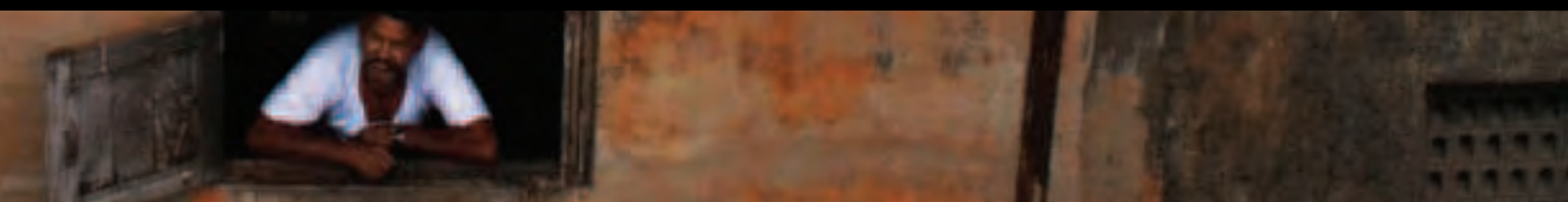




STRENGTHENING THE LEARNING ALLIANCE



Strengthening the Learning Alliance

Beyond its role as a grant-making facility, the Cities Alliance was also conceived as a learning alliance seeking to advance the collective know-how of local authorities and their international development partners on ways and means to reducing urban poverty and of improving the quality and impact of urban development cooperation. The Cities Alliance has developed a range of different methods to promote learning and knowledge sharing, including the Annual Reports, Public Policy Forums, Knowledge Partnerships, the CIVIS Notes series, and Policy dialogues.

From the outset, the Annual Reports were viewed as having a function far beyond the reporting of organisational activities for the year under review for the benefit of shareholders. They were rather designed to be platforms for capturing and disseminating knowledge and learning from the Alliance's activities in CDS and slum upgrading, consciously targetting not only the Alliance's own members, but also local government officials, national government counterparts, other urban development practitioners, and experts. At the same time, the Reports aimed to be accessible to the general public.

Cities Alliance issued its first Annual Report in 2001, two years after its founding, where it basically set the stage for the urban debate in the face of rapid urbanisation, and the challenges and opportunities these imply for developing countries. The structure and organisation of the first report set the standard, and provided the template: An Introductory chapter taking a broad and analytical perspective on a pertinent urban development issue or trend, and discussing approaches, experiences and policy recommendations on the way forward. This is followed by a traditional "Cities Alliance in Action" chapter outlining the Alliance' activities in CDS and slum upgrading for the year under review, followed by sections on "Communications and Knowledge Sharing activities", a review of the "Cities Alliance Organisa-

tion", followed by the "Financial" report. Nine years later and showing a progression in production values from an initial black and white product to a full colour product beginning in 2004, the Annual Reports have remained the Alliance's flagship for capturing and sharing substantive knowledge on its activities, and of advocacy on key urban messages or trends.

The Public Policy Forums (PPF) were, as the name implies designed to bring together local and national city stakeholders, development partners, private sector, slum dwellers, and media around a specified theme in urban development. The first of these was held in Montreal in June 2000, and focused on pro-poor urban policies and related institutional and financial reforms, reviewing lessons from experience in Africa, Asia and Latin America. Since then PPFs have been held every year as an integral curtain-raiser to the Consultative Group (CG) meetings, allowing CG members to learn first-hand something of the city hosting the event.

The Alliance also deliberately pursued a strategy of creating knowledge partnerships with members or partners it identified as having comparative advantages in specific areas of work relevant to its mandate. Some of the earliest versions of these partnerships were with universities, including the University of São Paulo in 2001, which also provided office space for the office of the Alliance's regional advisor for Brazil, a position then funded by the government of Italy but also served as an observatory for the Alliance's monitoring of scaling up of slum upgrading activities in Brazil. Another early University partner of the Cities Alliance was the Massachusetts Institute of Technology (MIT), with which the Alliance created an urban upgrading database and CD, supported by an interactive website to serve as a meeting space for practitioners wishing to share lessons and experience.

The Alliance also provided seed funding for the establishment of communities of practitioners in its cities of activities. Support to the League of Philippine Cities enabled the institutionalisation and expansion of poverty-focused city development strategies throughout the country. The Alliance also partnered with subsidiaries of member organisations with specific services to provide. Its long standing partnership with ISTED led to major outputs such as the *Guide to Working with Cities Alliance* in several languages and the special edition of *Villes en développement*, the Institute's quarterly newsletter, dedicated to a subject matter of special interest to the Cities Alliance. These knowledge partnerships were later consolidated into joint work programmes on defined urban issues with members such as UCLG, UN-HABITAT, UNEP, the World Bank, and with bilateral members such as AfD, Brazil and India.

The *CIVIS Notes* series was first launched in 2001 to serve as a forum for sharing practical experiences and successful examples of city development strategies and slum upgrading among policy makers and practitioners, with a focus on what has worked, and why, as well as on wider policy issues. It published a landmark series on "Shelter Finance for the Poor", the results of an initiative designed to respond to both client demand and to the growing capacity of private sector financial institutions with experience in serving the urban poor.

To formalise its knowledge sharing strategy Cities Alliance enunciated a communications and dissemination strategy in its 2003 Annual Report. Its communications strategy supports a learning process among all its partners and includes sharing lessons and fostering the use of more effective tools, policy options and standards of practice. It advocated for a dissemination strategy which depended not only on the quality and appropriateness of the outputs, but also on ensuring that these outputs reach those who can make the best use of them. The elaboration of this strategy set the stage for the hiring of a Communications Officer, Chii Akporji in 2004, and the eventual setting up of a communications and knowledge unit within the Secretariat.

In 2007, following the recommendations of the 2006 independent evaluation that the Alliance deepen the organisation's knowledge base, a monitoring and evaluation unit was established within the Secretariat to support a results-based approach to knowledge gathering and sharing. The process is being led by Günter Meiner, a senior staff member on secondment from GTZ. A preliminary framework was presented to the Alliance' executive committee in Trondheim, Norway in April 2008, and a final strategy document has been revised to meet the evolving demands of the CG and to support the MTS.

To strengthen its learning brand the Alliance has also organised and participated in series of policy dialogues, in addition to leveraging a number of knowledge sharing events as platforms for sharing knowledge and experiences. Mention of a few will suffice here. In partnership with its CDS partners in Asia it has organised a series of CDS workshops, including the high profile conference in Hanoi in December 2004; these have helped the process of knowledge and institutionalisation of the process in several countries in the region. The Alliance participated in the second Africities summit in Yaoundé, Cameroun where it organised a half-day summit on the participation of African cities in the Cities Alliance, laying the groundwork for increased collaboration between the Alliance and African cities. The Alliance broadened its participation significantly during the 2006 Africities Conference in Nairobi, where it hosted a major exhibition booth plus major, well-attended workshops.

Alliance managers and staff have also been proactive participants at several meetings and policy dialogues organised by members and partners. In 2008 the Alliance organised a highly successful south-south knowledge exchange on slum upgrading, in partnership with the municipality of São Paulo. The five-day event brought together representatives of the mega cities of the south such as Cairo, Ekurhuleni, Lagos, Manila, Mumbai, their counterparts from the host city of São Paulo and from a third group of observers namely, La Paz, Bolivia; Santiago, Chile; Sekondi-Takoradi in Ghana to share their experiences on the challenges of slum upgrading. These were joined also by representatives

of development organisations such as the World Bank, the Asian Development Bank, United Cities and Local Governments (UCLG), Metropolis, and UN-HABITAT.

With implementation of the Medium Term Strategy now gathering momentum, the Secretariat plans to significantly strengthen learning and knowledge amongst Cities Alliance members, and improve impacts beyond its membership. In particular, developing country cities are increasingly interested in benefitting from the experience of other cities that have already grappled with similar development challenges.

Monitoring and Evaluation

The overall conceptual approach to monitoring and evaluation (M+E) in the Cities Alliance, as approved by the Consultative Group, aims to motivate and facilitate learning, to support results-based management, and to increase accountability. The M+E system targets three levels, the individual CDS and slum upgrading projects, the project portfolio as a whole and the institutional performance of the Cities Alliance.

M+E for individual CDS and SU projects

The Secretariat developed a set of new tools, which include revised formats for project proposals, assessments and reports. A midterm review helps to keep projects on track towards achieving its objectives. The evaluation workshop at project completion focuses at outputs and outcomes. Both, midterm review and completion workshop will be conducted by the respective project teams with the participation of stakeholders wherever sensible. The M+E process at project level is designed to provoke a deeper understanding of how projects work and what results they achieve. By doing so, the Cities Alliance will be in better condition to identify the lessons learnt and worth sharing with other cities. They will also increase their accountability to project stakeholders and to development partners.

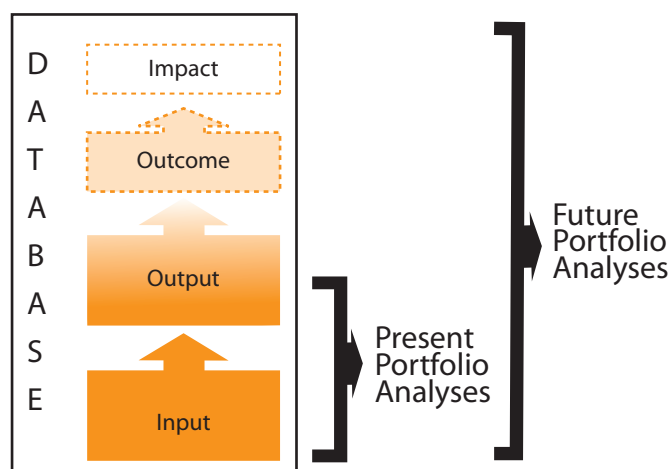
This M+E approach will be gradually made effective starting in fiscal year 2010. The field experience will provide some first answers to concerns raised, such as;

- Will partner cities and Cities Alliance sponsors be in condition to apply the enhanced M+E mechanisms?
- Will the additional effort for M+E be well justified by better results orientation and learning?
- Will the results produced by M+E fulfill adequately both, learning as well as accountability purposes?

M+E of the project portfolio

A review of the CDS and slum upgrading project portfolio was presented by the secretariat for the first time. It provides concise information on the composition of the portfolio, thus accounting for the use of funds by reporting on the regional distribution of projects, implementing partners, types of recipients, and other. The report draws on project data contained in the newly established project database in the secretariat. Once the M+E system for projects mentioned above is fully operational, the portfolio review will provide data on the *quality* of project outputs and outcomes.

Figure 3: M+E of the Project Portfolio



One of the principal challenges for the design and the management of projects, subsequently for M+E, will be to emphasise the outcomes. For example, change in work routines, enhanced participation) and impacts of projects (for example benefits for the urban poor), against the input (money spent), activities or output level (workshops, plans, studies).

The portfolio review contributed to the reflection on the strategic orientation of the Cities Alliance and different modes of delivery. Proposals were made regarding the desirable composition of the portfolio in terms of grants allocated to LDCs and to secondary cities. Future portfolio reviews will report on the achievements of these targets. However, setting targets for the portfolio composition are likely to include additional criteria for the selection of project proposals, indicating the need for corresponding modifications to the Cities Alliance Charter.

The review also raised awareness regarding the involvement of Cities Alliance members in the implementation of projects, as only relatively few Cities Alliance members have the operational capacity in the field to provide effective and comprehensive support. There is an obvious need to rely more on existing, even if not fully sufficient, capacities of Cities Alliance partner cities. An external evaluation of client and of member executed projects has been commissioned to identify means of adjusting Cities Alliance instruments and modes of project implementation. The results, expected in FY 2010, will provide guidance on how Cities Alliance can support ownership and capacity development, as well as how to make its procedures more client friendly.

M+E of the institutional performance

Assessing institutional performance is the most challenging task. The Cities Alliance Charter contains several objectives and goals, but not in a way easily accessible for M+E. Some of them are on a very abstract level, to which the contribution of the Alliance cannot be easily established, while others are more like guiding principles. The Medium Term Strategy 2008-2011 defines additional objectives at a more operational level.

The secretariat presented a draft results framework as the reference for monitoring the institutional performance. The results framework follows the logic of a result chain: activities undertaken by Cities Alliance secretariat and Cities Alliance members; outputs and services generated through these activities; usage of these services; benefits.

These levels are specified for main areas of action for the Cities Alliance (CDS and SU project support, knowledge sharing and learning, advocacy, and partnerships.) The draft results framework is still under revision, as it strongly correlates with discussions of priorities, approaches and governance of the Cities Alliance.

M+E of the institutional performance should balance the effort for obtaining the required monitoring data with the benefit for correspondent decision making. This consideration relates M+E to the ongoing discussion in the Cities Alliance about its governance structure: What is the nature of decisions to be taken by the Consultative Group, by the Executive Committee and by the Secretariat? Consequently, what type of information and what level of detail is needed at each level?

Adjustments of the objectives of the Cities Alliance, its modes of project implementation and of its governance structure might be evolving with corresponding repercussions on the results framework.

Communications and Knowledge Sharing Activities

Cities Alliance at the Fourth World Urban Forum, Nanjing, China, November 2008

For the first time Cities Alliance provided a platform for its members to co-exhibit at the fourth edition of the bi-annual World Urban Forum in Nanjing, China. Organised by UN-HABITAT and the Chinese Ministry of Housing and Urban-Rural Construction the event had as its theme, "Harmonious Urbanisation". Seven partners participated at the co-exhibition, namely; the League of Cities of the Philippines (LCP), the International Labour Organisation (ILO), the South African Department of Housing, the South African Cities Network (SACN), Slum/Shack Dwellers International (SDI), the United States Agency for International Development (USAID), and ISTD.

In collaboration with the Brazilian government, Cities Alliance also hosted a high level networking session on "*Land Markets, Poverty and the Right to the City*". The networking event was a great success. Speakers

included representatives from the governments of Brazil, India, South Africa, and Spain, as well as the UN Special Rapporteur on the Right to Adequate Housing, Raquel Rolnick. The event provoked a lively debate on recent policy initiatives to integrate the poor into cities.

With the success of the Nanjing event, the World Urban Forum once again proved its worth as the pre-eminent meeting place for vibrant exchanges and excellent networking amongst urban practitioners. The 2010 WUF being organised by UN-HABITAT and the government of Brazil will be hosted by the city of Rio de Janeiro.

Cities Alliance at the UCLG World Council meetings in Istanbul, Turkey, November 2008

Mayors, city officials, various local/regional authorities and experts from some 50 countries attended the United Cities and Local Governments Executive Bureau and World Council meetings in Istanbul, Turkey from November 27-30, 2008. The Cities Alliance Secretariat was represented by Urban Specialist, Jean-Christophe Adrian. Discussions centred on three key topics: the global financial crisis and its consequences, the policies of social inclusion, and the prevention of disaster risks. Local and regional leaders at the conference expressed concern about the direct impact of the financial crisis on their cities and regions.

Climate change and UCLG's increasing profile in the international community also took centre stage. Participants discussed the preparation of the second *Global Report on Decentralization and Local Democracy (GOLD)* which will focus on local finance strategies and, like the first report, will be prepared with the support of the Cities Alliance. At the strategic urban planning meeting, a number of cities made presentations highlighting their experiences in conducting urban planning exercises. Presenters included Durban, South Africa; Rosario, Argentina; Bilbao, Spain; Cologne, Germany; Moscow, Russia; and Daewu, South Korea. Cases of decentralised cooperation in support of City Development Strategies (CDS) were also presented including Johannesburg-Lilongwe and Marseille/Barcelona-Tripoli.



Street scene in Istanbul, Turkey, with the New Mosque (Yeni Camii) at the background. © Ron Gilling / Still Pictures

Ninth Public Policy Forum and Consultative Group Meetings – Barcelona, Spain, January 2009

The city of Barcelona in partnership with the world organisation of United Cities and Local Governments (UCLG) hosted the ninth Cities Alliance Public Policy Forum from January 20-21, 2009. The Forum focused on ways to improve the effectiveness of global development aid from the perspective of local government. Participants included Cities Alliance members, representatives of various donor agencies, local and regional governments, development institutions, and members of the Cities Alliance Secretariat.

At the opening of the Forum, the mayor of Barcelona, Jordi Hereu, declared, "Cities are ready to fulfill their responsibilities to the most disadvantaged among their citizens. We cannot, however, be truly effective unless we reinforce joint plans and strategies with all the actors involved in development, and for this there needs to be an agreement between local and national governments and multilateral organisations."

Hartwig Schafer, Director of Strategy and Operations at the World Bank's Sustainable Development Network Vice Presidency, reinforced the fact that one of the most effective ways to reach the poor was through local authorities. Mr. Schafer reiterated the World Bank's ongoing commitment to urban development cooperation, and to its partnership with the Cities Alliance.

Billy Cobbett, Manager of the Cities Alliance Secretariat, thanked both the city of Barcelona and UCLG for hosting the PPF, made more significant by the fact that Spain is one of the newest members of the Cities Alliance. "The focus on development effectiveness in the PPF goes back to our founding mandate as captured in the Alliance charter, to help enhance coherence of effort," said Mr. Cobbett.

In a press release issued after the conclusion of the Forum, participants highlighted the need for coordination at all levels—local, national and supranational—in order to combat poverty globally. They also stressed the importance of bringing in local authorities as real partners in urban development. In addition, Cities Alliance members announced their commitment to convening a biannual stakeholders forum to discuss urban policy development. The event will be organised jointly by UCLG and the Cities Alliance.

Focus on Cities and Climate Change at Fifth Urban Research Symposium, Marseilles, June 2009.

Over 600 participants from 82 countries came together to present their work, share experiences, and debate various aspects of climate change as they relate to cities at the Fifth Urban Research Symposium which held from June 28-30 in Marseilles, France. Sponsored by the World Bank with the support of a wide range of partners, the symposium, under the theme, "Cities and Climate Change: Responding to an Urgent Agenda," underscored the international community's willingness to tackle this urgent global challenge.

Topics discussed included the impacts of city and urban growth on climate change; how to effectively measure the effects of climate change on urban quality of life, city assets, and local and national economies; alternatives to increasing the resilience of cities; and related costs and incentives required for successful implementation. Participants called for new tools to finance adaptation and mitigation policies, tools which are accessible to local governments and which take into account the uniqueness of the territories they will be used in.



Bangladesh: Using a raft made of trunks of banana tree, a family transports pots of drinking water after a flood near Mymensingh. © Shehzad Noorani / Peter Arnold Inc.

Cities Alliance Senior Urban Finance Specialist, Thierry Paulais and Juliana Pigeu of the Urban Institute co-authored one such paper titled, *Adaptation and Mitigation: What Financing Is Available for Local Government Investments in Developing Countries?* The paper looks at specific sources of funding available for climate change adaptation and mitigation investments of cities. It argues that these funding sources are insufficient, highly fragmented and not really tailored to local governments. The authors also point out the mismatch between the needs of the recipients and the financing tools available to them.

The Cities Alliance-supported Joint Work Programme on Cities and Climate Change was presented during a plenary session of the symposium. This partnership between the Cities Alliance, UN-HABITAT, United Nations Environment Programme, and the World Bank provides a conducive space for these key development partners for deliberating upon and for advancing results based recommendations on how to address the urgent imperative. Please see the CDS section of the Cities Alliance in Action chapter for further details on this innovative Joint Work Programme.



© Jonas Bendiksen

“The Places We Live”: Major Multimedia Exhibit Sponsored by the Cities Alliance, USAID and the World Bank, September to November, 2009

In partnership with USAID and the World Bank the Cities Alliance sponsored the presentation of a major interactive photo exhibit on slums called, “The Places We Live”, at the National Building Museum in Washington D.C. The sponsorship was part of the Alliance’ growing advocacy efforts as well as to immediately support the hosting of the 2009 World Habitat Day celebrations in the home city for the World Bank, USAID and Cities Alliance.

In the context of a growing interest by US policy makers and general audiences in slums, and a concerted effort afoot in the US Congress to broaden the frontiers of the US Foreign Assistance Act to include increased funding for urban development, the highly successful exhibit provided US audiences with a first-hand look at slums and how slum dwellers live in the densely populated cities of the developing world. Created by the Norwegian photographer, Jonas Bendiksen, and produced by Canon and Magnum Photos of Paris, “The Places We Live” is a multimedia photo documentary showcasing what it means to be an urban citizen in the developing countries of the world in the 21st century. Visitors to “The Places We Live” ‘virtually’ visit about 20 families living in slum shacks in four major cities of the south: in the ‘barrios’ of Caracas, Venezuela; in the depths of Kibera, Africa’s largest slum settlement in Nairobi, Kenya; in Dharavi, one of Asia’s largest slum in Mumbai, India; and in the ‘kampongs’ of Jakarta, Indonesia.

Inside each room, the visitor sees a family in their home, hears them talk about daily life in the slums, the dangers of the environment in which they live, their work, their joys, sorrows, hopes and fears. Bendiksen also captures the enterprise and hard-work, hope and humour, and love and compassion that occur in these homes, found in some of the world’s most difficult environments. “The neighborhoods pictured in the exhibition are some of the densest and poorest places on earth. My goal was to capture the vast range of ways their inhabitants experience their surroundings—from the destitute to the ambitious and surprising,” said Bendiksen.

For Katherine Sierra, Vice President of Sustainable Development of The World Bank, “The Places We Live” vividly captures the diversity of slums and the resilience of the people living in them.... The exhibit serves to inspire us, but also increases our resolve to work as partners with governments, slum dwellers, and concerned people everywhere. Together, we must do all we can to eliminate the conditions that deny health, education, civil protection, and economic prosperity to the poorest citizens among us.”

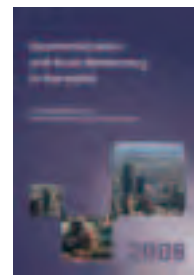
USAID’s then Acting Administrator, Alonzo Fulgham remarked: “For the first time in history, more people live in cities than in rural areas, and this shift will have a marked impact on international development efforts... We hope that the powerful images in the ‘The Places We Live’ exhibit will draw attention to this fact, and help highlight the unique development challenges facing the hundreds of millions of urban poor in the developing world.”

Cities Alliance, USAID, and The World Bank also leveraged the opportunity of the exhibit in the US market to sponsor a number of outreach and education activities on slums. It not only formed the backdrop for World Habitat Day celebrations in the city held under the auspices of the US Department of Housing and Urban Development but also the backdrop for a World Bank sponsored discussion titled, “Is there New Hope for Slum Dwellers? Reflections from 30 years of Experience”. Per former World Bank urban planner and architect, Roberto Chavez, in a word, “Yes.” As he reflected over the experience of past 30 years—both his own and that of the World Bank and other development institutions—Chavez noted that the issues slum dwellers face are formidable.

These include declining access to land and water on the one hand and increasing vulnerability to climate change and disasters on the other. Urban pathologies such as crime and violence are on the rise, especially in times of economic downturn. Yet, there are reasons for hope, for optimism: The forces of decentralisation and democrati-

sation are growing stronger, paving the way for community participation and local-level decision-making. As home to essential workers and the producers of goods and services, slums are starting to be recognised as productive players in the urban economy. At the same time, greater awareness of disparities is compelling the media, policy makers and citizens alike to take action.

Publications Review



Decentralisation and Local Democracy in the World: First Global Report by United Cities and Local Governments 2008, UCLG, World Bank, Cities Alliance, Washington D.C., 2008.

Also known as the GOLD report this is a global reference on decentralisation, and presents the contemporary situation of local governments in all regions of the world regardless of their size. Particular attention is paid to fast-urbanising countries of the South and the challenges they face.

The report analyses local authorities in each continent under three main themes: (i) The evolution of territorial structures; (ii) Responsibilities and power; and (iii) Management, finances and local democracy. An additional chapter is dedicated to the governance of large metropolises, where rapid growth presents major challenges, in particular in the fast-developing countries of the South.

The report also offers a comparative overview of the different realities concerning the state of decentralisation, and how the basic indispensable mechanisms for local democracy do, or do not exist in some countries. Relationships between the state and local authorities are evolving toward innovative forms of cooperation. In this context, the role of local authorities in the development of global policies is increasingly recognised. The GOLD Report is the first of what will be a triennial publication.



**World Development Report 2009
- Reshaping Economic Geography, Washington, D.C. World Bank, 2009**

For the year under review a benchmark year that saw half of the world's population living in cities, the focus of the World Bank's annual flagship report, *World Development Report* was on cities as geographic spaces. Subtitled, *Reshaping Economic Geography*, the report argues that some countries are well-performing because they have promoted transformations along the three dimensions of economic geography:

- Higher *densities*, as seen in the growth of cities;
- Shorter *distances*, as workers and businesses migrate closer to density; and
- Fewer *divisions*, as countries thin their economic borders and enter world markets to take advantage of scale and specialisation.

Density – drawing people into cities

The Industrial Revolution drew people into cities like London, Paris, and New York in the 19th century, often into big slums. But these people eventually escaped poverty; without cities, they might never have done so. Today, in places like Rio's *favelas*, life can be dangerous and difficult. But virtually invisible from outside, there are scores of small businesses operating within. And while everyone is a squatter with no legal right to their land, hundreds of houses are being built.

Twenty-five years ago in an increasingly crowded Mumbai city, authorities tried to keep out more migrants and stopped building infrastructure. But people came anyway, and Mumbai now has 16.5 million people, more than half of whom live in slums.

"It would have been far better to anticipate this dynamic pull of the city that helps people connect with economic opportunities and which serves as connector to the outside world," said Indermit Gill, lead author of the report. Getting density right requires harnessing market forces

to encourage concentration and promote convergence in living standards between villages, towns and cities. According to the report, it is the most important dimension of development at the local scale.

Distance – Migrating to reduce distance to economic opportunity

Mobility is essential to economic growth of places; governments need to encourage the migration of people from rural to urban concentrations. Countries do not prosper without mobile people. In fact, people's mobility may be the best gauge of their economic potential, and their willingness to migrate to reduce their distance to economic density a good measure of their desire for advancement.

The city of Guangzhou in China is what it is today because of the late Deng Xiaoping's understanding that economic activity would be best concentrated close to the coast, and near Hong Kong, an established heavy-weight. China has lifted over 300 million people out of poverty and become the world's fastest growing economy.

Division – Thinning economic borders to access regional and global markets

But not everyone can move. In Africa, a third or more of the population lives in landlocked countries. The continent is divided by international boundaries. Here, division is part of the legacy of colonialism—a tragic distortion of human, political and economic geography.

World Development Report makes it clear that the role of government remains important—not to spread out economic activity but to encourage mobility toward it, and to ensure universal access to basic services such as health and education. Higher densities, shorter distances, and lower divisions will remain essential for economic success in the foreseeable future. They should be encouraged. With them will come unbalanced growth. When accompanied by policies for integration calibrated to the economic geography of places, these changes will also bring inclusive development.



**State of the World's Cities
2008/2009: Harmonious Cities,
UN-HABITAT, London, Earthscan,
2008**

Released to coincide with the World Urban Forum, the report examines the challenges posed by the fact that some 3 million people are added to cities of developing world per week. Half of humanity is now living in cities, but this dramatic transition is far from over. It asserts that globally, urbanisation levels will rise steadily over the next 40 years, to reach 70 percent by 2050. As cities grow in size and population, harmony among the spatial, social and environmental aspects of a city and between its inhabitants becomes of paramount importance. The report identifies equity and sustainability as the two key elements towards achieving this harmony.

In planning for harmonious cities, the report highlights some of the significant changes in the exponential growth of cities around the world. The main cause of urban growth in most countries is not rural to urban migration, but natural increase – when births in cities outpace deaths. In countries with low levels of urbanisation, migration is often the primary engine driving city growth, as is the case in various countries in Africa and Asia. In many countries, the largest movements of population are taking place between cities and not from rural to urban areas.

The report finds that some of the fastest growing cities in the world are in China, where growth rates can be higher than 10 per cent per year; this includes the cities of Chongqing, Xiamen and Shenzhen. This rapid shift has been brought about by the adoption of a pro-urban approach to economic development by the government of China. In the case of Africa, the report notes that the capitals and primary cities on the continent have the highest growth rate. For example, Niamey, Niger; Dar es Salaam, Tanzania; and Lomé, Togo, all grew at an annual rate of 4 per cent or more, while Kigali, the capital of Rwanda, experienced a soaring annual population growth of 8.6 per cent from 2000 to 2005.

An interesting new departure highlighted by the report is the phenomenon of shrinking societies and cities. The populations of 46 countries, including Germany, Italy, Japan, most of the former Soviet states, and several small island states, are expected to be smaller in 2050 than they are now. These demographic trends are reflected at the city level, as well. In the last 30 years, more cities in the developed world shrank than grew. Negative growth trends are largely associated with cities in North America and Europe, where the number of shrinking cities has increased faster in the last 50 years than the number of expanding cities.

Confronted by the global challenge of growing and shrinking cities, Anna Tibaijuka, Executive Director of UN-HABITAT, points out in her introduction that, “Many cities and countries are addressing these challenges and opportunities by adopting innovative approaches to urban planning and management that are inclusive, pro-poor and responsive to threats posed by environmental degradation and global warming.” She continues: “City and regional planning requires new methods and techniques that respond to urban development, expansion and growth management, but also new methods and techniques that respond to decline or outmigration.”



**Transforming Mumbai
into a World Class City,
Mumbai Transformation
Support Unit, Mumbai,
2008**

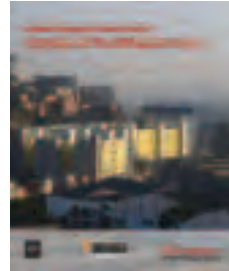
The city of Mumbai lies at the core of the larger Mumbai Metropolitan Region, which comprises seven municipal corporations and 13 municipal councils and has a population of around 20 million. The per capita GDP of the metropolitan region (Rs 62,000 [Indian rupees]) is more than double that of the rest of Maharashtra (Rs 28,000). The Government of the state of Maharashtra, where Mumbai is located has embarked on an ambitious programme of transformation of the city, focused primarily on providing improved infrastructure services to its citizens. Cities Alliance has contributed to these tremendous efforts by funding a number of World

Bank studies for the Government of Maharashtra and, more importantly, by funding the Mumbai Transformation Support Unit (MTSU) in 2004, in collaboration with USAID, and the Government of Maharashtra under the aegis of the All India Institute of Local Self-Government (AIIILSG).

This unit provides dedicated and high-quality support to the Government of Maharashtra and, in particular, to the Director of Special Projects, a post the city created specifically to oversee the transformation. The Mumbai report details the first phase of the transformation process. In the Foreword to the well designed publication, UPS Madan, Project Manager, MTSU called it “a report card of sorts, seeking to showcase and share with all the efforts made by the MTSU over the past two years; it is also indicative of what we could have in store. Here is a much bigger body of work behind us than we have covered in this document.” It documents the more than 40 projects undertaken to improve economic growth in Mumbai, reduce poverty and enhance quality of life for residents, especially slum dwellers. These focus on physical and social infrastructure, environment, housing, governance, strategic planning and economic growth, ranging from slum rehabilitation to rent controls to the construction of a new international airport at Navi Mumbai.

Tangible results during Phase I include:

- The formulation of a housing policy for the state of Maharashtra (declared in 2007).
- The repeal of an obsolete act that put a ceiling on urban land holding.
- The beautification and upkeep of historic neighborhoods and buildings.



Social Housing in São Paulo: Challenges and New Management Tools, São Paulo: Municipality of São Paulo, Cities Alliance and World Bank, 2009.

In June 2009, the Cities Alliance published the English-language version of *Social Housing in São Paulo: Challenges and New management Tools*. The publication highlights Cities Alliance’s on-going technical cooperation with the São Paulo Municipal Housing Secretariat (SEHAB) on urban projects dating from 2001. It presents the results of the second phase of the partnership, developed between 2005 and 2008. The goal in this latest phase was to establish a set of management tools to facilitate the continuation of strategic planning with respect to municipal housing.

Social Housing is based largely on the development of HABISP – a leading-edge central database containing detailed information about São Paulo’s precarious settlements, informal land subdivisions and slum tenements. A central feature of HABISP is its ability to provide monitoring indicators and ranking of neighbourhoods based on a set of pre-defined priority criteria.

São Paulo has become an important model for Cities Alliance in its support for cities around the world. São Paulo is also recognised as having invested in sustainable slum upgrading programmes and for legitimising land tenure in subdivisions on a city wide scale by appropriating substantial budgets, a key component of municipal administration from year to year. Continuous support and funding from all three levels of government – local state and federal - demonstrate the priority given to combating urban poverty and promoting economic growth.



CIVIS Notes Series relaunched

The year under review also saw the relaunch of a re-designed CIVIS Notes series. The notes series shares knowledge and learning arising from Cities Alliance projects and other activities in slum upgrading and city development strategies. It also serves as a platform for policy dialogue and debate among city development stakeholders, including national and local governments, donors and slum dwellers to impact change in the lives of the urban poor and advance the urban development agenda.

The relaunch was executed with a four-issue series on climate change prepared in partnership with the Human Settlements Group at the International Institute for Environment and Development (IIED). Climate change is dealt with from a very simple, layman's perspective easily understandable by city stakeholders and practitioners not readily familiar with the subject matter.

The first issue, "What does this mean for your city?" discusses three critical issues for cities as far as climate change is concerned;

- How to adapt to the changes that global warming is bringing or will bring — for instance, increased storms, flooding, landslides, heat waves and possibly water scarcity
- How to reduce greenhouse gas emissions (mitigation) in order to slow and eventually stop human-induced global warming, and
- The framework of external support from higher levels of government and international agencies that will help city governments to respond.

It also spells out various climate change-related steps that can be taken by city governments, both in terms of adaptation and mitigation.

The second issue titled, "Can adapting to climate change also meet development goals in cities in developing countries?" looks at the multiple links between good development policies, adaptation, and most disaster risk reduction. It avers that realising these requires competent city governments being able to work with low-income groups and their organisations. A city with its citizens living in good quality housing, served by piped water, sewers, drains, all-weather roads, and emergency services is inherently resilient to most climate change impacts.



Launch of Redesigned Cities Alliance Website

Cities Alliance also launched its newly redesigned website under the open content management system during the year under review. Repositioned as a knowledge-driven website, the new website has a fresh look, expanded content increasingly tied directly to specific the Alliance activities and events, all presented in a more user-friendly manner.

One of the most exciting additions to the new site is the searchable Project Database, the outcome of sustained work by the Secretariat's Erika Puspa. Users can access Cities Alliance project portfolio either through a search function or with the clickable Project Maps. A mini version of the Project Map is available on the home page while the more navigable version is available from the Projects page at www.citiesalliance.org/ca/project_database

Other exciting features of the new website include:

- A new "Our Members" section that highlights Cities Alliance' members
- A Media Centre with news, features, multimedia, issue briefs, press releases, events and that will host our photo gallery;
- Expanded information about Cities Alliance's two key business lines, CDS and slum upgrading, including Fact Sheets, Case Studies and Project Profiles;
- A searchable Database of our publications (knowledge resources to follow shortly);
- Improved search functionality site-wide, with both a simple keyword search and an advanced search;
- Top menu navigation so that users can quickly access any page from anywhere on the site.

Consultative Group members can now access the Members Pages with their own unique passwords. This section also includes a dynamic new homepage that features a "From the Manager's Desk" section, recently approved projects and new additions to our publications and resources database.

The plan is to keep expanding the site and make it as dynamic and interactive as possible. Users are encouraged to visit www.citiesalliance.org to explore some of the new features in detail, and provide their feedback by clicking on the link, *tell us what you think*.