and slum upgrading activities on issues related to urban refugees and internally displaced persons, including provision of knowledge sharing and advocacy materials on the topic for use in various Cities Alliance knowledge channels	**Prior Allocations:**	**Un-Disbursed**
	$0	$0
	Proposed FY09:	**FY10-FY11 Est.**
	$75,000	$75,000

FY09 Activities

Development of a joint work programme with the United Nations High Commissioner for Refugees (UNHCR)

- This could include the commissioning of a policy document, building from existing and ongoing UNHCR research on the issue, that (i) tries to get a handle on the size of the urban refugee/IDP challenge; (ii) identifies different categories, for a range of policy responses, (iii) identifies current practices in dealing with urban refugees/IDPs, and the effects of these policies and (iv) highlights the key policy issues that need to be addressed. This would be undertaken with interested CA members. With this policy document, the CA could evaluate the implications of the issue and judge what role the CA can or should play.

FY10-FY11 Plans and Forecasts

Completion of joint Policy Note on Urban Refugees/IDPs

Energy Initiative		
Description: Increase the focus on energy and related issues in CDS and slum upgrading activities, including provision of knowledge sharing and advocacy materials on the topic for use in various Cities Alliance knowledge channels, and linkages with the grant facility and other programmes of ESMAP.	**Prior Allocations:**	**Un-Disbursed**
	$0	$0
	Proposed FY09:	**FY10-FY11 Est.**
	$75,000	$100,000

FY09 Activities

Development of a joint work programme with ESMAP.

New proposals submitted to the Cities Alliance will be offered the opportunity to access the skills, resources and networks of ESMAP.

Development / utilisation of appropriate tools:
- A Rapid Assessment tool to promote Energy Efficient Cities. Assist cities review of their energy consumption, and future needs, and to make it as energy efficient as possible;
- Pre-investment policy support as part of a city development strategy (CDS). Provision of appropriate analytical tools, policy and regulatory frameworks, lifecycle costing principles, energy efficient codes, and financing schemes; and
- The provision of small grants to introduce and test new and innovative energy efficient measures.

Commission a detailed policy analysis of the main energy issues that need to be addressed in an urbanizing world, and in the slums of developing country cities in particular.

Cities Alliance will collaborate with ESMAP to provide inputs to the Global Energy Assessment.

FY10-FY11 Plans and Forecasts

Application of tools, and support, to citywide and national slum upgrading programmes;

Assistance to CDS cities, incorporating energy planning, and becoming energy efficientcities;

Advocacy tools and activities to promote energy efficiency in cities, and awareness of energy issues in slum upgrading programmes.

OUTREACH & ADVOCACY

Cities Alliance Advocacy Panel (Restructured Policy Advisory Board)		
Description: Following the decision of the Manila 2007 meeting, and Exco in April 2008, the Cities Alliance proposes to replace the Policy Advisory Board with an Advocacy Panel.	**Prior Allocations:**	**Un-Disbursed**
	$25,000	$0
	Proposed FY09:	**FY10-FY11 Est.**
	$50,000	$100,000

FY08 Highlights

The Executive Committee and the PAB held a joint meeting in Trondheim, April 2008, to consider options for the restructuring and reorienting of the PAB

The Chairperson of the PAB, Clare Short MP, represented the Cities Alliance at the High Level session of the African Development Bank's Annual Meetings in Maputo, May

FY09 Activities

- The proposal is subject to approval by the Executive Committee.
- The priority (FY08 and 09) will be to constitute the Advocacy Panel.
- Activities are likely to include support for (i) the Cities Alliance's 10th Anniversary; and (ii) The updating of the Cities Without Slums Action Strategy

FY10-FY11 Plans and Forecasts

- Activities at the World Urban Forum 2010
- Engagement at the UCLG 3rd World Congress in Santiago de Chile
- Various advocacy activities on behalf of the CA

General Advocacy and Outreach		
Description: Help raise the overall profile of urban issues and to catalyse action for strategic city development and slum improvement among strategic constituencies including developing cities and countries, and among donor governments, development agencies and the global public.	**Prior Allocations:**	**Un-Disbursed**
	$25,000	$0
	Proposed FY09:	**FY10-FY11 Est.**
	$100,000	$1,500,000

FY08 Highlights

Developed initial concept for a joint work programme advocacy campaign activity with UCLG

FY09 Activities
- Develop advocacy campaign with UCLG as part of joint work programme. Cities Alliance and UCLG would work together on the definition of messages and the communication of these through an expanded joint communications strategy before the more active national governments both in donor countries and in developing countries, aiming for the development of policy change and national policy reform respectively
- Explore possible linkages and joint work programme with the Sustainable Urbanisation Campaign being organized by UN-HABITAT.

- WUF IV, other representation at events
- Launch of new CA website, with more up to date and dynamic news and features items
- Development of CA press/media kit
- Launch for new Cities in Action series – as advocacy tools for featured cities
- CA Annual Report
- CA newsletter

FY10-FY11 Plans and Forecasts

- Mid-point campaign for Cities without Slum Action Plan – a 2010 Initiative – under the patronage of a recognized global leader and advocate for improving the lives of slum dwellers.

KNOWLEDGE NETWORKS

Local Government Association (LGA) Network		
Description: Develop and utilize LGA network for CA knowledge distribution and feedback, and to support south-to-south / city-to-city peer learning.	**Prior Allocations:**	**Un-Disbursed**
	$0	$0
	Proposed FY09:	**FY10-FY11 Est.**
	$250,000	$0

FY09 Activities

Development of LGA Knowledge Network – joint work programme with UCLG
> Develop a three-way knowledge sharing program with UCLG and its networks of LGAs. This aim would be to provide knowledge distribution and feedback networks to the CA, especially in low income countries as well as other countries where CA funds activities.
> The main elements of the network programme could be:
- CA-financed and other CA member knowledge products are disseminated through UCLG LGA networks, in volume (hard-copy, electronically, etc.). LGAs can adapt these products/ extract from them. Prioritization given to countries where CA works, and other strategic priorities (ie, LDCs)
- LGAs provide CA secretariat with copies of their LGA products, and share experiences of cities in their country (what innovative is going on? what obstacles?) Plus, they would provide feedback to CA on its products, and give ideas/demand for new products.

FY10-FY11 Plans and Forecasts

Implementation of LGA Network work programme.

University Network		
Description: Promote increased engagement of universities in urban development issues, in supporting strategic city development and slum upgrading, and for two-way knowledge sharing with focus on countries with active CA funded projects.	**Prior Allocations:**	**Un-Disbursed**
	$0	$0
	Proposed FY09:	**FY10-FY11 Est.**
	$400,000	$600,000

FY09 Activities

Promoting University Engagement in Urban Assistance– joint work programme with The New School and other partners

Establish a University Network on Urban Assistance (UNUA) as a three-year program to involve universities and research institutes in both developing and developed countries in:

- Strengthening the study, teaching, advocacy, networking, and support of urban development initiatives in developing countries,
- Strengthening the effectiveness of urban assistance through undertaking research and evaluation on its long term impacts, with particular emphasis on the two operational programmes of the Cities Alliance: slum upgrading and city development strategies,
- Building interest and active engagement among faculty, students, young professionals, and society at large in the work of the Cities Alliance
- Establishing a network of graduate students and practitioners able to review Cities Alliance project material, and generate policy and programme analysis
- Dissemination of knowledge products generated by the Cities Alliance and its members,
- Supporting existing initiatives linking universities to urban development, including SUD-net of UN-Habitat, the Association of African Planning Schools, the African centre for Cities and others;
- Undertake mission to UN-Habitat to formalise collaboration between SUD-Net and UNUA.

Develop linkages with the Norwegian universities initiative.

FY10-FY11 Plans and Forecasts

- Undertake first round of analysis of slum upgrading and CDS projects;
- Host UNUA symposium, with CA meeting;
- Design open source archive of case materials on the impacts of urban assistance;

OTHER COMMUNICATIONS & KNOWLEDGE DISSEMINATION

Other Learning and Knowledge Sharing		
Description: Mobilising and transferring knowledge to catalyse action and provide know-how and knowledge exchange for strategic city development planning and for scaling up slum upgrading, which are not funded from individual WP allocations and reflected elsewhere in this document. Includes learning and knowledge generation to plug knowledge gaps or produce knowledge aimed at influencing policy; and, production and dissemination of knowledge and knowledge products, maintenance of the CA website, and other knowledge-sharing activities.	**Prior Allocations*:**	**Un-Disbursed**
	Learning: $550,000 Knowledge Sharing: $924,000	Learning: $51,617 Knowledge Sharing: $58,569
	Proposed FY09**:	**FY10-FY11 Est.**
	$100,000	$200,000

* Recent prior year allocation amounts were:	FY06	FY07	FY08
Learning and Knowledge Generation	$ 0	$150,000	$125,000
Knowledge Sharing	$150,000	$150,000	$125,000

** Increasingly, major learning and knowledge sharing activities in this Work Programme will have their own separate funding allocations, and are reflected in the SU, CDS or Thematic portions of the work programme. This funding allocation will be used for small learning and knowledge sharing activities, which do not warrant separate funding allocations. It will also be used for cross-cutting activities, which are not directly associated with the SU/CDS work programmes.

FY08 Highlights

Publications:
- Liveable Cities: The Benefits of Urban Environmental Planning
- Reprints of key CA publications – CDS Guide; LED Guide; The Urban Transition in SSA (English and French)
- Translation into French and and publication of LED Guide
- Translation into English and publication of Bahia publication
- Website
- Development of project/programme web pages - Yangzhou EcoCity Project and Ghana Municipal Finance Initiative.

FY09 Activities
- Publication with UCLG and EXTOP of *Decentralization and Local Democracy in the World Publication*
- Publication of *Slum Upgrading Up Close* Publication
- Finalize design and begin implementation of Cities in Action series
- Design and publication of revitalized CIVIS Series
- Publication of Slum *Upgrading Policy and Resource Guide* (SUPRG) and Abridged version of Solly Angel's the *Dynamics of Global Urban Expansion* for SU team
- Design and launch of Brazil portal on CA website
- Publication on Sao Paulo Slum Upgrading project
- Case studies from CA portfolio to document and facilitate formation of WB's revised urban development strategy.
- Finalize revised CA Communications Strategy and Work Programme
- Develop standard Powerpoint presentations on CA – corporate, SU program, CDS program – for use by staff and members

Dissemination of new CA Publications:
- CA Annual Report 2008-12-10
- Slum Upgrading Up Close Publication
- GOLD Publication
- LED Guide French
- Alagados: The Story of IntegRated Slum Upgrading in Salvador, Bahia
- Implementation of new dissemination approaches for CA Knowledge products through CD-ROM; Flashdrives

FY10-FY11 Plans and Forecasts
- Knowledge Products from Joint CA/UNEP Joint Work Programme
- Knowledge products from CA/UCLG work programme
- Knowledge products from advocacy campaigns on sustainable urbanization and Cities Without Slums Redux
- Short Cities Alliance corporate video for the web to raise the profile of CA in media.

Suspended / Dropped Activities

Knowledge Generation and Learning – DFID Earmarked Support (Non-Core)		
Description: Provides support for on-going activities allocated from DFID funds, which included support for Municipal Finance Task Force and the urban finance initiative, and other activities. Most un-disbursed funds are for the two ongoing activities highlighted below.	**Prior Allocations:**	**Un-Disbursed**
	$1,042,000	$220,572
	Proposed FY09:	**FY10-FY11 Est.**
	$0	$0

FY08 Highlights

Local Investment Climate Assessment development:
- Work on economic growth in cities disseminated in several fora, including two main meetings in Brazil on the role of Cities in development and the Social Forum in Porto Alegre
- Study on investment climate and location choice in São Paulo completed and part of a grey cover report produced by the Bank. Results discussed with Brazilian and Sao Paulo authorities and dissemination via the Country Office in Brazil. It contributed to similar city studies in other regions in the Bank.
- Two reports on Lagos have been completed and discussed with authorities
- In depth firm survey of 14 cities in Brazil was launched, drawing from the experience of Sao Paulo and to extract lessons for similar analyses. Questionnaires prepared and tested; procurement of consulting firm complete; chosen firm was not able to complete work and team had to re-open the bids.

Mainstreaming Urban in PRSs:
- Completion of case studies in Mozambique, Kenya, Tanzania and Ethiopia.

FY09 Activities

Local Investment Climate Assessment development:
- Completion of the Brazil ICA for 14 cities, with report and conclusions to be shared across the Bank and partners
- Completion of the whole report, summarizing the tools for city analysis, and the assessment of the most adequate depending on the availability of data and development of the country.
- Dissemination of findings via BBLs and Seminars

Mainstreaming Urban in PRSs:
- Development and implementation of dissemination plans in connection with the WB ESW on **Municipal Development in Mozambique**. In partnership with Swiss Development Agency, production of five products in English and Portuguese, from full-length versions of the ESW to executive summaries, brochures and PowerPoint presentations, for dissemination at the annual congress of the municipal association. Includes media coverage, academic forums, websites and so forth.
- Development and implementation of dissemination plans in connection with the WB ESW on the **Urban Transition in Tanzania,** so as to influence policy makers to design and implement socially and economically sound urban policies; build analytical foundation for future interventions, and improve the quality of policy dialogue. Dissemination plans with Tanzania Cities Network (TACINE) to include events, workshops and seminars.

MONITORING AND EVALUATION

General Monitoring and Evaluation		
Description: Monitoring and Evaluation of CA-operations, the CDS and SU project portfolio and of the institutional performance of the Cities Alliance for management, advocacy and learning purposes.	**Prior Allocations:**	**Un-Disbursed**
	$480,000	$60,432
	Proposed FY09:	**FY10-FY11 Est.**
	$100,000	$300,000

FY08 Highlights
- Overall M+E concept for the CA approved by Executive Committee (Trondheim meeting)
- Field evaluations Housing Policy Columbia, China Heilongjiang province, Palestine

FY09 Activities

- Elaborate and publish operational guideline for M+E of CA supported CDS- and SU-projects
- Field test new M+E tools (i.e. Midterm review and evaluation workshop) (FY 09 and FY 10)
- Support cities and sponsors applying the new templates
- Motivate partner cities to start applying monitoring their urban development, engage with City Indicator Facility

- First portfolio review elaborated, using the new CA project data base
- Execute project final evaluations – field and desk
- Provide technical advice regarding M+E to partners

FY10-FY11 Plans and Forecasts
- Knowledge generated by the projects and captured through the M+E cycle will feed into the CA knowledge sharing and learning system (under development)
- Ex-post project impact evaluations (development of methodology and application on selected projects)

Independent Evaluations		
Description: Funding provided for specific, earmarked evaluations. To date, allocations have been made for Independent Evaluations of the Cities Alliance (2002 and 2006), and for the CLIFF Interim Evaluation (2006).	**Prior Allocations:**	**Un-Disbursed**
	$525,000	$0
	Proposed FY09:	**FY10-FY11 Est.**
	$0	$250,000

FY10-FY11 Plans and Forecasts

- The next independent evaluation of the CA is expected during 2010-2011.

Global and Regional Activities

The CA Medium Term Strategy called for increased emphasis on low income countries, particularly those in Sub-Saharan Africa. This Work Programme includes two important new joint work programme activities targeted at Africa, proposed to be funded form the CA' s Africa Facility – Assessing the Housing Deficit in Africa, and Defining Africa's Emerging Urban Agenda.

Assessing the Housing Deficit in Africa		
Description: Assist the African Ministerial Conference on Housing and Urban Development (AMCHUD) to assess the housing shortfall in AMCHUD countries, anticipated growth in demand, current rate of formal housing provision, budgetary allocations, and other key data needed for African ministers to get an accurate picture of the scale and the nature of the housing and land challenge facing countries in Africa and to inform policymaking.	**Prior Allocations:**	**Un-Disbursed**
	$40,000	$0
	Proposed FY09:	**FY10-FY11 Est.**
	$75,000	$250,000

FY09 - Activities

- Demand for this project expressed by African ministers.
- Joint work programme activity to be developed with and implemented by the AMCHUD Secretariat and CA members – UN-Habitat, Nigeria, South Africa and possibly others. A $75,000 project preparation grant request is anticipated.

FY10-FY11 Plans and Forecasts

- Implementation of joint work programme

Defining Africa's Emerging Urban Agenda – National State of City Reports		
Description: Launch of a programme to provide a readily accessible platform through which ministers, mayors, permanent secretaries and practitioners can gain and continually upgrade the skills and knowledge needed to manage sustainable growth. This platform would be composed of at least three elements – networked knowledge; real, credible skills; and, durable, Africa-based delivery system. The main deliverables would be a rolling-programme of State of Cities Reports, initially for three- to five countries. Implementation would be through African networks anchored with the African Center for Cities at the University of Cape Town, and the Association of African Planning Schools.	**Prior Allocations:**	**Un-Disbursed**
	$0	$0
	Proposed FY09:	**FY10-FY11 Est.**
	$300,000	$600,000

FY09 - Activities

- Development of joint work programme with proposal proponents, including the Africa Centre for Cities, Association of African Planning Schools, World Bank Institute, Public-Private Infrastructure Advisory Services (PPIAF), and Urban LandMark. .
- Develop template for the State of Cities reports, for Africa;
- Solicit proposals for first 3-5 country activities;
- Field missions to each country

FY10-FY11 Plans and Forecasts

- Provision of ongoing support, direct and indirect, to initial country partners;
- Identify second phase of SOCR countries
- Undertake mid-term review of programme.

Africa LGA Partnership Initiative		
Description: Programme to be implemented by UCLG-Africa, with its member Local Government Associations, aimed to improve the capacity and performance of local authorities for planning and implementation of CDS and slum upgrading and prevention programmes.	**Prior Allocations:**	**Un-Disbursed**
	See Note*	$0
	Proposed FY09:	**FY10-FY11 Est.**
	$0	$0

* Note: $750,000 was budgeted for this initiative as part of the MTS.

Suspended / Dropped Activities

This initiative as envisaged as been suspended due to the on-going issues within UCLG-A. However, these funds are being reprogrammed to other activities, including:
- The two, new joint WP activities noted above, Defining Africa's Emerging Urban Agenda – National State of City Reports, and the AMCHUD initiative on Africa's housing deficit.
- UCLG Knowledge Network activity with LGAs (see Knowledge Network section). Special attention will be provided to low income countries, particularly those in Sub-Saharan Africa/

Land, Services and Citizenship – Gates Foundation project		
Description: Working with a limited number of developing countries in Africa and Asia, the Cities Alliance and its members will assist in the development of citywide strategies to **upgrade** existing slums, and to help cities and their citizens **plan and implement** strategies for future growth. The project would strengthen the capacity and resources available to the urban poor, better enabling them to enter into development partnerships with the local government. In the main, the funds would be used to assist local governments to (i) extend basic services to informal / slum areas; (ii) formalise existing settlements, with land adjustments as necessary; and (iii) make appropriate provisions for future growth.	**Prior Allocations:**	**Un-Disbursed**
	$0	$0
	Proposed FY09:	**FY10-FY11 Est.**
	$15,000,000*	*

* From earmarked project funds proposed to be provided to and administered by the Cities Alliance from the Gates Foundation. Possibilities for expansion of project.

FY09 Activities

- Development of initial project proposal and, if preliminary approval given by Gates Foundation, preparation of full proposal and implementation plan.
- CA to host meeting of CA members and experts to finalise full proposal;
- Solicit expressions of interest for long-list of partner countries

FY10-FY11 Plans and Forecasts

- Undertake detailed examination and selection of initial partner countries
- Identification of local resources, institutions
- Development of detailed work programmer in first two to three countries
- Initiation of work programme in first two to three countries

Pacific Land Programme		
Description: Comprehensive programme to address urbanisation, tenure security and urban land management issues in Pacific Island. Joint undertaking between AusAid and Cities Alliance	**Prior Allocations:**	**Un-Disbursed**
	$0	$0
	Proposed FY09:	**FY10-FY11 Est.**
	$750,000	$0

FY08 Highlights

- Establishment of Pacific Land Programme Trust Fund, with support from AusAid and other CA members and partners;
- Initial consultation with national Governments in Pacific Island;
- Establishment of 3-5 Year Work Programme

FY09 Activities

- Identify, collate and analyse existing data and knowledge sources in the Pacific Islands;
- Undertake awareness-raising acitivities on urbanisation, and tenure security
- Promote options for upgrading informal settlements.

FY10-FY11 Plans and Forecasts

- Undertake comprehensive (but differentiated) work programme, drawing in international best practice.

Community-Led Infrastructure Finance Facility (CLIFF)		
Description: Strategic finance facility created to strengthen ability of the urban poor to scale up housing and water & sanitation solutions and attract commercial, local and public sector to accelerate scaling up, resulting in improvements in the lives and futures of slum dwellers, their increased capacity, increased livelihood opportunities, and improvement in the immediate environment.	**Prior Allocations:**	**Un-Disbursed**
	$16,164,000 *	$2,041,735 *
	Proposed FY09:	**FY10-FY11 Est.**
	See Note*	See Note**

* Note: Funded from DFID and SIDA Non-Core funds. Un-Disbursed balance from SIDA funds.
**Note: DFID and partners are considering a new, £21 mil, five year funding commitment to CLIFF. At least the first two years of funds are proposed to be administered by the Cities Alliance.

FY08 Highlights

- Consideration of evaluation of CLIFF at Nanjing meeting, November 08
- Adoption of new institutional and managerial arrangements
- Detailed assessment of CLIFF Kenya's capacity needs
- Elaboration of a multi-year strategy for Kenya
- Meeting of the CAG in Nairobi
- CA development of advocacy strategy for CLIFF
- Activity undertaken to capture CLIFF lessons to date
- Multi-year budgeting identified and secured for CLIFF

FY09 Activities

- Programme evaluation by Sida and DFID.
- Identification of new CLIFF countries / partners
- Elaboration of new, multi-year work programme for CLIFF
- Establishment of a new multi-donor trust fund for CLIFF

FY10-FY11 Plans and Forecasts

- Initiation of new CLIFF activities in additional two to three countries
- Finalisation of CLIFF management issues
- Significant CLIFF event at WUF in 2010

Slum Upgrading Facility (SUF)		
Description: SUF is a global facility located within UN-Habitat with the central objective to mobilise domestic capital for slum upgrading projects and activities, starting in four pilot countries. SUF is establishing local finance facilities to help community groups access credit from local commercial banks.	**Prior Allocations:**	**Un-Disbursed**
	$10,000,000*	$6,829,834
	Proposed FY09:	**FY10-FY11 Est.**
	$0	$0

*Note: Funded from DFID Non-Core funds through the Cities Alliance. Additional funding is made directly to UN-Habitat by Norway and Sida.

FY08 Highlights

- Approval for establishment of Local Finance Facilities as new institutions in Sri Lanka, Indonesia and Ghana.
- Development of the legal framework for the LFFs, and of the grant mechanism to provide SUF "credit enhancement funding" to the LFFs.
- Field projects experience, including field testing design instruments in all four pilot countries
- Development of knowledge and promotional products, including the "Do's and Don'ts of Financing Slum Upgrading;" newsletters; annual report; reporting table.
- Coordination with other finance programmes and events (PIDG, FIG Working Week)

FY09 Activities

- Approval for attaching a Local Finance Facility to an existing trust in Tanzania.
- Finalize the legal framework for the LFFs, and of the grant mechanism to provide SUF "credit enhancement funding" to the LFFs.
- Development of knowledge and promotional products, including the "Do's and Don'ts of Financing Slum Upgrading;" newsletters; annual report; reporting table.
- Mid-Term evaluation

FY10-FY11 Plans and Forecasts

- Completion of project activities.

REGIONAL ADVISORS

<table>
<tr><td colspan="3">Regional Advisors - Africa</td></tr>
<tr>
<td rowspan="2">Description: Full-time staff members based in the field to work with Cities Alliance members and clients on communications, knowledge sharing, and preparatory assistance activities for CDS and slum upgrading programmes, currently based in Cotonou (covering West/Francophone Africa), Addis Ababa (covering Eastern Africa) and Pretoria (for Southern Africa).</td>
<td>Prior Allocations:</td>
<td>Un-Disbursed</td>
</tr>
<tr>
<td>E&S Africa*
$579,450
W Africa**
$485,000</td>
<td>E&S Africa*
$296,761
W Africa**
$150,000</td>
</tr>
<tr>
<td></td>
<td>Proposed FY09:</td>
<td>FY10-FY11 Est.</td>
</tr>
<tr>
<td></td>
<td>W Africa
$240,000**</td>
<td>$0</td>
</tr>
</table>

* Funded from Sida non-core contribution.
** Funded from Africa Facility

FY08 Highlights

West/Francophone Africa:
- Improvement and finalization of the proposal for city development strategy of Abomey (Benin).The proposal to develop a CDS for Abomey is now approved by CA , the Grant Agreement is being prepared for signing by the parties;
- Finalization of the Togo proposal (Urban Development Strategy - Greater Lomé CDS) submitted to CA for financing. AGETUR-Togo has been chosen, after negotiations to play the role of client delegate to realize the CDS of Greater Lomé. Submission approved by the Secretariat of CA. Elaboration of the Detailed Budget following the new requirements of the Secretariat of CA;
- Recruitment and supervision of the work of a national consultant for the data collection and processing for the city of Lomé, as part of the support that CA brings to cities to establish urban indicators and their local urban observatories. Participation at the validation workshop (supported by UNDP/Togo) of the initial Report on Lomé urban indicators. The final report "State of City of Lomé Report 2008 " is available
- Recruitment and supervision of the work of a national consultant for urban data collection and treatment for the city of Cotonou, as part of the support that CA brings to cities to establish urban indicators and their local urban observatories. Participation at the validation workshop of the initial Report on Cotonou urban indicators. The final report "State of City of Cotonou Report 2008 " is available
- Contribution to the organization and participation in the regional meeting (Dakar) of cities supported by CA and their partners. Draft of the general report of the meeting
- Participation in the 4th Session of the World Urban Forum at Nanjing (China)

Eastern Africa:
- New advisor for Eastern Africa recruited and installed in Addis Ababa
:

Southern Africa:
- Replacement advisor for Southern Africa recruited and installed in Pretoria

- Provided support to the region's grant portfolio of $2.11m including support to program management, counterparts, advisors and consultant teams as well as targeted knowledge management activities. It is anticipated that grant activities, and associated knowledge management and knowledge sharing activities, will build urban knowledge and capacity to effectively respond to unique challenges and opportunities faced by African urban policy makers, implementers and development practitioners

FY09 Activities

West/Francophone Africa:
- Conclusion of regional advisor arrangements for Francophone Africa, administered by UN-Habitat and based in MDP's office in Cotonou, Benin, from May 2004, funded from the Africa Facility. Effective 1 January 2009: funding to be continued from Africa Facility under direct implementation of CA secretariat, as with the other regional advisors
- Completion of the informative brochure "A la découverte de l'Alliance des Villes" (revised and supplemented edition)
- Missions in : (i) Niger (Tillabéry and Zinder), (ii) Burkina (Bobo Dioulasso, and Banfora Ouayigouya) (iii) Togo (Kpalime and Atakpame) (iv) Benin (Djougou and Parakou) that have submitted requests for CDS proposals
- Finalization of the proposal for "Pays Gun" CDS in Benin (Greater Porto-Novo, Adjarra, Avrankou and Akpro-Missérété) for submission to the CA
- Monitoring of the implementation of recommendations from the Regional Meeting in Dakar

Eastern Africa:
- Ethiopian Cities Network – Mayors meeting: Agreed to hold Cities Day event and officially launch Ethiopian Cities Network in March, 2009
- Project Review participation- Urban Local Government Development Project financed by WB launched
- Project development and discussion on two projects in progress: Pro-Poor Inner City Urban Renewal Strategy for Addis Ababa ;Urban Database for informed policy making –MWUD
- Partnerships building around SOCR initiative
- Discussion with Ethiopian Civil Service College interest to join the Association of African Planning Schools
- Discussion with MWUD to secure agreement on the initiated modality of State of Cities Reports preparation for Africa
- CDS and SU training program for up scale under discussion
- CDS for at least ten cities in Ethiopia realized (Cities targeted for ULGDP implementation are potential cities for CDS and SU support)
- Partnerships with Academic Institutions for the CDS and SU uptake
  -Support to curriculum development and mainstreaming CDS and SU approaches and skills
  -Short term training and distance education for CDS and SU (skills)
- Implementation of State of Cities Report in Ethiopia
- Communication and knowledge management strategy developed and agreed
  -Platforms for urban policy dialogue initiated in Ethiopia
  -CSOs, Academia, Cities Network, Professional Associations and Relevant Government institutions mobilized
  -RA developed Regional linkages for support and knowledge management

-AAPS and Center for African Cities – Cape Town University

Southern Africa:

Support to CA partners and grant recipients:

- **National Upgrading Support Program (NUSP**) – Support to the National Department of Housing (NDoH) to design the implementation plan for the Breaking New Ground housing policy and provide a practical plan for the design and multi-year roll out for the NUSP,
- **Upgrading for Growth (Ekurhuleni Metropolitan Municipality).** The objective of Upgrading for Growth is to harness the upgrading process as the driver for sustainable development – at the household level – through macro/micro linkages to the existing labor market and investment in growth opportunities
- **Tshwane Comprehensive Sustainable Human Settlement Strategy (TCSHSS)** – The objective is to development a comprehensive strategy that integrates a housing and upgrading strategy into existing transport, economic and social initiatives as articulated in the Tshwane City Development Strategy
- **Supporting the design of a CDS-based system of local government in Swaziland** – The primary objective of this exercise is "to bring government closer to the people so that the people at sub-national or local community level progressively take control of their own affairs and govern themselves" (Section 219 of the Constitution)
- **Mbabane Slum Upgrading Program (MUFP**) - Cities Alliance funding supported the preparation of a comprehensive, city-wide upgrading plan that will result, over the medium term in Mbabane becoming a "city without slums". The project ended on 31 December 2007.
- **African Union for Housing Finance (AUHF)** – The objective of this grant was to facilitate the development of appropriate housing finance products to support upgrading activities in four African countries

Support to Sr. Urban Specialist in preparation of funding applications -

- **Zambia Housing Micro-Finance** – The FinMark Trust requested support with a proposal to design a locally appropriate non-mortgage housing finance instruments and to perform a small scale pilot study in 3 communities in Zambia that could be replicated across the country with the aim of enhancing access to housing finance for the poor. This proposal builds on the recently completed African Union for Housing Finance (AUHF) grant. Based on the lessons from the pilots carried out in the course of the AUHF grant, the Bank of Zambia has requested a similar package of technical assistance for housing finance institutions in Zambia
- **Metro Edge** – The purpose of the proposal is to develop a model approach and applicable methodology for metropolitan edge management to inform national and sub-national development approaches in South Africa and the Sub-Saharan Africa region

Support to Knowledge and Networking Activities

- Participate in the South African Cities Network Knowledge Management Reference Group (KMRG). Participants include Knowledge Management practitioners from the nine largest cities as well as project managers and knowledge managers from the Urban Renewal Program, a Presidential Initiative. The KMRG explores how the application knowledge management strategies, programs and interventions can improve the provision of service delivery
- Participate in consultations with bilateral aid agencies as well as regional institutions such as the Urban LandMark, the Development Bank of Southern Africa (DBSA) and the Africa Centre for Cities based at the University of Cape Town. The CA portfolio will benefit from a memorandum of understanding between the Urban LandMark and the WBI South Africa Urban/Local

Government Program to increase the capacity and quality of urban management in the region. Urban LandMark counterpart funding is estimated at $370,000

- Continued participation in the development of a WBI South Africa Urban/Local Government Knowledge Enhancement Program to ensure that knowledge generated under the CA portfolio, spanning more than 7 years, is appropriately packaged and disseminated. The Knowledge Enhancement Program is designed to build urban knowledge and capacity to effectively respond to unique challenges and opportunities faced by African urban policy makers, implementers and development practitioners through creating access to a) international best practices, b) more detailed knowledge of their own national urban realities, and c) effective means to rapidly increase urban management capacity. The main outputs will include the packing and dissemination of the existing body of knowledge around three key themes reflecting on perspectives from a community, city, national and regional level (1) in search of land and housing reflecting experience at a community, city, national and regional level, (2) municipal service delivery and (3) municipal finance/public private partnerships. The Project Officer will ensure that Cities Alliance knowledge and material is captured in the range of knowledge enhancement activities
- Dissemination of Cities Alliance publications and knowledge products including dissemination of the Approached to Urban Slums Sourcebook. Launch of the Approaches to Urban Slums at the South African Cities Network Knowledge Management Reference Group

FY10-FY11 Plans and Forecasts

Eastern Africa:
- CA members coordination and joint programming realized (Ethiopian & Regional)
- CDS and SU training scaled up
- Slum Upgrading national Strategy dialogue implemented
- Communication and Knowledge management strategies implemented
- Regional Best Practices captured and dissemination

Southern Africa:
- Support to National Upgrading Support Program (NUSP) and for the Design of a CDS-based system of local government in Swaziland.
- Knowledge enhancement program implemented

Disseminate regional lessons and best practice through working with CA members

Regional Advisors – Latin American and the Caribbean		
Description: Full-time staff members based in the field to work with Cities Alliance members and clients on communications, knowledge sharing, and preparatory assistance activities for CDS and slum upgrading programmes, currently based in São Paulo.	**Prior Allocations:**	**Un-Disbursed**
	$1,367,584*	$22,220
	Proposed FY09:	**FY10-FY11 Est.**
	Core $100,000 Italy Non-Core $375,000	$0

* Funded from Italy non-core contribution.

FY08 Highlights

- Event on Policies for Slums in partnership with National Congress, government, social housing movements, National Front of Mayors. Strong participation of CA-members and a Special Publication with its results.
- First CA-Brazil members meeting
- Realization of International Policy Dialogue on SU policies in Sao Paulo involving Cairo, Manila, Mumbai, Ekurhuleni and Lagos, among others
- Publication of Salvador, Bahia project
- Exchange visits of delegations from India, Morocco, South Africa
- Active participation in the CA/WB/Norway Youth Essay Competition on the Future of our Cities
- Participation at Urban Forum in Bolivia, Santa Cruz

FY09 Activities

- Realization of Distance Learning Course on SU for 300 municipal and state staff members involved in SU operations + Publication of the content of the Distance Learning Course
- Participation FLACMA/UN-Habitat International Conference on decentralisation and the strengthening of local authorities in Ibero America. Quito (Ecuador)
- Support to scaling up of the Distance Learning Course
- Publication Sao Paulo project and realization of event to launch the publication
- 2nd CA-Brazil members meeting
- Start up of CA supported triangular cooperation Brazil/Italy with Mozambique around SU in Maputo
- Start up of projects in Diadema (Municipal Social Housing Fund) and Salvador City (regulation of social use of land)

FY10-FY11 Plans and Forecasts

- Implementation Joint Working Programme Brazil-CA
- Joint knowledge project on SU in Brazil with IADB
- State of the Cities Report Brazil
- International Policy Dialogue on Pro-poor Metropolitan region management in Belo Horizonte

Regional Advisors –South Asia		
Description: Full-time staff members based in the field to work with Cities Alliance members and clients on communications, knowledge sharing, and preparatory assistance activities for CDS and slum upgrading programmes, currently based in New Delhi.	**Prior Allocations:**	**Un-Disbursed**
	$100,000*	$100,000
	Proposed FY09:	**FY10-FY11 Est.**
	$75,000	$150,000 Core $130,000 Non-Core**

* Excludes allocations made from DFID funds from 2000-2005 for a regional advisor.
** Prospective Non-Core allocation for regional advisor for East Asia

FY08 Highlights

- New advisor for South Asia recruited and installed in New Delhi.

FY09 Activities

- Framework agreement/work programme, for an initial period of 3 - 5 years, with Ministry of Housing and Urban Poverty Alleviation, Government of India to provide flexible programmatic support to the objectives and missions of the Ministry. Cities Alliance knowledge support is proposed for the Ministry in areas including use of subsidy to provide affordable housing, social housing and city-wide slum upgrading, service delivery to urban poor, land tenure, urban land policy and livelihood support, among others; and servicing the knowledge needs of 'India Urban Poverty' networks.
- CA support to the 'Peer Experience and Reflective Learning' (PEARL) network, launched by Ministry of Urban Development, Government of India, for knowledge sharing among the cities for implementation of projects and reforms under National Urban Renewal Mission. The support activities could include developing the processes and mechanisms to make PEARL an effective learning network; assessing knowledge needs of the network and filling the knowledge gaps; and, plugging PEARL into other global networks.
- In order to build on the earlier UNDP-supported initiative in India to develop urban poverty reduction strategies for 11 selected cities, dovetailed to the Basic Services for Urban Poor component of National Urban Renewal Mission, the CA could support formulation of city-wide slum upgrading strategies for 5 selected cities and these city strategies could influence a national policy dialogue on city-wide slum upgrading. The activity is being led by Water and Sanitation Programme (WSP).
- Phase II support to Agra for implementing city-wide slum upgrading plan, prepared under Phase I. The activity is being supported by USAID.
- CA support for Strategic Advisory Cell, Brahut Bengaluru Mahanagar Palike (Greater Bangalore Municipal Corporation) for city development and slum upgrading.
- Explore possibility to obtain the services of a part-time regional advisor (consultant) for South East Asia, as part of a proposed project to be funded from the Gate Foundation.

FY10-FY11 Plans and Forecasts

- Working with CA urban finance team on MF issues in India, including preparation of state municipal finance profile, which may cover issues such as fiscal flows to urban local bodies, own revenues of municipalities, backlogs in municipal spending on infrastructure, among others. This would be a critical input for developing a municipal finance strategy for the State. The candidate states are Karnataka and the five identified lagging states - Madhya Pradesh, Rajasthan, Bihar, Orissa and Chhattisgarh.

Secretariat Allocation

Cities Alliance Secretariat		
Description: Includes staff costs paid from Core funds; operating costs, including office space and computing; overheads; travel costs of Secretariat staff; basic communication costs, consulting and temporary labor support; and, other basic overhead costs. In addition, five staff (including one project staff assigned to Financing of African Cities study) were funded from Non-Core sources during FY08, through staff secondment programmes or from earmarked financial contributions (est. $1,029,000).	**FY07 Core Budget:**	**Cumulative Alloc:**
	$1,901,000*	$8,973,253
	FY08 Core Budget:	**Undisbursed Bal.**
	$2,120,400*	($23,253)
	FY08 MTS Suppl	**FY09 Core Budget****:
	$160,000	$2,600,000

* Includes rollover of prior-year unused funding allocation or funding deficit.
** The Secretariat budget was endorsed by the Executive Committee at its April 2008 meeting.

The day-to-day operations of the Cities Alliance are carried out by the Secretariat, with basic operating costs included in the Secretariat budget. In addition, the Secretariat is responsible for the Administrative Allocations, and most of the Programmatic Allocations (implemented with Cities Alliance members) included in this work programme.

In addition to the highlights and plans noted below, a major portion of the Secretariat staff time is devoted to administration of the Cities Alliance Grant Facility and grant administration processes, and other financial and administrative functions. These include:

- the initial "threshold" review of funding applications;
- independent technical assessment process;
- preparing proposal assessments;
- grant set-up and disbursements;
- reviewing progress and financial reporting for ongoing grants,
- other monitoring functions;
- evaluations of completed projects;
- tracking of funding applications and of approved grant allocations;
- providing informal comments on draft proposals;
- summarising and extracting lessons and experiences from the grant portfolio.
- financial reporting to CA members

As of the end of FY08 (30 June 08), the CA had 83 ongoing funding allocations for city, country or global/regional activities, implemented through 94 grant agreements. In addition, there were 10 ongoing funding allocations for Administrative and Partnership Allocations.

Secretariat operations are organised around teams. **The highlights and plans for the Slum Upgrading, CDS, Finance and Communications teams were presented in previous sections of this report. The FY08 Highlights and FY09 Plans for the other Secretariat teams are presented below.**

Partnership Operations Team	
• Chile and the Philippines became the 5th and 6th developing countries to join the Alliance. • Span and Australia became the 11th and 12th donor governments to join the Alliance. • Options for Policy Advisory Board developed.	FY08 Highlights
• Finalize members of European Commission in the Alliance • Continue discussions with India about joining	FY09 Plans

Programme Operations Team	

Processed setup of record FY06/07 funding approvals, when 58 new grants totaling more than $38 million were approved, plus new FY08 approvals (24 grants, totaling more than $9 million);
 	
Improved work programming and planning processes implemented
 	
Completed Reorganization of duties among team members (job description and TORs), including the replacement of Financial Management Specialist (Rama Krishnan), and the recruitment of two additional assistants for the team; (MTS Obj 4)
 	
Revised and updated funding Application Guide uploaded to the web
 	
Revised Proposal Application and Application Guide translated into other languages. (French, Portuguese and Spanish)
 	
Financial Management input now provided at application and threshold stages
 	
Grant Set-up Service Standards drafted and implemented (MTS Obj 4)
 	
Templates for Grant agreement and disbursement letters for client executed projects standardized
 	
Monitoring of Progress reports (financial and physical) now made intensive for monitoring better timely action
 	
Information Management System fully developed and running live •
   • Database Development:
      o Data collection – Organize and structure project records
      o Data Base system running live
 	
   • Website Development (with Communications Team):
      o Content Management System Developed
      o Reorganized and restructured content organization
      o Content migration
      o Website Governance – include information management and security policy.
      o Additional staff recruited to manage
	FY08 Highlights

Continued refinement of procedures and processes to improve service efficiencies and controls. Circulate revised Application Guide and Users Guide; Develop and adopt CA definitions for expenditure categories in the financing plan of project proposals Develop guidelines for Portfolio review of Grant facility (Report on Setup, Disbursement, Expiry, Extension and Progress reporting) Public disclosure policy developed and implemented Information management System – - Database Development still ongoing - Phase II - Project, Contact and Consultants Database development - Content migration - Database Governance (Operations Team -Procedures Manual) – include information management and security polic	FY09 Plans

Knowledge Sharing and Monitoring and Evaluation Team	
- Presented overall M&E concept and received approval at the Executive Committee Meetings (Trondheim) - Participated in field evaluation of Housing Policy Project, Columbia - Participated in high-level policy dialogue, Brazil - Developed concept for exit interviews and conducted interviews of three departing senior secretariat staff - Initiated development of a knowledge sharing and learning strategy	FY08 Highlights
- Elaborate and publish operational guidelines for M&E of CA-supported CDS and SU projects - Field test new M&E tools (midterm review and project evaluation workshop) - Support cities and sponsors applying new M&E templates - Present ToR for ex-post project impact evaluations (development of methodology and application) to be tendered - Motivate partner cities to apply monitoring to urban development, engage with City Indicators Facility - Finalize knowledge sharing and learning strategy - Elaborate framework for portfolio analysis and undertake portfolio review - Develop framework for classifying project outputs, operationalize system to classify outputs in project database - Develop system to feed project outputs into networks, communications products, and Web learning pages - Collaborate with members to inventory collective CA knowledge resources	FY09 Plans

Administrative Allocations

Consultative Group meetings and Public Policy Forum		
Description: Annual meeting of the CG and the Public Policy Forum held in conjunction with the meeting.	**FY07 Alloc:**	**Cumulative Alloc:**
	$75,000	$645,000
	FY08 Alloc:	**Undisbursed Bal.**
	$150,000	$55,429
	FY08 MTS Suppl	**Proposed FY09:**
	$0	$100,000

FY08 Highlights

- CG meeting held in Manila hosted by the Government of the Philippines and the League of Cities of the Philippines, in conjunction with a Public Policy Forum organised with the Housing and Urban Development Coordinating Council focused on *Leveraging Resources for Livable Cities*;

FY09 Activities

- Organisation of 2008 CG meeting to be held in Barcelona, Spain, in conjunction with a Public Policy Forum organised with Ajuntament de Barcelona and United Cities and Local Governments focused on *A New Partnership: Local Aid Effectiveness for Poverty Reduction.*
- Develop options for improving impact of PPF and of CG meetings.
- It is anticipated the Barcelona location will result in higher than normal meeting costs, in particular because of the CA's financial obligations for the Public Policy Forum this year.

FY10-FY11 Plans and Forecasts

- An invitation to host the 2009, 10th Anniversary of the Cities Alliance, has not yet been received.

Policy Advisory Board meetings		
Description: Semi-annual meetings of the PAB: Fall meeting held in conjunction with the CG meeting, and a Spring meeting.	**FY07 Alloc:**	**Cumulative Alloc:**
	$100,000	$520,000
	FY08 Alloc:	**Undisbursed Bal.**
	$100,000	$81,361*
	FY08 MTS Suppl	**Proposed FY09:**
	$0	$0

* This undisbursed balance will either be utilized or returned to the Core funds for reallocation, depending on CG decision on the future of the PAB.

FY08 Highlights

- PAB's annual Spring meeting held May 2008 in Trondheim, Norway, jointly with the meeting of the Cities Alliance Executive Committee.
- Role and function of PAB reviewed in light of recent independent evaluations and ongoing governance review of CA.

FY09 Activities

- Plans pending review of role and function of PAB by the CG at its Barcelona meeting.

Technical Peer Reviews		
Description: costs of the "independent technical assessments", stipulated as part of the Proposal Evaluation and Approval Process in the CA Charter. .	**Prior Allocations:**	**Un-Disbursed**
	$80,000	$10,000
	Proposed FY09:	**FY10-FY11 Est.**
	$10,000	$25,000

FY08 Highlights

- 23 assessments were conducted during the year, by 9 reviewers.
- World Bank procurement rules changed in regards to method of payment. Each ITA is now hired and paid as a World Bank Short Term Consultant, instead of receiving an Honorarium. This changed caused increased administrative transaction costs was well as issues of conflicts of interest with ITA employers, and thus the roster of reviewers is currently significantly reduced from previous levels.

FY09 Activities

- Comprehensive review of roster and role of Independent Technical Assessors (ITA) with recommendations for more strategic engagement with and use of ITAs.

FY10-FY11 Plans and Forecasts

- Plans pending completion of the review and decisions on recommendations

Cities Alliance Grant Facilities

The CA Grant Facilities consist of the Core fund and the Cities without Slums Facility for Sub-Saharan Africa ("Africa Facility"). The Community Water & Sanitation Facility was wound down during the year. Grants from these facilities are made available through the regular Cities Alliance proposal evaluation and approval process. In addition, other grants are made through earmarked Non-Core funds, several of which are large, "lumpy" contributions, such as those for CLIFF and SUF.

Grant approvals largely follow demand trends, which are driven by Cities Alliance members working with their clients. Demand in FY06 was at a record level, with nearly $12 million in Core funds approved, including for 28 country-specific projects. This was partially the result of previous investments in preparatory work, including for Francophone and southern Africa clients. Demand for funding was down during FY07 (19 country-specific projects, $4.6 million total Core approvals), but half of the approvals were for preparatory assistance grants, which are expected to lead to full proposals in future years. Approvals for country-specific projects from Core funds then increased by 65% in FY08, to $7.7 million, with an additional $2.7 million approved from non-core funds.

Effective with adoption of the Medium Term Strategy, the Cities Alliance is taking a more proactive approach in advocating for action at the country level, for supporting learning and knowledge sharing activities, particularly at the city/country level, and for facilitating South-to-South cooperation. New products were introduced as part of the MTS:

Partnership Agreements (PA), which would provide a framework for a city or country around which to mobilise its local and international partners around a common agenda for learning, advocacy and knowledge sharing, as well as priorities for actions to improve the "enabling environment" for systemic change, at scale. The PA would not be a financial agreement, but rather a tool for agreeing on strategic priorities, and for mobilising action. Specific funding allocations made under the PA would be processed through the normal proposal evaluation and approval process.

Preparatory Grants, which would assist cities and countries to develop a range of activities that could lead to a Partnership Agreement and engagement with CA members on a more structured basis. .

Grant Facilities – Core		
Description: Grant approvals from CA Core funds for country or regional activities, usually of technical assistance, not reported elsewhere in this work programme.	**Proposed FY09:** Not applicable*	**FY10-FY11 Est.** Not applicable*

* The Core Grant Facility is open access, currently without a cap on total approvals during the year. Thus, no budget is proposed.

FY08 Highlights

Slum Upgrading:

Partnership Agreements and Preparatory Grants
> **Development of Brazil work programme and partnership agreement**

> **Preparatory activities initiated in Ghana, Nigeria and Ethiopia.**

National and citywide slum upgrading programmes:
> **National programme for slum upgrading and reduction of substandard settlements in the cities of Mali - Cities of Mali without Slums** ($360,000)
> The purpose of this activity is to support the development and implementation of the Cities of Mali without Slums Program, aimed at reducing and upgrading unauthorized areas of substandard settlements in the District of Bamako and other municipalities of Mali, so as to achieve the Millennium Development Goals (Goal 7, Targets 10 & 11).

> **Strengthening the South African National Upgrading Support Programme** ($500,000)
> The project aims at strengthening the National Upgrading Support Programme of the South African government by assisting the National Department of Housing in the establishment, the organisation and the functioning of a coordination unit in charge of the implementation of the Programme.

> **Pro-poor Partnerships for Participatory Settlement Upgrading in Sri Lanka** ($500,000)
> This activity is designed to support Government efforts to institutionalise participatory urban governance approaches and assist selected Municipal Councils to consolidate and institutionalise participatory urban management mechanisms in view of preparing large scale settlements' upgrading action plans.

National and city slum upgrading policies:
> **Preparation of Monrovia Slum Upgrading Initiative** (Liberia) ($71,000)
> The CA approved a grant to mobilize stakeholders in Monrovia, identify systemic issues and obstacles to sustain urban development in low-income areas and settlements, of legal, regulatory, socio-economic and civil infrastructure nature, and prepare the next steps for a slum upgrading initiative.

> **Preparation of Slum Initiative, Freetown** (Sierra Leone) ($71,000)
> Lacking a national approach to the issues of slums and informal settlements, this approved grant is aimed at developing a strategy outline expected to facilitate the Government's commitment to formulate a full-fledged slum and informal settlements strategy which would translate into a road map and lead the interventions related to slums.

Improvement of Living Environment in Flood Prone Slum Areas in Cambodia through Community-based Waste Management Strategies ($180,000)
The CA approved a grant to build capacities of selected urban poor communities and city governments to manage disasters, develop and further strengthen effective, pro-poor citywide strategies on waste treatment and solid waste management, and provide inputs to strengthen the policy environment for the urban poor.

Support of National Housing Plan and National Housing Subsidy Policy (Brazil) ($55,000)
The funding requested from Cities Alliance would be designated to a consultant to provide technical assistance to the Ministry of Cities in support of (a) the development of a National Housing Plan, including a National Urban Upgrading Strategy, with time-bound objectives and targets; and (b) a National Housing Subsidy Policy reflecting the need to rationalize the myriad of subsidies embedded in housing programs supported by the Government, including both on- and off-budget subsidies.

Toward a Neighborhood Improvement and Slum Upgrading Eradication National Policy in Costa Rica ($500,000)
The CA approved a grant to support the Government of Costa Rica in its countrywide neighbourhood improvement programmes by developing a national slum upgrading policy focusing on citywide slum upgrading activities in select cities, including the capital city.

Targeted slum upgrading initiatives:

Establishment of a management structure for the Municipal Fund for the Support of Social Interest Housing (FUMAPIS) of the Municipality of Diadema (Brazil) ($114,479)
Foundation Florestan Fernandes has been chosen to execute a grant aimed at establishing a dynamic management and administration structure for properly managing the Municipal Fund for the Support of Social Interest Housing (FUMAPIS), with the overall aim of enhancing recovery of the investments made by the municipality, and in this way to guarantee the ongoing sustainability of its housing policy.

Building institutional capacity for scaling up slum upgrading - Distance Learning Course for Integrated Slum Upgrading Actions (Brazil) ($211,496)
In order to fully implement the Federal Government's new Housing Policy approved in 2004 there is a need for institutional strengthening and training of officials employed by the local municipal governments. The CA has approved a grant aimed at the preparation, application, and evaluation of a Distance Learning Course for Integrated Slum Upgrading Actions targeting professional practitioners.

City Development Strategies:

Metropolitan Development Strategies:

Transformation of Mumbai into a World Class City – Phase 1 completed and Phase 2 initiated. The Government of the Indian State of Maharashtra has received a new grant to support phase two of the successful Mumbai Transformation Programme. Phase two is expected to further develop the public consensus and technical details needed to implement the reforms and investments identified under the Action Plan to develop the Mumbai Metropolitan Region as a world-class region.

Greater Sfax Development Strategy
The seven municipalities of Greater Sfax, Tunisia, received a grant to develop phase two of the Greater Sfax Development Strategy (GSDS) that they initiated in 2003. Within the framework of their GSDS, the municipalities aim to define an economic development strategy

for the metropolis, while preparing an urban integration strategy for their old city centers and poverty-stricken neighborhoods.

City Development Strategies:

Aleppo City Development Strategy ($380,000)

The Cities Alliance signed an agreement to support the preparation of a city development strategy that meets feasibility criteria, funding constraints, and the reform agenda of the next national 5-Year Plan. The strategy will focus on key concerns related to poverty, income and employment, and quality of life concerns in five key areas: local economic development, urban service delivery, the urban environment, urban spatial efficiency, and administrative and financial modernization.

National CDS Programmes:

Supporting the Design of a CDS-based Local Government System in Swaziland ($240,000)

After receiving two previous Cities Alliance grants, Swaziland's Ministry of Housing and Urban Development, the Office of the Deputy Prime Minister, and the Ministry of Justice and Constitution requested support to design a system of local government that incorporates city development strategy principles. To assist the government as it establishes new local authority political boundaries and administrative structures, the Cities Alliance will fund analytic support on economic, socio-demographic, physical, environmental, and financial inputs.

Review of the CDS Program in the Philippines and Preparation and Publication of the State of Philippines Cities Report ($196,500)

The CA approved a grant for the League of Cities of the Philippines to conduct a strategic assessment of the CDS programme, capturing lessons and recommendations for making CDS more effective and relevant, and to prepare a State of the Philippines Cities Report.

Preparatory assistance:

Preparatory Grant for Development of Lilongwe CDS ($71,375)

the Lilongwe City Assembly sought support from the Cities Alliance to develop a CDS that would help them achieve the Millennium Development Goals. Under the mentorship of Johannesburg, the city will use the preparatory grant to conduct a participatory situational assessment and draft a full-scale proposal for a CDS.

Preparatory Grant Assistance for Greater Cairo Metropolitan Development Strategy ($75,000)

An analysis of the existing situation of Greater Cairo was presented at an international workshop in December 2007. Since then, Cities Alliance members, including UN-HABITAT, JICA, GTZ and the World Bank, have provided support for detailed analysis of physical planning, urban upgrading polices, land economics, competitiveness and urban transport. In the workshop planned for the coming year, these thematic and sectoral studies will be presented to help stakeholders begin to shape a vision for their future.

FY09 Activities

Approved to date:

City Development Strategies:

City Development Strategies

- Towards a Local Economic Development Strategy in Quezon City ($250,000)
- Tbilisi City Development Strategy for Sustainable Development ($300,000)

Metropolitan Development Strategies

- Greater Lomé CDS ($370,000)

Preparatory assistance:

- Tajikistan City Development Strategy Elaboration of a Full Scale Project Document ($71,000)
- Preparation of Syria State of Cities Report ($74,833)
- Preparatory Grant for Development of the State Mozambican of the Cities Report ($52,500)
- Preparatory Proposal to Support Fiji Islands, Samoa and Papua New Guinea Implement their Commitments under the Pacific Urban Agenda (PUA) through the Preparation of CDS/Settlements Upgrading Strategies ($75,000)

National and City Slum Upgrading Policies

- Regulation of ZEIS - Special Social Interest Zones in the Municipality of Salvador (Brazil) $490,000)
- Slum Upgrading and City Development Strategy for Nampula City (Mozambique) ($353,000)

Slum Upgrading Joint Work Programmes and Activities

- Development and Adaptation of Quick Guides for Policy Makers on Housing the Poor in African Cities ($193,500)

Pipeline:

Partnership Agreements and Preparatory Grants

- Brazil partnership agreement to begin implementation
- Preparatory activities initiated in the Philippines
- Engagement with new Ghana Government after December 2008 elections
- Preparation of the Zambia Informal Settlement Upgrading Finance Program ($75,000)

Slum Upgrading

National and city slum upgrading policies:

- Indonesia Slum Alleviation Policy and Action Plan ($270,000)
- Development of an Urban Upgrading Policy Framework for La Paz, Bolivia ($345,000)

Citywide slum upgrading programmes

- Trilateral Technical Cooperation Project: Support for the Upgrading of the Chamanculo Neighbourhood and Strategy for Slum Upgrading in the Municipality of Maputo.

(Mozambique): (Partners: Mozambique, Brazil and Italy, possibly along with the World Bank, UN-Habitat, and UCLG; with proposed funding of $2 million by Italy and Brazil (70% and 30% respectively) and CA Core funds of $500,000).

Slum Upgrading Joint Work Programmes and Activities:

- Successful Approaches to National Slum Upgrading and Prevention: Recent Experiences in 15 Countries ($250,000)

City Development Strategies

City Development Strategies:

- Argentina CDS for Three Municipalities in Buenos Aires Province ($427,385)
- Plan Estrategico Participativo de Desarollo Integral in Ciudad Sur, Santiago de Chile ($500,000)
- Elbasan CDS (Albania) ($210,875)
- Tirana CDS (Albania) ($375,000)
- Sao Luis Municipal Development Strategy ($248,500)
- Prishtina Development Strategy, Kosovo ($242,058)

National Urban Policy / CDS Programme / State of the Cities Report:

- Development of the National Urban Policy and Strategic Urban Development Plan for Uganda ($410,000)
- Preparation of CDS and State of the Cities Report for Kenyan Urban Local Authorities ($500,000)
- Brazil State of the Cities Report ($500,000)

Regional CDS Activities:

- Establishing the ASPAC Observatory Initiative ($246,000)

FY10-FY11 Plans and Forecasts

Partnership Agreements and Preparatory Grants

- Nigeria: Assist Nigeria to assess the housing shortfall in each state.

City Development Strategies:

- Bangui City Development Strategy (Central African Republic)
- Vilankulo CDS (Mozambique)
- Chimoio CDS (Mozambique)
- Colon City Strategic Development Plan (Panama)
- Jordan Secondary Cities Development Strategy Program

National CDS Programmes:

- National Comprehensive Development Strategies through LED for Namibia
- CDS Programme for Mali

National and city slum upgrading policies:

- Kinshasa Sans Bidonvilles (Democratic Republic of Congo)
- Land Development and Administration Systems Reform (Ethiopia)
- Kumasi Slum Upgrading (Ghana)
- Pro-poor Integrated Inner City Slum Renewal for Addis Ababa (Ethiopia)
- Sustainable Strategies for City-wide SU (India)
- Colombia Low Income Land and Housing Development (Colombia)
- Successful Approaches to National SU and Prevention (Global)

Grant Facilities – Africa Facility		
Description: Grant approvals from the Africa Facility used to-date primarily for preparatory assistance activities, and to provide additional funding beyond the Core funds for CDS and SU projects in the region.	**Prior Allocations:**	**Un-Disbursed**
	$2,169,620	$931,045
	Proposed FY09:	**FY10-FY11 Est.**
		$0

FY08 Highlights

- Nigeria: Preparation of State of the Cities Report ($250,000)
- Liberia: Preparation of Monrovia Slum Upgrading Initiative ($71,000)
- Sierra Leone: Preparation of Slum Initiative, Freetown ($71,000)

Planned joint work programme with UCLG-Africa suspended due to internal issues within the organisation.

FY09 Activities

- Ghana: Preparatory Grant Request Towards Ghana's New Direction in Support of Sub-National Government Infrastructure Development and Service Delivery ($75,000)
- Regional: Building Partnerships for Cities Without Slums in Western Africa (CA regional advisor) ($240,000)

FY10-F11 Plans and Forecasts

Support for Ghana's Municipal Finance and Management Initiative – Toward's Ghana's New Direction.

Defining Africa's Emerging Urban Agenda – National State of City Report (see Global/Regional Activities)

Assissing the Housing Deficit in Africa (with AMCHUD) (see Global/Regional Activiteis)

Assist Nigeria to assess the housing shortfall in each Nigerian state (see Country Activities)

Community Water & Sanitation Facility		
Description: supports community-endorsed construction of improved water and sanitation services, partnering the ideas, efforts and resources of the public sector with those of the private sector and non-governmental organizations (NGOs), and encouraging risk sharing and innovative financing of these services.	**Prior Allocations:**	**Un-Disbursed**
	$1,960,900	$97,600
	Proposed FY09:	**FY10-FY11 Est.**
	$0	$0

FY08 Highlights

Projects prepared for the facility, and approved (to be administered from Core funds)
- Costa Rica: Toward a Neighborhood Improvement and Slum Eradication Policy ($500,000)
- Mozambique: Slum Upgrading and CDS for Nampula City ($353,000)

FY09 Activities

P>CWSF Facility to be closed and remaining balance re-allocated to Core fund.

Asia City Development Strategy activities (Japan Non-Core)		
Description: supports Asia CDSs linked to Japan development cooperation, as well as CDS networking and knowledge sharing.	**Prior Allocations:**	**Un-Disbursed**
	$2,345,353	$250,047
	Proposed FY09:	**FY10-FY11 Est.**
	N/A	$0

FY08 Highlights

- Cambodia: Improvement of Living Environment in Flood Prone Slum Areas in Cambodia through Community-based Waste Management Strategies ($180,000)

FY09 Activities

The Asia CDS Facility is currently not active because of tied-aid restrictions placed by donor.

FY09-FY10 Plans and Forecasts

Negotiations with donor to untie funds, consistent with Cities Alliance and World Bank trust fund policies.

Bahia, Brazil, slum upgrading (Italy Non-Core)		
Description: Bahia Integrated Urban Development Program – Viver Melhor II Technical and Methodological Assistance Project (PAT). The predecessor programme was the Program for Technical and Social Assistance in Ribeira Azul (Salvador, Bahia).	**Prior Allocations:**	**Un-Disbursed**
	$12,523,280 Non-Core* $250,000 Core	$1,785,491 Non-Core $216,116 Core
	Proposed FY09:	**FY10-FY11 Est.**
	$0	$0

* Funded from an original Non-Core contribution for the Salvador, Bahia, Technical and Social Assistance Project ($5,565,000 allocation), and the more successor project, the Bahia Integrated Urban Development Program ($6,958,280)

FY08 Highlights

- Transitioning of project through a major change in State government
- Organization of First Tripartite Steering Committee meeting with the new government team

FY09 Activities

- Finalising the transition to a new State government, and initiating full implementation of the project.
- Seminar with grass roots leaders on self construction
- Development of knowledge product about the methodology used in the project: publication on the PATS experience (*The Story of Integrated Slum Upgrading in Salvador*)
- Active support to the restructuring of the WB Loan (Dias Melhores)

FY09-FY10 Plans and Forecasts

- Continued implementation of project, and related monitoring and supervision.
- Continued implementation of knowledge and dissemination activities.

Development of project evaluation plans.