1 Promoting sustainable and inclusive urbanisation in Sub Sahara Africa (SSA): towards a Africa Strategy of the Cities Alliance

1.1 Background

Africa's urbanization offers a unique opportunity to leverage economic growth and poverty reduction. Urban centres can increase productivity via agglomeration economies and technological innovation, increase household welfare through social mobility and human development, and promote institutional change. Research shows a positive relationship between urbanization and economic growth in most countries, including in SSA. Industrial and services sectors, which are primarily urban-based accounted for at least 60 percent, and averaged almost 80 percent of GDP growth in the SSA region between 1990 and 2003. However, many national governments still view urbanization as a problem to be addressed rather than an inevitable trend that contains enormous potential social and economic benefits, if anticipated and properly managed. The potential of urbanization-driven policies, which have been at the core policy debate in parts of East Asia and, belatedly, in Latin America, has been overlooked in many SSA countries. However, there are recent signs of important policy shifts in some African countries, indicating that a coherent and co-ordinated policy response from international development agencies could have a positive impact.

For its part, the Cities Alliance has identified sub-Saharan Africa as a priority region for the foreseeable future, and also agreed to broaden its focus to improve support to secondary cities, where the bulk of urbanisation is taking place. Many Cities Alliance members have significant portfolios in different African countries and cities. Likewise, recognising the opportunities that the current urbanization process may offer for poverty reduction and sustainable development in SSA, a significant portfolio of CA funded activities has emerged during recent years. These activities can be categorized around three levels of intervention.

At the regional level

√ A Joint Work Programme with United Cities And Local Governments of Africa (UCLGA) to catalyze a policy debate on creating effective environments that will enable cities to become productive, sustainable, inclusive and bankable. This Work programme includes the nascent City Enabling Environment (CEE) approach, which could be instrumental in framing the city debate in Africa;;

√ The State of Cities Reports programme with the African Centre for Cities (ACC) and UN-Habitat building capacity for locally managed data about cities in region, starting with Tanzania, Ghana and Ethiopia;

√ The Quick Guides on Housing the Poor in African cities, developed in partnership with UN Habitat, to provide guidance to policy makers at national and local levels;

√ The Urban Back Up Initiative by BMZ providing directly targeted support to cities and city/LGAs in the region, starting with Ghana and Ethiopia.

√ A Joint Work Programme with the World Bank, Africa Region, Urban & Water Division (AFTUW leveraging investments on catalyzing national policy making for urban development

√ Joint Work Programme with WBI, GIZ, IDB and GIZ on an analysis and assessment of national slum-upgrading policies in 15 countries; and

√ Collaboration with the Association of African Planning Schools (AAPS), and the Rockefeller Foundation, on the development of a new curriculum for African planning schools.

At the national level

√ A concerted and joined approach within the four on-going Country Programmes in the region (Burkina Faso, Ghana, Mozambique and Uganda)

√ Significant portfolios in Ethiopia and South Africa; and

√ A Nigeria Urbanisation Review to be undertaking in partnership with the World Bank, DFID and Government of Nigeria.

At the city level

√ A rich portfolio of experience from 36 completed CA projects on slum-upgrading and CDS in SSA; and

√ Around 20 ongoing CA projects on slum-upgrading and CDS in SSA

However, building upon this portfolio, the Cities Alliance has a very solid platform and a unique opportunity to leverage existing knowledge and experience, and consolidate a more systematic approach. This would focus on, *inter alia*,

√ Addressing the weak follow-up activities of co-funded City Development Strategies (CDSs) and Slum-upgrading plans, such as investment activities;

√ The need to further improve the CA portfolio in Francophone countries;

√ The need to strengthen the involvement of national government commitment, particularly in CA activities at the city level;

√ Identify the enormous potential for synergies between parallel activities across the region; and

√ The development of a coherent advocacy strategy for upcoming key events, such as Post MDG and Habitat III.

Formulating an overarching strategic framework for activities in Africa is considered as an effective way to close these gaps. Building upon the richness of already existing portfolio funded by the Cities Alliance as well as by CA members, there is a great opportunity for synergies to be leveraged.

Following decisions of the Cities Alliance Consultative group, the CA Secretariat has commenced the process of engaging with CA members to build a coherent strategic framework to enable concrete interventions and action plans to emerge. The presented framework is therefore part of a broader consensus among members of the Cities Alliance for scaling up support for the urban sector in SSA, as endorsed at the November 2010 meeting of the CA Consultative Group.
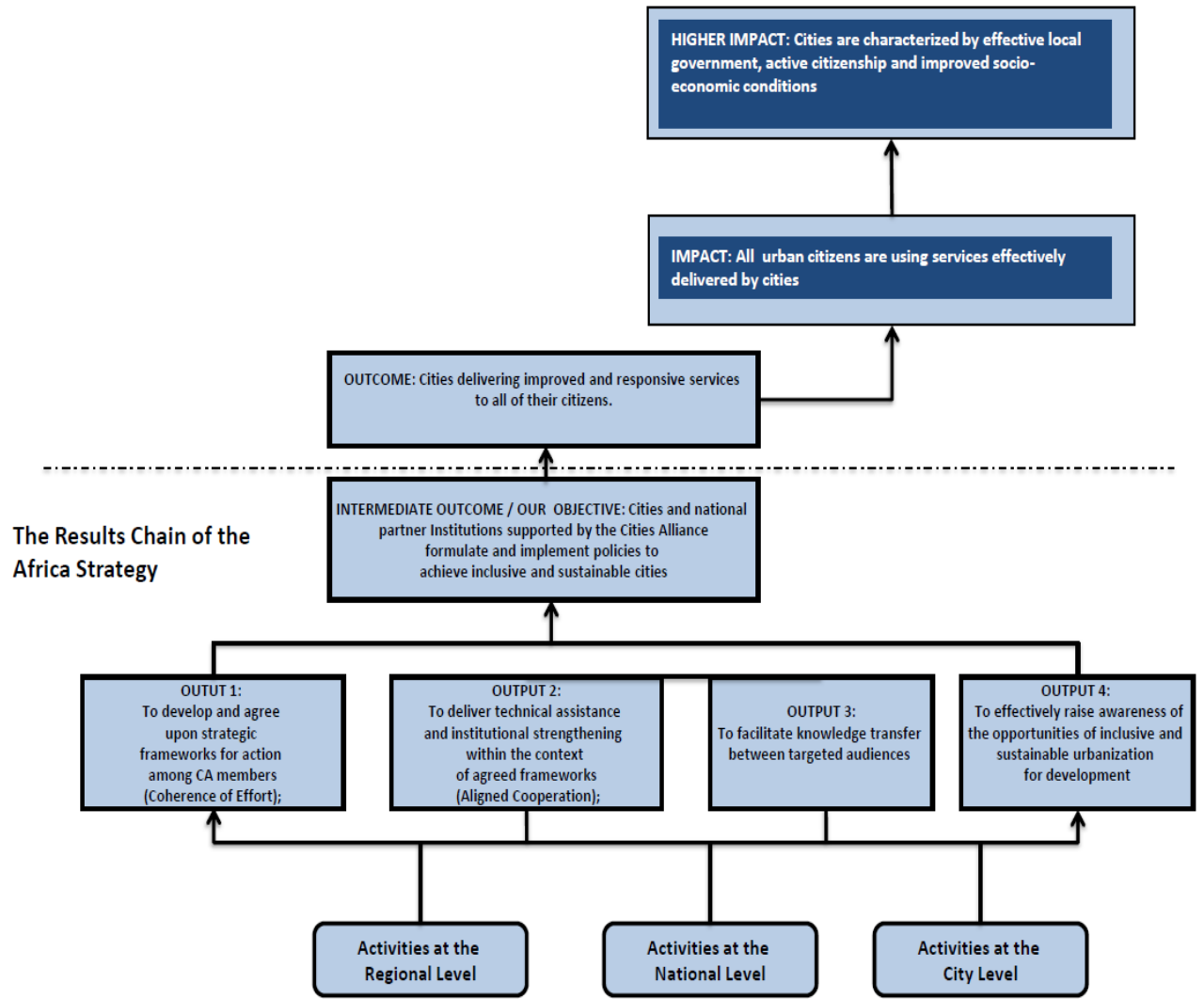
1.2   Key Objectives and outputs

The strategy aims to improve the relevance, impacts, efficiency and efficacy of on-going and future CA-funded activities in the region, identify and address key strategic gaps in assistance where the Alliance has comparative advantages to deliver, and mobilize and support CA members to fill these gaps. The Secretariat envisages the establishment of a Cities Alliance Africa Strategy involving those members with an active portfolio and interest in sub-Saharan Africa, and spearheaded by the leadership provided by Cities Alliance's African members.

The overall development objective is therefore **to support <u>cities</u> and national partner institutions in Sub Sahara Africa to design and implement policies to achieve inclusive and sustainable cities.**

To achieve this objective, the strategy is following four distinct outputs

- OUTPUT 1. Build up and sustain a framework for increasing impacts of existing member operations (Increased Coherence of Effort);

- OUTPUT 2. Support members in developing the capacities of partners in cities and connect them with each other, and with international agencies (Aligned Technical , Financial and Institutional Collaboration);

- OUTPUT 3. Facilitate the exchange of experience, approaches and tools from the wealth of CA members experience and their partner institutions in SSA, including their own cities (Knowledge & Learning);

- OUTPUT 4. Support partner cities in promoting the opportunities of inclusive and sustainable urbanization for development and mobilize additional key partners and financial resources to support activities conducted by CA members and their partners (Advocacy & Communication).

Version, 8/29/2012

HIGHER IMPACT: Cities are characterized by effective local government, active citizenship and improved socio-economic conditions

IMPACT: All urban citizens are using services effectively delivered by cities

OUTCOME: Cities delivering improved and responsive services to all of their citizens.

The Results Chain of the Africa Strategy

INTERMEDIATE OUTCOME / OUR OBJECTIVE: Cities and national partner Institutions supported by the Cities Alliance formulate and implement policies to achieve inclusive and sustainable cities

OUTUT 1:
To develop and agree upon strategic frameworks for action among CA members (Coherence of Effort);

OUTPUT 2:
To deliver technical assistance and institutional strengthening within the context of agreed frameworks (Aligned Cooperation);

OUTPUT 3:
To facilitate knowledge transfer between targeted audiences

OUTPUT 4:
To effectively raise awareness of the opportunities of inclusive and sustainable urbanization for development

Activities at the Regional Level

Activities at the National Level

Activities at the City Level

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1.3   Elements of an Action Plan

1.3.1   Build up and sustain a framework for increasing impacts of existing member operations (Increased Coherence of Effort)

√   Develop and agree upon Action Plans among CA members on joint activities at the regional and national level across the region;

√   Identify and agree upon thematic and country specific priorities;

√   Provide a permanent space for exchange and programmatic platforms for building synergies between CA members and partners so as to improve the quality of urban development cooperation and lending.

1.3.2   Support members in developing the capacities of partners in cities and connect them with each other, and with international agencies (Aligned Technical Collaboration)

√   Strengthen the methodology for selecting Country Programmes

√   Provide TA funding for CA members to support Governments to develop and establish an enabling institutional environment for cities to plan for urban sustainable growth.

√   Provide TA funding for CA members to support cities to improve performance, inter alia through city development strategies and citywide and nationwide slum upgrading programmes

√   Enable cross-country peer learning mechanisms on ongoing national reform initiatives in support of local governments and sustainable urban planning

1.3.3   Facilitate the exchange of experience, approaches and tools from the wealth of CA members experience, including their own cities (Knowledge & Learning);

√   Provide an in-depth review of existing and past portfolio in Sub Saharan Africa and identify potential implementation gaps for follow-up;

√   Provide knowledge, tools, lessons of experience and other instruments that can be used by CA members to help support cities and their associations and other networks in the region to strengthen their capacity to deliver in their enhanced role.

√   Finalize and agree upon a knowledge dissemination strategy for Sub Sahara Africa (see Annex);

√   Populate CA knowledge repository from CA-funded projects to feed into existing dissemination channels. Other products from CA members could also feed into the Africa dissemination system.

√   Build-up an information distribution channel (e.g. newsletter, info packages, etc) for government decision makers for advocacy and how-to tools (e.g., planning for rapid urbanization; promoting role of cities and fiscal decentralization; financing local investments) using CA members' experiences. Subscriptions could be marketed to city and

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local government associations and other networks supporting cities in Africa, including the network of CA members active in the region. The subscriptions could be marketed by UCGLA at no cost to its member associations.

1.3.4 Support partner cities in promoting the opportunities of inclusive and sustainable urbanization for development and mobilize additional key partners and financial resources to support activities conducted by CA members and their partners (Advocacy & Communication).

√   Organize a series of advocacy and dissemination events promoting already available key products of the Cities Alliance and their partners on Slum-upgrading and City Development Strategies
√   Partner up and build synergies with existing advocacy campaigns on sustainable urbanization in Africa
√   Provide a platform for discussion on Post MDG targets with a particular focus on national and local capacity needs in selected countries

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1.4 Key Partners

- UCLGA, AfD/French MFA, BMZ/GIZ, Norway, Sweden, Italy, UNH, WB, SDI
- Governments of Brazil, Burkina Faso, Ethiopia, Mozambique, Nigeria , South Africa, and Uganda.

1.5 Indicative Activity Plan for 2013 (BMZ funding)

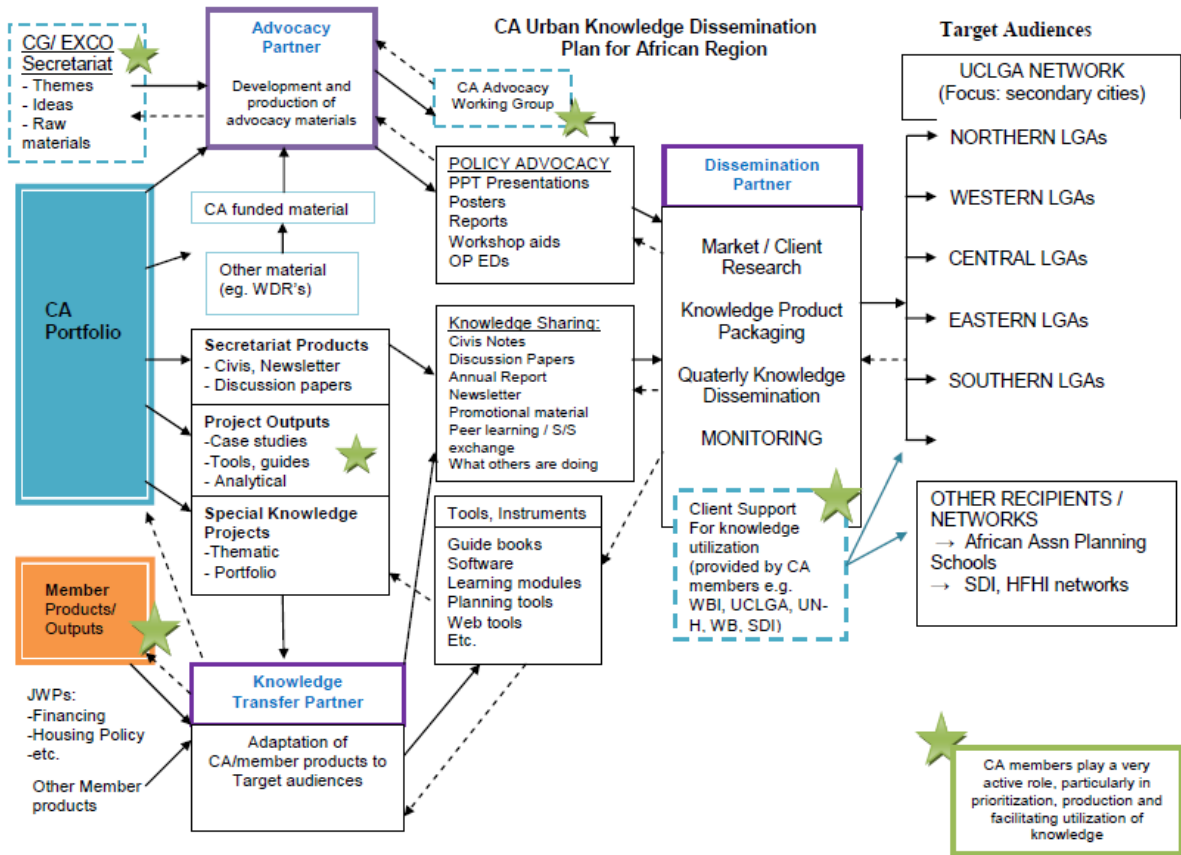| Outputs and Activities	DELIVERABLES	POTENTIAL IMPLEMENTATION PARTNERS	INDICATIVE BUDGET ALLOCATION (USD)
I. Build up and sustain a framework for increasing impacts of existing member operations (Increased Coherence of Effort)			
Kick-off workshop with interested members and partners	Definition of overall guidelines and cornerstones of the elaboration of the strategy	CA, BMZ	**30.000 (workshop)**
Setting-up of a Cities Alliance Africa Group to to guide the Strategy	Guidance/inputs given at all critical steps		**30.000 (consultants)**
Operationalisation of the Africa Strategy	Specific guidelines and Action plans for each output are developed by a Consultant	Tbd	**40.000 (Consultant)** **30.000 (Workshop)**
Discussion and Endorsement of the Guidelines and Action Plans	Guidelines and Action plans are presented among members and partners and endorsed	Tbd	
II. Support members in developing the capacities of partners in cities and connect them with each other, and with international agencies (Aligned Collaboration)-			
SSA Inclusive Cities South-South Knowledge Exchange	Web-based platform	WBI, CA, SDI	**10.000 (Admin-istration)**
Building on the Country programme experience	Main lessons discussed and shared by key members and partners involved	CA and national governments involved	**50.000 (workshop)**
Exploring partnerships with State-owned regional institutions (AfDB, UEMOA, ECA, etc.)	At least one Joint work programme identified and formulated	CA	**20.000 (travel costs and meetings)**

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III - Facilitate the exchange of experience, approaches and tools from the wealth of CA members experience, including their own cities (Knowledge & Learning)			
Translation and dissemination of Sourcebook on Urban Slums Dissemination in SSA	French version of the Sourcebook on Urban Slums available online and hard copies	WBI	**20.000 (Translation and Publication cost)**
Scaling Up Slum Upgrading and Prevention through National Policies and Programmatic Approaches	Knowledge products on the study are produced in English, French and Portuguese	WBI/GIZ/UN Habitat/Brazil	**30.000 (Publication costs)**
Translation and dissemination of main CA substantive documents	French versions of the documents available on line and hard copies	CA	**60.000 (translation and publication costs)**
IV Support partner cities in promoting the opportunities of inclusive and sustainable urbanization for development and mobilize additional key partners and financial resources to support activities conducted by CA members and their partners (Advocacy & Communication			
Scaling Up Slum Upgrading and Prevention through National Policies and Programmatic Approaches	Two dissemination events on the results of the study are organized (Europe and SSA)	WBI/GIZ/UN Habitat/Brazil	**60.000 (Workshop)**
Debating the way forward on CA ongoing knowledge activities and products (CEE rating, Study on Secondary cities	Dissemination events are organized	CA, Involved partners	**60.000 (workshops)**
Overheads and Administration costs			**60.000**
TOTAL			**500.000**

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CA Urban Knowledge Dissemination Plan for African Region

CG/ EXCO Secretariat
- Themes
- Ideas
- Raw materials

Advocacy Partner

Development and production of advocacy materials

CA Advocacy Working Group

POLICY ADVOCACY
PPT Presentations
Posters
Reports
Workshop aids
OP EDs

Dissemination Partner

Market / Client Research

Knowledge Product Packaging

Quaterly Knowledge Dissemination

MONITORING

CA funded material

Other material (eg. WDR's)

CA Portfolio

Secretariat Products
- Civis, Newsletter
- Discussion papers

Project Outputs
-Case studies
-Tools, guides
- Analytical

Special Knowledge Projects
-Thematic
- Portfolio

Knowledge Sharing:
Civis Notes
Discussion Papers
Annual Report
Newsletter
Promotional material
Peer learning / S/S exchange
What others are doing

Tools, Instruments

Guide books
Software
Learning modules
Planning tools
Web tools
Etc.

Client Support
For knowledge utilization (provided by CA members e.g. WBI, UCLGA, UN-H, WB, SDI)

Member Products/ Outputs

JWPs:
-Financing
-Housing Policy
-etc.

Other Member products

Knowledge Transfer Partner

Adaptation of CA/member products to Target audiences

Target Audiences

UCLGA NETWORK (Focus: secondary cities)

NORTHERN LGAs

WESTERN LGAs

CENTRAL LGAs

EASTERN LGAs

SOUTHERN LGAs

OTHER RECIPIENTS / NETWORKS
→ African Assn Planning Schools
→ SDI, HFHI networks

CA members play a very active role, particularly in prioritization, production and facilitating utilization of knowledge

6 December 2011

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