



Market in Kumasi, Ghana.

CITIES ALLIANCE RESULTS

At the end of 2010, the Cities Alliance repositioned its business model and adopted a more strategic, programmatic approach to urban development. This approach has begun generating concrete results—which are particularly evident in the Country Programmes underway in Uganda, Ghana, Vietnam, Mozambique, and Burkina Faso.

In addition to the Country Programmes, there were also clear results in other key areas: The Catalytic Fund, building partnerships, supporting knowledge networks, delivering Cities Alliance knowledge, and promoting the role of cities in sustainable development and poverty reduction.

COUNTRY PROGRAMMES

During the last year, the Country Programme in Uganda was consolidated and began demonstrating real results, while in Ghana and Vietnam the programmes were successfully launched, building on the partnerships established and nurtured throughout the design phase. In Burkina Faso and Mozambique, extensive, inclusive design processes led to broad consensus about the shape and scope of the programmes to be rolled out in the coming year.

Mainstreaming a Culture of Dialogue in Uganda

What began as a programme for five Ugandan secondary cities has expanded to include nine additional municipalities that are part of the World Bank's US\$130 million municipal support programme, effectively ensuring clear alignment between the objectives of the Cities Alliance Country Programme—called Transforming the Settlements of the Urban Poor in Uganda (TSUPU)—and the future investment of government resources. This expansion means that the Country Programme now covers 14 secondary cities in Uganda.

Further evidence of the mainstreaming of the TSUPU programme is the strong institutional management structure established by the Ministry of Lands, Housing and Urban Development, which incorporates a wide range of officials, each responsible for specific activities and linkages with programme partners.

In another important milestone, all five of the original participating municipalities successfully launched Municipal Development Forums, building on the continued success of the National Urban Forum and creating a positive environment for national- and local-level dialogue.

Makerere University completed a restructuring process, bringing together the urban planning graduate degree programme and the Faculty of Technology master's programme. The University has developed the joint City Development and Slum Upgrading Strategy guidelines in a consultative process, and the planning faculty will play a central role in the rollout of the CDS process to 14 municipalities. This will fundamentally change how planning has traditionally occurred in Uganda, with the development of local capacity and the transfer of such capacity to a new generation of young planners.

After successfully launching active Federations of the Urban Poor in all five municipalities, Actogether (an affiliate of SDI), has transformed from a small, highly dependent organisation to one that has developed a capacity and excellence in community mobilisation, reflected in SDI's selection of Uganda as its Learning Centre. With the support of Actogether, the Federations have completed slum profiles for all five municipalities, and enumeration and mapping activities are in progress. The Federations have also started identifying community projects and have proactively engaged local government for planning support and access to land.

A recent evaluation revealed that TSUPU and its approach has a high degree of credibility, support, and buy-in from stakeholders. The collaborative aspects of the programme design and its subsequent implementation have been instrumental in gaining the strong commitment of partners at all levels. Activities undertaken during the set-up phase over the last year have created an enabling environment for the roll-out of the programme. With the mobilisation of communities and the formation of Municipal Development Forums, the preconditions are now in place for both an inclusive national policy formulation and local development process.

It is also worth noting that many of the principles associated with TSUPU are informing approaches to upgrading in Kampala by other actors, with the Federations as the common link. This underscores the extent to which TSUPU is fostering a culture of dialogue at the national and local levels, and which is increasingly becoming a mainstreamed approach to urban issues.



From left: SDI President Jockin Arputham and Ugandan Minister of Lands, Housing and Urban Development Daudi Migereko at the launch of a sanitation unit in Jinja built as part of the Cities Alliance Country Programme.



Dilapidated housing in Vinh, Vietnam.

Scaling Up Urban Upgrading in Vietnam

In Vietnam, the groundwork was laid for scaling up urban upgrading efforts to as many as 50 cities. The Cities Alliance funded a Vietnam Urbanization Review, which was undertaken by the World Bank, and which has provided the analytical foundation for the national government to formulate strategic and cohesive urban policies and to guide investment prioritisation—an important evidence base for national dialogue.

That dialogue has begun to take place at the revitalised Vietnam Urban Forum (VUF), now anchored within the Urban Development Agency in the Ministry of Construction, which chairs the Forum. With Cities Alliance support, the VUF is seen as the means for strengthening information dissemination and coordination across the urban sector—leading to a fully functional, effective platform for urban sector exchanges and structured dialogue including a wide range of stakeholders. The VUF also aims to mobilise the rollout of the National Urban Upgrading Strategy (NUUP), which is expected to lead to an upgrading approach that is based on partnerships with local governments and urban communities—a significant shift in centralised Vietnam.

Finally, as a result of a preparatory grant to the Association of Cities of Vietnam (ACVN) supported by the Asian Coalition of Housing Rights (ACHR), the operational guidelines have been completed to expand the Community Development Fund (CDF), a network of 30 cities engaged in community-led upgrading activities. The conditions are now in place to consolidate and expand the CDF to an additional 20 cities.



Public toilets in a slum neighbourhood of Accra, Ghana.

Forging Partnerships and Building Capacity in Ghana

In Ghana, three important grant agreements were put in place during the last year, allowing for the effective launch of the Country Programme. These grant agreements were to:

- GIZ, the lead Cities Alliance member, to support the Urban Development Unit in the Ministry of Local Government and Rural Development to develop an inclusive national urban agenda;
- The Institute of Local Government Studies, to develop and deliver a municipal leadership training programme; and
- Peoples' Dialogue through SDI, to mobilise and build the capacity of organisations of the urban poor.

In addition, through the Country Programme, a partnership was forged between the World Bank and Peoples' Dialogue, and a proposal developed that will leverage a World Bank investment of US\$150 million in water and sanitation in the Greater Accra Metropolitan Area.

Building on CDS and Slum Upgrading in Mozambique

In Mozambique, a concept note was completed for the Country Programme that builds on two key opportunities. The first is an ongoing Cities Alliance grant to UN-Habitat to facilitate a CDS and slum upgrading process in the municipality of Nampula. The second is an opportunity to partner with the Governments of Brazil and Italy to deconstruct the successful slum upgrading experience of Bahia, Brazil, and to reconstruct the process in Maputo. These two grants will form the basis of the Country Programme and will be linked to the greater urban context as laboratories for learning.



Celebrations at the launch of an upgrading project in Maputo's Chamanculo-C neighbourhood that is supported by the Cities Alliance and the Governments of Brazil and Italy.

Determining Focus Areas in Burkina Faso

In Burkina Faso, members and partners agreed on several main focus areas to guide the development of the Country Programme, including, for example, support for the organisation of the National Urban Forum. Along with the Ministry of Housing and Urban Planning, the Association of Municipalities of Burkina Faso (AMBF) will play a key role in implementing the programme, which will focus on the capital city of Ouagadougou, the second city of Bobo Dioulasso, and three secondary cities (Dori, Dedougou, and Tenkodogo). It was agreed that the programme should aim to roll out the CDS and other experiences previously supported by the Cities Alliance in Ouagadougou and Bobo Dioulasso, and adapt these tools to secondary cities. UN-Habitat was nominated by national partners and Cities Alliance members to lead the programme's final preparation phase.



Urban degradation in Ouagadougou, Burkina Faso.

WEST AFRICA: ILLUSTRATING THE CITIES ALLIANCE'S STRONG ENGAGEMENT IN AFRICA

Sub-Saharan Africa has long been a priority for Cities Alliance operations; over the past decade, the Alliance has approved more projects in Sub-Saharan Africa than in any other region. The partnership continues to demonstrate its commitment with the development of an action plan that focuses on secondary cities, which are bearing the brunt of rapid urbanisation.

In West Africa, the Cities Alliance's increasing focus on the region is especially notable. Two out of four Cities Alliance Country Programmes in Sub-Saharan Africa are located in West Africa (Ghana and Burkina Faso; the other two are in Uganda and Mozambique). The partnership also has a senior staff member located in the World Bank office in Abidjan, Côte d'Ivoire.

In recent years, the Cities Alliance has provided some US\$8.75 million in grant funding to the region: US\$6 million for Country Programmes in Ghana and Burkina Faso, and US\$2.8 million for activities in Abidjan, Bamako, Cotonou, Dakar, Douala, Freetown, Lomé, Ouagadougou, and Yaoundé. This represents an average rate of US\$15.3 for every 100 urban dwellers in 10 West African countries.

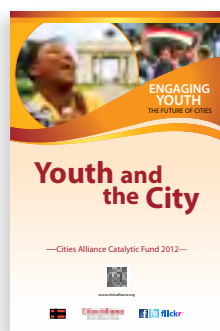


Young informal trader in South Africa.

CATALYTIC FUND

During FY2012 the Cities Alliance Secretariat completed the grant-making process for the projects selected through the first Catalytic Fund Call for Proposals, issued in January 2011. These projects are now active and operational. They cover a range of issues, including tenure security in southern Africa, housing sector development in Ethiopia, urban development strategies for Yaoundé (Cameroon) and metropolitan Santiago (Chile), as well as sustainable development in Bukhara and Samarkand (Uzbekistan).

The Cities Alliance also issued the second Call for Proposals for the Catalytic Fund in February 2012. This time, the Call featured a specific theme: “Youth and the City: Challenges of and Visions for Demographic Change.” Chosen by the Consultative Group at its 2011 meeting in Maputo, the theme builds on the efforts the Cities Alliance has made in recent years to integrate gender and youth in its work programme under Norway’s sponsorship. The Call has been a resounding success, generating more than 200 applications from all over the world. The evaluation and selection process is currently underway.



BUILDING PARTNERSHIPS FOR RESULTS

In addition to our Country Programmes, the Cities Alliance in FY2012 also sought to mobilise members around regional strategies in India, Brazil, and the Middle East and North Africa region through partnerships and Joint Work Programmes.

Brazil

Through our partnership with Brazil, the Cities Alliance continued to provide technical assistance to the Brazilian Ministry of Cities aimed at improving national urban policies, with a focus on the social component of national housing programmes. The Cities Alliance and the World Bank worked together with the Ministry of Cities and CAIXA to formulate a policy framework and guidelines for implementing involuntary resettlement and improving social sustainability in federally funded infrastructure development programmes. The issue of involuntary resettlement has taken on a new urgency in light of the significant expansion of infrastructure investments planned over the next five years as part of the second Accelerated Growth Programme (PAC) and in preparation for upcoming international sports events to be hosted by Brazil (the World Cup in 2014 and the Olympic Games in 2016).

This fiscal year also marked the conclusion of a longstanding partnership in the state of Bahia, where the Italian Government, the World Bank, and the Cities Alliance supported a highly successful integrated slum upgrading initiative implemented by the Avsi Foundation. The Bahia experience used a participatory and integrated approach that made a real difference in the lives of slum dwellers and facilitated upgrading at scale in the province. After years of fine-tuning, the methodology developed in Bahia was instrumental in the preparation of national guidelines and thematic manuals on social work used throughout Brazil to implement housing projects. The Bahia methodology is now being adapted by the Municipality of Maputo to upgrade the Chamanculo-C neighbourhood with the support of the Cities Alliance and the Governments of Brazil and Italy.



The São Paulo Department of Housing and Urban Development (SEHAB) was awarded the prestigious UN-Habitat Scroll of Honour award in 2012 for a slum upgrading programme supported by the Cities Alliance. From left: Maria Teresa Diniz of SEHAB; Elisabete França, SEHAB Director; William Cobbett, Cities Alliance Manager; and Vanessa Padiá de Souza of SEHAB.

Susanna Henderson/Cities Alliance



The Divisional Commissioner of Agra and other city officials visited Kachhpura in August 2011. As a result, the city allocated funds to pave all unpaved streets in Kachhpura and provide individual toilets to all households without access.

Working Together to Support India's Flagship Urban Programmes

Within the context of the new Cities Alliance business model, the World Bank's South Asia Urban team (SASDU), the World Bank Institute (WBI), and the Cities Alliance have agreed to establish a multi-year partnership that aims to bring together efforts to support India in effectively addressing its urban challenges. The partnership focuses on slum prevention and improvement, urban strategies, and learning and capacity building. It would support the two urban ministries under the Government of India's flagship programmes—Jawaharlal Nehru National Urban Renewal Mission (JNNURM) and the national slum upgrading programme, Rajiv Awas Yojana (RAY)—as well as selected states and cities.

India's First Citywide Upgrading Plan in Agra

Originally in partnership with USAID, the Cities Alliance has supported the city of Agra in the preparation of an inclusive citywide slum upgrading plan, the first of its kind in India. While funds are still being sought to implement the comprehensive plan, the first efforts are already bearing fruit under the direction of a local NGO, the Centre for Urban and Regional Excellence (CURE). The Uttar Pradesh state government is expanding or replicating the pilot projects implemented with Cities Alliance support, and slums have become a key component of the development agenda—leading the state government to improve services to these areas. So far, the Cities Alliance grant has triggered US\$22 million in additional investments.

Joint Initiative for Inclusive Growth in Cities of the MENA Region

Following member requests to respond to the Arab Spring in a coherent, collaborative, and constructive manner, the Cities Alliance and Center for Mediterranean Integration (CMI) members active in the region have consolidated a partnership to offer support through a Joint Work Programme (JWP). Cities Alliance members include Germany, Italy, and France, as well as UCLG, UN-Habitat, and the World Bank. The support will be guided by a long-term view that seeks to mobilise available local, regional, and global expertise to foster inclusive growth in cities across the region.

Its activities will revolve around three thematic pillars: Strengthening cities for inclusive economic growth; creating accountable cities and towns; and promoting subsidiarity. Building on a thorough needs and portfolio assessment, the JWP is mobilising support for its first national project in Tunisia.



William Cobbett/Cities Alliance

Tunis, Tunisia.

SUPPORTING KNOWLEDGE NETWORKS

With its diverse membership and experience, the Cities Alliance is in a unique position to facilitate the sharing of knowledge and learning. In recent years, the Cities Alliance has established a number of Joint Work Programmes with members and partners to gather lessons learned based on cumulative experience with slum upgrading and strategic urban development, as well as emerging issues such as climate change.



Ethiopia has undertaken a bold housing programme that relies on labour-intensive delivery with limited use of machinery.

Building a Knowledge Network with the African Centre for Cities (ACC)

The partnership between the ACC and the Cities Alliance was established in 2009 as a platform to catalyse and facilitate the development of national State of the Cities Reports (SOCRs) in Africa, with the goal of using these processes to build urban knowledge and organisational capacity to respond effectively to the unique challenges and opportunities faced by African urban policy-makers, planners, and development practitioners. This initiative is supported through the establishment of a robust network of practitioners focused on learning from peers in South Africa and Brazil, as well as undertaking collaborative research to strengthen

the quality of locally produced research and to contribute to the development of new urban knowledge.

During FY2012, the main deliverables for the partnership included proposals for State of the Cities Reports in Ghana and Ethiopia, which were both approved for funding. The ACC team also led two knowledge-sharing events designed to establish a regional practitioners group and to enhance their knowledge of the State of the Cities Report process, with the support of the World Bank Institute and the South-South Knowledge Exchange (SSKE) trust fund.

Rethinking Urban Planning in Africa

The Cities Alliance is currently supporting a broad initiative to rethink urban planning in Africa—in particular the curricula—and to support the development in Africa of centres of excellence focused on urban research. The main vehicles for this initiative are partnerships between the ACC and the Association of African Planning Schools (AAPS), as well as between AAPS and Shack/Slum Dwellers International (SDI).

The ACC and AAPS have established the Platform for Urban Planning Law Reform in Sub-Saharan Africa, representing urban planning and legal experts from government, civil society, academia, and the private sector, with the support of the Cities Alliance and the Rockefeller Foundation. The group met in July 2012 and agreed to consider a long-term strategy to bring about urban and planning law reform in Sub-Saharan Africa. This includes developing a long-term vision for law reform in partnership with relevant development agencies, civil society, professional associations, and educational networks.



Meeting of the Platform for Urban Planning and Law Reform in Sub-Saharan Africa in Bellagio, Italy, July 2012. The Cities Alliance was represented by Mamadou Diagne, Sr. Programme Officer for West and Central Africa (third from right, bottom row).



Residents washing clothes in a slum neighbourhood of Mumbai, India.

India's Peer Experience and Reflective Learning (PEARL) Programme

The Cities Alliance is providing knowledge support to the Peer Experience and Reflective Learning (PEARL) programme under JNNURM, the single largest urban development initiative in India's history, which links funding for infrastructure projects with significant urban reforms. Working under the Ministry of Urban Development (MOUD), 65 cities are participating in JNNURM, and PEARL is their peer-learning network that focuses on knowledge exchange for better city governance and more efficient implementation of urban infrastructure investments and urban reforms.

In addition to various local capacity-building activities, the grant supported a knowledge needs assessment of local government (ULB¹) functionaries. The goal of the assessment was to better understand the functionaries' knowledge needs within the context of the governance structures and responsibilities devolved by the various States to different tiers within the municipalities.

Promoting City-to-City Partnerships in the Global South

In its role as a global representative of cities, United Cities and Local Governments (UCLG) has played a critical role in brokering partnerships between cities to strengthen the

ability of cities in the global South to plan and manage sustainable urbanisation. One such partnership between eThekweni (Durban), South Africa and Mzuzu, Malawi led to the production of the first City Development Strategy for Mzuzu.

Together with Metropolis and UN-Habitat, UCLG also led the way in developing the World Urban Campaign, which seeks to promote a positive vision for sustainable urbanisation and the key role played by cities to achieve that vision.

Creating Enabling Environments for Sustainable Urbanisation

In June 2012, the Cities Alliance established a Joint Work Programme with United Cities and Local Governments of Africa (UCLGA) that focuses on two primary goals: To catalyse a policy debate on creating effective environments that will enable cities to become productive, sustainable, inclusive, and bankable; and to guide Cities Alliance advocacy, knowledge, and technical advisory support over the next ten to 20 years.

As part of the Joint Work Programme, UCLGA—in partnership with the West Africa Economic and Monetary Union—hosted a meeting for West African Ministers and senior government officials of finance, decentralisation and urban development in April 2012 in Niamey, Niger. The meeting, which was co-financed by the Cities Alliance, sought to raise awareness of the role of cities in economic development and the need to scale up urban investment to ensure that member states of the Union are able to benefit from rapid urbanisation. Financing urban investments is a critical factor in creating an enabling environment for cities, and it is one of the criteria UCLGA will use over the next year to measure progress made towards developing well-functioning cities in 50 African countries.

1 Urban Local Bodies

DELIVERING CITIES ALLIANCE KNOWLEDGE AND EXPERIENCE

Financing Africa's Cities

Released in January 2012, *Financing Africa's Cities* by Dr. Thierry Paulais addresses the issues of financing urban growth on the African continent and offers a methodical clarification of local investment issues for policy makers and professionals working in the field. Through a series of African case studies and examples from other continents, the book proposes practical ways to modernise local investment financing systems, promote endogenous financing solutions, and mobilise new sources of funding.

Financing Africa's Cities is the culmination of a four-year period of research and analysis, jointly financed by Agence Française de Développement (AFD) and the Cities Alliance. Dr. Paulais is now Deputy Director for the Africa Region at AFD and was previously seconded to the Cities Alliance.

Cities Building Resilience in a Changing World

The results of the Joint Work Programme “Climate Change, Disaster Risk, and the Urban Poor” have been published. This study analyses the key risks to the urban poor posed by climate change and disasters—particularly with regard to the delivery of basic services—and identifies strategies and financing opportunities for addressing those risks.

The work is part of a broader programme under the Mayors’ Task Force on Climate Change, Disaster Risk and the Urban Poor, which comprises the mayors of Dar es Salaam, Jakarta, Mexico City, and São Paulo. They have recognised the importance of these issues in their cities and have demonstrated strong support for taking action. Urban risk assessments have been carried out in each of the four cities, providing the basis for much of the knowledge in the study.

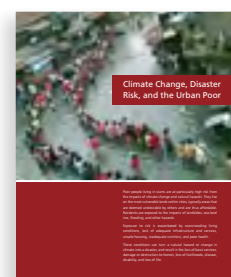
Documenting Knowledge from the Cities Alliance Portfolio

The Cities Alliance has released a new series of publications to document some of its most successful projects since it was created over a decade ago. The Cities Alliance in Action series explores the reasons behind the success of the projects and some of the lessons learned—not only for the concerned stakeholders, but for any reader interested in urban development.

In FY2011-12, the Cities Alliance produced seven Cities Alliance in Action impact stories: *New Urban Planning Strategies for the Philippines* (CDS in the Philippines); *Douala Takes Ownership of its Future* (Douala CDS); *Using Technology to Transform Urban Planning in São Paulo* (Habisp); *Upgrading South Africa's Housing Policy* (National Upgrading Support Programme); *A Model of Participatory Development in Tunisia* (Sfax CDS); *Promoting Innovation in Urban Upgrading in São Paulo* (Bairro Legal); and *A Partnership to Support Cities in Addressing Climate Change* (Joint Work Programme on Cities and Climate Change). More impact stories are in production.

Quick Guides for Policy Makers: Housing the Poor in African Cities

The Cities Alliance, in partnership with UN-Habitat, developed a series of Quick Guides that will provide national and local officials as well as policy makers in African cities with tools and practical knowledge to help them enhance their understanding of low-income housing issues so they can make informed policy decisions that benefit the poor. The easy-to-read guides provide an overview of trends, conditions, concepts, policies, tools, and recommendations for optimising the opportunities of urbanisation and its implication for the role of local government, tenure security, affordable housing, involvement of communities, and financing options.





Informal housing in Accra, Ghana.

William Cobbett/Cities Alliance

PROMOTING THE ROLE OF CITIES IN SUSTAINABLE DEVELOPMENT AND POVERTY REDUCTION

Now that communications and advocacy has become one of its four main business lines, the Cities Alliance began laying the groundwork in FY2012 to significantly ramp up efforts in this area.

Mobilising Cities Alliance Members in Advance of Habitat III

The Cities Alliance, in partnership with UN-Habitat, has established a Joint Work Programme with UCLG that seeks to mobilise Cities Alliance members around preparations for Habitat III in 2016. The initiative also aims to strengthen advocacy on the opportunities of urbanisation and the potential contribution of local authorities to the international negotiations on sustainability and development. One of the initial activities of the Joint Work Programme was the participation of a number of Cities Alliance members in a high-level partners meeting at the United Nations in New York City in April 2012 to discuss joint advocacy in advance of Habitat III.

Enhancing and Expanding the Cities Alliance's Online Presence

Over the past year the Cities Alliance began a major overhaul of www.citiesalliance.org, expanding the content and giving the site a fresh, new look. The homepage was revised to reflect our new business model and focus on results, with sections highlighting impact stories, results, and urban statistics. The overhaul continues into FY2013, when we will launch our new Knowledge Resources section—making it much easier for users to access the knowledge available on the site.

In addition to the website, the Cities Alliance also significantly expanded its online presence in FY2012 to three social media sites: Facebook, Twitter, and Flickr. Through these sites, the Cities Alliance has been able to reach a whole new audience interested in urban issues and also engage with members and partners in a very interactive—and immediate—way. All three sites are thriving and continue to add new followers each week.

THE SIXTH WORLD URBAN FORUM

As the world's premier conference on cities, the World Urban Forum (WUF) is a unique opportunity for the Cities Alliance to showcase its messages and promote the partnership. The Alliance has a tradition of successful, dynamic participation in WUF, and the September 2012 event in Naples, Italy was no exception.

The Cities Alliance hosted a large, well-appointed booth in the Exhibition Hall which attracted a wide range of visitors, from Ministers and mayors to urban planning students and representatives of civil society. The booth, which was again shared with the Global City Indicators Facility (GCIF) following the success of the Rio World Urban Forum, featured interactive presentations by representatives from two of our Country Programmes, Ghana and Vietnam, who discussed the innovative programmes with visitors and answered questions. It was also a focal point for Cities Alliance members, who networked and held small bilateral meetings there.

In addition to the booth, the Cities Alliance presented a Networking Event based on its 2012 Catalytic Fund, themed "Youth and the City." The event, which was filled to capacity, showcased various perspectives on economic development for the urban youth. An exciting new slum upgrading publication undertaken in partnership with the Inter-American Development Bank, *Slum Upgrading: Lessons from Brazil*, was launched by principal author Fernanda Magalhaes at the Forum.