Cities Alliance
Cities Without Slums

Concept Note Template for Submission
Catalytic Fund

Page Limits: Specific section limits indicated in Section 2 and 3. OVERALL DO NOT EXCEED 8 SIDES OF A4/Letter.

SECTION 1 - GENERAL PROPOSAL INFORMATION	
1.1 Title of proposed project: "Developing A Knowledge Management and Exchange System for City Managers"	**1.2 Submission date**
1.3 Proposal submitted by: *Organization:* League of Cities of the Philippines (LCP) *Name and title:* Mayor Oscar S. Rodriguez, LCP President *Address:* Unit J&K, 7th Floor, Cyber One Building, No.11 Eastwood Avenue, Bagumbayan, Quezon City 1110, Metro Manila, Philippines *Telephone:* +632 470-8819/470-6837 *Fax:* +632 470-7210 *E-mail:* secretariat@lcp.org.ph	**1.4 Contact Person:** *Organization:* League of Cities of the Philippines (LCP) *Name and title:* Mayor Oscar S. Rodriguez, LCP President *Address:* Unit J&K, 7th Floor, Cyber One Building, No.11 Eastwood Avenue, Bagumbayan, Quezon City 1110, Metro Manila, Philippines *Telephone:* +632 470-8819/470-6837 *Fax:* +632 470-7210 *E-mail:* secretariat@lcp.org.ph

1.5 Recipient Organisation:
Organization: League of Cities of the Philippines (LCP)
Name and title: Mayor Oscar S. Rodriguez, LCP President
Address: Unit J&K, 7th Floor, Cyber One Building, No.11 Eastwood Avenue, Bagumbayan, Quezon City
1110, Metro Manila, Philippines
Telephone: +632 470-8819/470-6837
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E-mail: secretariat@lcp.org.ph

1.6 Other Implementing Organisation: Not Applicable

1.7 CA members sponsoring the project: *Organization:* World Bank *Name and title:* Mr. Christopher T. Pablo, Senior Operations Officer *Address:* World Bank Office-Manila, 20th Floor, Taipan Place Building, F. Ortigas Jr. Ave., Ortigas Center Pasig City *Telephone:* *Fax:* *E-mail:* cpablo@worldbank.org	**Type of Sponsorship** [To mark a checkbox double-click on it, and choose 'checked' from the default value section] [more than one box can be checked.] ☐ Co- or full implementation ☐ Co-funding ☒ Grant Administration ☐ Analytic and/or Advisory Assistance and Support ☐ Joint Knowledge Management [e.g. M&E, learning events]
1.9 What is the main project theme? [To mark a checkbox, double-click on it and choose 'checked' from the default value section. Try to limit choice to one box.] ☐ Citizen engagement ☒ City governance ☐ Security of tenure and access to shelter ☐ Environment ☐ Access to economic opportunities ☐ Access to affordable services ☐ Other (*please specify*)_____	**1.10 Geographic scope of the project** [To mark a checkbox, double-click on it, and choose 'checked' from the default value section. More than one box can be checked.] ☐ City: [specify] ☐ State/province: [specify] ☐ Country: [specify] ☒ Global / Regional / Multi-city / Multi-country: [Philippines and one East Asian Country]

1.11 Expected project duration: 18Months	1.12 Budget Summary		

1.12 Budget Summary

SOURCE	Total	%
Cities Alliance	250,000	39
LCP and Participating Cities	395,000	61
TOTAL Project Cost	**645,00**	**100**

2.1. Project background and rationale

❖ **What is the context of the project?** The Philippines is undergoing rapid urbanization with about 60% of the total population residing in urban areas. In 25 years, this proportion is expected to increase to 75%. Alongside this phenomenon is the improved economic growth of urban centers, which are estimated to account for 70% of the Gross Domestic Product (GDP). Urbanization and economic growth continue to attract people in urban centers, thus causing significant strain on the capability of cities to manage development and provide for the basic services required by an increasing number of constituents. However, the ability of cities to respond to the challenges brought forth by urbanization is constrained by the varying levels of technical capacity across different types of cities. This issue of inadequate technical capacity is further heightened by the limited term of LGU leaders with the three year local election cycle ushering, in most cases, new leaders and new sets of key LGU personnel that need to undertake capacity development programs. These changes in LGU leadership affect considerably the level of technical capacity among city managers, consisting mainly of elected city officials and key personnel, as the outgoing LGU administration normally takes with it the knowledge that it has gained and renders the incoming administration relatively fresh and with little knowledge base to build upon.

❖ **What are the key issues to be addressed?** The proposed project responds to the general issue of limited technical capacity of city managers, , by addressing the following specific concerns:

A. *Limited participation and access to capacity development programs.* With only three years in office, city managers barely have time to attend formal capacity development programs to help them effectively manage the affairs of the city and demonstrate notable achievements in time for the next elections. Trainings that compete with the official time of these city managers affect the level of participation hence it is important to design a training program that is affordable, accessible, and requires minimal disruption in the LGU work process while at the same time maintaining its effectiveness.

B. *Inadequate management of knowledge resources.* As noted in previous projects, cities find it easy to emulate and apply good practices from other cities. The challenge, however, involves: documenting these knowledge products; making these easily accessible; organizing these according to specific categories that address particular aspects of city management; and updating these to capture the latest innovations. It is thus necessary to identify an office and develop a system that will be able to address these challenges.

C. *Lack of sustainable program for peer to peer knowledge exchange among city managers.* Aside from replicating best practices, peer to peer consultations has proven to be an effective means of enhancing practical knowledge among city managers. While information exchanges through site visits and field coaching provide a good medium for knowledge and cooperation among cities, these activities entail significant costs and require the concerned city managers to take a leave of office. Hence, it is important to identify an alternative that will facilitate a knowledge sharing process among local and international city managers that is more cost-effective, less disruptive and sustainable.

❖ **Why is this project needed?** In light of urbanization, rapid growth and increasing poverty, it is imperative to strengthen the capacity of city managers given the traditional and evolving functions of cities - from service providers to more professional and strategic growth managers. Cities need to efficiently manage and program resources to ensure that basic services are sufficiently available to meet the requirements of a growing urban population. In the same vein, it is important to enhance their technical competence in determining and pursuing priority investments, which provide the most benefits and broader impact, to maximize resources. As technological advancement now allows for improved mobility of investments, cities need to develop local and global competitiveness in order to attract businesses that will support their growth.

The need for the proposed intervention is well-pronounced in the Philippines as a large number of cities continue to rely on financial

transfers from the national government and have not been able to effectively leverage and manage their own resources[1]. In most cases, the identification of local investments has limited support in terms of technical evaluation thus affecting the effective programming of resources across the different sectors. With minimal appreciation and lack of exposure to global best practices, cities tend to focus on an inward perspective rather than develop and pursue thrusts that will promote inter-city collaboration and enhance local and global competitiveness. Since its establishment in 1988, the League of Cities of the Philippines (LCP) has conducted occasional learning activities to support knowledge development of cities in the Philippines. However, with the new challenges to city management and given the three-year term of elected local chief executives, it is important for LCP to design and implement non-traditional, effective and accessible learning interventions that will allow city managers to easily assimilate and apply practical knowledge within their respective terms of office. These interventions should incorporate international best practices on city management to inform about tested solutions and at the same time provide the opportunity to exchange knowledge with local and international practitioners.

❖ **How different it is this project from other or earlier projects on the same issue**? Compared to the previously implemented Cities Alliance funded projects in the Philippines, the proposed project is focused on the development of a knowledge management exchange system at the LCP to capture and disseminate lessons gained from related programs as well as other CA funded projects, most notably the City Development Strategies program. The project focuses primarily on "peer to peer interaction" and "experiential learning" as a more effective and practical approach to developing knowledge and partnerships among the participating city managers.

SECTION 3 – PROJECT DESCRIPTION [TWO SIDES OF A4/LETTER MAX] [This section provides details on the logical framework of the project and its main approaches on some of the CATF main tenets: coordination, participation, sustainability and knowledge] [Please answer each question below in the order presented. Please be clear and detailed for questions on project outputs, outcomes and objective as these will be included in the Grant Agreement.]

3.1 Project Objectives and Results

- **What is the main objective of the project?** The main objective of the project is to strengthen the capacity of cities to effectively manage inclusive urban development through the implementation of a knowledge management and exchange system among city managers and stakeholders.

- **What are the expected outcomes of the project?** The expected outcomes of the project are the following: a. Improvement in the level of understanding and capacity of participating cities to address local and global issues on city management; b. Identification of potential solutions to emerging city management issues; c. Establishment of a sustainable learning program and knowledge exchange channels between and among international and local city managers, experts, practitioners, and constituents; d. Improved participation by citizens in city management; e. Enhanced capacity of the LCP to manage and share knowledge with local and international audience; and f.) systematized process of "peer to peer" knowledge sharing to develop collaboration and partnership among city managers.

- **What are the main activities and outputs of the project?** The main activities and outputs of the project are the following:

  Activity 1. Development of LCP Knowledge Management and Exchange System (LCP-KMES) which involves the: a.) development of city management learning modules based on local and international experiences of projects and initiatives on city management; b.) development of a web-based knowledge platform to facilitate wider access and encourage participation by city managers and other stakeholders in the learning and knowledge sharing programs under the LCP-KMES; and c.) development of a business plan to scale-up and sustain the LCP-KMES upon project completion.

  Activity 2. Conduct of a Knowledge Conference on City Management which primarily involves the conduct of a 3-day learning conference consisting of discussion and workshop groups for specific city management issues on: a.) shelter and basic services; b.) urban competitiveness; c.) urban planning and management; and d.) alternative financing mechanisms for urban development. The primary outputs of the conference are the following: 1.) matrix of specific city management issues with the corresponding recommendations at the policy and implementation levels; 2.) work plans to guide the implementation of the recommendations; 3.) knowledge management strategy and knowledge products that will also feed into the LCP-KMES; and 4.) print and electronic documentation of the workshop proceedings for sharing with other cities and stakeholders and uploading in the LCP-KMES website.

  Activity 3. South-South Knowledge Exchange and Site Visits that involves the: a.) development of a south-south knowledge exchange program among local and international city managers; b.) field based knowledge sharing among participating city managers within the Philippines and in one country; and c.) development of print and electronic learning modules from the field visits for integration in the LCP-KMES.

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[1] Based on 2008 data from the Department of Finance financial transfers from the national government, on the average, account for 45% of the total annual income of all cities in the Philippines.

Activity 4. Roll-Out and Pilot Implementation of the LCP-KMES that includes the: a.) presentation of the LCP-KMES in the different regions in the country to encourage wider participation and enrolment among city managers, civil society, private sector organizations, academe and citizens; and b.) pilot implementation of an online city management course under the LCP-KMES.

3.2 Project Approach

- **How does this project initiate, complement and/or leverage other urban development programmes?** The project is expected to generate learning and new ideas on city management to complement the implementation by LCP of current and planned CA funded work such as the approved "Traffic and Transport Management for Philippine CDS Cities" and the upcoming "City Development Strategies-4". It is also envisioned to support the implementation of activities under the Partnership Agreement and Joint Work program between the Philippines and the Cities Alliance in terms of knowledge capture, dissemination and replication.

- **How will the project facilitate broad participation of stakeholders and build partnerships among urban actors?** The web-based LCP-KMES is essentially meant to be an affordable and sustainable mechanism for reaching a wider set of stakeholders to encourage and document the interaction and feedback between the different urban actors (civil society, private sector, academe, NGOs, and citizens) and city managers while at the same time developing knowledge. The conduct of the knowledge conference, which will involve the active participation of a broad set of stakeholders consisting of about 800 representatives among city mayors, national government agencies, private sector and civil society organizations and key representatives of the Philippine Urban Consortium, is considered an important activity to build the cooperation among these urban stakeholders to agree on strategies to address the specific urban issues to be discussed in the conference and enroll in the LCP-KMES.

- ❖ **How will the project scale up and institutionalize its approach?** While project funds will be used to run the initial city management course under the LCP-KMES, the LCP will sustain the operation of the said system upon project completion based on the business plan to be developed under Activity 1. Scaling-up and institutionalization is envisioned through partnerships with local and international academic institutions as well as government agencies with related mandates to facilitate the accreditation and certification of the courses under the LCP-KMES.

- ❖ **How will the project engage financing partners to provide capital for the implementation of plans and strategies to be developed by the project?** The project is not expected to directly identify infrastructure investments for capital funding by financing partners. However, the participating cities who will enroll in the city management course under the LCP-KMES could determine their investment priorities and such information will be processed and made available online for the information of stakeholders, including potential funding partners.

- ❖ **How will the project capture experiences and results, facilitate learning processes and disseminate knowledge?** A standard results monitoring framework will be established to monitor project activities as well as the attainment of the project development objectives. Capturing knowledge activities and disseminating these to facilitate the learning process are inherent to the project given its objective of establishing a knowledge management and exchange system. Knowledge capture, learning and dissemination will be undertaken through the LCP-KMES to ensure that a broad base of stakeholders is able to participate. Peer to peer interaction will be pursued, especially among local and international city managers, to facilitate the exchange of experiences and lessons as well as practical and proven practices on city management. Project lessons will be made available in the LCP-KMES website and through the conduct of formal activities such as conferences and presentations.

SECTION 4 – PROJECT AND FIDUCIARY RISKS AND ARRANGEMENTS

4.1 Project Risks

- ❖ Will the project entail any social risks? [impacts on indigenous people, land acquisition, resettlement and/or other relevant potential social impacts] ☐ YES ☒ NO
- ❖ Will the project entail any environmental risks? [impacts on natural habitats, forest conservation areas, on physical cultural resources and/or other relevant potential environment impacts] ☐ YES ☒ NO
- ❖ Will the project entail any other risks including, but not limited to political and financial risks? [e.g. upcoming elections that could change government commitment towards the project; required co-finance does not materialise] ☐ YES ☒ NO
- ❖ If the answer was yes to any of the three above questions, please describe the type of risks involved in the project and the mitigating measures to be undertaken to minimise those potential adverse impacts.

4.2 Fiduciary Risks [as applies to the Recipient organisation, see 1.5]

- ❖ Is the Recipient a registered organisation under the countries'/cities' legal requirement? ☒ YES ☐ NO
- ❖ Can the Recipient provide proof of registration and years of operation? ☒ YES ☐ NO
- ❖ Does the Recipient have (or can open) a bank account? ☒ YES ☐ NO
- ❖ Is the Recipient liable for audit? ☒ YES ☐ NO
- ❖ Does the Recipient follow any Procurement Guidelines and if so can this document be provided for review? ☒ YES ☐ NO
- ❖ Is the Recipient familiar with World Bank Procurement Guidelines? ☒ YES ☐ NO

4.3 Project implementation arrangement [Please describe major entities involved in the administration of the grant and project implementation activities, their lines of accountability and financial transfer with regard to the grant. To this effect a flow chart/graph illustrating the funds flow and how the project will be managed is well accepted]

The LCP will execute the project and will be responsible for project management activities, including financial management and procurement and implementation. Supervision support will be provided by the World Bank.

4.4 If approved, would this activity have no-objection by the national government? [Please not that if this concept note is approved additional documentation supporting this point may be requested (e.g. a letter of no-objection). This is one of the grant eligibility conditions]. ☒ YES ☐ NO

SECTION 5 - PROJECT SCHEDULES AND DELIVERABLES						
Key activities [Please indicate which deliverable is planned to be due in which time period] [please add/delete 'components' or 'activities' where needed]	WHO [please specify the entity responsible for the DIRECT implementation of the activity. If the entity needs to be contracted please specify 'individual consultancy' or 'firm consultancy'.]	**2011**		**2012**		**Budget** [approximate cost per component only]
		Semester 1	**Semester 2**	**Semester 1**	**Semester 2**	
Activity 1. Development of LCP Knowledge Management and Exchange System	Individual Consultant					
Activity 2. Conduct of Knowledge Conference	Individual Consultant					
Activity 3. South-South Knowledge Exchange and Site Visits	Individual Consultant					
Activity 4. Roll-out and Pilot Implementation of the LCP Knowledge Management and Exchange System	Individual Consultant					
						645,000