2013 Annual Report

Cities Alliance

Cities Without Slums

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Women brick makers in Burkina Faso. Photo: Burkina Faso Ministry of Housing and Urban Planning

TABLE OF CONTENTS

MESSAGE FROM THE DIRECTOR iii

THE CITIES ALLIANCE PARTNERSHIP 1

- Who We Are 1
- What We Do 1
- How We Work 1

PORTFOLIO HIGHLIGHTS 3

RESULTS MANAGEMENT AND MONITORING 5

- A Framework for Delivering Results 5

CITIES ALLIANCE RESULTS 7

- Country Programmes: Overarching Initiatives to Achieve All Four Outcomes 9
- Developing National Policy Frameworks 13
- Developing and Implementing Inclusive, Climate-Resilient Strategies and Plans 15
- Engaging Citizens in Urban Governance 17
- Strengthening Cities' Capacity to Improve Service Delivery to the Urban Poor 19
- Communications and Advocacy 20

WHAT IS UNOPS? 23

CITIES ALLIANCE FINANCIALS 25

CITIES ALLIANCE MEMBERS 32

THE CITIES ALLIANCE TEAM 33

The majority of dwellings in Ouagadougou are constructed of traditional mud bricks. Photo: Burkina Faso Ministry of Housing and Urban Planning

MESSAGE FROM THE DIRECTOR

The 2013 Annual Report covers a period of 18 months, during the course of which the Cities Alliance Secretariat relocated its offices from Washington, DC to Brussels, and changed Trustee from the World Bank to the United Nations Office for Project Services (UNOPS). This decision arose from a number of factors, including the adoption of a new business model for the Cities Alliance and to move closer to its core donors and partners, as well as expand and diversify its membership.

Initiated at the EXCO meeting in Kampala in June 2012, the organisation undertook an honest and dynamic consultation process that resulted in the Consultative Group unanimously deciding at its 2012 meeting in Hanoi that the best interests of the Cities Alliance would be served by moving to a new geographical location, and a new institutional platform.

Such a significant decision was testament not only to the confidence of the organisation, but also to the supportive response of the World Bank. All Cities Alliance members acknowledge the instrumental role of the World Bank in joining UN-Habitat to launch the Cities Alliance 1999, and then providing the institutional home to the Secretariat for the next 14 years. Quite simply, the Cities Alliance would not have prospered and flourished at it did without the consistent financial, organisational and substantive support of the World Bank.

In presenting this, the last Annual Report covering our time in Washington DC, we would like to acknowledge and thank the management of the World Bank and, just as critically, salute the hundreds of Bank staff with whom we interacted over the years, both in Washington and in the country offices all over the world. We look forward to continuing our close association from our new base in Brussels.

It is also important to recognise the sacrifices of the Secretariat during this critical period—both those staff who chose to make the move to Brussels, and those that were unable to make the move, for a variety of reasons. At all times, staff demonstrated the highest levels of professionalism, and balanced personal and organisational interests in arriving at the individual decisions. The organisation owes them all its very sincere gratitude.

The next Annual Report will cover the first year of Cities Alliance operations from Brussels, with the Secretariat operating as UNOPS staff. However, at the time of preparing this introduction, it is possible to record the very encouraging progress that has already been made—the Secretariat has not only quickly stabilised, but has already begun the process of implementing the new business model.

From its new base in Europe, the Cities Alliance is well placed to work with its members in making a decisive contribution to the adoption of a global agenda focused on the role of cities in sustainable development.

William Cobbett
Director, the Cities Alliance

Residents of at-risk waterfront communities in Port Harcourt, Nigeria march to draw attention to the rights of slum dwellers. Photo: People Live Here campaign

THE CITIES ALLIANCE PARTNERSHIP

Who We Are

The Cities Alliance is a global partnership for urban poverty reduction which promotes and strengthens the role of cities in sustainable development.

What We Do

Well-run and inclusive cities offer an enormous opportunity for achieving sustainable development. The Cities Alliance offers support to cities in providing effective local government, promoting an active citizenship, and encouraging public and private investment.

The Cities Alliance is a unique partnership with a diverse membership which has come together to strengthen both impacts and coherence. The Cities Alliance seeks to realise this goal by supporting cities and national governments to:

- Develop and/or enhance national policy frameworks to address urban development needs;
- Develop and implement local inclusive strategies and plans;
- Strengthen the capacity of cities to provide improved services to the urban poor;
- Develop mechanisms to engage citizens in city or urban governance; and
- Create conditions conducive to public and private investment.

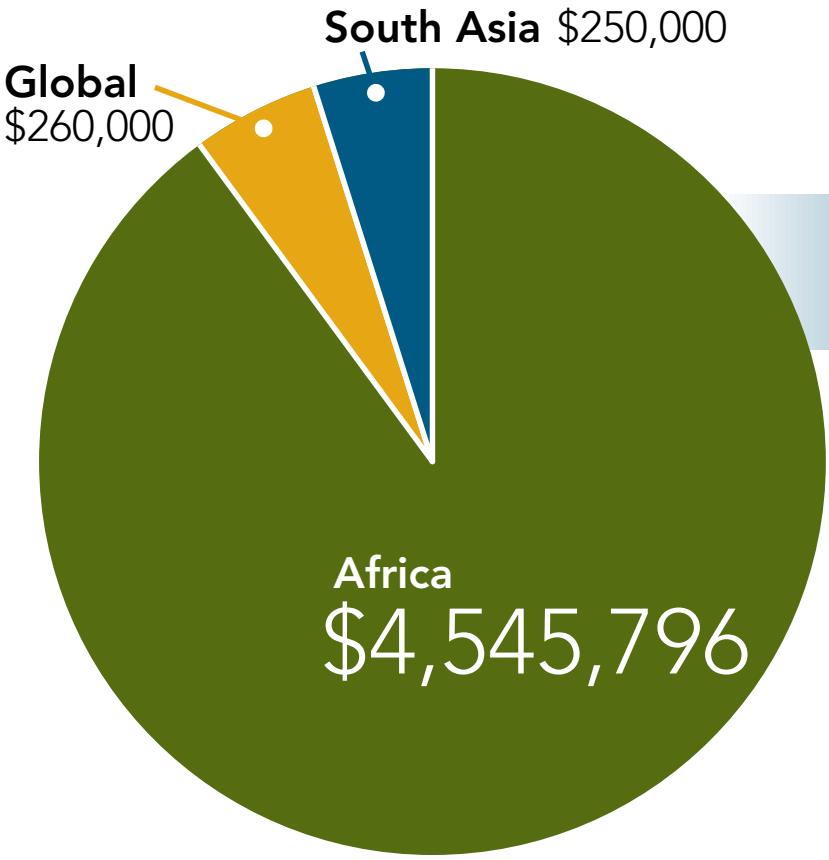
How We Work

The Cities Alliance partnership works through four business lines:

- **Country/Regional Programmes** are longer-term, programmatic approaches to addressing the specific urban development needs of a selected country or region, normally in the context of rapid urbanisation and the growth of urban poverty.
- **Catalytic Fund (CATF)** grants support policies that catalyse city transformation and activities that enhance innovation and learning.
- **Analytic and Strategic Activities (ASAs)** are flexible, multi-year instruments that focus on sharing knowledge and experience among Cities Alliance members and distill experiences on emerging key issues in international development.
- **Communications and Advocacy** activities promote the Cities Alliance's key messages on urban development in order to encourage policies and behaviours that contribute to the vision of sustainable cities without slums.

Resident of a community benefiting from a Cities Alliance pilot programme to promote inclusive, heritage-based city development in India.
Photo: Stefania Abakerli, Senior Social Development Specialist, World Bank

Figure 1: Projects Approved – 1 July 2012 to 31 Dec 2013



PORTFOLIO HIGHLIGHTS

This Cities Alliance Annual Report covers a period of 18 months, from July 2012 – December 2013. The extended coverage enables the Cities Alliance to transition from its former platform at the World Bank, which operates and reports on a mid-year fiscal year, and UNOPS, which operates by calendar year.

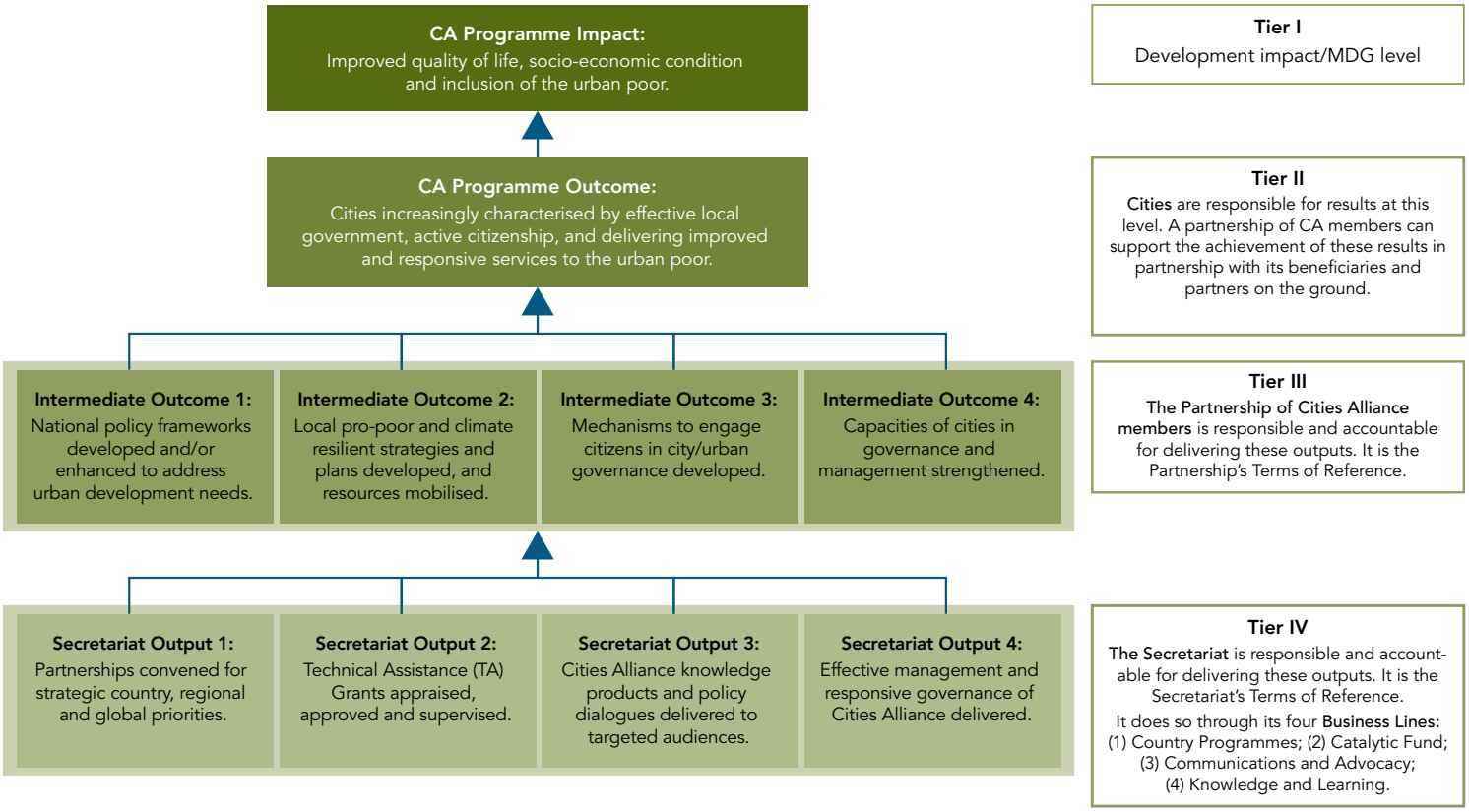
The following chart shows the number of projects approved during the period under review and geographic distribution. The overwhelming number of projects approved were in Africa, in keeping with the Cities Alliance's focus on that region.

Projects Approved – 1 July 2012 to 31 Dec 2013

Region	Number of Projects	Grant Amount (US$)
Africa	15	$4,545,796
Global	3	$260,000
South Asia	1	$250,000
Total	19	$5,055,796

Urbanisation in Ho Chi Minh City, Vietnam. Photo: Tran Viet Duc/The World Bank

Figure 2: Cities Alliance Programme Results Chain



RESULTS MANAGEMENT AND MONITORING

The Cities Alliance Secretariat has continued to build on efforts begun in FY2012 to develop an effective results-based management system for the partnership. This is an essential step in making the Cities Alliance more accountable for its results, and in professionalising the organisation. A results chain and an initial set of performance indicators were presented to the Cities Alliance Consultative Group at its November 2012 meeting in Hanoi, Vietnam.

Early in 2013, an international consulting firm—Universalia—was competitively recruited to help develop and refine the performance indicators. Universalia was also tasked with providing recommendations for operationalising the results framework into a full-fledged Performance Monitoring System.

Following positive feedback on Universalia's initial work from the Executive Committee in June 2013, the Secretariat began operationalising the framework. This involved collecting baseline data, setting preliminary targets and performance standards, revising relevant monitoring and evaluation tools, and developing a detailed implementation plan. These activities are expected to facilitate the development of the Cities Alliance's first corporate scorecard, which will provide comprehensive information on the partnership's overall performance.

The Consultative Group formally approved the final results chain, indicators and timeline for baseline data collection at its November 2013 meeting in Burkina Faso.

A Framework for Delivering Results

A key component of the Cities Alliance results management and monitoring system is the organisation's Theory of Change, an outcomes-based approach that aims to help the Cities Alliance determine how best to use its resources to achieve its medium- and long-term development goals.

In order to achieve those goals, the Cities Alliance will deliver outputs in four main areas (See Figure 2), by implementing activities within each of the four Cities Alliance Business Lines: Country Programmes, the Catalytic Fund, Analytic and Strategic Activities (ASAs), and Communications and Advocacy.

The Results Chain (Figure 2), which encapsulates the fundamental assumptions underlying the work of the Cities Alliance, breaks down the Theory of Change and shows how each step helps the partnership achieve its overall goals: Cities increasingly characterised by effective local government, active citizenship, and delivering improved and responsive services to the urban poor.

Slum upgrading in São Paulo, Brazil. Photo: SEHAB

CITIES ALLIANCE RESULTS

The following chart provides a snapshot of Cities Alliance results achieved from July 2012 – December 2013 for each of the four business lines, and which of the intermediate programme outcomes they primarily support (as shown in the third tier of the Results Chain).

Each of the four outcomes addresses a specific urbanisation need or gap at different levels (national, city or community). However, it is important to note that they all work together to foster the necessary conditions for inclusive urban development and should be viewed as a comprehensive framework. No local government can be fully effective without an enabling national environment; at the same time, no local or national strategy can have an impact without sufficient technical capacity, nor without the inclusion of citizens.

Providing services in Hanoi, Vietnam. Photo: Tran Thi Hoa/The World Bank

Outcomes	Country Programmes	CATF*	ASAs	Advocacy
1. Developing National Policy Frameworks	• Network established for African Country Programmes. • Advocacy campaign raised profile of urban issues in Ghana; President Mahama openly championed urban agenda. • Burkina Faso Country Programme launched. • In Mozambique, initiative underway to promote national and local-level dialogue on urban issues with the private sector. • Vietnam held 10th National Urban Forum.		• Brazil's Ministry of Cities passed a landmark involuntary resettlement policy. • Malawi took significant steps towards formulating its first urban policy.	• Development of a Cities Alliance Strategy for Africa underway, spearheaded by Cities Alliance African members and partners. • City Enabling Environment (CEE) initiative launched with UCLGA; analytical framework for assessing and ranking cities disseminated in a publication.
2. Developing and Implementing Inclusive, Climate-Resilient Strategies and Plans	Vietnam upgrading strategy under development that will inform a US$272 million World Bank capital and technical assistance loan.		• Brazil developed guidelines and a toolkit for improving social work in housing and slum upgrading programmes. • Capacity building workshop on pro-poor housing for African policy makers held at Africities 2012. • IBSA Human Settlements Group developed into a unique platform for learning and cooperation. • Indian cities shared knowledge and good practices via the PEARL network. • Programme developed in India to incorporate heritage conservation into city development and benefit the poor. • Initiative to reform urban planning education in Africa expanded, community of practitioners established.	

Outcomes	Country Programmes	CATF*	ASAs	Advocacy
3. Engaging Citizens in Urban Governance	• Slum dwellers mobilised by SDI in Uganda and Ghana. • Partnerships built between governments and civil society. • STDM enumeration and mapping tool successfully piloted and training conducted in Uganda.		• SDI-run urban studios gave planning students insight into planning in informal settlements and residents valuable data to open dialogue with their local government. • Know Your City grassroots mobilisation and data collection campaign expanded to Ouagadougou, Burkina Faso.	
4. Strengthening Cities' Capacity to Improve Service Delivery to the Urban Poor	• Major infrastructure projects underway in 14 Ugandan cities. • Link to a US$150 million World Bank water and sanitation programme design underway in Ghana. • Proposal developed for local government capacity building and training in Mozambican secondary cities.	• Advisory services provided on incrementally securing tenure in slum upgrading in Malawi, Angola, Mozambique and South Africa. • Regional guide for tenure security created based on the experiences in the four above countries.	Online housing system modeled on São Paulo's successful HABISP developed in São Bernardo, Brazil.	

*The Catalytic Fund was temporarily put on hold in 2013 during the Cities Alliance Secretariat's transition from the World Bank to UNOPS.

Country Programmes: Overarching Initiatives to Achieve All Four Outcomes

The flagship business line, Cities Alliance Country Programmes are specifically designed to address all four of the partnership's intermediate goals: national policy frameworks; inclusive, climate-resilient strategies and plans; citizens engaged in urban governance; and improved service delivery to the urban poor.

While programmes are always tailored to a country's specific context, all of them incorporate a broad range of activities at three levels—national, city and community—that work together to achieve the desired outcomes. Essentially, Cities Alliance support should help the government create an enhanced platform for investment; not only from the public and private sectors, but also by individuals and households.

> In total, the Country Programmes comprise 31 grants worth US$14 million. Of this, US$11.5 million is funded by the Bill & Melinda Gates Foundation and US$2.5 million from Cities Alliance core funds.

The Cities Alliance has also developed a monitoring and evaluation system for the Country Programmes to help guide and record progress. A number of countries have expressed interest in developing a Country Programme with the Cities Alliance, most recently Ethiopia.

During the period under review in this report, the Cities Alliance had five active Country Programmes. They are, in their order of launching: Uganda, Ghana, Vietnam, Mozambique and Burkina Faso. The section below outlines some of the key results achieved.

Building partnerships and coherence of effort

Over the last 18 months the Country Programmes have begun to demonstrate clear results in building partnerships and in

Association of Cities of Vietnam (ACVN) staff meeting with representatives of the Cities Alliance in November 2013. The ACVN is a key partner in the Vietnam Country Programme. Photo: Cities Alliance

promoting improved coherence of effort among and between Cities Alliance members and partners.

In **Uganda, Ghana** and **Vietnam,** Cities Alliance-funded consultation, policy and planning initiatives have directly informed and provided direct and indirect support to more than US$500 million in planned infrastructure investment from the World Bank.

In **Uganda** significant infrastructure projects are preparing to get underway in 14 secondary cities, all with direct support of the Country Programme; the detailed engineering designs are in place, and contractors will soon be procured to implement an International Development Association (IDA) credit of US$150 million. The Cities Alliance's Transforming the Settlements of the Urban Poor in Uganda (TSUPU) Programme has been closely coordinated with the six-year Uganda Support to Municipal Infrastructure Development (USMID) project, which will expand urban infrastructure and enhance the capacity of the 14 municipal local governments to generate own-source revenues, improve urban planning, and strengthen financial management, procurement, environmental and social systems. The USMID will be delivered under a special World Bank instrument known as the Program-for-Results (PforR), which is an innovative new financing instrument that links the disbursement of funds directly to the delivery of defined results.

In **Vietnam,** the Country Programme has achieved a high level of connectivity and interdependency across the national, city and community layers and among development partners—helping develop the national upgrading strategy that will directly inform a US$272 million World Bank capital and technical assistance investment loan. In addition, the Vietnam Urban Forum has been effectively regenerated and held its 10th session in November 2013.

The Country Programme in **Ghana** is supporting the multi-stakeholder metropolitan planning process that will result in the design of a sanitation and water programme to be funded by a US$150 million loan from the World Bank.

In **Mozambique,** the Country Programme was designed over the course of 2013. Two detailed proposals were developed and the granting process begun. The first proposal focuses on two areas: rationalising the numerous local government capacity-building initiatives, and supporting a strengthened national institution to train local government land use and environmental planners for secondary cities at scale. The second proposal seeks to promote both a national dialogue

and a local-level dialogue with the private sector, in particular the extractive industries.

Partnerships are also helping local and national governments view civil society in a different, positive way. The successful mobilisation of slum dweller federations in both **Uganda** and **Ghana** by Slum Dwellers International (SDI)—and the practical demonstration effect of partnership between SDI and the National Ministry, and between the Federations and Municipal Councils—has begun to provide the evidence base for countries that have historically been suspicious of civil society. The Country Programmes provide the opportunity to share this experience in a non-threatening way, providing the space to build such structures in other countries.

Creating a network in Africa

Within the context of considerable institutional change at the Cities Alliance and the need to maintain momentum, much of the past year has focused on building an African network among the different Country Programmes in Uganda, Ghana, Mozambique and Burkina Faso.

This network, which incorporates communities as well as local and national governments, has already begun operating on a number of levels, including idea and experience exchange, technical capacity building, and substantive policy discussion.

In addition, all four African Country Programmes have been active participants in informing the Cities Alliance Africa Strategy process. As a result, the strategy process is based firmly in the realities of practical governance and, to a certain extent, transcends some of the post-colonial divides between countries.

Promoting the rights of the urban poor through enumeration

As part of the Country Programme initiative the Cities Alliance has actively supported UN-Habitat's very effective Global Land Tool Network (GLTN) in developing the Social Tenure Domain Model (STDM), an easy-to-use digital platform that will enable communities and local governments to map their cities and collect data on social demographics, land use, housing and land tenure. The STDM has been linked into the established systems and structures, ensuring active community and local and national government involvement in the process.

A highlight of STDM activities this past year was a joint training on the enumeration tool in Uganda that brought the networks together and was attended by 13 countries from Africa and beyond.

Changing the dialogue on urban issues in Ghana

When the Ghana Country Programme was first conceptualised, one of the key challenges it identified was the lack of a coherent urban agenda within the context of an increasingly urbanising population. Notably, the Government had been slow in introducing policies that recognised the fact that over 50 percent of the country's population lived in cities.

With GIZ acting as lead member, the Country Programme supported the National Urban Forum to serve as a space for dialogue among all stakeholders and raise the profile of urban issues. Another key activity has been the rollout of a multimedia advocacy strategy, including radio and television, which has helped bring a national focus to the nature of the urban crisis.

Today, we can see a fundamental turnaround in Ghana. President John Mahama has openly championed the continental urban agenda and appointed a Minister of Local Government and Rural Development with a long history of involvement in urban policy and management issues.

Most significantly, in March 2013 President Mahama launched a National Urban Policy and Action Plan—the first comprehensive urban governance framework in Ghana's history. The implementation of the National Urban Policy will be coordinated by the Urban Development Unit (UDU), for which the Cities Alliance is providing institutional capacity support through its Country Programme.

The formulation, development and launch of both the policy and plan were supported from start to finish by GIZ through its Support for Decentralisation Reforms programme.

Launching the Burkina Faso Country Programme

In Burkina Faso, 2013 was dedicated to laying the groundwork for launching the Country Programme, which will support Burkina as it transitions to a new, inclusive development model based on local government and community participation.

A framework for the programme was formulated through a detailed participatory process that involved all concerned national stakeholders and partners, carried out by Agence Perspective under the supervision of UN-Habitat. The framework was subsequently validated and endorsed by all parties, and clear governance arrangements.

The Ministry of Housing and Urban Planning will implement the programme, with UN-Habitat acting as the lead member for the Cities Alliance. Other partners include the Association of Municipalities of Burkina Faso (AMBF), the Burkinabé NGO Laboratoire Citoyenneté and the French Ministry of Foreign Affairs.

The Ministry hosted the Cities Alliance Annual Meeting in November 2013, which also saw the formal launch of the Burkina Faso Country Programme with the signing

From left: Alioune Badiane of UN-Habitat, Ouagadougou Mayor Marin Ilboudo, and Minister of Housing and Urban Development Yacouba Barry at the launch of the Burkina Faso Country Programme in November 2013. Photo: Cities Alliance

of two major grant agreements with key partners:

- The Ministry of Housing and Urban Planning, to coordinate national stakeholders, facilitate dialogue, and roll out a national urban policy. This includes establishing a National Urban Forum, the creation of an urban database (as well as a Burkina State of the Cities Report), and municipal training workshops. The grant also provides funding to establish a unit within the Ministry to coordinate and oversee the programme.
- UN-Habitat, to provide technical assistance and capacity building for the Ministry, the AMBF, and community-based organisations in order to support the participatory planning process.

The Country Programme focuses on five cities: the capital of Ouagadougou, Bobo Dioulasso, and the three secondary cities of Dori, Dedougou and Tenkodogo.

Building a Network of African Urban Research Centres

In 2011 the African Centre for Cities (ACC) received a grant from the Rockefeller Foundation to pursue an initiative to scale up applied urban research and practice on the African continent. The aim was to create a network of research centres to exchange knowledge, know-how and expertise based on the realities of Africa's urban development dynamics.

With the support of the Cities Alliance and the Rockefeller Foundation, the African Urban Research Initiative (AURI) was launched at the Cities Alliance Africa Strategy meeting in Addis Ababa in March 2013.

Representatives from 16 African urban research centres came together and agreed to build a formal network of research centres in the region to help ensure that research conducted is relevant to current challenges, and to improve knowledge sharing among centres. They also agreed to establish an AURI Secretariat based at the ACC in Cape Town.

One of the network's first activities was to conduct a peer review for the City Enabling Environment (CEE) ratings system, an initiative supported by the Cities Alliance and piloted by UCLGA that aims to advance the agenda of effective, concrete decentralisation in Africa.

AURI partners also contributed discussion papers to the second Cities Alliance Africa Strategy meeting, which was held in Johannesburg in October 2013.

SDI's Joel Bolnik and a representative from Mozambique at the Cities Alliance Africa Strategy meeting in Johannesburg, October 2013. The strategy is being driven by the partnership's African members. Photo: Cities Alliance

Developing National Policy Frameworks

A national policy framework that supports urban poverty reduction and promotes the role of cities in sustainable development is a key step in responding adequately to urbanisation. Such a policy can provide a structure for coordination among ministries—an especially important factor for cities, which require a multisectoral approach. It can also facilitate cooperation between national and local governments to allocate the necessary resources for public and private interventions.

The Cities Alliance supports its partners to develop and enhance national policy frameworks that address urban development needs and enable local governments to close the policy and investment gaps for basic services, particularly in slums. Below are some highlights from key activities that promote this outcome.

Towards a Cities Alliance Strategy in Africa

In an effort to help Africa's cities transform and drive social, economic and environmental development across the continent—a priority identified by the Consultative Group—the Cities Alliance is preparing a strategy to guide the partnership's work programme in Africa over the next five to 10 years. The strategy will also address key strategic gaps where Cities Alliance members and partners have comparative advantages to deliver.

Drawing on the Cities Alliance's portfolio and activities in Africa, a series of consultations were held in 2013, marked by two significant meetings (in Addis Ababa in March, and Johannesburg in October). Both of these meetings were co-organised with the African Centre for Cities from the University of Cape Town, with the support of the research centres affiliated with the African Urban Research Initiative (AURI), which was launched at the meeting in Addis Ababa in March 2013.

Spearheaded by the Cities Alliance's African members and partners with seed funding provided by German Cooperation, this process defined strategic areas on which to focus and identified challenges as well as priorities for the Alliance.

Cities Alliance members and partners agreed on these main priorities:

- To build upon the recent optimism and confidence about African economic performance, while urging governments to pay attention to the functioning and performance of urban places; and
- To place local governments at the very core of city development and help them

build proactive partnerships with professional bodies, new international investors, academia, civil society and the private sector.

In order to advance this agenda—and address both the challenges of economic growth and growing urban inequality—a few directions have already been outlined. First and foremost, the production of relevant knowledge and reliable data at the city level should be considered as a strategic entry point for the reform of African urban policy and practice.

Second, there is an urgent need to develop a compelling pro-city narrative, enlarging the constituencies that the Cities Alliance seeks to address and attracting additional players around the urban agenda. Finally, intermediaries (think tanks, professional bodies, academic and research institutions) need to be more involved to help build ownership and achieve scale.

Next steps of the strategy process include establishing a think tank that will develop the strategic argument and guide the political process for implementation. In addition, there will be support for members and partners as they prepare proposals to operationalise the strategy.

Supporting a landmark involuntary resettlement policy in Brazil

In Brazil, the Ministry of Cities passed a groundbreaking policy designed to safeguard the rights of residents who are involuntarily resettled from their homes. The policy was formulated with support from the World Bank and Cities Alliance as part of our ongoing partnership with the Ministry of Cities.

Formally approved on 18 July 2013, Ordinance No. 317 regulates procedures and measures to be adopted in cases of involuntary resettlement of families from their homes or business (place of economic activities), caused by the execution of programmes and actions under the management of the Ministry of Cities. This includes the massive Growth Acceleration Programme (PAC), which comprises the world's largest slum upgrading programme.

The Ghana Country Programme is helping to bring all 11 agencies responsible for sanitation in Greater Accra together to solve the city's massive sanitation challenges. Photo: William Cobbett/Cities Alliance

The policy stipulates that works and services must be preceded by an assessment of the situation as well as a study of alternatives to avoid displacement. The study must also identify the best socially sustainable and effective economic solutions and techniques. Where displacement is unavoidable, a Plan of Resettlement and Countervailing Measures must be prepared to ensure that there are adequate solutions for affected families. Funding for the studies of alternatives and preparation of the plan must be included in the intervention's budget.

The policy is a significant development for social housing in Brazil. Its implementation will embed the concept of social sustainability within the Ministry of Cities' substantial investment programmes, and establish a benchmark for other Brazilian authorities who are implementing infrastructure programmes. The policy also has the potential to act as an international benchmark for a controversial policy issue that many governments often prefer to avoid.

Formulating Malawi's first urban policy

Over the past year Malawi took significant steps towards formulating its first urban policy. Crucially, it was a participatory process, involving central and local governments, development partners, civil society and urban communities all working together to help Malawi establish a sustainable urban system.

As a first step, UN-Habitat conducted a training event focused on urban policy formulation. This training was instrumental in helping the national government and its partners clarify the process, design terms of reference, and engage partners at an early stage. The Ministry of Lands, Housing and Urban Development then commissioned a situational analysis of urbanisation in Malawi—information that could be used to establish a framework for formulating an urban policy.

Throughout the process, the Ministry held forums for all stakeholders where they could discuss institutional arrangements for designing, implementing and monitoring a policy. In addition, a capacity needs assessment for slum upgrading at the national, municipal and community levels was conducted and a report with findings disseminated. (These findings will also be used by both the national government and municipalities to design capacity building interventions at their respective levels.)

With the capacity needs assessment completed, the Ministry partnered with the Centre for Community Organisation and Development (CCODE)—an affiliate of Shack/Slum Dwellers International (SDI)—to design and roll out pilot capacity building activities. The outcomes of this pilot will inform a national capacity building strategy.

Creating City Enabling Environments

In October 2013, the Cities Alliance and the United Cities of Local Governments for Africa launched an analytical framework that aims to measure progress toward creating well-functioning African cities. This critical analysis is the first of its kind in Africa, and will form a core component of the Africa Strategy and our partnership with UCLGA.

The City Enabling Environment (CEE) initiative assesses and ranks cities in 50 African countries according to commonly agreed-upon, key elements of enabling environments for well-functioning cities. It provides a brief situational analysis for each country and highlights progress as well as challenges in decentralisation. Each country report concludes with possible areas of intervention to strengthen its city enabling environment.

The process helps cities and local authorities see where they stand in relation to other African countries and determine what actions should be taken at the national level to manage urbanisation effectively. It also helps spark an open debate among stakeholders on key reforms that can be undertaken to fill the identified gaps.

Developing and Implementing Inclusive, Climate-Resilient Strategies and Plans

The city's role as an engine of economic growth has become more important as the world becomes increasingly urbanised. Cities must be strategic about their investments and growth in order to capitalise on the opportunities of urbanisation. It is equally important that they ensure that all citizens, especially the poor, benefit from these opportunities.

The Cities Alliance supports the development and implementation of citywide strategies and plans that link economic growth with poverty reduction. Below are some of the results achieved in this area for July 2012 – December 2013.

Guidelines for improving the social aspect of slum upgrading in Brazil

The Cities Alliance supported the Government of Brazil in developing guidelines and a toolkit for a new approach to the social work component of housing and slum upgrading programmes.

The new guidelines represent a significant shift in the way Brazil approaches social support for vulnerable communities and low income households. They strengthen the community participation and planning aspects of housing and slum upgrading programmes—helping to ensure that recipients benefit from social and economic development in addition to brick-and-mortar interventions. The guidelines also help settlements become more fully integrated into the rest of the city, both spatially and socio-economically.

To implement the guidelines, Brazil's National Housing Secretariat developed three practical guides with technical assistance from the AVSI Foundation, which has a long history of working with the Cities Alliance in Brazil, with consistent support from the Government of Italy. One guide is for diagnostics and planning, one for income generation programmes, and one for community strengthening. These user-friendly, robust guides give local governments the tools they need to improve the social component of slum upgrading programmes and to strengthen the post-occupancy policies.

The toolkit also provides content for follow-up dissemination activities, including a distance learning course for social work professionals involved in the implementation of Brazil's federal housing programmes. The course is offered through a partnership between the Ministry of Cities and one of Brazil's leading national universities, the Universidade Federal de Santa Catarina.

Building capacity on pro-poor housing among African policy makers

Following the successful launch of the *Quick Guides for Policy Makers: Housing the Poor in*

African Cities at Africities in Dakar, Senegal in December 2012, UN-Habitat used the event to host its first capacity building workshop on applying the information in the Quick Guides. With many African policy makers and local authorities in attendance, Africities was a perfect venue to pilot capacity building for the Guides, which offer guidelines and knowledge on how to reform the housing sector and design well-informed housing policies and strategies.

The Africities workshop was the first in a series of capacity building interventions intended to enhance policy makers' knowledge about pro-poor housing policies and build their understanding of the principles and practices set out in the Quick Guides. This capacity building programme is a critical part of the dissemination strategy for the Quick Guides. Ultimately, it will build understanding among practitioners and policy makers, foster their ability to participate in policy dialogue, and enable them to formulate appropriate, better informed policies.

Concluding four years of support for the IBSA Human Settlements Group

In FY2013 the Cities Alliance concluded support to the India-Brazil-South Africa (IBSA) Human Settlements Group.

Since 2009, the Cities Alliance Secretariat and the World Bank Institute (WBI) have worked together to support the group, facilitating cooperation among the three countries and providing technical and financial assistance. This facilitating support has been for developing a draft action plan for cooperation, formulating an operational framework, launching a human settlements website, conducting virtual thematic exchanges, and holding workshops.

During this period, the group has developed into a unique platform for cooperation and learning among three countries that are all grappling with similar housing challenges, including resource mobilisation and the low priority assigned to developing alternative low-cost, locally available, sustainable building technologies.

For the Cities Alliance, working with the IBSA Human Settlements Group was a very positive experience. It allowed the Cities Alliance to showcase its capacity as a knowledge facilitator, and provided two longstanding members—Brazil and South Africa—with the opportunity to tap into our members' experience in integrated slum upgrading as they shape their human settlements strategies.

Piloting inclusive heritage-based city development in India

As India's cities grow there is increasing pressure on the country's heritage sites, many of which are located in urban areas. The Cities Alliance is supporting a programme that aims to incorporate the conservation of heritage sites into city planning in a way that improves the living conditions of the urban poor who live in these historic areas.

The programme was conceptualised by the Government of India's Department of Economic Affairs and is being implemented by the World Bank's South Asia social development unit.

It involves piloting and refining new mechanisms for incorporating the integrated conservation of heritage sites into citywide development planning. Four cities of varying sizes are participating in the pilot: the small towns of Ajmer and Pushkar in Rajasthan; the medium-size city of Varanasi in Uttar Pradesh; and the metropolis of Hyderabad in Andhra Pradesh.

In each city, a Heritage Cell tasked with preserving the city's historic sites will be established, and guidelines for integrated urban renewal drafted. In addition, Detailed Project Report plans with an estimated investment of around US$40 million will be developed with the participation of all stakeholders.

The programme is anchored by the Indian Ministry of Urban Development and is guided by a Steering Committee, which is chaired by the Joint Secretary and Mission Director of the Jawaharlal Nehru National Urban Renewal Mission (JNNURM). The Committee also comprises key institutions involved in city development and cultural heritage conservation, including representatives from the Ministry of Housing and Poverty Alleviation and the Ministry of Culture.

Facilitating knowledge sharing among India's cities

The Cities Alliance has continued to support India's Peer Exchange and Reflective Learning (PEARL) network, in collaboration with the World Bank Institute and the World Bank's South Asia urban unit.

As the horizontal learning network for the cities participating in the Indian Government's massive Jawaharlal Nehru National Urban Renewal Mission (JNNURM) urban development and reform initiative, PEARL is an important resource for cities seeking how to implement JNNURM in an inclusive and sustainable way.

The Cities Alliance has supported PEARL in identifying, documenting, and disseminating good practices in urban management both within India and internationally. Workshops and exposure visits have made it easier for city officials and planners to share good practices in inclusive planning, Public-Private Partnerships in urban infrastructure development, and how resource institutions can support local bodies in city management. Many of these good practices were drawn from experiences in South Africa, Brazil, South Korea, Nigeria, Spain and the USA.

Urban studios, such as this one in Malawi, bring urban planning students out into communities where they learn about the realities of planning in informal settlements. Photo: SDI

Engaging Citizens in Urban Governance

People have a vested interest in their city and its development. By participating in the city planning process, residents have a voice in the future of the place where they live. It is a way that they can participate in the process of shaping and realising a strategy for their city, monitor the government's progress in achieving it, and hold authorities accountable for the results.

The Country Programmes, with their emphasis on mobilising slum dwellers and community-based activities, are the main ways the Cities Alliance works to engage citizens in urban governance. In addition, the partnership has also supported a number of other initiatives, including these listed below.

Revitalising urban planning education in Africa

For the past several years the Cities Alliance has provided assistance to the Rockefeller Foundation's support for the Association of African Planning Schools (AAPS) in its initiative to reform urban planning education in Africa. With this support, the AAPS convened a major all-schools meeting of its growing network in October 2012.

The event highlighted progress made in two main areas: the development of an urban planning undergraduate framework programme, and progress network members have made in piloting a postgraduate planning curriculum.

At the meeting, participants decided to establish a community of practitioners. This is an excellent potential source of knowledge exchange for schools participating in AAPS' network, which is expanding; what began as a handful of schools has grown into a network of 50 planning schools in countries from all African regions.

This community of practitioners has produced a series of knowledge products in support of planning education reform on key topics, including a postgraduate curriculum framework, an outline for a planning law course, and resources for conducting case-based research. In addition, it has created curriculum development toolkits on actor collaboration, climate change, the informal economy, mapping cultural landscapes, as well as spatial planning and infrastructure.

The October meeting also profiled partnerships network members have cultivated with advocacy groups over the past two years

From left: Cities Alliance Director William Cobbett, SDI's Rose Molokoane, and UCLGA Secretary-General Jean-Pierre Elong Mbassi sign an agreement to extend the Know Your City campaign in October 2013. Photo: SDI

to promote initiatives, plans and policies that encourage inclusive cities and benefit the poor.

One of the most exciting of these is AAPS' active collaboration with Shack/Slum Dwellers International (SDI) to run urban studios, with funding from the Rockefeller Foundation. Through these studios, planning students work closely with slum dweller federations to enumerate, map and plan settlements in select cities. The hands-on studios take students out of the classroom and into the field, where they forge relationships with slum communities and undertake joint planning.

The collaborative studio approach is a very powerful way of changing attitudes on in-situ upgrading. By carving out a distinct set of complementary roles and contributions, it helps change the relationship between professionals and non-professionals. The result is planning that is more responsive to informality—the reality of many African cities—than outdated post-colonial approaches that generally ignore informality altogether. So far, six urban studios, including ones in Malawi and Uganda, have been held through the partnership.

Mobilising Communities with Know Your City

In October 2013, the Cities Alliance, SDI and United Cities and Local Governments Africa (UCLGA) signed an agreement to extend "Know Your City," a global campaign that promotes grassroots data collection and partnerships between communities and local governments.

Through Know Your City, local communities are mobilised to collect data on their settlements. The concrete information gives communities valuable information that they can take to their local authorities to use for mapping and city planning. In the process, partnerships develop between the various groups as they work together to improve their city and services.

The campaign has already shown results. By building partnerships with local authorities, communities have been included in development plans and effectively improved their advocacy skills. For their part, local authorities have developed an increased understanding of slum conditions and much more accurate information about who lives in their city and where.

The agreement allows Know Your City to be implemented in Ouagadougou, Burkina Faso and Lusaka, Zambia. The Cities Alliance has facilitated and supported the campaign since 2010.

Newly-arrived Cities Alliance staff members hosting a booth at UN Day in Brussels. From left: Susanna Henderson, Erika Puspa, Rene Hohmann, and Federico Silva. Photo: Cities Alliance

Strengthening Cities' Capacity to Improve Service Delivery to the Urban Poor

Cities in the developing world gain an average of five million residents each month. Much of this growth is in informal areas, which already lack basic municipal services such as water, sanitation, waste collection, storm drainage, street lighting, paved sidewalks and roads for emergency access.

Often overwhelmed by the growth, cash-strapped city and local governments are frequently unable to provide basic services to all residents for a number of reasons, such as limited resources, capacity constraints, inappropriate policies and other urban governance issues. The Cities Alliance supports activities that improve cities' ability to provide basic services to their poorest citizens. Some examples of results achieved in this area in 2013 include:

Sharing knowledge to develop an online housing system in São Bernardo, Brazil

One of the most visible results achieved during the Cities Alliance's longstanding partnership with Brazil has been HABISP, a comprehensive online information and mapping system that has become one of São Paulo's most effective urban planning tools. Following the success of HABISP, the city of São Bernardo do Campo approached São Paulo about establishing a similar system for its own use.

With technical assistance from São Paulo, São Bernardo developed SIHISB—an online information system for social housing customised to its specific needs and context. Like HABISP, São Bernardo's system is public, online, and able to effectively organise and systematise data on informal settlements to help city authorities plan their interventions more effectively. By providing accurate information on precarious and informal settlements, SIHISB has already helped São Bernardo reduce the number of at-risk communities.

Like São Paulo, São Bernardo is committed to sharing its experience with others. As part of the Cities Alliance grant, a comprehensive publication is being produced that documents the process of customising and systematising the online system and extracts lessons learned.

São Bernardo's experience with SIHISB is a great example of how pilot programmes such as HABISP can be adapted and used in

different contexts. The information system addresses a fundamental problem shared by cities around the world, namely access to usable information that is not politicised. It also shows how relatively small investments—in this case, US$75,000 in co-financing from the Cities Alliance—can leverage significant learning, especially when it is shared between cities.

Incrementally securing tenure in Africa

One of the activities approved during the initial launch of the Catalytic Fund, the Tenure Security Facility Southern Africa project aimed to help the urban poor have better access to land—which would in turn contribute to improved livelihoods, active citizenship and asset creation.

The project, which was co-funded by the UK Department for International Development (DFID), provided small-scale, targeted advisory services on how to incrementally secure tenure in slum upgrading at six sites in Malawi, Angola, Mozambique and South Africa. It used a unique analytical tool called the Operation of the Market Study, which captured how the urban poor hold, trade and access land. This analysis provided the basis for advisory services to investigate the best ways to increase tenure security for slum households in the six sites.

The result was a rich and diverse set of alternative approaches to securing tenure, including legal and administrative recognition mechanisms, resisting evictions, recognition of local land management practices, stakeholder dialogues, locating tenure security within slum upgrading programmes, and adapting and strengthening land management practices. The experiences and lessons learned from the six practice sites were captured in a regional guide that outlines various approaches to accessing tenure security.

Communications and Advocacy

Communications and Advocacy activities promote Cities Alliance's key messages on urban development in order to encourage policies and behaviour that contribute to the vision of sustainable cities without slums. Our activities in this area include:

Contributing to a new European approach to local authorities in development

As part of its effort to shape a new European Union (EU) policy on the role of local authorities in partner countries, the European Commission (EC) conducted a consultation with local authorities and other key international stakeholders on the issue.

The Cities Alliance participated in the consultation, which was open from August to December 2012. During the five-month period, 14 consultation sessions and events were held and 55 written contributions submitted from a wide range of actors.

The Cities Alliance Secretariat contributed a statement on the crucial role local authorities play in development, and co-organised one of the consultation sessions at the World Bank's October 2012 Urban Research Symposium in Barcelona.

The EC's published report on the consultation highlights the role of the Cities Alliance in elaborating the City Development Strategy (CDS) as a tool to help cities harness the potential of urbanisation. It references a Cities Alliance-supported CDS in Yemen (Hodeidah and Mukalla) that strengthened linkages between local authorities, the private sector and civil society. The CDS in both cities leveraged considerable investments from both the national government and international development partners.

Sharing Cities Alliance knowledge at the 2012 Africities exhibition

In keeping with our focus on Sub-Saharan Africa, the Cities Alliance had a strong presence at the Sixth Africities Summit, which was held in Dakar, Senegal 4-8 December 2012.

Held every three years, the Africities Summit is the premier event on local government in Africa organised by the United Cities and Local Governments of Africa (UCLGA). The Cities Alliance hosted a large booth at the Africities Exhibition, which was a popular spot for members and partners to hold meetings, launch publications, share information and catch up.

We also launched two Cities Alliance publications at our Africities booth:

- *Financing Africa's Cities* by Dr. Thierry Paulais, which is the culmination of a four-year period of research and analysis jointly financed by Agence Française de Développement (AfD) and the Cities Alliance; and
- The *Quick Guides on Housing the Poor in African Cities*, a series of practical guides initiated by the Cities Alliance and expertly developed by UN-Habitat, SDI and the ACC. The Quick Guides 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.

Over the course of the week Cities Alliance also hosted three well attended special sessions. Two sessions were built around the newly launched publications; one on local financing strategies (co-hosted with AfD) and a second on how to apply the information in the Quick Guides. A third session brought together representatives from the different Country Programmes to share lessons and explore reaching scale through the Country Programme model.

Making Cities Alliance knowledge more accessible

The Cities Alliance's primary dissemination vehicle for knowledge is our website, www.citiesalliance.org. During the past 18 months we expanded the site significantly, adding content on our new business lines, individual pages for each Country Programme, and a host of promotional materials created specifically for Africities.

We also made all of our meeting reports available to the public in the About Us part of the site, and added a new feature to our Annual Reporting section—portfolio reviews that provide a snapshot of our activities with statistics on project numbers, growth, geographic distribution, and more.

One of the most exciting additions to the website is the new Knowledge Resources section, which consolidates all of our knowledge into one easily accessible place. Users can browse or search our extensive collection of knowledge related to slum upgrading, city development strategy and urban issues, or just see what is new.

Last but not least, the Cities Alliance social media sites have continued to grow; by the end of December 2013 the new Cities Alliance Twitter page (@CitiesAlliance) had nearly 1,600 followers. The sites are proving themselves to be a valuable means of connecting with members and the public.

Around 80 percent of UNOPS personnel are from developing countries and most in-country personnel are nationals. Photo: UNOPS

WHAT IS UNOPS?

In early 2013, the Cities Alliance governing board selected the United Nations Office for Project Services (UNOPS) as the trustee and Secretariat of the Cities Alliance. Here is more information about our new Secretariat and Trustee.

Who is UNOPS?

UNOPS is the operational arm of the United Nations, helping a range of partners implement $1 billion worth of aid and development projects every year. UNOPS helps them to supplement their own capacities, improve speed, reduce risks, boost cost-effectiveness and increase quality.

Working in over 80 countries, UNOPS delivers its services through global headquarters in Copenhagen, Denmark and a decentralised, flexible network of more than 20 country offices. It is a not-for-profit organisation and is fully self-financing, prompting its efficiency and financial discipline.

What does UNOPS do?

UNOPS provides implementation support services to a wide range of partners, including UN organisations, international financial institutions, governments, intergovernmental organisations and non-governmental organisations.

Its support generally falls within three main areas:

- Sustainable infrastructure
- Sustainable procurement
- Sustainable project management

UNOPS also offers a broad range of administrative, transactional and logistical services to organisations that require hosting, but who still wish to maintain their own institutional identity—making it an excellent fit for the Cities Alliance.

UNOPS and the Cities Alliance

Over the course of 2013, UNOPS worked with the World Bank to assume the trustee and Secretariat function for the Cities Alliance and successfully transition the partnership from the World Bank into the UNOPS system. This included relocating the Cities Alliance Secretariat from Washington, DC to Brussels; opening a new account for Cities Alliance funding with an initial roll-over of funds from the World Bank-administered trust fund; and transferring the World Bank's database for Cities Alliance to UNOPS.

Separately, UNOPS successfully set up a multi-donor (Core) fund to support operations for the Country Programmes (which are funded by the Bill & Melinda Gates Foundation), and established legal templates for future contributions. This fund is managed in close collaboration with the Cities Alliance Secretariat.

Since September 2013, UNOPS has already secured and received approximately US $19.2 million for Cities Alliance grants and operations (including roll-over funds from the World Bank-administered trust fund). It has also signed two grant agreements and issued initial disbursements for key projects to launch the Burkina Faso Country Programme.

Commissioner of Urban Development Sam Mabala at the launch of a sanitation facility in Jinja, Uganda. Photo: The Cities Alliance

CITIES ALLIANCE FINANCIALS

The financial results presented below are from Cities Alliance operations at the World Bank. The FY2013 results cover an 18-month period, from July 2012 through December 2013, including the FY2013-Continuation period from July 2013 through December 2013.

Effective with the move of the Cities Alliance to UNOPS, the programme will be on a calendar fiscal year starting from 2014. This reporting reflects the initial transfer to UNOPS of residual unallocated funds in the World Bank-administered trust funds. It also includes the allocation of funds for Legacy Operations at the World Bank through 2015 for the winding down of grant portfolio at the Bank and the closing of the Cities Alliance trust funds.

Financial operations began at UNOPS during the FY2013-Continuation period, with the move of the Secretariat in September 2013. The UNOPS financial results for this period will be presented as part of the 2014 annual reporting.

FINANCIAL SUMMARY – World Bank Trustee

(US$ millions as of December 31, 2013)

	FY07	FY08	FY09	FY10	FY11	FY12	FY13*
Contributions Paid In:							
Core	7.782	10.158	7.001	7.101	7.075	7.461	8.021
– Transferred to UNOPS							-4.624
Non-Core **	7.809	5.759	17.632	3.955	1.274	0.038	0.083
– Transferred to Gates/UNOPS							-8.190
Total Paid In	**15.591**	**15.917**	**24.633**	**11.056**	**8.349**	**7.499**	**3.48**
Disbursements:							
Core	8.264	7.145	7.451	8.503	8.023	8.069	9.396
Non-Core	4.447	7.833	4.287	6.220	2.850	3.283	4.592
Total Disbursements	**12.711**	**14.978**	**11.738**	**14.723**	**10.873**	**11.352**	**13.988**
Approved Funding Allocations:							
Core	4.641	7.662	8.983	10.746	8.604	6.482	8.388
Non-Core	5.018	1.970	1.990	5.274	3.728	2.404	1.020
Total Allocations	**9.659**	**9.632**	**10.973**	**16.020**	**12.332**	**8.886**	**9.408**

* FY13 is an 18-month period, running from July 1, 2012 to December 31, 2013, including the FY13 Continuation period of July 1, 2013 to December 31, 2013, as part of the transition to a calendar year fiscal year after the transfer to UNOPS.

** Excludes In-kind contributions for staff secondments to Secretariat.

Table 1: CITIES ALLIANCE: Sources & Uses of Funds – World Bank Trustee

(US$ as of 31 December 2013)

CORE FUND			NON-CORE FUNDS	
Cumulative	**FY13***		**FY13***	**Cumulative**
90,623,687	8,021,205	Contributions Received	108,838	74,777,626
(6,454,764)	(6,152,838)	Contribution Adjustments**	(8,338,153)	(8,638,113)
--	--	In-Kind Contributions	443,333	9,569,818
5,942,237	105,742	Investment Income	80,637	1,003,605
90,111,160	**1,974,109**	**Total Sources of Funds**	**(7,705,345)**	**76,712,936**
(82,075,739)	(9,396,082)	Project Disbursements	(4,591,755)	(62,015,230)
-	-	In-Kind Disbursements	(443,333)	(9,569,818)
(1,232,270)	(86,088)	Trust Fund Administration Fees	(4,555)	(1,527,531)
32,001	-	Foreign Exchange Gain (Loss)	(531)	239,368
(83,276,008)	**(9,482,170)**	**Total Uses of Funds**	**(5,040,174)**	**(72,873,211)**
6,835,152		**Fund Balance US$**		**3,839,725**
(6,165,970)		**Less: Undisbursed Allocations**		**(3,630,820)**
669,182		**Funds Available**		**208,905**

* FY13 is an 18-month period, running from July 1, 2012 to December 31, 2013, including the FY13 Continuation period of July 1, 2013 to December 31, 2013, as part of the transition to a calendar year fiscal year after the transfer to UNOPS.

** Contribution Adjustments includes transfer of residual funds to UNOPS, refunds to donors and other adjustments.

Table 2: FINANCIAL CONTRIBUTIONS – World Bank Trustee

(US$ as of 31 December 2013)

Donor	Pledges	FY13*	Cumulative
Core funding			(US$ equivalent)
Asian Development Bank	1,250,000	0	1,223,317
Australia	5,382,750	2,046,800	5,095,405
Brazil	600,000	0	600,000
Canada	1,500,000	0	1,585,293
Chile	150,000	0	150,000
Ethiopia	300,000	49,965	299,885
European Commission	1,000,000	0	1,035,094
France	2,876,023	100,000	2,881,503
Germany	4,690,000	1,156,285	4,944,837
Habitat for Humanity	100,000	0	99,980
Italy	5,550,000	0	5,640,263
Japan	1,750,000	0	1,750,000
Netherlands	3,500,000	0	3,499,940
Nigeria	100,000	0	50,000
Norway	11,905,000	1,704,355	11,974,590
Philippines	250,000	100,000	250,000
Shack Dweller Int'l	300,000	50,000	300,000
South Africa	300,000	50,000	300,000
Spain	2,250,000	0	2,321,400
Sweden	6,125,000	450,911	6,386,079
UNEP	1,200,000	0	1,199,987
UN-HABITAT	800,000	0	800,000
United Kingdom	7,100,000	0	7,533,690
United States	3,818,383	250,000	3,818,383
World Bank	27,600,000	2,062,889	26,884,041
Total core	**90,397,156**	**8,021,205**	**90,623,687**
Non-core funding **			
Canada	75,000	-	73,608
France	357,209	-	357,209
Gates Foundation	15,000,000	-	14,999,980
Italy	15,569,741	82,700	15,881,241
Japan	4,250,000	-	4,250,000
Netherlands	350,000	-	350,000
Norway	3,200,000	-	3,272,992
Sweden	9,900,974	-	9,972,500
UNEP	90,000	-	15,000
United Kingdom	22,620,000	-	24,130,650
United States	774,444	-	774,444
World Bank	700,000	-	700,000
Total non-core	**72,887,368**	**82,700**	**74,777,624**

* FY13 is an 18-month period, running from July 1, 2012 to December 31, 2013, including the FY13 Continuation period of July 1, 2013 to December 31, 2013, as part of the transition to a calendar year fiscal year after the transfer to UNOPS.

** Excluded In-Kind contributions for staff secondments to CA Secretariat.

Table 3: APPROVED FY13 FUNDING ALLOCATIONS - SUMMARY - World Bank Trustee*

(US$ approved from 1 July 2012 to 31 December 2013)

	Non-Core	Core
Catalytic Fund:		
Catalytic Fund - Youth & City Allocations	0	490,000
Sub-Total	0	490,000
Country Programme Allocations:		
Land, Services & Citizenship Programme	750,000	0
Other Country Programming Support	70,000	350,000
Country Partnership Programmes	100,000	225,000
Sub-Total	920,000	575,000
Global Knowledge & Advocacy Activities:		
Slum Upgrading	0	100,000
City Development Strategies	0	55,000
Environment/ Climate Change/ Disaster Risk Reduction	75,000	0
Communications & Advocacy	25,000	0
Monitoring & Evaluation	0	50,000
Sub-Total	100,000	205,000
Partnership Allocations:		
Management, Finance & Administration	0	1,890,000
Technical, Knowledge, Communications and M&E	0	1,345,000
Governance & Administration (including Legacy Operations)	0	3,883,060
Sub-Total	0	7,118,060
Total Approved Funding Allocations	1,020,000	8,388,060

* FY13 is an 18-month period, running from July 1, 2012 to December 31, 2013, including the FY13 Continuation period of July 1, 2013 to December 31, 2013, as part of the transition to a calendar year fiscal year after the transfer to UNOPS.

Table 4: APPROVED FY13 FUNDING ALLOCATIONS - DETAILED - World Bank Trustee*

(US$ approved from 1 July 2012 to 31 December 2013)

Country	Activity Title	Allocation Amount (USD)
Catalytic Fund		
Theme: Youth and the City		
Chad	Insertion sociale et économique des jeunes de 4 quartiers de N'Djamena	240,000
Mauritania	Centre d'Appui à l'Insertion des jeunes de Nouakchott (CAP Insertion)	250,000
Senegal/ El Salvador/ and Nigeria	Remaining CATF projects to be administered from UNOPS	0
Global knowledge and advocacy activities		
Theme: Slum Upgrading		
Global	Development of an Incremental and Affording Housing Policy Toolkit and Pilot City Case Studies	100,000
Theme: Strategic City Development		
Global	Reshaping the City Agenda: A discussion paper on the evolution and formulation of national urban policies	55,000
Theme: Environment/ Climate Change/ Disaster Risk Reduction		
Asia region	First Eco2 East Asia Programme (increase): Proposal of Knowledge Management and Capacity Building	75,000
Other Learning & Knowledge Sharing		
Global	General Learning & Knowledge Sharing (FY13 increase)	0
Theme: Communications & Advocacy		
Africa region	Promoting the Africa city/urban agenda	25,000
Theme: Monitoring & Evaluation		
Global	Development and Implementation of Cities Alliance M&E system (increase)	50,000

Country	Activity Title	Allocation Amount (USD)
Country / Regional Programming Allocations		
Land, Services & Citizenship Programme		
Ghana	Support to the development of an integrated environmental sanitation strategy for the Greater Accra Metropolitan Area	450,000
Uganda	City development strategies for Uganda's secondary cities	0
Uganda	Addressing the Land Information Requirements of the Urban Poor - Phase II: Piloting of the Social Tenure Domain Model (STDM)	225,000
Uganda	TSUPU/Uganda urban programme implementation support	75,000
Country Partnership Programmes		
India	Transformation of Mumbai into a World Class City - Phase III	250,000
India	Support for City-wide In-situ Slum Upgrading	0
Brazil	Brazil / LAC Support Office (increase)	75,000
Other Country / Regional Programming & Support		
Africa Region	Strategy Development:	
Africa Region	(A) Preparation and Development of CA Africa Strategy	100,000
Africa Region	(B) Promoting National Approaches to Slum Upgrading and Prevention in Sub Saharan Africa	75,000
Africa Region	(C) Africa Strategy: Identifying Key Policy Challenges and Strategic Responses, and Preparing Recommendations for Action	75,000
Africa Region	Leveraging UCLGA knowledge networks	70,000
Nigeria	Nigeria Urbanization Review	100,000

Country	Activity Title	Allocation Amount (USD)
Partnership Operations		
Management, finance and administrative operations		
Global	Secretariat: Management, finance communication and administrative operations	1,890,000
Technical, knowledge, communications and M&E operations		
Global	Secretariat: Technical, knowledge, and M&E operations	1,345,000
Governance and Administration		
Global	Consultative Group/ EXCO Meetings (increase)	215,000
Global	WUF/ Africities / other forums	200,000
Global	Technical Peer Reviews (increase)	50,000
Global	CA Relocation: Assessment of Hosting Options	225,000
Global	Administration of Legacy Cities Alliance Operations	3,193,060

* FY13 is an 18-month period, running from July 1, 2012 to December 31, 2013, including the FY13 Continuation period of July 1, 2013 to December 31, 2013, as part of the transition to a calendar year fiscal year after the transfer to UNOPS.

Cape Coast, Ghana. Photo: Andrea Zeman/Cities Alliance

CITIES ALLIANCE MEMBERS

Local authorities:

United Cities and Local Governments (UCLG) and Metropolis

Governments:

Australia, Brazil, Chile, Ethiopia, France, Germany, Italy, Nigeria, Norway, the Philippines, South Africa, Sweden, and the United States

Non-governmental organisations:

Shack/Slum Dwellers International (SDI) and Habitat for Humanity International (HFHI)

Multi-lateral organisations*:

European Union, UN-Habitat and United Nations Environment Programme (UNEP)

*During 2013, the World Bank transitioned its role from co-Chair of the Consultative Group and full member, to participating observer through the November 6, 2013 meeting of the Consultative Group. Since then the World Bank is no longer a member but remains involved as manager of the legacy portfolio of Cities Alliance grants, provides financial support to Cities Alliance through its Development Grant Facility, and is available as an implementing partner.

Train worker in Moatize, Mozambique. Photo: Mariana Kara Jose/Cities Alliance

THE CITIES ALLIANCE TEAM

Secretariat Staff: Washington DC, July 2012 – August 2013

Allou, Serge	Senior Urban Specialist
Balachandran, Madhavan	Financial Management Specialist
Baskin, Julian	Senior Urban Specialist
Bunch, Juliet	Web Editor
Cobbett, William	Manager
Gaspar, Rodolfo Jr.	Information Assistant
Henderson, Susanna	Senior Programme Assistant
Hohmann, René Peter	Urban Specialist
Khalayim, Oleh	Programme Officer
Kibui, Phyllis	Operations Officer
Milroy, Kevin	Senior Operations Officer and Deputy Programme Manager
Mushtatenko, Oksana	Resource Management Analyst
Puspa, Erika	Information Analyst
Revutchi, Viorica	Programme Assistant
Shah, Phoram	Consultant
Silva, Federico	Programme Officer
Zeman, Andrea	Urban Specialist

Regional Staff

Bertolassi, Regianne	Programme Assistant	São Paulo, Brazil
José, Mariana Kara	Research Analyst	São Paulo, Brazil
Diagne, Mamadou	Senior Programme Officer	Abidjan, Côte d'Ivoire
Hosken, Adele	Knowledge Management Analyst	Pretoria, South Africa
Suri, D. Ajay	Senior Programme Officer	New Delhi, India

Secretariat Staff: Brussels, August 2013 – 1 January 2014

Allou, Serge	Lead Urban Specialist
Baskin, Julian	Head of Programme Unit
Cobbett, William	Director
Henderson, Susanna	Partnership Officer
Hohmann, René Peter	Senior Urban Specialist
Karakhanyan, Nune	Executive Assistant
Kibui, Phyllis	Head of Finance and Operations
Lozet, Florence	Intern (World Urban Forum)
Puspa, Erika	Information Management Specialist
Siddique, Omar	Senior Urban Specialist
Silva, Federico	Senior Programme Officer

UNOPS Headquarters – Copenhagen

Balocova, Magdalena	Programme Associate
Daepp, David	Project Manager

Washington, DC

Dai, Ngoc	Programme Analyst

Regional Staff

José, Mariana Kara	Consultant	São Paulo, Brazil
Suri, D. Ajay	Regional Adviser, Asia	New Delhi, India

Cities Alliance
Cities Without Slums

info@citiesalliance.org
www.citiesalliance.org