FUTURE CITIES AFRICA

Global Knowledge Sharing Workshop Report

Cities Alliance
Cities Without Slums

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ABBREVIATIONS AND ACRONYMS

ACC	African Centre for Cities
AURI	African Urban Research Initiative
CBO	Community Based Organisation
CEO	Chief Executive Officer
DFID	UK Department for International Development
DSA	Daily Subsistence Allowance
FCA	Future Cities Africa
GAMA	Greater Accra Metropolitan Area
GDP	Gross Domestic Product
GNP	Gross National Product
IHS	Institute for Housing and Urban Development Studies
MLHUD	Ministry of Lands, Housing and Urban Development (Uganda)
MUDHCo	Ministry of Urban Development, Housing and Construction (Ethiopia)
NGO	Non-Governmental Organisation
RCRA	Rapid City Resilience Assessment
SALAR	Swedish Association of Local Authorities and Regions
SIDA	Swedish International Development Agency
SOPs	Standard Operating Procedures
TE	Terminal Expenses
TEST	The Ecological Sequestration Trust
ToR	Terms of Reference
TSUPU	Transforming the Settlements of the Urban Poor in Uganda
UNOPS	United Nations Office for Project Services
USMID	Uganda Support to Municipal Infrastructure Development
WASH	Water, Sanitation and Hygiene

1.   SUMMARY OF OUTCOMES

On 11 and 12 June 2015, the Cities Alliance Secretariat organised a Global Workshop in Brussels for its Future Cities Africa (FCA) project to discuss progress and share knowledge emerging from the first phase of the project. Overall, the workshop made good progress in achieving the target objectives and contributed to building greater ownership and a shared vision of FCA.

Major outcomes included:

- Feedback, both informal and formal, was generally positive and suggested the workshop was useful and beneficial. In a survey conducted after the workshop, the majority of participants (83 per cent) rated it as very satisfactory in terms of relevance for their current work and professional interest.

- Overall, the workshop participation was well attended with a high level of interest and participation, especially inputs from the five mayors. Two areas for improvement are: engaging the private sector and achieving greater gender balance (86 per cent of participants were male). Both of these will be a priority for future work planning.

- Based on the workshop, the diagnostic processes – the Rapid City Resilience Assessment (RCRA) and applications of the FCA tools – will be modified and work plans adjusted to address FCA stakeholder concerns and requirements. This includes timing of deliverables, how they link to ongoing plans and processes, and how they can be strengthened and adapted. This will be a key part of the work plan and inputs to the DFID Annual Review process.

- The Cities Alliance team received positive guidance on how to take forward Output 2 Critical Research – especially in terms of achieving relevance and getting potential end-user feedback into the African research agenda. Innovative Study themes were also scoped out and will be further developed in July, to be turned into commissioned studies.

Participants in a break-out session during the Future Cities Africa Global Workshop

2.   INTRODUCTION

2.1   Context

Future Cities Africa is a project that aims to make cities work for the poor, with a focus on resilience and economic growth. It supports selected cities in four African countries to anticipate and minimise future challenges in terms of climate, environment and natural resources – essentially giving them the tools to "future proof" themselves so that they will be inclusive, resilient and have growing economies. The project is supported by the UK Department of International Development (DFID), which has allocated some USD 7.5 million (GBP 4.81 million), and implemented by the Cities Alliance.

The project involves collecting research and evidence that will give African cities the information and tools they need to undertake more focused urban action plans. It will enable them to carry out investments now and in the future to address local market barriers and target areas of need for maximum results – so cities get the best returns on their investments.

It is designed to be an inclusive process, involving in-depth consultation with local authorities, other donors and development actors, research institutions, and the private sector. Replicability for broader use is also an important factor with the idea that the tools and knowledge generated by the Future Cities Africa initiative can then be adapted for use in other cities.

2.2   Why is Future Cities Africa needed?

- **Cities are home to more than half of the world's seven billion people and generate 70 per cent of global GDP.** By 2050, an estimated 75 per cent of the global population will live in cities, and Africa's urban population will triple to 1.23 billion. These trends mean that economic activity and wealth will further concentrate in cities. They are where new jobs, new economic sectors and new businesses generate the output which makes the difference between Low Income and Middle Income status.

- **Urban areas face major challenges: extreme poverty, poor living conditions, lack of basic infrastructure services, and vulnerability to natural disasters and climate change.** It will take careful intervention and planning to ensure that the poor benefit from city growth in a sustainable way. At the same time, it is also necessary to limit the potentially negative environmental impacts associated with rapid urban growth.

- **There is an important, but closing, window for action.** Annual investments in urban infrastructure are expected to increase from USD 2-3 trillion to USD 7 trillion in 2050. Acting now to support cities to plan this investment in a low carbon and integrated way – before they are locked into unsustainable development paths – will help them become centres of sustainable, long-term economic growth, with infrastructures that maximise agglomeration economies and resilience to future climate changes.

- **A comprehensive, integrated response to support African cities is needed.** Many African cities lack the capacity to act, and there is limited quality research to provide them with guidance on how, when or where to invest. Moreover, many cities often take a piecemeal approach to activities rather than a coordinated effort to address important issues in a holistic way.

2.3   How does Future Cities Africa work?

The Future Cities Africa initiative will achieve its goals through four main outputs:

- **Output 1** - A **feasibility study** outlining the four countries and twenty one cities that are the focus of the project.

- **Output 2 - Research studies** that will focus on improving the evidence base to enable African cities to fulfil their potential as centres of growth and job creation in the face of climate, environment and resource challenges.

- **Output 3 - A knowledge sharing platform** designed to share results, data, and establish peer-to-peer contact between cities. Developed by Gaiasoft, the platform will use off-the-shelf software that can be reconfigured and improved based on specific needs.

- **Output 3 - An open source decision-making model** (resilience.io) developed and piloted in the Greater Accra Metropolitan Area (GAMA) in Ghana, for potential use in future urban programming in Africa. The model, developed by The Ecological Sequestration Trust (TEST), will be designed to enable decision makers and key stakeholders to make better citywide policies, plans and interventions, available and ready for deployment in African cities.

- **Output 4 - Innovative studies** focused on a particular thematic issue, or a specific city/country challenge, that explore new ideas and ways of thinking.

The Future Cities Africa project is being implemented in countries where the Cities Alliance has Country Programmes (Ethiopia, Ghana, Mozambique and Uganda). The focus on urban resilience, economic growth and mainstreaming gender equity are also important components of the Cities Alliance's Medium-Term Strategy for 2014-2017.

3.   WORKSHOP OBJECTIVES AND OVERVIEW

On 11 and 12 June 2015, the Cities Alliance hosted a Global Knowledge Sharing Workshop in Brussels bringing together, for the first time, all its key partners from the four FCA countries and participant cities, with the goal of strengthening the FCA implementation process as inclusive and participatory. Participants included:

- City mayors (5);
- Local and national government officials;
- Community leaders from Slum Dwellers International affiliate ACTogether and the Ugandan National Slumdwellers Federation;
- Cities Alliance Members: DFID, UN-Habitat Mozambique and SKL International (an affiliate of the Swedish Association of Local Governments – SALAR and the Swedish International Development Cooperation Agency – SIDA);
- Representatives from African and international research institutions: African Centre for Cities (ACC) and the African Urban Research Initiative (AURI), and the Institute for Housing and Urban Development Studies (IHS) of Rotterdam.

The three objectives of the two-day workshop were to:

- Take stock of the in-country mobilisation and engagement process, sharing challenges and opportunities identified through the induction meetings and workshops across cities and countries;
- Assess the strengths and weaknesses of initial diagnostic work carried out by FCA country team members in collaboration with the local and national governments and partners, through the preparation of Rapid City Resilience Assessments and the development of the knowledge-sharing and decision-making tools created by FCA partners Gaiasoft and TEST; and

- Identify, through a collaborative process, the key priority research topics and questions to be further developed in collaboration with African research institutes and networks to promote more evidence-based and effective urban resilience planning.

The workshop marked a milestone in the FCA project work plan. It strengthened partnerships and built ownership, which are fundamental features of the Cities Alliance's work. The workshop combined presentations by key FCA team members and partners, open brainstorming sessions, and interactive group discussions centred around the different dimensions of the FCA Normative Framework.

The workshop provided all participants with an open *forum* to exchange their experiences and progress in project implementation, as well as their cities' and countries' specific challenges, plans and intervention strategies.

The workshop was structured around its main objectives:

- Day 1 provided **an overview of the FCA project**, its tools, instruments, and mode of implementation, with a focus on the Rapid City Resilience Assessments and the development of a Business Case for future interventions;

- Day 2 served to **understand the knowledge gaps and research needs** for the FCA countries to build future-proofed, resilient, inclusive cities with growing economies. The goal was, through a participatory process, to prioritise research topics and define the questions to be further explored by African and international research networks.

Annex 1 presents the workshop agenda, with each session's format, objectives, and speakers.

4.   ATTENDANCE PROFILE

Thirty-eight participants from the four FCA countries attended the Global Workshop along with other partners. The Ethiopian delegation was the biggest with nine participants, followed by Uganda (7), Ghana (5) and Mozambique (5). Other participants included three researchers from ACC and IHS, five international development partners from Gaiasoft, TEST, and SKL International, and one delegate from the project donor, DFID.

The gender split was male dominated – 33 out of 38 – see Table 2. The only female participants from the FCA countries came from Uganda, including the Municipal Development Strategies National Coordinator and the Vice Chairperson of the Slum dwellers Federation. The workshop clearly reflected the gender and resilience challenges facing FCA; remedying this will be a key part of future FCA work planning and future interventions in Phase 2.

In terms of representation of different stakeholders, African national governments were represented with a total of five delegates (four from the partner Ministry offices and one from a National Development Planning Commission). Local governments were highly represented with 12 delegates, including five mayors, one deputy mayor, and other city and regional government representatives. Community-based organisations were represented by two delegates, and research entities by three. Other international donors and partners added seven delegates.

Table 2 – FCA Global Workshop Attendance Profile

Type of stakeholder	Number		Sub-Total (per stakeholder group)	% of Total (per stakeholder group)
	Male	Female		
National Government	5	1	6	17%
Local Government	12	0	12	33%
CBOs	1	1	2	6%
Research Institutions	1	2	3	8%
International donors	2	0	2	6%
Other partners	4	1	5	14%
FCA Country Teams	6	0	6	17%
Sub-Total (Male vs Female)	**31**	**5**	**36**	**100%**
% of Total (Male vs Female)	**86%**	**14%**	**100%**	

Overall, the workshop participation was well attended and a high level of interest and participation was achieved. However, there are at least two areas where the project team needs to improve and be more proactive: gender balance and engagement and similarly, getting much more private sector engagement. Both of these will be a priority for future work planning.

From left: Geofrey Emokol Opua, Mayor of Tororo, Uganda; Celestino António Checanhanza, Mayor of Tete, Mozambique; William Cobbett, Director of Cities Alliance; Mahamudo Amurane, Mayor of Nampula, Mozambique; Assed Ziyad Mohammed, Mayor of Dire Dawa, Ethiopia; Simon Ratcliffe, Energy Advisor, DFID; Hon. Issac Ashai Odamtten, Metropolitan Chief Executive of Tema, Ghana; Mekonen Brhane Mekonen, Deputy Mayor of Mekelle, Ethiopia.

5. FEEDBACK ANALYSIS

At the end of the workshop, all participants were required to anonymously complete a feedback form, in line with Cities Alliance policies and procedures. The received feedback was overall positive. The majority

of participants (83 per cent) rated the workshop as very satisfactory in terms of relevance for their current work and professional interest. An analysis of the submitted feedback forms is provided in Table 3 below.

Table 3 – FCA Global Workshop Feedback Analysis

	Rating						
	Very Unsatisfactory			*Very Satisfactory*			
						Total	**% 4 / 5**
	1	*2*	*3*	*4*	*5*		
How would you rate the extent to which the content of these workshops has matched the announced objectives?				7	23	30	100%
% of responses				23%	77%		
How would you rate the relevance of these workshops for your current work and professional interest?			2	3	25	30	93%
% of responses			7%	10%	83%		
	Rating						
	None				*Fully*		
						Total	**% 4 / 5**
	1	*2*	*3*	*4*	*5*		
Please rate the extent to which you will apply the content of these workshops into your future work / activities?			3	7	20	30	90%
% of responses			10%	23%	67%		
Please rate the extent to which you will apply the FCA Normative Framework into your future work / activities?	1		2	10	16	29	90%
% of responses	3%		7%	34%	55%		
Please rate the extent to which you will apply Gaiasoft into your future work / activities?	1	2	6	8	11	28	68%
% of responses	4%	7%	21%	29%	39%		

6. FINDINGS FROM THE MAJOR SESSIONS

6.1 Opening Session – FCA Overview and Toolkit (Day 1: 11 June 2015)

The Cities Alliance welcomed all delegates from the Future Cities Africa countries and cities, Cities Alliance members and partners to the FCA Global Knowledge Sharing Workshop.

The key objectives, structure content of the workshop were presented by Mr. Julian Baskin, Head of Programme at the Cities Alliance and Mr. Jamie Simpson, FCA Project Manager. They noted the strong linkage with the Cities Alliance Country Programmes, which provide the overarching framework guiding FCA.

A basic description of FCA was provided based on the Business Case and Intervention Strategy and the logframe – impact, outcome and outputs were described and how the theory of change linked them. It was noted that the strategic intent was to define what it takes to implement future-proofing plans, and to position all cities participating in FCA to be ready to do so. An important step is to understand what tools and information are available in the cities, what is working and what is not, and how to learn from each other. To achieve the project's outcomes, the FCA Normative Framework was discussed through the following steps:

a) Definition of resilience;

b) Definition of its main dimensions;

c) Definition of question sets and checklists to structure a city diagnostic and research questions.

It was noted that a flexible approach to moving forward through FCA was adopted, allowing different approaches in different countries based on local needs and specificities, but retaining the core conceptual basis of the normative framework. Rapid City Resilience Assessments – intermediate products – were described and how they will feed into the FCA Feasibility Study, and from there inform both the need for future investments and the type of interventions required, and help define the key research questions to be addressed.

It was further noted that FCA's strategic aim is to shape existing initiatives and projects, with the Ministers' guidance and in coordination with the Cities Alliance members and partners, and not to create new planning processes – except that none exists. The goal is to avoid duplication, take stock of existing work, and frame it within a resilience lens. This would assist in closing the gap between national ambitions and local-level capacity and work with existing institutions to make their plans more effective, resilient, and implementable.

The FCA project governance structure was described, and that it is designed to work with and build upon existing local expertise. Bearing in mind that sustainability and resilience will only occur as long as local capacity exists, the tools and technology brought in by the FCA project will be used to facilitate collaborative work, and horizontal knowledge-sharing between our teams and counterparts on the ground.

The approach is collaborative working, structured flexibility around diagnostics, evidence-based policy and decision making to better establish casual links between climate change, environment and resource risks to inclusive growth, and assess needs from a long-term perspective.

To support this Output 3 was presented to participants:

- A Knowledge Sharing Platform, developed by Gaiasoft International;
- An innovative decision-making tool, developed by TEST.

FCA Knowledge Sharing Platform - Gaiasoft

During this session, Mr. Morel Fourman, CEO and Founder of Gaiasoft International, presented Gaiasoft's vision and the role of the platform within the FCA project implementation. The platform allows for:

a) Knowledge sharing between cities and countries;

b) Real-time monitoring and evaluation of existing data;

c) Capturing and sharing of learning from city assessments;

d) Capturing of information on existing plans and their implementation status and likelihood.

Participants were told the Gaiasoft platform allows for data and knowledge sharing. The indicators developed through the FCA Normative Framework have been inserted in the platform and can be looked at through different lenses to provide comparable evidence between cities and countries.

The platform also allows for storage of different assessment models, as different approaches have been developed for each country to carry out the first rapid resilience assessments within the dimensions of the FCA Normative Framework.

Screenshot of Gaiasoft platform

Resilience.io urban/rural decision-making model – TEST

Mr. Stephen Passmore, Head of Platform Delivery at TEST, explained that its work is based on two principles: Working through collaboration, and working through systems-thinking.
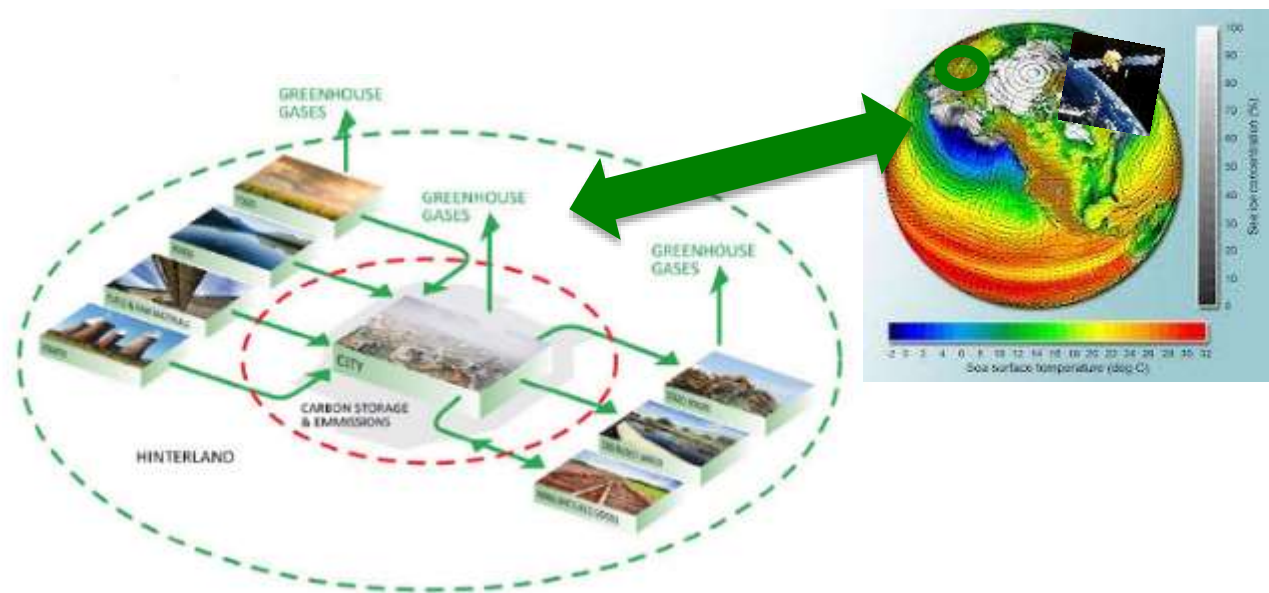
He described how TEST is developing *resilience.io*, a decision-making/support tool designed to help maximise the impact of planning and policy decisions. Behind this model and TEST's work is the idea of cities as 'systems of systems'. This entails the following:

a) A sustainable-city regions approach, that also looks at the city hinterland and understands the urban-rural linkages;

b) Within the city-region boundaries modelled activities are grouped by sectors / ecosystems, and each one needs a set of requirements; and

c) Integrated systems and data sets.

The regional model is then connected to a global system model, which looks at the long-term connection to climate change, environmental stresses, and shocks.

The city-region systems model will have a tri-dimensional representation and will be able to assess what happens at all levels when a decision maker puts forward interventions and plans. This model will be built on scientifically based information and will allow cities to look for investments by providing the certainty of verified data and information.

The development of the *resilience.io* model was described as part of a five-year programme. Through the FCA project, TEST is working within the Greater Accra Metropolitan Area (GAMA) to build a prototype focusing on the water, sanitation and hygiene (WASH) sector. As part of this process, the Ghana team has begun to think about systems maps for GAMA and has gathered around 200 data sets. The plan is for the prototype to be completed in April / May 2016.

The resilience.io city-region model

6.2   Gender in a Urban Development Context (Day 1: 11 June 2015)

Facilitated by Ms. Phyllis Kibui, Head of Finance and Operations at the Cities Alliance, and with presentations by Paul Dixelius and Lucia Acosta, SKL International Development Director and Project Manager respectively, this session's objective was for all workshop delegates to appreciate the central role of gender and be better prepared to incorporate gender disaggregated analysis into the project outputs and their daily work.

The Cities Alliance promotes inclusive cities, and gender is a central pillar of the Cities Alliance concept of an inclusive city as well as one of the key pillars of its Medium-Term Strategy for 2014-2017. A new Gender Equality Strategy has been approved by Cities Alliance members, seeking to address and reduce gender inequality in developing cities by embedding gender throughout the Cities Alliance work programme. A key Cities Alliance partner, SKL International, was invited to the FCA Global Knowledge Sharing Workshop to address the topic of gender in urban development.

The difference between Sex and Gender was presented by Ms. Lucia Acosta, Project Manager at SKL International:

- Sex refers to the genetic or biological characteristics which indicate male or female. To a large extent it is static, even though there are several exceptions.

- Gender is not static. It refers to women's and men's roles and responsibilities which are socially constructed. Gender norms change over time, and with the right knowledge and influence they can be changed.

There are several reasons why gender equality is essential to resilience and inclusive growth:

- Economic reasons – women's economic empowerment has proven to improve a country's economy in terms of GNP, productivity growth, and poverty reduction. The cost of inequities is simply too high for a society.

- Health reasons – around 800 women die in childbirth each day, 99 per cent of them in developing countries.

- Efficiency reasons – what society expects from men is not always the best for their communities.

- Gender equality is a human right, recognised through the Beijing Platform for Action 1995.

- The importance of gender equality and women's participation in achieving sustainable development has been affirmed by world leaders at the Rio+20 Conference.

- With the right commitments and tools, we can aim to improve the roles of women, men, boys and girls to build successful cities.

A central message was to understand how local and national administrators, urban planners and city developers can work against these differences. Social norms need to be understood and then changed, with the appreciation that the continuous marginalisation of the rights of women has a fundamental impact on achieving poverty reduction goals.

Mr. Paul Dixelius, Development Director at SKL International, presented the tangible benefits resulting from addressing gender inequality for city and national governments. These include:

- Increased legitimacy of municipal institutions and services;

- Improved quality of services;

- Decrease of complaints/appeals from citizens; and

- Increased willingness to pay for public services.

Key issues to be addressed are:

- Lack of awareness of how gender inequalities actually affect urban planning;

- Different experiences and perspectives, and different use of the cities are overlooked;

- A lack of will to address gender inequality, due to negative assumptions; and

- Competing issues and parameters to address urban issues that capture the attention of urban planners, leaving gender on the side.

In concrete terms, there are a number of issues concerning women and gender inequality in cities:

- Access to public services;

- Access to land (tenure);

- Livelihoods and constraints for self-employment;

- Planning, with the inclusion of informality in both housing and business development; and

- Safety.

To address these key questions one needs to:

- Look at disaggregated statistics according to sex, age and ethnicity and others as needed based on the context.
- Consider general norms, such as what are men/women expected to do/not to do in the given context; does this affect different roots and causes?
- Consider who has access to, control of, and benefits from municipal planning, resources and services.

Different tools can be used to carry out a gender analysis:

- Use gender disaggregated statistics
- SALAR's 3R/4R methodology (3R looks at RESOURCES, REALITY, REPRESENTATION) (4R – adds to the three REACTION)
- Gender Budgeting (stems from having disaggregated gender budgeting)

Once the information is collected, it is fundamental to train and strengthen the capacity to carry out data analysis. Having the right knowledge is key to understanding how to change things.

A positive example was shared by Mr. Lutwama Muhammed, Executive Director of the Ugandan Slum Dwellers International affiliate, ACTogether. He explained that the methodologies that slum dweller organisations are trying to develop aim to incorporate people at all levels of education and empower women.

6.3 Country and City Presentations: Stakeholder Process, results across dimensions, emerging priorities (Day 1: 11 June 2015)

Facilitated by Cities Alliance Sr. Urban Specialist Marie-Alexandra Kurth, and Ms. Adele Hosken, Cities Alliance Regional Adviser for East and Southern Africa, this session was devoted to country team presentations on each country's challenges, project work plan status, and initial findings of the Rapid City Resilience Assessments.

UGANDA

The presentation from the Uganda team was introduced by Hon. Geoffrey Emokol Opua, Mayor of the Municipality of Tororo. The team presentation was made by Ms. Adele Hosken, Task Manager for Uganda, Mr. Samuel Mabala, Uganda Team Leader and Mr. Ronard Mukuye, Uganda Urban Specialist.

The Ugandan context was presented with basic data on size, population, economy, and urban landscape. The FCA in Uganda links to existing programmes: the Cities Alliance Country Programme Transforming the Settlements of the Urban Poor in Uganda (TSUPU) and the World Bank's Uganda Support to Municipal Infrastructure Development Programme (USMID).

It was noted that significant participatory processes exist in Uganda, and Municipal Development Forums have been established through TSUPU. To create coherence of effort within the framework of the Country Programme, the Cities Alliance is promoting the launch of Municipal Development Strategies in 14 Ugandan municipalities. This provides an opportunity to integrate the process of building ownership, transparency, and accountability at the local level, with a more analytical and technical component that provides the evidence to integrate the resilience point of view into the Municipal Development Strategies.

The FCA institutional arrangements were then presented, with evidence of commitment and active involvement at the national level through the Minister of Lands, Housing and Urban Development (MLHUD), a Project Technical Committee and a National Steering Committee, and at the local level with the involvement of the Mayors, technical committees and focal points in each municipality. Cities Alliance

members and partners, including DFID, are also involved through an Advisory Board. At the local level, the Municipal Development Forums meet regularly and convene in the Uganda National Development Forum.

The integration of the FCA and MDS projects has been endorsed at national level under the umbrella of a Uganda Resilient Cities Initiative. This fits well within the national Uganda Vision 2040 that was launched in 2013 to provide a framework for all the other plans. The Uganda Vision 2040 has been translated into five-year national development plans and national physical development plans. The cities as well are required to participate in the five-year plans. With this in mind, the MLHUD and the National Planning Authority are working to integrate various planning processes. From the Cities Alliance perspective there is a strong opportunity to leverage stakeholders' empowerment processes from the bottom up, including communities and slum dwellers.

In terms of project work plan implementation, the RCRA process has been carried out by two teams composed of Cities Alliance staff and MLHUD officers. At the city level, each dimension of the FCA Normative Framework has been analysed through focus group discussion. The next step has been the development of a RCRA tool with 77 measures for the 5 dimensions adapted to the Uganda context. Finally, the RCRA tool has been used to carry out rapid resilience assessments during two-day workshops in each municipality. Through the process, the need was identified to develop a second tool to assess resilience risk in each city. This tool has been piloted in Entebbe.

At the national level, a Ministry Focal Point has been appointed for each dimension of the normative framework to coordinate the collection of secondary data. Through the Advisory Board, members, partners and other stakeholders are encouraged to share relevant data that will be compiled in the Knowledge Sharing Platform and will inform the national and city RCRA reports.

Participants prepare for the plenary session at the Future Cities Africa Global Workshop

The first assessments revealed that the same issues have come up in all municipalities. Moreover, in each city, workshop participants have identified potential risks and measures to mitigate and address them. Some key challenges have been identified:

- Cities have narrow revenue base, rely mainly on central government transfers and are constrained in revenue collection
- Human resource gaps (in numbers) due to staff recruitment ban and technical competence gaps, e.g. in climate change
- Local cultural norms and values, e.g. in Moroto, negative attitude towards girl-child education; in Arua, early-age marriages
- Challenges associated with physical planning, e.g. in Lira, some land owners have resisted opening the road to a new Health Centre

Key gaps:

- Information gaps;
- Lack of appropriate tools; and
- Limited awareness of what 'resilience' is.

Key lessons from the RCRA process:

- Concept of resilience needs demystification as people have defined it differently;
- Data is key;
- Gaps in institutional capacity need to be covered;
- Promoting multi-stakeholder participation in resilient planning is a fundamental step;
- Capacity for focal points and economic planners is needed – some training will be needed, especially when working with the knowledge platform; and
- Incentive for community participations are paramount, as well as partnering with other actors, such as slum dweller organisation (ACTogether).

ETHIOPIA

The presentation from the Ethiopian team was introduced by Hon. Assed Ziyad Mohammed, Mayor of the City of Dire Dawa. The team presentation was made by Dr. Rene Hohmann, Cities Alliance Sr. Urban Specialist and Task Manager for Ethiopia; Mr. Efrem Amdework, Ethiopia Team Leader; and Mr. Belay Garoma, Ethiopia Urban Specialist.

The Ethiopian context was presented with its main challenging factors identified as rapid urbanisation and economic growth, and the national goal to reach middle income status by 2025. Secondary cities are at the core of policy discussions in Ethiopia as the country is preparing the next five-year Growth and Transformation Plan. Eleven secondary cities have been identified by the government, and their role is framed in the Government urban development strategy. The national urban development strategy aims for cities to be more economically productive, socially inclusive and environmentally sustainable. All five parameters of the FCA Normative Framework fit with the government policy and priorities.

At the project level, the Cities Alliance team liaises with a National Steering Committee chaired by the Ministry of Urban Development, Housing and Construction (MUDHCo) and composed by the Cities Alliance members and partners active in the country. Given Ethiopian federal structure, both regional and city focal points have been appointed and local FCA stakeholder forums have been established.

The focus of FCA on secondary cities is in line with the government's priorities. There is an issue of primacy of Addis Ababa in the country and the government is committed to bringing balance in the country's urban system. Within this framework, an objective selection of the FCA cities was made among the 11 secondary cities identified by the government. This has been dealt with during the pre-induction workshop. The method for city selection has involved looking at secondary sources from national and regional levels at the annual performance assessment made by MUDHCo and supported by the World Bank. The team then drew data based on five main dimensions and validated it through key informative interviews and perception services. As a result, the cities of Dire Dawa and Mekelle were selected to be part of FCA.

Assed Ziyad Mohammed, Mayor of Dire Dawa City, Ethiopia introducing the Ethiopian delegation's presentation.

The main challenges identified through the first participatory workshops in Dire Dawa were:

- Governance: mixed picture.
- Economy: remarkable growth but high unemployment (higher among women).
- Services: water is critical issue of concern.
- Citizenship: public participation at all levels needs to be strengthened, especially in the implementation of plans.
- Environment: high vulnerability to disasters; low resilience capacity.

The main challenges identified through first participatory workshops in Mekelle were:

- Governance: mixed picture.
- Economy: unemployment rates higher than national average. Informality rate is very high, largely for women.
- Services: access to key basic services is insufficient, especially for the poor.
- Citizenship: strong participation levels, but accountability and representation remain an issue.
- Environment: water supply challenges; inadequate liquid waste management; high risks of erosion and flooding.

Common emerging themes from the RCRA in the two cities:
- Inadequate land use management
- Unemployment and dominating informality
- Water and Energy supply issues

- Poor urban planning and municipal finance management
- Low public participation

MOZAMBIQUE

The presentation from the Mozambican team was introduced by Mr. Chakil Aboo Bacar, Senior Advisor to the Hon. Rui Chong Saw, President of the Municipality of Nacala-Porto. The team presentation was given by Mr. Artur Afonso, Mozambique Urban Specialist and Mr. Roberto Bernardo, UN-Habitat Mozambique National Programme Officer.

The Mozambican context was described using basic data on geography, population and the urban situation. Key characteristics of Mozambique's urban landscape were identified:

- Most Mozambican cities were built during the colonial era along the coast, to remove the population away from the natural resources and the land

- The civil war that followed Mozambique's Independence put a lot of pressure on cities, as people migrated from the rural areas

- The post-war period has been characterised by economic growth but an unequal distribution of wealth and resources, both within the population and in geographical terms

The main challenges were described as:

- Rapid growth of informal settlements
- High exposure to climate change risks
- High level of dependency from external markets
- Poor provision of integrated basic services
- Lack of capacity at the city level to manage the urbanisation process.

Three Mozambican cities were selected to be part of the FCA project, as they are interlinked in a corridor system of transport, urban centres, agriculture, forestry and mining. They are Tete, centre for coal mining; Nampula, logistic hub for the region and key for transit of coal towards the coast; and Nacala, which is among the largest ports in Africa.

These three cities face a lot of pressure; they are growing at an extremely fast rate but with limited urban planning. Most of the infrastructural development is in the hands of the private sector. At the same time, they are particularly exposed to natural hazards and other environmental risks, with recurrent flooding, health and sanitation emergencies, and pollution. These conditions have raised concerns in the national government, which sees these cities as part of a unique development corridor region with a long-term regional spatial framework, and is fully committed to support the FCA.

Group work at the Future Cities Africa Global Workshop

In terms of the FCA work plan in Mozambique, the following activities have been carried out:

- Induction workshops have been conducted in all three cities.
- The team, in partnership with UN-Habitat, has visited the three cities to collect data and information for the RCRAs.
- Engagement and capacity building workshops have been conducted in the three cities.
- The team is currently developing a matrix with the collected information on all indicators to prepare the RCRAs.

The engagement and capacity building workshops conducted in May 2015 focused on:

- The challenges faced by each city
- The FCA project work plan
- Understanding what resilience is and framing it within the Mozambican context
- A self-assessment group exercise to discuss city priorities from a stakeholder perspective

Each workshop discussed the city's main assets and challenges. In terms of perceived challenges and priorities, capacity building, lack of integrated land and urban planning, and the need for improved basic services (particularly water distribution and solid waste management) emerged as common to all three cities. On a broader level, Mozambican cities are growing at an extremely fast rate, and there is a strong need for decentralisation and improved coordination between the different levels of government.

GHANA

The presentation from the Ghanaian team was introduced by Hon. Isaac Ashai Odamtten, Metropolitan Chief Executive of Tema Metropolitan Assembly. All participants expressed their thoughts in support of the people of Accra, which was affected by major floods and fires the first week of June 2015. The topic of resilience, especially climate change and environmental risks, is extremely relevant and a key aspect to focus on in the Accra Region, and the government committed to working on the urban sector.

The team presentation was made by Ms. Marie-Alexandra Kurth, Cities Alliance Sr. Urban Specialist and Task Manager for Ghana, and Mr. Bernard Arthur, Ghana Sr. Urban Specialist. The Ghanaian context was presented with basic data on geography, population and urban landscape. The main characteristics of Ghana's urban development were identified as:

- Rapid urban growth but decline in productivity
- Financing gaps, both in terms of central government's transfers to the municipalities and infrastructure financing
- Uncoordinated spatial expansion and limited connectivity
- Decline in access to basic services and housing

The Greater Accra Metropolitan Area (GAMA) has been identified as the focus of the FCA implementation and the area where the resilience.io (TEST) prototype will be piloted. GAMA is composed primarily of two cities, Accra and Tema, but its administration is divided among 13 functional Metropolitan, Municipal, and District Assemblies. Other Cities Alliance members and partners, such as the World Bank and the Rockefeller Foundation's 100 Resilient Cities (100RC) Initiative, are actively working in the region.

The FCA institutional setup in Ghana has the Ministry of Local Government and Rural Development as the main leading governmental institution, with the support of the Ministry of Environment, Science and Innovation and the National Development Planning Commission. At the national level, a Contact Group of Cities Alliance members and partners, a Working Group, and National Reference Group of technical experts have been set up. Focus Groups for each dimension of the FCA Normative Framework have also been established. At the local level, the FCA has focal points in each municipality and the direct involvement of the Mayors/Chief Executives.

The team has collected secondary data from national and local institutions and identified gaps to breach. Some key issues have emerged from this first assessment and have been framed according to the FCA Normative Framework dimensions:

- Governance: good decentralisation at all levels, except fiscal.
- Citizenship: adequate voter participation in elections; inadequate info on women voters; adequate access to ICT (mobile phones); high civil society involvement; adequate social cohesion; and relative safety and security.
- Economy: GAMA supports about 62 per cent of national GDP; real estate is a major growing sector. Understanding how to leverage the capacity of the private sector, in terms of funds, knowledge and technology is key.
- Services: Active involvement of community-based organisations and NGOs in the WASH sector.
- Environment: WASH has been identified as priority; there is a strong need for drainage planning.

The team has collected only data validated from relevant national authorities. In terms of voter participation there is only one institution that collects this information. The local governments may have some data, but it has been not validated. The main sources of data collection have been the National Development Planning Commission and, in this specific case, the National Electoral Commission. The team

plans to further engage with the private sector to understand how to fill the data gaps, particularly as this is needed for the development of the resilience.io prototype.

Presentation on Gender in an Urban Development Context by SKL International

6.4   Rapid City Resilience Assessments – RCRAs (Day 1: 11 June 2015)

Facilitated by Dr. Rene Hohmann, this session aimed to develop a multi-stakeholder assessment of the current approaches used to develop the RCRAs and a clear definition of the data gap analysis. The session focused on comparing early findings and assessing the strengths, opportunities, risks and weakness of the current approach used to develop the Rapid City Resilience Assessments. To do this, the participants were divided into three groups. Each group was asked to respond to one of the following questions:

1) What are the strengths of the current approach, and how can we better document them?
2) What are the opportunities of this assessment, and how can we better use them?
3) What are the risks/weaknesses associated with the RCRAs, and how can we mitigate them?

After the group discussion, the groups returned to the plenary to report on the key points identified. Below is a summary of the group discussion's outcomes.

GROUP 1: What are the strengths of the current approach? How can we better document them?

- Ability to generate knowledge at scale across cities and possibility to compare data, between countries and within countries

- The opportunity to identify efficiencies and more cost-effective methodologies adopted in other countries. The project visibility helps enhance common understanding and awareness among the four countries.

- Ownership of the process and the key issues, giving priority to government commitment at different levels, and leveraging on existing processes.

- Capacity building: 'leveraging by doing' and building on local capacity in order to achieve sustainability without importing expertise.

- Rapidity of the assessment and flexibility of its approach, with the possibility to adapt it to each context.

- Relevance of the scope and its holistic, rather than sectoral, approach.

- Participatory nature that cuts across all countries with the integration of political and technical process with a wide participation and involvement of both the political leadership and the city executives.

How can we better document them?

- Different mechanisms have been identified to document lessons learnt: convening workshops and forums, the knowledge platform, meeting documentation, and newsletters.

- Cross-cutting themes that have come out of the assessments and workshop discussions should be documented (devolution, national-local alignment, stakeholder participation, urbanisation, etc.).

- The Knowledge Sharing Platform currently in use is seen as way to capture information and easily usable for government and professional stakeholders.

- There is a need to think of simple tools to reach communities and other stakeholders. These could be in the form of simple newsletters or brochures presented at existing fora (municipal urban forums, etc.), and the use of newspapers. Other forms could be Twitter-style instant feedback and response on certain issue areas, to identify the common key issues over time.

- With the aim of better knowledge sharing, the political levels should be continuously kept involved, including the opposition parties. To facilitate this, non-partisan forums have been established in some countries. The discussions should be honest, context-dependent and with a structured agenda to mitigate political pitfalls.

- For better information and knowledge sharing, it would be important to advocate for the establishment of information officer posts in the municipalities.

GROUP 2: What are the opportunities of this assessment? How can we better use them?

Many of the opportunities identified correspond to the strengths identified by Group 1. A very powerful theme that came out of the group discussion is that the FCA has the potential to be a project that can influence changes in national frameworks and policies.

Along with the recommendations already outlined by Group 1, a key recommendation that emerged was to engage more with the private sector at all levels, from big international investors to the informal sector within the communities.

GROUP 3: What are the risks/weaknesses associated with the RCRAs and how can we mitigate them?

- It is difficult to obtain information and find reliable studies and reports to support the RCRAs.

- There is lack of trust towards the process from different stakeholders.

- There is a problem of institutional memory and resiliency of municipal knowledge and capacity. Often, a change in political leadership brings a complete change not only in policy priorities and plans, but also in the governmental structure and human capital.

- There is a need to advocate for integrated municipal databases. They can be national urban databases but locally used.

- Available data needs to be accessible to everybody, not only within the administration.

6.5   Output 1: Feasibility and Business Case (Day 1: 11 June 2015)

Some key questions that were addressed in this session were:

a) How do we deliver the FCA Business Case?

b) How do we present the information collected in a usable way for cities?

The FCA project has two mandated deliverables related to Output 1: A Feasibility Study and a Business Case for future interventions.

The goal of this session was to reach a common understanding of these two deliverables and agree on the tables of content and deadlines.

Feasibility Study

After a discussion with the Cities Alliance Country Team Members and all city and country representatives, the end of August 2015 was been agreed as the deadline for the draft Feasibility Study inputs. The Feasibility Study Table of Content has been outlined as follows:

- o   Rationale for Country and City selection
- o   Institutional Set-Up and Key Partners
- o   RCRA Evidence
- o   Strategic fit with national, regional and local levels plans and processes
- o   Ownership and commitment demonstrated
- o   Annexes: Country Assessments based on RCRAs

Rapid City Resilience Assessment

The RCRA is a stand-alone product that will inform the Feasibility Study. The main structure, which covers all five dimensions of the FCA Normative Framework, was presented to the workshop participants. It will be integrated with comments from the team, and a revised version will be issued and shared with the Cities Alliance Team.

The RCRAs will serve to:

- Review secondary data across each dimensions of the FCA Normative Framework;

- Triangulate and cross-check stakeholders' perceptions on the various issues covered and the results; and

- Identify gaps and risks.

The FCA Knowledge Sharing Platform will help capture this information and provide evidence through:

- The definition of maturity scales for each sub-dimensions of the normative framework;
- The compilation of comparative evidence to identify common issues, positive and negative practices, challenges and opportunities; and
- The identification of key issues and areas to further investigate based on the initial diagnostic.

Business Case

An initial Table of Contents is presented in the slides (attached). A more detailed Guidance Note will be shared with the Cities Alliance Country Teams in the upcoming months.

While the final deadline for the delivery of the Business Case for future interventions is set for the end of May 2016, the team would like to bring this forward. A possible deadline was suggested as December 2015, which might coincide with the COP 21 Conference in Paris and will be ahead of the Habitat III Conference in Quito in 2016.

6.6   Output 2 and 4: Research Studies (Day 2: 12 June 2015)

The second day of the workshop was devoted to the identification of priority research questions as required by Output 2 and 4 of the FCA project logframe:

- Output 2: Descriptive research. Answers the questions 'What?' and 'Why?'

  Through a consultation process, the workshop delegates looked at the key questions that needed to be answered to manage urbanisation in Africa in the future, and to understand how the FCA aims to influence the policy arena.

- Output 4: Prescriptive research. Answers the question 'How?'

  The Cities Alliance will look at innovative approaches to building resilience.

Two Cities Alliance partners, the African Centre for Cities (ACC), which serves as Secretariat for the African Urban Research Initiative and the Institute for Housing and Urban Development (IHS) at the Erasmus University in Rotterdam, participated in the FCA Workshop to support the delegates in identifying key research questions relevant to the African context.

The first session was facilitated by Mr. Julian Baskin, and combined the presentations of Ms. Carley Pennink, Head of International Projects and Advisory Services, and Ms. Saskia Ruijsink, Urban Planning and Policy Specialist & Researcher at IHS.

A definition of resilience in the context of an inclusive city was provided to the workshop delegates. Main aspects of this discussion were:

- Resilience is not only about climate change risks.
- Resilience relates to economic crises, diseases and epidemics, terrorist attacks, power failures, and threats to food security.
- The poverty dimension is key to understanding resilience, as the poor, women and children are the most vulnerable.
- The private sector is heavily impacted, since resilience needs to be understood in terms of capacity to withstand and emerge from risks of civil unrest, vulnerable infrastructure, crime and corruption.

In preparation for the FCA Workshop, IHS held a focus group discussion with experts from different FCA countries. Some themes and key questions emerged:

- GOVERNANCE

  o What are the conditions that need to be in place for a city to be resilient?

  o What does a city need in terms of revenues to be able to respond to shocks? What are the pre-conditions?

  o What is an enabling government?

- CLIMATE CHANGE

  o How does a city incorporate climate change into its policy, plans, and budget?

  o What planning mechanisms need to be in place? What kind of capacities?

- OTHER THEMES

  o What is the impact of certain sector growth, such as mining and natural resources extraction? Who ultimately benefits from economic growth there?

  o What is the impact of policies and corruption on the poor?

  o What are the risks of short-term vs long-term vision for development when you are a mayor in office for a five-year term?

A set of 'super questions' can be identified when discussing resilience:

1) Are cities overwhelmed? Is urbanisation manageable? Are we focusing on secondary cities to release the pressure on the capitals/primary cities?

2) What is the correlation between political stability and resilience? What is the correlation between democracy and resilience?

3) What is the impact of climate change on the GDP?

In order to define a research question, a research problem needs to be clearly defined. There is a need to find out what the issues are because there is no understanding of how they work. Through the Feasibility Study, the FCA is taking an excellent step towards understanding what the gaps are in each country and city of intervention, and defining the correct research questions. The FCA Normative Framework and guiding questions/checklists were validated by the IHS researchers as a great starting point.

6.7 Cities Alliance Africa Strategy Themes (Day 2: 12 June 2015)

Facilitated by Dr. Serge Allou, Cities Alliance Lead Urban Specialist, and presented by Mr. James Duminy, Researcher at the African Centre for Cities at the University of Cape Town, this session framed African research by looking at the priority themes identified in the Cities Alliance Africa Strategy.

The ACC's agenda is to create a system of durable institutions, networks and knowledge hubs on the continent. A direct result of this was the establishment of the African Urban Research Initiative, which was launched by the Cities Alliance and ACC in March 2013 in Addis Ababa. The AURI brings together 15 academic and NGO research centres from 12 African countries.

When AURI was launched, Cities Alliance members and partners identified five priority focus areas for their African Strategy, through a collaborative and consensus-based process:

1) Developing a compelling **pro-city narrative**, bearing in mind that a pro-urban policy shift has not necessarily translated into a change of mindset among the actors involved. Several discussion papers have been prepared highlighting the following elements:

   o There is a general optimism around African economic growth and the fact that the continent is at a turning point.

   o Cities are key but there is a need to diversify the urban economies in an inclusive and meet the challenges ahead.

   o The pro-city narrative should be evidence based, bold, optimistic and forward thinking; but there is a need to talk with the same voice, identify the appropriate entry points and tailor the message to target particular groups.

2) Developing **information systems**, producing and managing accurate and relevant **data:**

   o Given the lack of data it is important to identify data priorities;

   o There is need for standardised data frameworks;

   o Support local capacity and trigger data partnerships: both bottom-up and top-down data collections are needed to triangulate and validate the data.

3) Empowering **local governments**. The current state of local governments' empowerment in Africa is mixed. Decentralisation is not often met with the resources needed for local governments to properly function. When funding opportunities arise they are sometimes at the expense of consistency. Three critical aspects have been identified:

   o Human Resources;

   o Institutional capacity; and

   o Enabling environment.

4) Better understanding and more effectively responding to **informality:**

   o It is key to go beyond the standard definitions and examine the formal-informal links.

   o Need to understand informality in relation to the global economy, the social economy and the sustainability discourse with an emphasis on social and spatial inequalities.

   o In responding to informality, local authorities are key actors and planning is a key entry point.

5) Responding to **new actors, issues and challenges**

6.8 Identification of Key Focal Areas and Topics (Day 2: 12 June 2015)

After an introductory session facilitated by Dr. Allou that clustered the issues of urban resilience in the African context around key focus areas, participants broke into five groups to discuss their countries' and cities' research priorities in these areas: the inclusive city, the urban economy, basic services and immediate needs, energy, governance and finance.

The groups reported to the plenary, and the outcomes of the discussion were summarised in a session facilitated by Dr. Federico Silva, Cities Alliance Sr. Programme Specialist. The following common issues were identified for future research:

- The need for tools to manage city expansion in rapidly growing and urbanising contexts;

- The lack of a framework for an efficient use of energy in conditions of scarcity and in face of climate change;

- The lack of effective local governance for basic service provision in increasingly decentralised countries; and

- The need to integrate the informal sector into future planning for an inclusive city with a growing economy.

The research questions to be further developed for Output 2 and 4 of the FCA were further refined by the team and sent for external peer review. They are presented below under section 7 and 8 of this Report.

7.   OUTPUT 2 – CRITICAL RESEARCH THEMES

The majority of Day 2 was directed at exploring key challenges and evidence gaps facing African cities in general and the FCA cities in particular. There was a wide range of discussion and plenty of interactive debate, including very active participation from the mayors and government officials. The research demands were extensive and the need to scan, screen and select the core areas for FCA investigation was a demanding task.

From a long list of potential research topic areas – building on FCA diagnostics, the Cities Alliance Africa Strategy Research Papers, inputs from our research partners (ACC and IHS) and deliberations from the workshop – the following emerged:

- *Theme 1: Cities and land expansion*. With rapid urbanisation, land management is one of the most critical issues that should to be addressed to determine the sustainability of city development. All FCA cities are facing this challenge to varying degrees and the responses are highly variable. Faced with huge demand and limited resources, the comparative advantage of up-front planning for incremental delivery of services compared to the longer term benefits of planning for density upfront need to be further understood.

- *Theme 2: Cities, energy and climate change*. It was widely agreed that cities are at the centre of the climate change debate. Cities are the primary sources of carbon emissions and the primary target for efficiency and renewable policy. Cities are also the major sufferer of climate change impacts and related hazards. Climate change risks putting entire urban systems in distress, thus compelling cities to adapt to the changing environmental circumstances. The urgency of these issues cannot be overstated in the African context as extreme climatic conditions, rapid urbanisation and fast paced economic growth make the question of how these burgeoning cities will power themselves a make-it-or-break-it developmental issue. A set of strategic choices need to be made around what energy and resilience pathways cities choose and the implications for public policy.

- *Theme 3. Urban Governance*. With the shift in traditional forms of government under globalisation and decentralisation forces, the relationship between national government, local government, civil society and private sector in shaping urban development has been the subject of extensive research. Nonetheless, the definition of the dominant alternative configurations existing today, and what constitutes an effective model of governance able to deliver equitable growth, is still the subject of much dispute. In the African context, the roles, powers and core values of businesses, municipalities and social capital structures undergo dramatic variations across cities especially as they relate to the provision of basic services where interests and livelihoods are at stake.

- *Theme 4. Informality and Growth*. The informal economy is a major force in African cities contributing significantly to national GDP and employment at the city level. Informal workers however face lower earnings and higher risks, are less likely to enjoy economic opportunities and

legal protections, and are less able to exercise economic rights and collective voice. This necessitates a better understanding of how economic growth is happening in the context of local markets, how policies and institutions affect formal and informal enterprises in different ways, and the constraints and risks faced by informal workers, especially the working poor in African cities.

These four themes emerged as leading contenders to be shaped into a set of research questions that will form the focus on Output 2. Formulation and testing of these questions will be a follow-up action for the FCA team. This is expected to be completed in July 2015.

8.   OUTPUT 4 – INNOVATIVE STUDIES THEMES

There were discussions around Output 4: "Innovative approaches to building resilience in African cities explored" (DFID Logframe). As part of the Day 2 discussion, and in particular around the discovery of the research questions, there were a variety of discussions on key issues and how types of tools could be developed to assist with addressing these issues. Building on the Cities Alliance Africa Strategy, the FCA diagnostic work and complementary activities linked to the research questions, a number of thematic areas emerged for potential innovative studies. In effect, the Day 2 research focused discussions on what (and a bit of why) while the linked discussions on innovative studies centred on the how.

The following areas/themes emerge as possible innovative studies through this process and have been summarised collating the available FCA information and consultations to date:

- *Theme 1: Cities and Data.* There is great deal of discussion of how data and ICT technology can assist city management in making more informed choices, produce innovation around technology, as well as in bridging the accountability gap between a city and its citizens by fostering openness and transparency. What came out in the workshop is that despite the seemingly increased availability of data globally, many localities in Africa remain in data-scarce environments and off the global radar in terms of access to information – be it limited ICT capacities and / or little valid and current data actually collected, stored and useable. ***Innovative Study Concept: What is really needed and useful for cities when facing data deserts? Creating a compendium of viable and innovative options.***

- *Theme 2: Cities and Resilient Strategic Planning.* When City Development Strategies (CDS) were first introduced as a tool for strategic urban planning, it was to address challenges of growing cities as complex systems – a core focus of the Cities Alliance. The CDS was to move the city beyond traditional spatial master plans into a longer-term and more integrated planning exercise where a framework for collaboration was offered to the increasingly diverse urban constituencies and governance structures. However, where CDSs have been developed too much stress has been placed on the process, the governance systems, and the traditional sectors, rather than on the integrated risks and opportunities that cities are facing, especially in terms of ecosystems, economic resources and climate change. ***Innovative Study Concept: Resilient strategies? Future proofing strategic planning in cities, a renewed CDS toolkit***

- *Theme 3: Cities and Water.* The transformation of the global public good into the 'blue gold' is the dramatic contemporary effect of uncontrolled market forces and climate-induced changes. In the context of rapid urbanisation, cities are often under high-water stress conditions, and climate variability increases water scarcity and long periods of drought. However, climate variability lies often behind increased risks of flooding, which exposes the high vulnerability of rapidly expanding informal settlements. The FCA diagnostics have confirmed these risks. A paradox of scarcity and over-abundance often co-exist. There is a need to enable cities (or relevant agencies) to better

manage water resources and secure better services to citizens and businesses. *Innovative Study Concept: Innovative solutions for urban water management in addressing risks form water scarcity and flooding*

9.   REACTIONS FROM PARTICIPANTS

Overall the workshop was very well received, and participants valued the opportunity to exchange ideas on how to make their cities more resilient. Below are a sample of quotes from participants:

"This has been a wonderful workshop. I have been impressed with the quality of exchanges and I think that the research areas are important. My opinion is that in Ghana we need to follow up on land value capture, looking at the various options applicable in cities and also give more autonomy to cities.

We at the Ministry will provide support to make sure that the lessons learned are applied and work plans for the rapid city assessments are rolled out and implemented. We will give directives to other cities, especially in the area of planning so that cities can grow in an orderly manner. The Ministry will follow up with cities to act with speed to ensure that the Future Cities Africa programme is fully implemented. At GAMA, we would like to organise an investment forum to bring on-board private sector entities into city planning."

– Mr. Sylvanus Adjornu, Head of the Urban Development Unit, Ministry of Local Government and Rural Development, Ghana

"I am particularly excited to have had the opportunity to share experiences with other cities in Africa. Through Future Cities Africa, Cities Alliance is encouraging us to reflect on how we strengthen ownership at the local level and how we develop cities with inclusivity, especially gender and those most disadvantaged, in mind. This workshop has been tremendous."

"In terms of the way forward my team and I represent different sectors which is an advantage for garnering national and ministerial support. It will be easier for us to sell our ideas to GAMA and we will have a bigger impact."

– Hon. Isaac Ashai Odamtten, Metropolitan Chief Executive of Tema Metropolitan Assembly, Ghana

"My three take-home messages are firstly, issues of municipal management need to be constantly monitored as they are often ongoing. Secondly, it is important that municipalities participate in finding solutions to these issues. Thirdly, Future Cities Africa is making a major contribution in my city, Tete, as it will help build the city's resilience through city planning with a focus on sustainable development."

– *Mr Celestino António Checanhaza, Mayor of Tete Municipality, Mozambique*

Annex 1   FCA Global Knowledge Sharing Workshop - AGENDA

Day 1 – Thursday, 11 June 2015

Time	Activity/Format/Speakers	Objective/Structure/Outcomes
08:30 – 09:00	**Registration / Breakfast**	Delegates receive name tags / documents.
09:00 – 09:20	**Opening Remarks** *Facilitator:* *Julian Baskin (Cities Alliance Head of Programme)*	• Welcome; • Workshop structure, objectives; outputs and outcomes; • Introduction and welcoming of delegates.

09:20 – 10:30	**FCA Overview**
	
	 Facilitator: *Jamie Simpson (Cities Alliance FCA Project Manager)*
	
	 Presenters:
	 • *Morel Fourman (Gaiasoft)*
	 • *Stephen Passmore (TEST)*
		Objective:
		 All delegates have a clear understanding of the FCA programme and its component parts.
		
		 • Introduction to the FCA and how its 4 component parts come together programmatically – (Jamie Simpson: 30 minutes)
		 • Tools:
		   a. Gaiasoft (15 minutes);
		   b. Test (15 minutes).
		 • FCA Work-plan and Progress (Erika Puspa: 10 minutes)

10:30 – 11:15	**Gender: A Central Pillar of the Cities Alliance** *Facilitator:* *Phyllis Kibui (Cities Alliance Head of Finance and Operations)* *Presenters:* *Paul Dixelius and Lucia Acosta (SKL International)*	*Objective:* *All delegates appreciate the central role of gender and are better prepared to incorporate gender disaggregated analysis into the programme outputs.* General orientation, relevant data and questions, tools / gender analysis, and examples (interactive).
11:15 – 11:30	***Coffee Break***	
11:30 – 12:30	**Country and City Presentations** • Ethiopia; • Uganda. *Facilitator:* *Marie-Alexandra Kurth (Cities Alliance Sr. Urban Specialist)*	• Stakeholder Process, results across dimensions, emerging priorities; • 20 minute presentations; • 5 minutes questions / clarifications; and • Only questions of clarification.
12:30 – 13:15	***Lunch***	
13:15 – 14:15	**Country and City Presentations** • Mozambique; • Ghana. *Facilitator:*	• Stakeholder process, results across dimensions, emerging priorities; • 20 minute presentation; • 5 minutes questions / clarifications; • Only questions of clarification.

	Adele Hosken (Cities Alliance Regional Adviser – East and Southern Africa)	
14:15 – 15:30	**Rapid City Resilience Assessment** **Mixed Country Break Away Groups** *Facilitator: Rene Hohmann (Cities Alliance Sr. Urban Specialist)*	Objective: To develop a multi stakeholder assessment of the current approaches used to develop the RCRA and a clear definition of the data gap analysis. • Introduction to session method and formation of 3 groups (10 minutes); • Group discussion (30 minutes); • Plenary reports (15 minutes); • Facilitator summation (15 minutes).
15:30 – 15:45	*Coffee Break*	

15:45 – 17:00	**Output 1: Feasibility and Business Case**
	
	Facilitator: Julian Baskin (Cities Alliance Head of Programme)
	
	Presenters:
	    • *Jamie Simpson (Cities Alliance FCA Project Manager);*
	    • *Morel Fourman (Gaiasoft).*
		Objective:
		To develop a common understanding of the final quality requirements of the RCRA and what still needs to be done to complete the business case.
		
		• Intro to session (5 minutes);
		• Definition of RCRA end product (10 minutes);
		• Definition of Business Case: (10 minutes);
		• Gaiasoft Knowledge Management Platform (10 minutes) ;
		• Plenary discussions (20 minutes);
		• Facilitator summation (5 minutes).

17:00 – 18:00	**Pulling the Pieces Together** *Facilitator: Julian Baskin (Cities Alliance Head of Programme)*	• Identification of unresolved issues and points of clarification; • Dinner Arrangements (time over-run management)

Day 2 – Friday, 12 June 2015

Time	Activity/Objective	Comments / Outcomes
09:00 – 09:30	**Output 2 and 4: Research and Studies** *Facilitator: Julian Baskin (Cities Alliance Head of Programme)* *Presenters: Carley Pennink and Saskia Ruijsink, Institute for Housing and Urban Development Studies (HIS)*	• Understanding FCA agenda, research and studies and re-cap (5 minutes); • Difference between a research question and an innovative study? (15 minutes); • Linking Africa Strategy Themes, Normative framework and RCRA priorities (10 minutes).
09.30 – 10:15	**Cities Alliance Africa Strategy Themes** *Facilitator: Serge Allou (Cities Alliance Lead Urban Specialist)* *Presenter:* *James Duminy, African Centre for Cities (ACC) / African Urban Research Initiative (AURI)*	• Introduction to Africa Strategy (5 minutes); • Themes: (30 minutes) 　a. New Urban Narrative; 　b. Knowledge and data for city management; 　c. The role of local government; 　d. The challenge of Informality; 　e. The emergence of new actors, issues and challenges. • Q & A (10 minutes).
10:15 – 10:45	**Identification of Key Focal Areas Topics** *Facilitator: Serge Allou (Cities Alliance Lead Urban Specialist)*	Open brainstorm and categorisation of topics.
10:45 – 11:00	*Coffee Break*	
11:00 – 12:30	**Understanding the Topic** *Topic Group Discussions* *Facilitator per topic: Cities Alliance Programme Unit*	• What are the issues around each topic? • Divide into research and how to questions; • Distil and prioritise the key questions
12:30 – 13:00	**Presentation of Research Questions** **Facilitator: Federico Silva (Cities Alliance Sr. Programme Specialist)**	Group report back • Why/what questions; • How questions.
13:00 – 14:00	*Lunch*	
14:00 – 15:00	**Prioritising Research Questions and Mobilising African Research Capacity** *Facilitator: Jamie Simpson (Cities Alliance FCA Project Manager)*	• Prioritised research • Identifying partners

15:00 – 16:30	**Putting it all Together: The FCA Business Case 1.0 and Financing** _Facilitator_: _Jamie Simpson (Cities Alliance FCA Project Manager)_	Define FCA global / country level interventions needs, financing mechanisms and sources
16:30 – 17:00	**Closing Remarks**	
17:00 – 19:00	**_Reception_**	

Annex 2   FCA Global Knowledge Sharing Workshop – PARTICIPANT LIST

No.	Participants Name	Title	Organisation	Country
1	Mr. Efrem Amdework Tesfaunegn	*FCA - Country Team Leader*	Cities Alliance	Ethiopia
2	Mr. Belay File Garoma	*FCA - Country Urban Specialist*	Cities Alliance	Ethiopia
3	Mr. Yitbarek Mengiste Tedla	*Head of Minister's Advisory Office*	Ministry of Urban Development, Housing and Construction	Ethiopia
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6	Mr. Abduselam Mohamed Ebrahim	*FCA Focal Person for Dire Dawa City*	Dire Dawa City	Ethiopia
7	Mr. Mekonen Brhane Mekonen	*Deputy Mayor of Mekelle City*	Mekelle City	Ethiopia
8	Mr. Bayray Belay Hagos	*FCA Focal Person for Mekelle City*	Mekelle City	Ethiopia
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13	Mr. George Gyapani Ackah	*Regional Economic Planning Officer*	Greater Accra Regional Coordinating Council	Ghana
14	Hon. Isaac Ashai Odamtten	*Metropolitan Chief Executive of Tema Metropolitan Assembly*	Tema Metropolitan Assembly	Ghana
15	Mr. Artur Afonso	*FCA - Country Urban Specialist*	Cities Alliance	Mozambique
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No.	Participants Name	Title	Organisation	Country
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19	Mr. Celestino António Checanhanza	*Mayor of Tete Municipality*	Tete Municipality	Mozambique
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23	Mr. Geofrey Emokol Opua	*Mayor of Tororo Municipality*	Tororo Municipality	Uganda
24	Mr. Johnson Baryantuma	*Town Clerk of Mbarara Municipality*	Mbarara Municipality	Uganda
25	Mr. Lutwama Muhammed	*Executive Director*	ACTogether Uganda	Uganda
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