

CITIES
WITHOUT
SLUMS



Cities Alliance- Business Plan FY 11-14

Consultative Group Meeting 2011, Maputo

Cities Alliance
Cities Without Slums

Repositioning the Cities Alliance 2007-2011: Key Issues & Reforms

- *Ad hoc* work programme
- MIC / LDC balance
- Megacity / small city balance
- WB / CA relationship
- Advocacy Gap: Europe
- Governance concerns
- CA = Secretariat
- Poverty focus
- Closure of Grant Facility
- New , clear Charter
- Empowered EXCO
- New Business Model
- Country programmes
- Priority focus on Africa
- New role within Bank
- Partnership model, with members leading

The Business Plan FY 12-14: consolidating CA's reorganization process

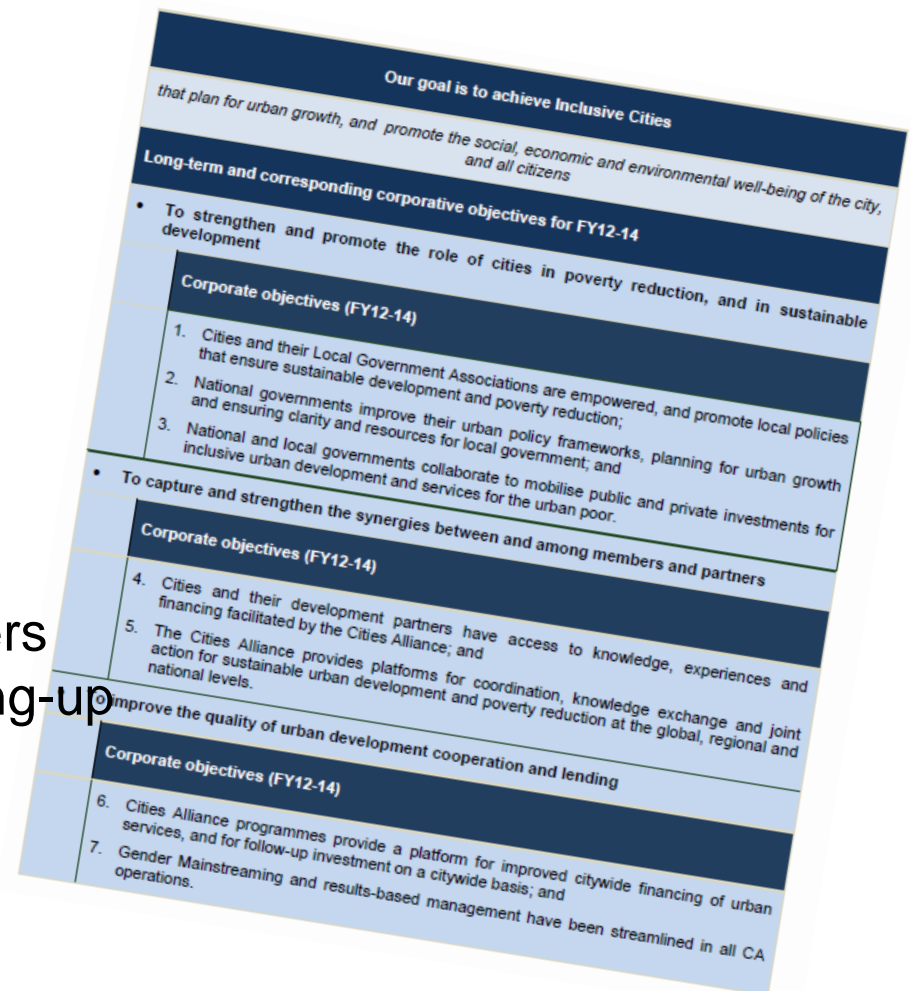
- ✓ New Charter- re-positioning the partnership and providing clarity on long-term objectives
- ✓ Business plan- builds upon strengths, and addresses identified weaknesses;
- ✓ Four distinct business lines, with scope for new partnerships
- ✓ Annual work plans- increasing accountability and impact orientation

Introducing the B P 2012-2014

- ❖ Leverage the current portfolio;
- ❖ Support innovation & new direction through Catalytic Fund;
- ❖ Maximise impacts of Country Programmes;
- ❖ Improved Communications & Advocacy.

Demonstrating Progress and Results towards Inclusive Cities: Corporate Objectives for FY 12-14

- ✓ Stronger results-orientation through corporate objectives and annual work plans;
- ✓ Providing coherence and increasing efficiency through four distinct business lines;
- ✓ Offering strategic choices to members by programming baseline and scaling-up activities;



1. Country Programmes: providing vehicles for transformation and investment

Country Work Programming

- Brazil, Philippines, South Africa, India: Leveraging Lessons learnt and facilitating Peer-to-Peer Exchanges & Learning

Regional Work Programme

- **Focus on Sub-Saharan Africa:** long-term partnerships, focus on small cities and slum dwellers, influence national debate and promote investment;
- **Proposed RWP for MENA:** Coordinated response by CA members to Arab Spring (2012 – 2014)

Our business I

1. Country Programmes
2. Catalytic Fun
3. Knowledge &

Country Programmes

- CA members combine for medium and long-term support to manage urban growth and provide basic services
- Uganda, Vietnam, Ghana, Burkina Faso and Mozambique
- Initial Results:
 - ✓ National and city *fora* established in Uganda, Ghana and Vietnam formulating national & local responses to urban growth.
 - ✓ Wide membership involvement including AfD, GIZ, HFHI, UCLG, SDI, UN-HABITAT, and WB.
 - ✓ Alternative solutions to forced relocation of large settlements are being sought in Ghana.
 - ✓ Slum dweller federations increasingly engaged in local & national level dialogues
 - ✓ City leadership in Vietnam
 - ✓ Potential as platforms for investment

Our business lines

1. Country Programmes
2. Catalytic Fund
3. Knowledge & Learning
4. Communications & Advocacy

2. The Catalytic Fund: Improving Quality and Promoting Innovation

Key objectives

- ✓ Identifying, selecting and supporting innovative projects on key urban themes and connecting cities with development partners
- ✓ Providing opportunities for partners to develop and share knowledge and experiences
- ✓ Systematically improve quality of CA grants

Our business lines

1. Country Programmes
2. Catalytic Fund
3. Knowledge & Learning
4. Communications & Advocacy

2. The Catalytic Fund: Improving Quality and Promoting Innovation

Key characteristics

- ✓ Competitive process open at least once a year following a public call for applications
- ✓ Application through a Concept Note
- ✓ Support by an expert evaluation panel (EEP) and donor coordination
- ✓ Sponsorship from CA Members required
- ✓ Call for proposals can be general (all CA traditional themes) or thematic

Our business lines

1. Country Programmes
2. Catalytic Fund
3. Knowledge & Learning
4. Communications & Advocacy

3. Knowledge and Learning: Leveraging Cities Alliance's Global Experience for Joint Action

Key objectives:

- ✓ Packaging field-tested knowledge and learning materials targeted at urban practitioners and policy makers;
- ✓ Facilitating member-driven knowledge exchange and activities;
- ✓ Creating learning opportunities for urban professionals to engage in key policy dialogues.
- ✓ Support member focus groups on core CA business lines

Our business lines

1. Country Programmes
2. Catalytic Fund
3. Knowledge & Learning
4. Communications & Advocacy

3. Knowledge and Learning: Leveraging Cities Alliance's Global Experience for Joint Action

Key deliverables in FY 12:

- ✓ Continuing CA's publication's and dissemination strategy (e.g. CIVIS; Discussion paper series)
- ✓ Consolidating current and planned JWPs (e.g. Cities and Climate Change, National Slum-upgrading, Financing African Cities, MENA)
- ✓ Facilitation of peer-exchange and structured learning (e.g. Global Course on Slum-upgrading)
- ✓ Support to new approaches to planning

Our business lines

1. Country Programmes
2. Catalytic Fund
3. Knowledge & Learning
4. Communications & Advocacy

4. Communication and Advocacy: Making the case for inclusive urbanization

Key objectives and services:

- ✓ Promoting the CA as a partnership through corporate communications (e.g. Annual reports, Website, Newsletters, etc)
- ✓ Focusing on key policy gaps:
 - ✓ Incremental housing
 - ✓ Secondary cities
 - ✓ Role of private sector

Our business lines

1. Country Programmes
2. Catalytic Fund
3. Knowledge & Learning
4. Communications & Advocacy

Strategic Challenges 2012-2014

1. Corporate

- Strengthen & consolidate membership;
- Improve efficiency of grant making;
- Improve focus on CA impacts
- Convey new business model

- Priorities:
 - ✓ CA results framework;
 - ✓ Monitoring and evaluation
 - ✓ Advocacy and communications

- Mobilise additional resources for business plan.

Strategic Challenges 2012-2014

2. Substantive

- Become the effective Global partnership focused on Cities;
- Provide essential support to cities and countries responding to the urban transformation, and share knowledge;
- Continue to foster dialogue at city, national and international levels;
- Publicise outcomes from existing portfolio
- **Increased attention to private sector and investment;**
- **Significantly increase focus on small and secondary cities.**

Thank you

