Updating and Implementing MTS

Background for Consultative Group Discussion

Overall MTS Objective

- Increase CA contributions to systemic change, and to scale.

In Updated MTS and proposed plans:

- Increase impacts in lower income countries

- Strengthen role and ownership of cities

- More strategic and programmatic orientation in CA operations.

Context

- 2006 independent evaluation and other recent evaluations.

- Medium-Term Strategy, in response to evaluations, reviewed at 2007 CG meeting and approved May 2008.

- Working Group assigned at Jan 2009 CG meeting (Barcelona) to address issues related to the strategy, and governance issues.

- WG recommendations reviewed by EXCO in Sept. 2008 (Santiago meeting), and circulated to all CG members. Secretariat asked to report back on these and other issues referred by the CG.

- Secretariat responded with documents circulated for Mumbai CG meetings, which EXCO considered at 17 Jan. 2010 meeting.

Parameters

- Draw on lessons / experiences from first 10 years, and evaluation of project implementation modalities (on-going).

- Draw on comparative advantages of the CA.

- Address issues from CG membership.

- Work within existing secretariat staff capacities, but integrate regional staff in core secretariat operations.

Comparative Advantages of CA

- Focused on cities, local government and their associations
- Relatively quick responses to windows of opportunity
- Complementarity with members' engagement and capacity, and opportunity to bring increased coherence.
- Convening power of CA and its members
- Credibility

Features

- Put more time/attention/resources into the CA portfolio in low income countries; and

- Reduce time/resources spent on administering open-access grant facility (trade-offs).

- Evolving role and importance of MICs in supporting change processes in LICs.

Key Shifts

>>Move from a reactive grant-making approach

>>Focus more systematically and proactively on supporting change processes (a central discussion topic for this afternoon)

Instruments (What is New?)

- Land, Services & Citizenship project (Gates Foundation funding)
- In-country programmes for cities and local governments
- Catalytic Fund
- Advocacy

Land, Services & Citizenthip

- Gives funding for substantial programmes in five countries (approx. $2.75m each) .

- Promote dialogues between cities, communities, national government and other key stakeholders.

- Addressing land, basic services, urban governance, responding to rapid urbanisation, and integrating low income communities in social, economic and political fabric of city.

- Key learning process widely applicable in Africa.

In-country programmes for cities and local government

- Based on feedback from EXCO:
  - think of 'country programmes' less as a noun, rather as being more programmatic and strategic in how we use our funds.

- A set of actions, developed with cities/LGAs in drivers seat wherever possible, designed to strengthen institutional change processes.

In-country programmes (2)

- Building on/ complementing members' initiatives and capacities.

- Within country policy frameworks, such as PRSPs and member country strategies.

- With strong focus on building cooperation, harmonisation and strategic alignment.

- Unique role for CA.

Country selection

- Main criteria:
  - Expressions / demonstrations of demand and ownership from cities and their local government associations, with
  - Indication of national government commitment to dialogue with local authorities on urban development.
  - Willingness to engage with and to integrate urban poor.
  - Engagement and support from CA members.
  - Strength of local partners.

Country selection (2)

- Start by building on previous CA experience and on demand already expressed through the CA's on-going portfolio in low income countries. This includes:
  - LGAs in Mozambique, Tanzania, Kenya, Namibia.
  - Cities in Benin, Burkina Faso and Senegal (expand from capital cities to secondary cities / LGAs).
  - National government demand from Mali, Malawi, Nigeria, and India.

- Also respond to demand from MICs

In-Country programming

- Each programme would have a set of activities around knowledge, communications and capacity, <u>with aim of building and supporting cities in the country, with their development partners, to lead change.</u>
  - National policy dialogues on urban development, and governance, etc (developed with LGA/UCLG).
  - Build up abilities of cities/LGAs to manage projects and programmes (Back Up initiative?)
  - Focused on where most needed, typically secondary cities with weak capacity but relative importance in the country.
  - Increased role for decentralised cooperation.

In-Country programming (2)

- Access to a pool of funds for traditional CA business lines:
  - Projects for elaboration and implementation of policies, improving planning, etc
    - For when dialogue leads to opportunities for improving urban policies and strategies.
  - Data/ information projects such as SoCRs, urbanisation reviews, etc.

In-Country programming (3)

- Proposal application processes would be streamlined (eg, use of concept notes, an invitation to submit an application).

- CA members would continue their roles of helping cities and their partners design and develop projects, support implementation, identifying opportunities, etc.

- Increased engagement of Secretariat with in-country CA members (work to bring increased coherence at programme level).

In-Country programming - budgeting

- Flexible and longer-term grant to support knowledge, communication and capacity activities. For example, $200,000 funding could be provided to each. If 6 countries supported during next two years (in addition to 5 LSC countries), then budget of approx. $1.2m in base costs.

- An additional pool of funds for elaboration and implementation of improved policies and strategies would be reserved for in-country programming – for example, $2.0m per year.

Role of CA Members and Secretariat

- CA members and secretariat would work with cities/LGAs (and their partners) to:
  - Strengthen links to CA member resources; develop information and communication networks; and, build local knowledge leadership.
  - Develop new ways of sharing CA member information resources.
  - Provide high degree of project support.
  - Bring more coherent and synergistic support to the change processes.
  - Improve learning within and between countries.

Catalytic Fund

- Catalytic Fund would be open to cities with their development partners, through one call for proposal each year, with annual budget of approx. $2m.

- The Fund would focus on the priority of cities for technical and analytical work, and to facilitate dialogues on urban policies and frameworks.

- Procedures would be lightened, to reduce transaction costs of cities and the secretariat.

Advocacy

- In-Country programming designed around advocacy – facilitating changes (in policies, institutions, etc).

- In-Country programming designed to promote change, which can be used to motivate international agencies to increase support for cities/urban development.

- CG guidance on more immediate advocacy aimed at CA member orgs/countries is needed.

Efficiency Gains for Secretariat

- Less time on proposal process through use of concept notes, more user-friendly and streamlined application.

- Batching of proposals for staff efficiency and planning.

- Joint WP approach for in-country programme activities.

- More efficient monitoring for Catalytic Fund.

- Improved utilisation of regional staff for project monitoring, trouble-shooting and support.

Some Topics for Discussion

- What "changes" are we trying to achieve?

- Are we going about it in the right way?

- What to do in countries where LGAs are not present, or are very weak or are dominated by national government politics?

- How do we better mobilize CA members around this plan of action?

- What are consequences of the plan – governance, $$, staffing?

- How fast can we push these reforms?