

Cities Alliance

Updating and Implementing the Cities Alliance Medium Term Strategy

BACKGROUND

The Cities Alliance Medium Term Strategy was extensively discussed at the 2007 Consultative Group meeting at the end of 2007, and finalised at the EXCO meeting in Trondheim in April 2008. It has, therefore, been in place for some eighteen months, long enough to have identified some of its strengths and weaknesses, and make any necessary adjustments.

At the Consultative Group meeting in Barcelona, January 2009, an intense discussion about the overall direction of the Cities Alliance, accentuated by the organisation's impending 10th Anniversary, led to the appointment of a small Working Group to review aspects of the organisation's mandate and working procedures. The Working Group comprised representatives from UN-Habitat, the World Bank, Germany, Sweden/Norway, South Africa, SDI and the Chair of the Advocacy Panel. The WG met three times, and presented its Report to the EXCO meeting in Santiago de Chile on 7th and 8th September, where it was extensively debated. The Executive Committee addressed each of the Working Group recommendations in turn, and gave the Secretariat clear guidance on preparations for the CG meeting in Mumbai, 2010. Therefore, both the minutes of the Exco meeting, and this document prepared by the secretariat, will act as a background to the wider discussions at the EXCO meeting on the 17th January, the Public Policy Forum on the 20th January, and within the CG itself on the 21st January.

A Changing Terrain

A confluence of recent events provides the background, and the impetus, for the Cities Alliance to review and update its business model, within the context of updating and strengthening the MTS, but with increased attention on lower income countries, and also on secondary cities. These include:

- Report of the Working Group
- Report of the Santiago meeting of the Executive Committee
- The World Bank's new Urban and Local Government Strategy
- The messages within the WDR2009
- 10 year anniversary of CA
- Early indications from the LSC Programme
- Need for improved CA impacts in poor countries and secondary cities
- Need for increased CA advocacy efforts
- A demand for a more programmatic approach from key members.

The first Recommendation of the Exco requested that *'...the Medium Term Strategy be revised and presented to the EXCO and the Consultative Group in Mumbai in January 2010.'*

This document has been prepared by the Secretariat in response to the Exco meeting. It focuses on the areas covered in the Working Group report, taking its cue from the recommendations of the Exco itself. Additionally, the Secretariat has added its own perspective on a number of key topics, in keeping with the Recommendation number 10, which called upon the *'... Secretariat to adapt the current Medium Term Strategy (2008-2010) based on the recommendations from the Working Group and the Executive Committee to present to the Consultative Group and give the Secretariat time to act accordingly as well as make its own inputs'*.

However, this also presents an excellent opportunity to consider some of the ways in which the global picture has changed over the past ten years, and how the context within which the Cities Alliance operates has been affected. We make no pretence at a comprehensive global review of the past decade, but would certainly wish to highlight the following:

- The success of China in lifting unprecedented numbers of people out of poverty, largely driven by policies that sought to benefit from urbanisation, and the energy, dynamism and innovation of its cities, particularly those on the eastern seaboard;
- The size of the investments made by some governments in Latin America in responding to widespread and stubborn urban poverty, using massive public investments to upgrade slums, invest in connective infrastructure, and begin a process to overcome social exclusion;
- The amount of attention now being paid to urbanisation, urban issues and local government by all levels of Government in India, as well as the reforms and investments that are currently being lined up for the next decade(s);
- The emergence of a unified voice to represent local government on the international stage, as well as the leadership shown by City Governments (as in the USA) in responding to global challenges;
- A more nuanced understanding of the different dynamics between African countries, with important advances in democratisation, as well as more positive responses to urbanisation. In short, a better understanding that Africa is neither unique, nor is it homogenous;
- A clear consensus amongst the world's major development partners on the need for harmonised approaches to development assistance, as well as more emphasis on the importance of domestic sources of investment;
- An ever-increasing use of participatory approaches to planning and politics, with a growing recognition of the importance of engaging the urban poor;
- Far more focus on issues of urban poverty, slums and local government, as these issues assume a growing importance on national and international agendas; and
- The emergence of new players responding to urban issues, including large private sector institutions (ARUP, Cisco, C40, IBM,) Foundations, Think Tanks, NGOs (Habitat for Humanity) as well as agencies such as UNICEF, UNHCR

While much work still remains to be done, and there are doubtless many examples of cities and countries that have slipped backwards, it is nonetheless the case that a great deal of progress that has been made. **In addition to worrying about the few development agencies that have reduced their focus on urban development, collectively we should be spending far more time paying attention to**

those developing countries where urban issues are now being taken more seriously. Providing consistent, long-term support to cities and countries not only has the most beneficial developmental impact, it also provides role-models for other cities and countries.

This is where the Cities Alliance is situated, and where it has an increasingly catalytic role to play. Overall, we believe that Cities Alliance members should recognise that there has been significant progress in a number of countries, and agree that our overall advocacy message should now begin to more systematically highlight progress and change, and convey some of the positive messages and examples that are now becoming more frequent.

Updating, and implementing, the Medium Term Strategy.

The Secretariat has paid close attention to the Recommendations of the Exco, and the guidance that it provides to the revision and updating of the MTS. However, the revised Medium Term Strategy will also need to address what the Secretariat believes are significant limitations of the current CA business model, which is centred around a demand-driven grant facility.

Critically reviewing the current model.

This review is based on the Secretariat's assessment that **the current Cities Alliance business model is not yielding sufficient results, particularly in low-income countries.** The business model for the first 10 years was based on two primary modalities for intervention:

- An open access, demand-driven grant facility for small to medium-sized projects (under \$500,000 CA funds), promoted primarily through CA members; and
- A more restricted use of (non-core) funds with a range of specific conditions / limitations.

Plugging select knowledge gaps. During the first 10 years, knowledge activities were initiated on urban finance, local economic development, urban environment, and a few other themes.

By far, most CA secretariat staff time is devoted to administering the grant facility.

These issues have been thoroughly debated within the secretariat, which now believes that any candid assessment of the grant facility operations would include the observations that:

- Middle income countries (and cities in MICs) have been successful in gaining access to the grant facility, and in achieving significant results with CA funds (eg, Brazil, Philippines, South Africa, Egypt);
- Across the portfolio, there has been insufficient impact in low income countries;
- There is little strategic orientation to the grant facility;
- Although CA always claims to work through its members, very few CA members actually have operational capacity;
- Except for providing preparatory assistance grants and installing some regional advisors, there have been few tools for the CA secretariat to be proactive in increasing the impact from the grant facility. By and large, the CA secretariat must sit and wait for the demand;

- CA grants are mostly small, increasingly client-executed, and entail high transaction costs per grant. Typically 80-100 grants are on-going at any time, each requiring significant substantive and financial monitoring.

In summary, in the view of the Secretariat, not enough impact is coming from the grant facility, based on the staff inputs and other resources invested. Systemic changes in low income countries are not being achieved. Despite the requirements of the Charter, and the encouragement of the Secretariat, very limited coherence of effort is evident in many CA projects. The impacts of the grant facility are scattered across many countries, cities and types of activities, making the monitoring and evaluation of results hard to achieve. The net outcomes lead to extremely high demands on the time of the Secretariat, and a lack of satisfaction within the CG due to impacts that, while impressive in some quarters, have the potential to be much higher overall.

Overall, it is clear that the amount of time CA staff invests in appraising, supervising and working with prospective applicants needs to be reduced, so that more time can be invested in supporting a more strategic work programme and in creating and pursuing opportunities for systemic change, and scale.

In a similar vein, a candid assessment of the knowledge operations would include the observation that workload has made it difficult for staff to routinely and systematically monitor projects funded through the grant facility, and to extract lessons and experiences and feed them into knowledge products. Further, knowledge products that have been developed, have suffered from the fact that dissemination (getting the right information into the right hands at the right time) has been *ad hoc*.

During the past year, staff have initiated several global knowledge and learning activities with CA members, through the “joint work programme” instrument established in the MTS, on the main thematic areas of CA focus, including housing policy, environment and climate change, and finance. This portfolio will implement over the next 2-3 years, and little additional resources are expected to be allocated until the results of the current portfolio can be assessed.

Instead, the knowledge and learning plans for the medium-term will focus on supporting the needs of country programmes, and on capturing lessons and experience coming from change processes being facilitated by these programmes and through the Catalytic Fund. More robust dissemination efforts will be developed, in particular through linkages with knowledge networks such as the World Urban Campaign and the Information for Change Initiative.

Proposed adjustments to the Cities Alliance business model

Objective 4 of the MTS commits to continual improvement in the management of the CA work programme. To meet the demands for a more programmatic and strategic approach, the following fundamental changes in the way the CA does business will be recommended to the CG for consideration, and approval:

- Proactively and strategically programme a significant share of its funds in low income countries.

- Reduce significantly the amount of funding made available through the open-access grant facility, and the amount of staff time needed to administer the facility (such as through annual Call for Funds instead of rolling application process)
- Establishing priorities for the grant facility (in addition to the evaluation criteria). The priorities could be differentiated between middle and low income countries. The Secretariat proposes to re-position the facility as a “Catalytic Fund.”
- Stream-line and bring more strategic orientation to CA small grants (\$75,000 or less), particularly if transaction costs can be significantly reduced.
- Reorganize the secretariat staff and regional advisors to support these changes.

The central element of the proposed set of changes is a highly focused orientation on a more well-defined Results Framework, in pursuit of the MTS objectives of contributing to systemic change, and scale. See Annex to this document for proposed framework.

The secretariat proposes to bring a sharper business orientation to its operations, guided by a strategic results framework that more directly targets poverty reduction and improving the living conditions of urban poor. This will also facilitate a clearer definition on the types of results the Cities Alliance is trying to achieve: the elaboration and implementation of improved urban policies and strategies, supported by improvements of knowledge at the country level about urban development.

The orientation around the Results Framework also provides a clear basis for a robust M&E system, which will be an integral part of the business model.

The proposed changes are designed to be achieved within existing secretariat staff size and funding resources, but structured in a way that would be scaleable if improved outcomes warrant increased funding.

In particular, it must also be explicitly understood that the plan involves trade-offs and hard choices for which EXCO and CG guidance and decision are required.

At the centre of the new business model are country programmes. This is an elaboration and evolution of the Partnership Framework Agreements envisaged in the MTS. The primary focus would be on comprehensive longer-term programmes in low income countries, drawing on lessons gained from the CA portfolio over the past 10 years.

To support this new strategic orientation at the country level, the secretariat would need to significantly reduce the time it spends on the current open-access grant facility. The time the staff invests in appraising, supervising, coaching and working with prospective applicants needs to be significantly reduced, so that more time can be invested in supporting the strategic WP and in creating and pursuing opportunities for systemic change, and scale. Options for re-positioning the grant facility are detailed in a following section.

We also are proposing a sharper focus on the CA's knowledge operations, and the introduction of a range of advocacy initiatives, targeted primarily at low income countries.

As part of these reforms, the evolving role of MICs within the Cities Alliance should also be formalised, as envisaged in the Exco Report⁽¹⁾. Over the past few years, strong CA partner countries such as Brazil, Chile, South Africa and Philippines, previous beneficiaries of CA assistance, have increasingly become role models, exporting valuable knowledge and technical assistance, as envisaged in the MTS. By way of a few examples:

- The South Africa SoCR process is now being transferred to other countries.
- The recent progress with the Lilongwe City Development Strategy is largely due to the very active mentorship role played by Johannesburg City Council.
- Brazil is looking for ways to consolidate support to Mozambique and Angola, with possible support from Government of Italy, and South Africa..
- Chile is responding to requests for urban technical assistance from Paraguay.
- Officials from the Government of India have benefitted from learning, first hand, lessons from the Brazilian city and upgrading experience.
- The Philippines should increasingly be demonstrating to other countries the benefits of institutionalizing the CDS process, and the effective role of a dynamic national association of cities.

The CA's Medium Term Strategy established the overall objective of increasing CA contribution to systemic change, and to scale, and introduced new and more strategic ways of working. In such systems, there typically are leverage points where a small shift can produce significant changes. Strategic and timely interventions at the leverage point can catalyze a **shift in paradigm**.

Building on the recommendations of the Executive Committee, the CA secretariat believes the time is right for the CG to consider making some significant adjustments to the organisation's business model. These adjustments are deemed essential in order to better pursue the systemic changes envisaged in the MTS, bring more efficiency and impact to its operations and, specifically, to allow for an improved focus on lower-income / least developed countries.

In summary, the revised business model proposed for the Cities Alliance would now comprise of three main areas for expenditure and allocation of Cities Alliance resources, including Secretariat time and effort:

- The **primary focus** would be on comprehensive longer-term programmes in a limited number of countries, with an increasing focus on low income countries;

¹ Recommendation 13 calls for revised roles for Middle Income Countries & big cities, in a manner consistent with the overall direction of the MTS.

- The open-ended grant facility would remain, but **be restricted** to a limited percentage (or USD amount) of the overall budget of the Cities Alliance; and
- A **more focused approach** to knowledge management, augmented by an advocacy programme.

1. Country Programmes

The concept of country programmes was anticipated in some detail in the MTS and, in the view of the Secretariat, should now constitute the backbone of the Cities Alliance work programme.

In order to achieve this goal (systemic change, and scale), the Cities Alliance will develop criteria to identify those countries where Cities Alliance activities have the potential to achieve the greatest impact, to support activities that can achieve scale, and tailor a work programme accordingly. This will enable the Cities Alliance to indicate its willingness to become a stable partner and enter into a longer-term partnership with a select number of countries, agreeing to support such countries for a longer, specific period and in so doing help to consolidate city or country-led reforms by offering consistent, reliable, professional and critical support.

Discussion

While the Cities Alliance largely targets its assistance at a city level, the need to influence systemic change and achieve appropriate levels of scale can only be achieved with the introduction of reforms and policies at a national level, influencing the country's entire system of cities, including in poor countries. It is, fundamentally, at the national level that the requisite political will and leadership will be necessary to allow for the kinds of policy and budgetary changes necessary to cope with the challenges of an urbanising economy, and the need to respond to the needs and aspirations of the urban and urbanising poor.

As stated in the MTS,we have found that the work of our members is likely to have maximum traction in those countries that have already made a firm commitment to change, and are in a general state of promoting reforms, affecting institutions, policies and procedures alike. Such a city or national government actively plans for, and prepares, far-reaching changes across different tiers of government, and across multiple sectors, over time.

Through the Land, Services and Citizenship Programme², the Secretariat has been able to mobilise Cities Alliance members in Uganda, Vietnam and Ghana around a national programme in support of Government that have clearly articulated a set of developmental objectives entirely consistent with the activities and objectives of the Cities Alliance. Indeed, in the view of the Secretariat, it is clear that the approach of a Country Programme offers the following benefits:

- A long-term partnership with national and city governments, allowing for the development of relationships based on shared experience and trust;

² Funded by the Bill and Melinda Gates Foundation,

- Improved coherence of effort amongst CA members, which can be done more effectively at a programme level, than at a project level;
- The maximum opportunity to align CA support with longer-term investments, whether provided by the Government, IFIs, the private sector, or combinations thereof;
- The opportunity to develop a multi-faceted programme, at different tiers of government, with different partners;
- The opportunity to utilise the full range of CA members tools and support, including CDS and SU activities, national policy frameworks, data collection, advocacy, State of Cities Reports / urbanisation reviews, national and local *fora* etc;
- Improved opportunities for sharing of experiences with other CA activities, at city, community or national levels;
- The opportunity for longitudinal data collection and analysis, improved monitoring and evaluation, and greater clarity about results;
- The more effective and efficient utilisation of the resources of the Cities Alliance in general, and that of the Secretariat in particular.

The Secretariat believes that the adoption of the Country Programme approach, as the core business line of the Cities Alliance, is essential for the future of the organisation. Indeed, the most successful work of the Cities Alliance - for example, in Brazil, South Africa and the Philippines – have all contained elements of a country programme, particularly long-term, consistent support, often supported by Regional Advisors, who have made a considerable difference to the Cities Alliance's ability to service our partners and members alike. However, only in recent years did the Cities Alliance Secretariat begin to shape the programme, through the Joint Work Programmes concluded with Brazil and the Philippines, adopting a more forward-looking programmatic approach.

In low-income countries, there is a relative lack of capacity, and investment pipelines often consist of sporadic, concessional lending, making it more difficult for the Cities Alliance to anchor its projects. To compensate in qualifying low-income countries, the Cities Alliance would be able to offer a more sizeable pool of funds (typically between \$1.0m-\$1.5m, and up to \$4m with the LSC programme) to be systematically and strategically programmed with the involvement of country stakeholders and CA members. Using the existing criteria from the CA Charter, this would provide a framework for medium-term, and far more strategic, engagement, and raise the prospect of scaled-up actions. Such a programme would be supported by CA regional staff.

2. The Open-Access / Catalytic Grant Facility

In order to allow for the more strategic orientation of the Cities Alliance, and allow more effective use of the Secretariat, it is proposed to scale back the Open-Access Grant Facility, and to re-position it as a **Catalytic Fund**, with two windows. The CA's Development Grant Facility (World Bank) resources would primarily be used for this fund, thereby also giving the Cities Alliance's use of DGF resources a more strategic orientation.

The overarching objective of the Grant Facility would be to support those projects designed to bring together key city and/or country stakeholders to implement activities as part of an agenda for change: catalyzing actions, and working together to move the city and urban agenda forward, much in the same spirit as a country programme.

The Cities Alliance Grant Facility would, therefore, be supporting catalytic actions that would raise the bar for projects. In the case of LICs, the Fund would be positioned upstream from country programmes, to help develop and test the pipeline for prospective focus countries. In the case of MICs, the catalytic dimension would require an even higher threshold, where a single project would need to demonstrate potentially significant achievements against our Results Framework, and be competitively selected.⁽³⁾

Most funds could be allocated to the main window (eg, \$1.7m per annum), which would have a single annual cycle and be aimed at projects of \$200,000-\$300,000 range (for CG guidance). The Fund would be timed around the annual DGF cycle and would need to be widely promoted.

What follows is a possible timetable:

March 15	Deadline for Expressions of Interest – a 3-4 page concept notes summarizing the policies & strategies to be addressed, enumerate the stakeholders mobilized, explaining how the activities would catalyze change in the city or country, identify the envisaged activities, and provide an indicative budget.
Mar 15- Apr 15	Appraisal and competitive selection (procedures to developed)
Apr 16- May 30	Financial management assessment
May 30	Full proposals due
June	Review (and enhancement) of proposals
July 1	Approvals announced

³ A standalone CDS proposal of the kind the CA currently receives, for example, would be very unlikely to qualify.

July	Grant setup
August	signing, from new year's DGF funds (which become avail in Aug)

A second window would be available year-round (eg, \$300,000/yr), for small catalytic projects, typically of less than \$75k. This would not be widely promoted, but would be available at manager's discretion for small and timely catalytic activities, with a fast-response mechanism. This could be funded from DGF and/or TF, depending on time of year and funding availability.

3. Knowledge Management, and Advocacy

In the period since the last independent evaluation, and the adoption of the Medium Term Strategy, the Secretariat has worked to develop a more considered knowledge management programme, working – wherever possible – through CA members.

The knowledge programme includes a focus on the types of products for which the Cities Alliance receives many requests (e.g., a comparative analysis of national slum upgrading programmes), knowledge gaps identified by the Secretariat (a concise document on the importance of incremental approaches to the provision of shelter), strategic documentation and analysis (slum dwellers living in transport arteries in Asia, with alternatives), as well as range of work on Cities and Climate Change, being undertaken by CA's multilateral members facilitated, and facilitated by the Secretariat.

Beyond this thematic work, the Secretariat has also responded to the concerns of members with a more concentrated focus on Africa. Knowledge work underway includes the \$2m flagship programme to support the creation of an urban knowledge platform for Africa. The initial members of this coalition include the World Bank Institute and UN-HABITAT, the African Centre for Cities at the University of Cape Town (UCT), the Association of African Planning Schools (AAPS), South African Cities Network (SACN), and potentially a unified UCLGA, UNISA, with financial support from the Cities Alliance and Urban LandMark.

The Cities Alliance is also funding an adaptation for the African market, of the Quick Guides for Policy Makers on Low-Income Housing, produced in Asia by ACHR, UNESCAP and UN-Habitat.

Finally, the Joint Working Programmes entered into with members such as the World Bank, and Brazil, also have a structured and focused approach to the production of essential knowledge for, and on behalf of, the Cities Alliance. In the case of Brazil, for example, this will include a publication looking at the background to, and the implementation of, the City Statute. With the World Bank, the Cities Alliance

will provide support to Urbanisation Reviews, which are designed to assist national governments by ensuring the generation of reliable data, and analysis on the system of cities in the country.

Overall, the Cities Alliance has launched a significant amount of work that will produce a stream of high quality, relevant, global knowledge products over the next few years.

This would now be augmented by knowledge products focused at the country level, in keeping with the overall orientation of the new Cities Alliance business model. This would include traditional products associated with the Cities Alliance – such as a State of the Cities Report (which could be linked with an Urbanisation review) – as well as structured engagement with Universities and planning schools in countries of focus.

The proposed country focus would also help mainstream a results-based management system. A country programme would be anticipated to address all the key results in the framework. (A single project through the Catalytic Fund would be expected to address one of the key results.)

Each country programme would be the result of a joint planning exercise amongst a range of stakeholders, including active CA members, in that country, facilitated by the Secretariat. The objectives, expected results and strategy would be specific to each country, and would provide the basis for monitoring and reporting back to the CG. The overall programme would be periodically evaluated, such as during CA independent evaluations. . In summary, under the proposed new business model, M&E activities would become mainstreamed into the annual work programme of the Cities Alliance, and greatly augment the oversight function of the CG.

Advocacy

The Consultative Group has been demanding that the Cities Alliance do more to advocate for increased prioritization for city/urban issues. The proposed CA Advocacy Plan would focus, in the first instance, on low income countries, particularly those with country programmes (where the CA has some comparative advantages). It is at the country level where results from advocacy can more easily be measured, and where the advocacy would strategically support a broader range of change activities.

The success stories at the country level would be the foundation for advocacy aimed at the developed world (particularly at OECD countries) – to promote the changing attitudes, policies and strategies of low income countries towards their cities and slum dwellers.

A draft Advocacy Plan is outlined below. The Plan would be further developed and implemented with professional support from those experienced in promoting public interest messages, and would link with broader communication and advocacy efforts where possible. ⁽⁴⁾

The components of the draft Advocacy Plan include:

1. Advocacy activities with customised messages and implementation mechanisms, as an essential component of country programmes, commencing with Uganda, Ghana and Vietnam;
2. The gradual expansion of advocacy activities to include other countries.

Country programme advocacy would entail working with identified local partners to conduct research on attitudes of select opinion leaders towards cities, slum dwellers and urbanisation process, to inform the design of an advocacy plan aimed at these opinion leaders; and

3. Contribute baseline data for measuring results of campaign.
4. These would include a 2-3 year, low-cost communications / advocacy campaign tailored for each country, with locally relevant goals and targets, feeding into a general campaign to contribute to improving pro-poor urban and local government policies and strategies.
5. The development and launch of a complementary initiative targeted to a larger set of low income countries, particularly in sub-Saharan Africa (eg, news & feature service for print and broadcast media)
6. Advocacy efforts targeted at developed countries and their development agencies, drawing on the results and momentum from the CA country programmes.

This latter activity could include a *European presence* project, whereby the strategic orientation and results coming from the new CA business model are used as the basis for lobbying and building relations with CA member countries; and, for linking European-based organizations to CA country programmes and knowledge and communications activities.

Overall Summary

⁴ In this regards, the President of the Mondofragilis group (Mr. Cemil Giray Alyanak) has been invited to join the January 20 day of the Public Policy Forum in Mumbai to facilitate discussion among CG members about CA advocacy plans and opportunities, including possible CA participation in the Causing Change Initiative. Mr. Alyanak has extensive experience working with U.N. organisations on their public messaging activities. See website for more information:

<http://www.mondofragilis.net/>

The meeting of the Consultative Group on the occasion of the organisation's 10th Anniversary provides an excellent platform for making significant, long-term decisions about the overall organization. Based on an analysis of the strengths and weaknesses of the current business model, as well as the concerns expressed by members over the last two years, the following is a summary of the recommendations:

- That the Consultative Group of the Cities Alliance reaffirm the Charter, and the overall direction of the Medium Term Strategy;
- That the organization focuses on the development of comprehensive, longer-term and strategic development programmes with a limited number of countries, according to the capacity of the organisation as a whole;
- The Consultative Group agrees to restrict the scope and budget of the Grant-making facility, replacing it with a competitive call for proposals aimed at catalyzing possible future country programmes ;
- That the results-based management framework, and the knowledge activities of the Cities Alliance, are also aligned with the country programmes, as appropriate, and
- That advocacy activities focus primarily at the country level, but also retain a global function; and
- That the CG agrees to implement these changes with some urgency, while allowing for an appropriate transition period.

Results Framework - proposal

<i>Living conditions of urban poor are improved</i>	Targets/Indicators (indicative): <ul style="list-style-type: none"> • 1 m Slum dwellers with improved conditions in LSC countries • # slum dwellers in non-LSC countries
<i>Local and national governments implement improved urban policies and strategies *</i>	<ul style="list-style-type: none"> • # of improved national policies or strategies being implemented • # of cities with improved CDS or SU strategies being implemented
<i>Local and national governments elaborate improved urban policies and strategies *</i>	<ul style="list-style-type: none"> • # of improved national policies or strategies being elaborated • # of cities with improved CDS or SU strategies being elaborated
<i>Local and national governments have improved their knowledge about urban development *</i>	<ul style="list-style-type: none"> • until 2015 50 improved national policies or strategies advised by CA • # of cities with CA inputs for CDS or SU

* “Improved” would need to be defined, but is assumed to include a pro-poor orientation.