Cities Alliance Future Cities Africa (FCA):

Global Knowledge Sharing Workshop

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Cities Alliance Secretariat
11 – 12 June 2015

OBJECTIVES

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➢ To reach through dynamic stakeholder interaction a deeper understanding of the Future Cities Africa Programme, its tools and component parts.

➢ To analyse what has been achieved to-date, exchange experience and identify areas of opportunity and concern.

➢ To develop a common and clear understanding amongst stakeholders of what still needs to be done to attain 'excellence' in programme delivery.

Intensive-Two-Day Programme

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Day 1 :
- Programme Overview
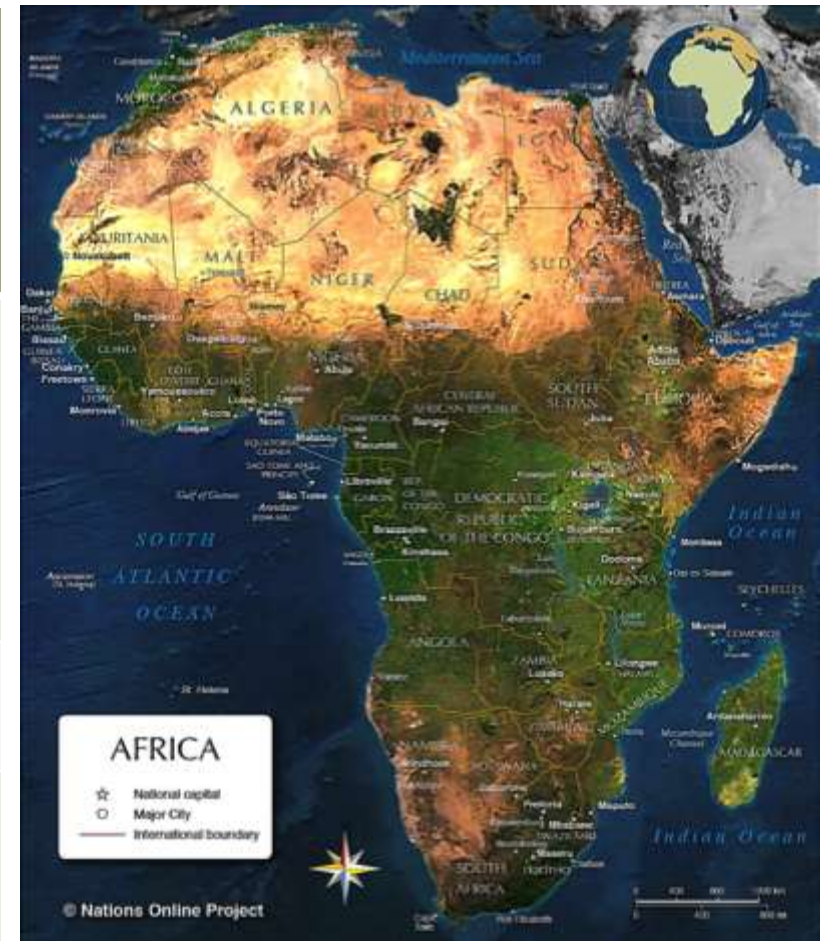- Focus: Resilience Assessments and building the Business Case.
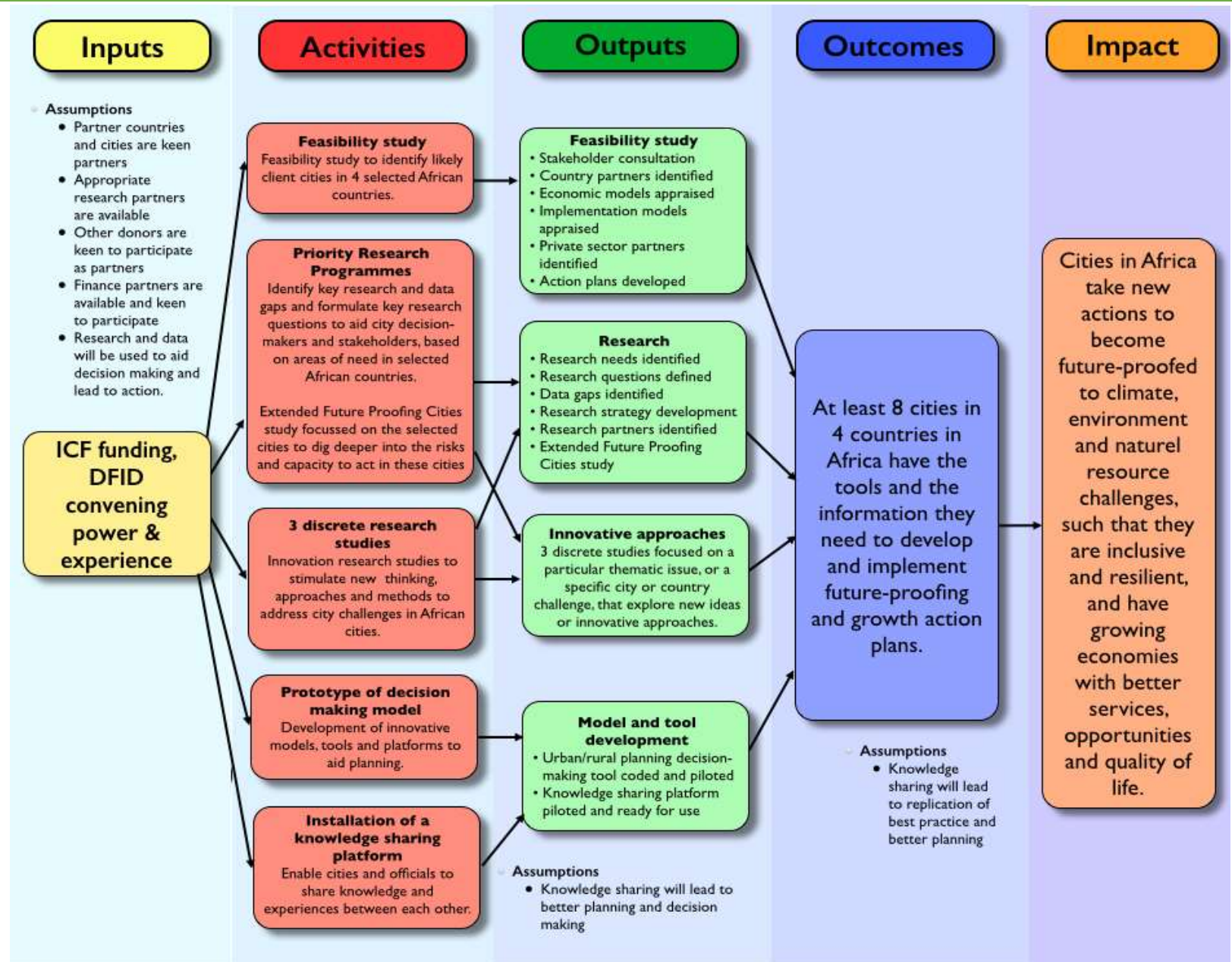
Day 2:
- Focus: The Research Agenda
- The way forward.

What does FCA Success Look Like?

The participating cities' capacities will be strengthened to enable them to be better positioned "to develop and implement future-proofing and growth action plans"

Impact	*Long-term*: Cities in Africa take new actions to become future proofed to climate, environment and natural resource challenges, so that they are inclusive and resilient, and have growing economies. *Short-term*: Participating cities will have developed action plans to "future-proof" themselves against risk associated with climate change, resource scarcity and declining ecological services
Outcome	*At least* 8 cities in 4 countries in Africa have the tools and the information they need to develop and implement future-proofing and growth actions plans.

Outputs	1. ***Feasibility study and contextual analysis*** to determine which countries and cities the FCA project should focus on. Specify institutional, financial and stakeholders engagement arrangements to inform the business case for future programming.
	2. Critical research delivered and future research priorities and partners identified.
	3. <u>Tools</u>
	    1. Innovative urban/rural decision making model (TEST)
	    2. Knowledge sharing platform developed (Gaiasoft)
	4. Innovative approaches to building resilience in African cities explored

AFRICA

☆ National capital
○ Major City
— International boundary

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Theory of Change

Inputs	Activities	Outputs	Outcomes	Impact

Assumptions
- Partner countries and cities are keen partners
- Appropriate research partners are available
- Other donors are keen to participate as partners
- Finance partners are available and keen to participate
- Research and data will be used to aid decision making and lead to action.

ICF funding, DFID convening power & experience

Activities

Feasibility study
Feasibility study to identify likely client cities in 4 selected African countries.

Priority Research Programmes
Identify key research and data gaps and formulate key research questions to aid city decision-makers and stakeholders, based on areas of need in selected African countries.

Extended Future Proofing Cities study focussed on the selected cities to dig deeper into the risks and capacity to act in these cities

3 discrete research studies
Innovation research studies to stimulate new thinking, approaches and methods to address city challenges in African cities.

Prototype of decision making model
Development of innovative models, tools and platforms to aid planning.

Installation of a knowledge sharing platform
Enable cities and officials to share knowledge and experiences between each other.

Outputs

Feasibility study
- Stakeholder consultation
- Country partners identified
- Economic models appraised
- Implementation models appraised
- Private sector partners identified
- Action plans developed

Research
- Research needs identified
- Research questions defined
- Data gaps identified
- Research strategy development
- Research partners identified
- Extended Future Proofing Cities study

Innovative approaches
3 discrete studies focused on a particular thematic issue, or a specific city or country challenge, that explore new ideas or innovative approaches.

Model and tool development
- Urban/rural planning decision-making tool coded and piloted
- Knowledge sharing platform piloted and ready for use

Assumptions
- Knowledge sharing will lead to better planning and decision making

Outcomes

At least 8 cities in 4 countries in Africa have the tools and the information they need to develop and implement future-proofing and growth action plans.

Assumptions
- Knowledge sharing will lead to replication of best practice and better planning

Impact

Cities in Africa take new actions to become future-proofed to climate, environment and naturel resource challenges, such that they are inclusive and resilient, and have growing economies with better services, opportunities and quality of life.

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What are we trying to achieve? Impact and Outcomes

IMPACT	Impact Indicator 1		Baseline (Jan 2015)	Milestone 1 (June 2015)	Milestone 2 (Jan 2016)	Target (May 2016)	Target (May 2016)	
Cities in Africa take new actions to become future proofed to climate, environment and natural resource challenges, so that the are inclusive and resilient, and have growing economies.	Number of African cities have implemented comprehensive integrated development plans and are growing and creating jobs while future proofing themselves against the risks associated with climate change, resource scarcity and the decline in ecological services.	Planned						
		Achieved						
			Source					
			Independent impact evaluation					
	Impact Indicator 2		Baseline (Jan 2015)	Milestone 1 (June 2015)	Milestone 2 (Jan 2016)	Target (May 2016)	Target (May 2016)	
	Poor people in cities benefit from, improved job creation, access to urban services, resilience from natural disasters, and from more effective, functioning city services.	Planned						
		Achieved						
			Source					
			Independent impact evaluation					

OUTCOME	Outcome Indicator 1		Baseline (Jan 2015)	Milestone 1 (June 2015)	Milestone 2 (Jan 2016)	Target (May 2016)	Target (May 2016)	Assumptions
At least 8 cities in 4 countries in Africa have the tools and the information they need to develop and implement future-proofing and growth actions plans.	Number of African cities testing and using the tools and information developed through this programme. (Process - Milestone 1 - Awareness raised, Milestone 2 - expressions of interest received, Milestone 3 - commitments received)	Planned		0	8	8	8	African cities are willing to take actions to future proof while developing growth strategies and demonstrate commitment to this programme
		Achieved	0					
			Source					
								Host government, donor and private sector partners and other stakeholders are willing and able to actively participate in the process of shaping integrated urban development plans to future proof African cities.
			Baseline (Jan 2015)	Milestone 1 (June 2015)	Milestone 2 (Jan 2016)	Target (May 2016)	Target (May 2016)	
	Number of African cities developing future proofing/growth actions plans. (Process - Milestone 1 - Awareness raised, Milestone 2 - mobilisation started, Milestone 3 - resolutions to act passed)	Planned		-	8	8	8	
		Achieved	0					
			Source					

INPUTS (£)			SF (£)	Other (£)	Total (£)		DFID SHARE (%)	
	£4,810,000							

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How are we going to do it? Outputs

We are producing 4 outputs that will deliver the target outcome:

1. Feasibility Study (leading into a business case)
2. Research
3. New tools – Decision-making prototype model (resilience.io) and knowledge Platform
4. Innovation Studies (3x)

Research

1. Demand – driven : using diagnostic evidence from Output 1
2. Relevant – meaningful and addresses the challenges of resilience in the target cities
3. Future Proofing Cities Studies

How are we going to do it? Outputs

Tools
1. Decision-making support Prototype Model – strengthen the quality decisions
2. Knowledge platform to enable better capture and use of data and knowledge across countries
3. Leverage and scale

Innovation – Focus on how to do things better
1. Relevant – use diagnostics from Output 1
2. Climate change, growth and jobs, cross-cutting themes
3. Useable
4. Leverage across FCA cities

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Project Governance and Management Design Principles

- ✓ **PRINCE 2**
- ✓ Maximise the **opportunities** of Cities Alliance **Membership and Country Programmes**
- ✓ Build **strong locally based teams** to manage / guide FCA
- ✓ Develop **locally based technical assistance advisors** linked to the normative framework and local needs
- ✓ Develop an **international roster of experts across the dimensions of resilience** to support country / cities prepare and implement growth, inclusiveness and resilient strategies
- ✓ **Collaborative working** with counterparts
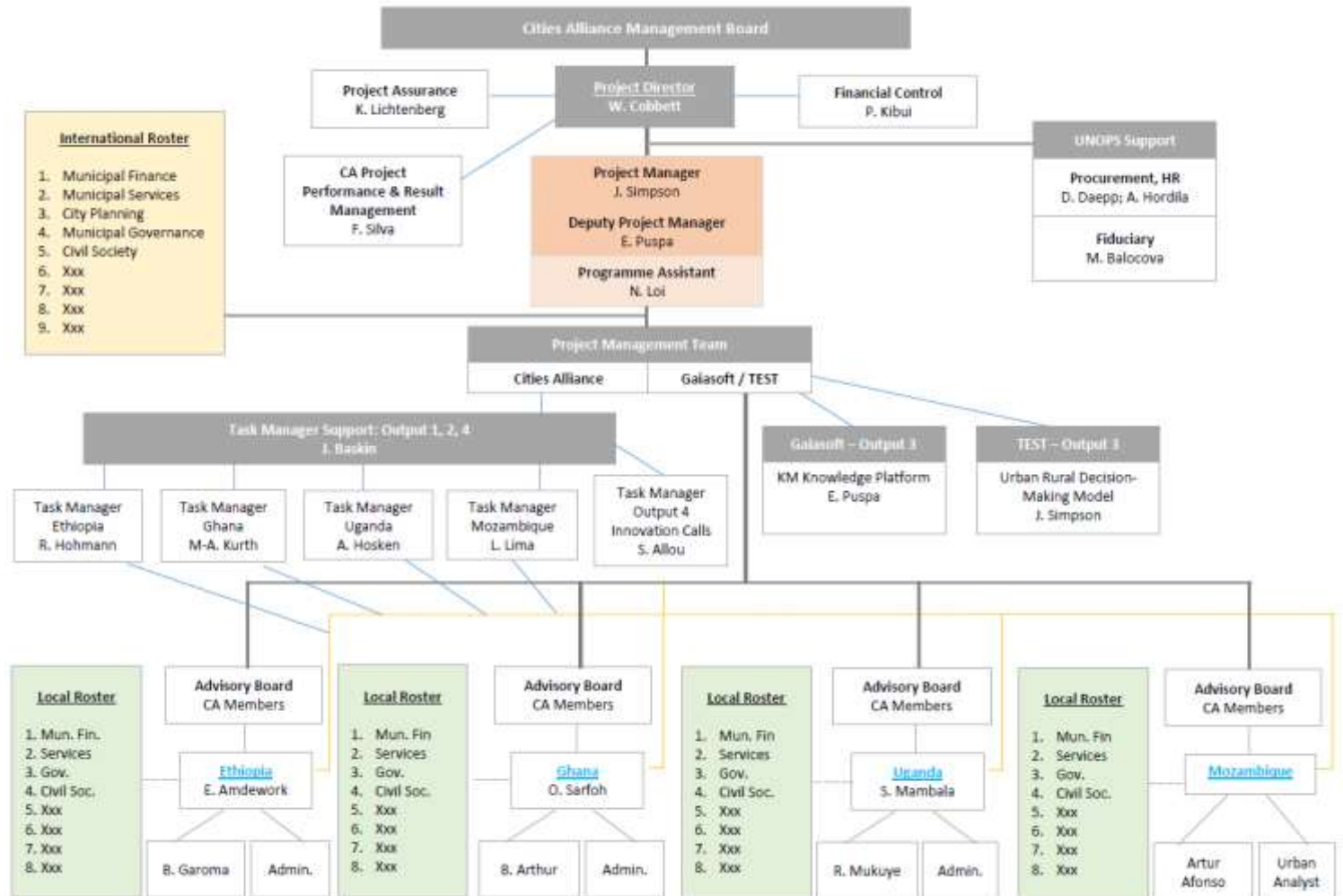
Institutional Set Up

	ETHIOPIA	GHANA	UGANDA	MOZAMBIQUE
National Level	▪ Ministry of Urban Development, Housing and Construction (MUDHCo)	▪ Ministry of Local Government – Urban Development Unit (MLG-UDU)	▪ Ministry of Lands, Housing and Urban Development (MLHUD)	▪ Ministry of State Administration and Public Function (MAEFP)
City Level	▪ Focal Point in each city	▪ Focal Points in each Assembly ▪ Reference Group for GAMA ▪ Focus Groups for each of the 5 Normative Framework dimensions	▪ Focal Point in each city ▪ Municipal Development Forums in each secondary city	▪ Focal Point in each city ▪ Focus Groups for each of the 5 Normative Framework dimensions
Members/ Partners	▪ Convener: **MUDHCo** ▪ Advisory Board established ▪ Local Stakeholder Forums in each city	▪ Convener: **MLG-UDU** ▪ Key Partner: Institute of Local Government Studies (ILGS) ▪ Advisory Board established	▪ Convener: **MLHUD** ▪ Project Technical Committee ▪ Advisory Board established	▪ Convener: **UN-Habitat** ▪ Advisory Board to be launched
FCA Team	▪ Office established hosted by UNOPS in Addis Ababa1 ▪ 3 FCA local team members	▪ Office established hosted by GIZ in Accra ▪ 3 FCA local team members	▪ Office established hosted by MLHUD in Kampala ▪ 3 FCA local team members	▪ Office established hosted by UN-Habitat in Nampula ▪ UN-Habitat team in support of FCA implementation ▪ 2 FCA local team members

Approach

- Collaborative working and learning across the FCA Project partners
- Structured flexibility around diagnostics – fit for purpose for each country within tolerances
- Evidence based policy and decision-making
- Establishing causal links between climate change , environment and resource risks to inclusive growth

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Looking Forward

- Feasibility Study – end of July 2015
- Detailed City Assessments – Future Proofing City Studies
- Capacity Assessments : How well positioned are cities to plan **and implement** resilience / future proofing plans?
- Financial Assessments
- What is needed to make cities more resilience to secure inclusive growth and create jobs?
- Preparing a Business Case
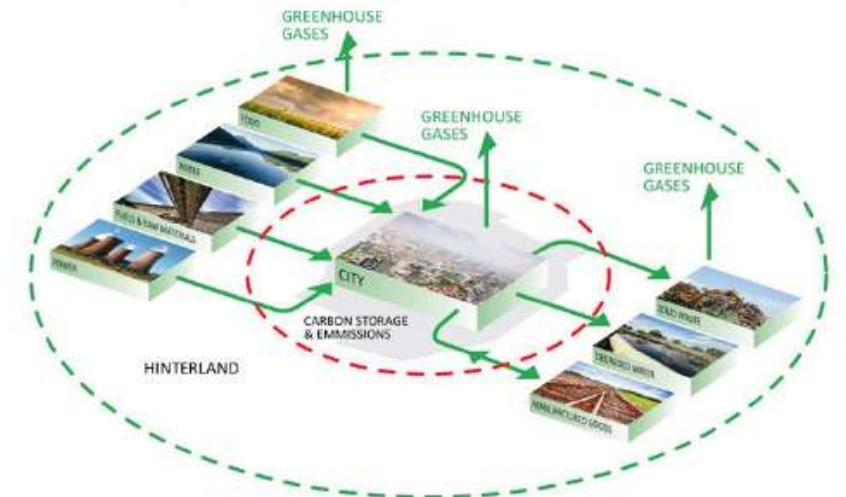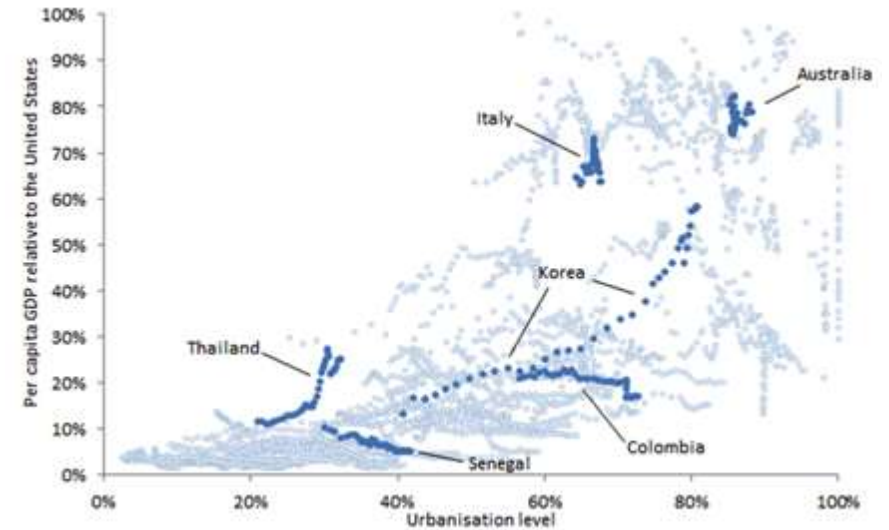
Work Plan Progress – Inception Phase

✓ **Project Set-up**
✓ **FCA Toolkit – Approach, Methods, Tools**
✓ **Country Selection**
✓ **City Selection**
✓ **Stakeholder Mapping / Establish FCA Institutional Set-up and Counterparts**
✓ **Define Key Partners**
✓ **Identify key issues for growth, inclusiveness and resilience / evidence gaps**
✓ **Assess existing plans and capacities to meet challenges**

- *Inception Report – Delivered*
- *Initiate Feasibility Study*
- *Initiate Research Studies – City Diagnostic Studies*

	Status Inception Phase	Comment
Output 1		
Project Set-Up	🟩	Project governance, management and staffing in place. PRINCE2 / financial systems operational. Value for Money processes in place.
FCA Toolkit	🟩	Initial Normative Framework, guiding questions and checklists developed – field testing/familiarisation workshops. Toolkit is being modified
Ethiopia	🟩	Set-up completed. City Selection Completed. Normative Framework familiarisation completed – Rapid City Resilience Assessment initiated.
Ghana	🟩	Set-up completed. City Selection Completed. Normative Framework familiarisation completed – Rapid City Resilience Assessment initiated. TEST launch completed and key sector selected.
Mozambique	🟩	Set-up completed. City selection completed. Normative Framework familiarisation initiated. Rapid City Resilience Assessment initiated.
Uganda	🟩	Set-up completed. City Selection Completed. Normative Framework familiarisation completed – Rapid City Resilience Assessment initiated.
Output 2		Programmed for after the Feasibility Study linked to completion of Output 1
Output 3 - TEST	🟩	Milestones achieved. Successful TEST launch in Ghana. Priority sector investigation established through participatory workshop.
Output 3 - Gaiasoft	🟨	Platform configured to FCA structures / processes. Progress linked to integrating the knowledge platform into participating cities / institutions.
Output 4	🟨	Innovative Research Studies - On critical path – Link to RCRAs to get better sense of demand / relevant themes. Scoping / TORs under review.

Mekelle

Output 1: Feasibility Study

- ✓ **Country Selection**
- ✓ **FCA implementing capacity in place (U;G;E;M)**
- ✓ **Cities Alliance member induction (Global; U;G;E;M)**
- ✓ **High level ministerial induction and buy-in (G;U;E)**
- ✓ **High level ministerial induction and buy-in (G;U;E)**
- ✓ **High level departmental induction (Mozambique)**
- ✓ **Advisory Boards established (U;G;E;M)**
- ✓ **City Selection agreed (U;G;E;M)**
- ✓ **City inductions completed (U;G;E;M)**

	INDICATORS	BAHIR DAR	DIRE DAWA	MEKELLE	ADAMA	HAWASSA
1	Population Size	3	4	4	4	3
2	Planning the future city: Citizen participation	4	4	3	3	4
3	Governing the Future City: Level of Municipal Revenue Collection	1	3	4	3	1
4	Climate and Environmental Risk Exposure (Weighted twice)	6	8	8	8	6
5	Level of Services and Management	4	2	4	3	4
6	Graduation of Small and Medium Sized Enterprises	4	4	4	3	4
	Total Scoring	22	25	27	24	22
	Rank	5	2	1	3	4

Output 2: Critical Research Delivered

- ✓ **Normative Framework and Toolkit being developed iteratively.**
- ✓ **Secondary data sources collected and being analysed (Uganda, Ghana, Ethiopia, Mozambique)**
- ✓ **Multi stakeholder rapid city assessments in process (Uganda, Ghana, Ethiopia, Mozambique)**
- ✓ **Initial city perception priority results (Ethiopia, Ghana)**

What kind of services in our city need to be improved?

Transport	Land development	Energy	Water	Roads
14	2	3	49	2

WHAT ARE THE ENVIRONMENTAL PRIORITIES IN OUR CITY?

Climate Change	Waste Management	Land use Management	Air pollution	Natural Hazard	Industrial Emissions
24	72	85	19	1	28
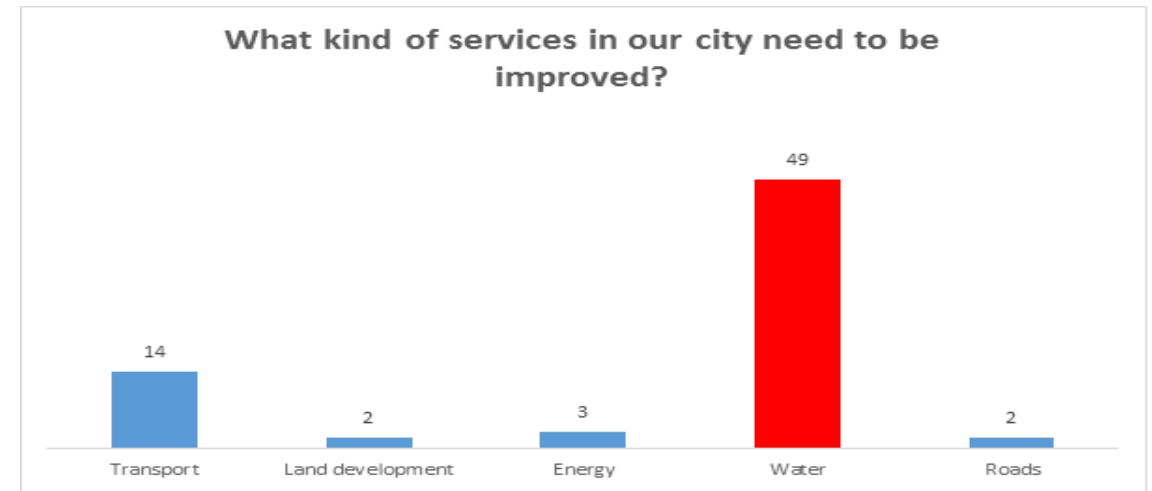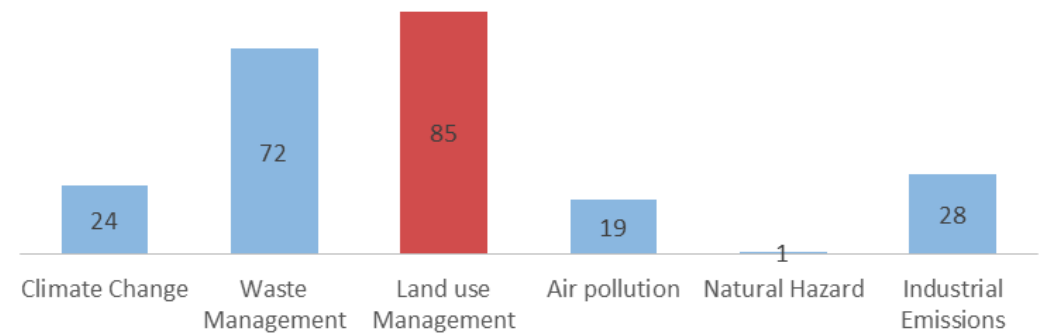
Output 4

- **Three research studies** focused on a thematic issue, or a specific city or country challenge. Explore new ideas and innovative thinking.
    - Theme 1: Issues related to cities' capacity to support sustainable growth and job creation;
    - Theme 2: Climate, environment and resource risks;
    - Theme 3: Relevant and to be agreed

Status

- Link theme determination to programme priorities identified through the preparation of the RCRAs / Stakeholder engagement processes at country / city level
- Test themes during the FCA Global Workshop
- Initiate TOR June 2015

Potential Themes

- Theme 1: Develop urban expansion toolkits and capacity building support – NYU. Leverage global initiative and adapt to African requirements. Initial work in Ethiopia
- Theme 1: Extend NCE Economic Analysis methods / toolkits to regional / city level – FCA Toolkit Upgrade
- Theme 2: Develop diagnostic tools / mapping capabilities to improve city level vulnerability / risk assessments.
- Theme 3: Develop data collection / management toolkits to assist cities better structure and use data related to growth, inclusiveness and resilience: Possible link to Santa Fe Institute to leverage Cities Alliance

Country and City Selection

Country	Rationale	Cities	Rationale
Ethiopia	***Catalytic potential*** ✓ Sustained rapid economic growth (CAGR +10 over 10 years) ✓ Low urban population (17.5%) ✓ Rapid urbanisation growth rate (3.8 % 2 x < 20yrs) ✓ High vulnerability to resource risks ---- Water ✓ National Growth & Transformation Plan GTP2) with recognition of role of cities. ✓ City Prosperity Initiative under leadership of MUDHCO. ✓ Cities Alliance CP integrated into –ECPI .	Mekelle (274,000) Tigray Dire Dawa (263,000) Chartered City HL Request: Hawasa, Adama, Bahir Dar	✓ Regional State Capitals in a strong federal system – Ministry Directive. ✓ City selection report based on agreed 6 indicators. (MUDCO) ✓ Selection endorsed by national stakeholders and regional governments. ✓ High level of interest of Mayors – Mekelle and Dire Dawa ✓ Economic opportunities and resilience threats in both. E.g. (land management and water) ✓ Huge investments lacking enabling policy and planning environment.

Country and City Selection

Country	Rationale	Cities	Rationale
Mozambique	***High Growth/ low capacity*** ✓ High sustained economic growth of 8% ✓ Extractive industries ✓ Mega projects ✓ Weak enabling environment ✓ Cities Alliance Country Programme ✓ Second most vulnerable country to Climate Change	Economic Corridor Tete/Moatise (200,000) Nampula (570,000) Nacala (212,000) HL Request: Pemba	✓ Strong presence in area (UN-Habitat) ✓ Interconnected growth corridor. (total 1 million) ✓ Political party balance ✓ Rapid urbanization growth rate excess of 7% (2x 10 years) ✓ Rapid non inclusive economic growth ✓ Climate Change • Flooding and Cholera • Drought and food insecurity • Sea level rise and inundation ✓ Weak municipal capacities

Country and City Selection

Country	Rationale	Cities	Rationale
Ghana	***Strong enabling/ Leveraging environment*** ✓ High urbanization rate 3.5% (2 x 20yrs) ✓ Established CA Country Programme (5 yrs) ✓ Strong relationship across national government • Office of the Chief of Staff • Ministry of Local Government and RuralnDevelopment • Ministry of the Environment , Science, Technology • National Planning Commission • Institute for Local Government Studies ✓ National Urban Policy	Accra / Tema City region Greater Accra Metro Area (4 million)	✓ Growing national government support for improved metropolitan governance. ✓ Strong CA member presence ✓ 13 interconnected but un-coordinated MMDA'S (Governance) ✓ Climate change/coastal ✓ Endemic cholera 70% of national cases (services) ✓ Destroyed wetlands (environment) ✓ Growing regional importance (Planning) ✓ Constrained inequitable economic growth (economic)

Country and City Selection

Country	Rationale	Cities	Rationale
Uganda	***Getting it Right*** ✓ Strong enabling environment ✓ Dedicated Ministry of Land Housing and Urban Development (MLHUD) focused on secondary cities. ✓ Low % of population in urban – 16.4% ✓ High rate of urbanization- 5.7% ✓ Opportunity to get it right ✓ National urban policy	14 secondary cities Largest: Gulu (163,000) Smallest: Moroto (13,000) (Total: 1million) Arua, Jinja, Kabale, Mbale, Mbarara, Gulu, Lira, Soroti, Moroto, Tororo, Entebbe, Masaka, Fort Portal, and Hoima	✓ Leverage on CA institutional investment ✓ Leverage on World Bank capital investments ✓ Strong convening capacity ✓ ✓ Climate change (flooding and food security) ✓ Unemployed youth (economy) ✓ Weak capacities (capacities) ✓ Informality (services)

Developing tools for data collection and analysis

- Indicators organised through institutions where data may be found
- Colour coding refers to the five different areas of the NF
- Data collection and organisation carried out with the participation of the Focal Points for each of the areas of the FCA Normative Framework

|	1.Vereação de Finanças	2.Gabinete do Presidente	3.Instituto Nacional de Estatística	4.Departamento de Urbanização e Gestão de Terras	5.Departamento do Meio Ambiente
1	1. Marcos Institucionais de Finanças	1. Planeamento e hierarquia	18. Produto Interno Bruto do município	24. População	66. Emissões de Gás Carbônico
2	2. Instituições que lidam com finanças	2. Sistemas de Informação	19. Distribuição de renda	25. Taxa de urbanização	67. Qualidade do ar
3	3. Situação fiscal da cidade	3. Controle de qualidade do sistema	20. Custo de vida	54. Acesso à terra	68. Fontes de Abastecimento de água
4	4. Estrutura da Receita	15. Mecanismos institucionais existentes para a participação de cidadãos	21. Exportações	55. População com acesso à água potável canalizada (%)	69. Biodiversidade
5	5. Orçamento	16. Sistemas de transparências	22. Investimento público e privado	56. Consumo da água canalizada	70. Acesso a espaços verdes
6	6. Valor do crédito municipal	17. Combate a corrupção	23. Mercado de Créditos	57. Preço da água	71. Energia limpa

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Área	Sub-Área	Indicador/Item	Instituição relevante para colecta de dados	Resumo da Informação Disponível	Documentos Relevantes Disponíveis	
					Documento	**Formato**
1. GOVERNAÇÃO	**1.1 Ambiente Favorável**	1. Marcos Institucionais de Finanças	Vereação de Finanças			
		2. Instituições que lidam com finanças	Vereação de Finanças			
		3. Situação fiscal da cidade	Vereação de Finanças			
	1.2 Finanças	4. Estrutura da Receita	Vereação de Finanças			
		5. Orçamento	Vereação de Finanças			
		6. Valor do crédito municipal	Vereação de Finanças			
		7. Fundos de contingência	Vereação de Finanças			
	1.3 Planeamento	8. Planeamento e hierarquia	Gabinete do Presidente Departamento de Comunicação e Imagem			
		9. Sistemas de Informação	Gabinete do Presidente Departamento de Comunicação e Imagem			
		10. Controle de qualidade do sistema	Gabinete do Presidente Departamento de Comunicação e Imagem			
	1.4 Capacidade	11. No total de trabalhador efectivos (H/M)	Vereação de Recursos Humanos			
		12. Distribuição dos funcionários municipais por sectores	Vereação de Recursos Humanos			
		13. Nível de escolaridade dos funcionários	Vereação de Recursos Humanos			
		14. Plano de Capacitação ou Formação do pessoal	Vereação de Recursos Humanos			
	1.5 Representação	15. Mecanismos institucionais existentes para a participação de cidadãos	Gabinete do Presidente Departamento de Comunicação e Imagem			
		16. Sistemas de transparências	Gabinete do Presidente Departamento de Comunicação e Imagem			
		17. Combate a corrupção	Gabinete do Presidente Departamento de Comunicação e Imagem			

A second tool was devised to identify indicators by parameters, information available, status of the information, format and document number.

Results

GAMA RRCA

Governance
3
2
Environment
1
Citizenship
0

Economy
Services
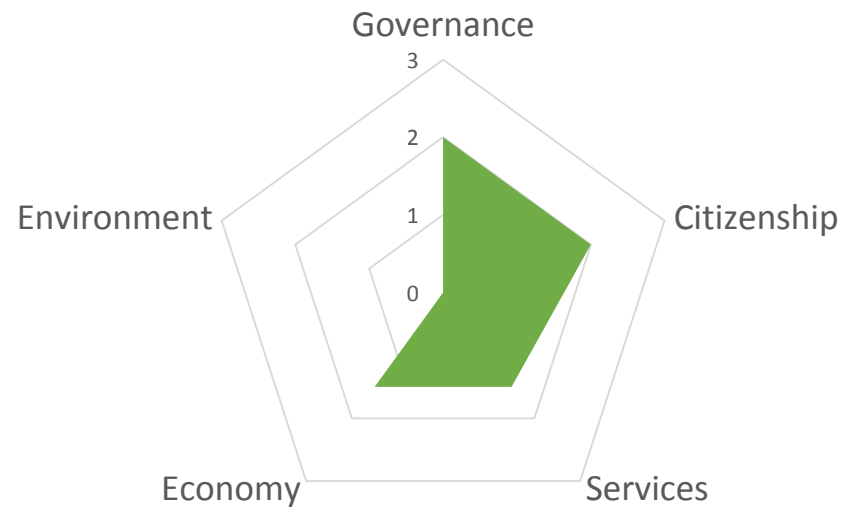
FCA Results Chain

TIER I - DEV CONTEXT/SDG

Urban poor benefit from job creation, access to services, resilience

TIER II - CITIES

Cities are inclusive, resilient and creating jobs

TIER III – PROGRAMME

Integrated future-proofing and growth **actions plans**

TIER IV - PROJECT

Selection and Feasibility

TA Diagnostic

GAIASOFT and TEST

Innovation studies

City Study, Climate Change

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EXAMPLES

Delivery is important

HE President Uhuru Kenyatta

"The bottom line is that the Kenyan people have shown great patience with us, as we outlined our programs. It is now our turn to deliver.

"When Kenyans ask "what is the plan and when do our people start feeling the impact?" we must have a ready answer.

"We promised much. This is the time to redeem our promises."

How can the Mayor
drive transformation?

"We do a lot as a county but we have not communicated enough to our people.

Governor Joshua Irungu,

Laikipia County, Kenya

Kenya Implementation Tools

Three Questions

1. **FCA Knowledge Platform Vision**
2. **What has been achieved**
3. **Path forward**

Vision: Leapfrog knowledge sharing

1. **Knowledge sharing** between cities and countries

2. Real time **M&E** local & national

3. Find **what works** and share it

4. **Implement plans**

Knowledge Sharing, Real-time M&E, Action Plan Delivery

Functions

- Development Plan Implementation
- Performance Management
- Performance Contracts
- Program Based Budget
- Capture knowledge
- Benchmark and Peer Learning
- County and people profiles
- Document Management
- Shared indicator library
- Shared procurement library

Future Cities Africa

Policy   Implement

Learn & Correct   Monitor & Evaluate

Advantages

- Enables Information Sharing
- Improves accountability
- Improves results
- Reduce cost and time to build capacity
- All cities learn faster
- All cities perform better
- Improve re-use of knowledge
- Reduce burden and cost of monitoring
- Potential for 100 x scalability and re-use

4 Countries

21 Cities
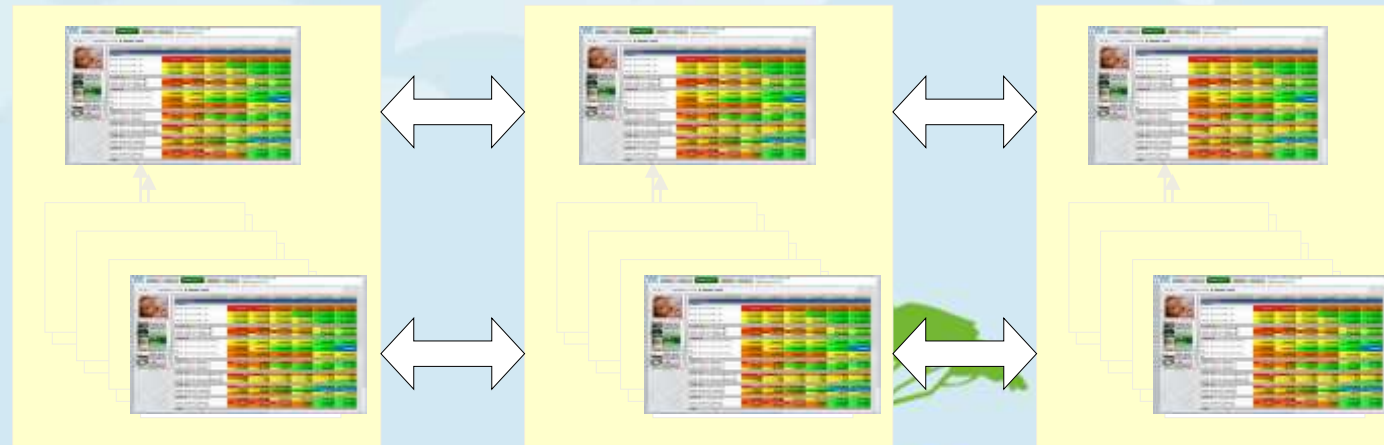
Policy deployment & Learning

Cities working together to fast track resilience

Sharing Data and Knowledge

Monitoring
& Benchmarking
System

City 1

City 2

City 3

City 4

Performance
Indicator & Knowledge
Library

Related Project Plans,
Knowledge and
Best Practices
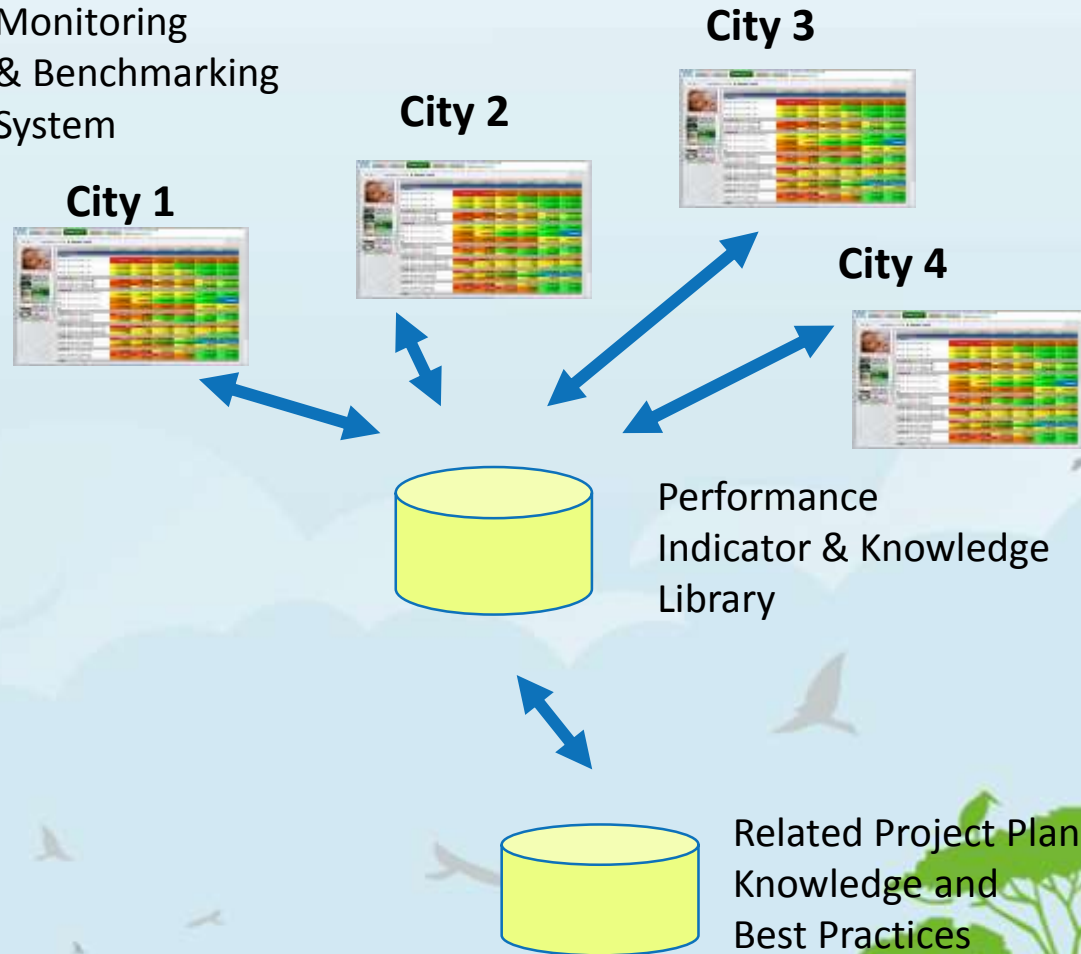
- Better resilience implementation
- Faster resilience achievement
- Lower cost implementation using templates
- Faster learning between cities
- Every city learns from the experience of every other
- Future Cities Africa delivers results faster for less
- Scalable without stretching Cities Alliance capacity

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FCA Achievement

1. Real time **M&E** local & national

2. **Knowledge sharing** between cities and countries

3. Find **what works** and share it – from experience

4. **Implement plans – next steps**

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Activity | Charter | Performance | Report | Log Out » Chris Reynolds
Admin Off Operations View →

May 2015 ▾   Organization: ◀ ▶ **Uganda**

Tier II Indicators
City Comparison

All Tiers - Main & Sub

All Tiers by Sub Dims

CA Core Indicators -

FCA Additional

DFID Core Indicators

Program Management

Contract Deliverables

RCRA Toolkit

Summary	⃝	Uganda	Hoima	Jinja	Kabale	Lira	Masaka	Mbale
1. Governance								
1.2 Finance								
II.1.1 Municipal expenditures per person per year.	⃝ ▸		$24.00	$53.10	$56.20	$25.50	$29.50	$29.30
1.4 Capacity								
II.1.2 Number of municipal employees per 1000 persons per y...	⃝ ▸		8.00	15.00	12.00	7.00	8.00	14.00
II.1.3 Average number of women among municipal employees	⃝ ▸		46.00	65.00	48.00	55.00	42.00	45.00
II.1.4 Proportion of municipal employees with post-secondary ed...	⃝ ▸		8.00	65.00	18.00	84.00	49.00	79.00
1.5 Representation and accountability								
II.1.8 Aggregate ratings of functioning of local-level struc...	⃝ ▸		2	2	2	2	2	2
II.1.9 Aggregate ratings of participatory planning process i...	⃝ ▸		2	2	2	2	2	2
3. Citizenship								
3.1 Participation								
II.1.5 Average percentage of voter participation in most recent mun...	⃝ ▸		55.00%	44.00%	59.00%	40.00%	50.00%	40.00%
II.1.6 Average percentage of women voter participation in most rece...	⃝ ▸							
II.1.7 Existence of a municipal website for citizen questions an...	⃝ ▸		0	1	0	1	2	0
3.2 Social capital								
II.1.10 Aggregate levels of civil society activity in municipality.	⃝ ▸		1	2	1	2	1	2
4. Services								
4.1 Basic Services								
II.1.11 Access to regular potable water in slum and/or low-income ...	⃝ ▸		90.00	12.00	37.00	2.00	100.00	17.00
II.1.12 Kilometres of maintained roads/paths in slum and/or low-i...	⃝ ▸		25.00	86.00	77.00	50.00	40.00	56.00
II.1.13 Proportion of households in	⃝ ▸		0.00	4.30	0.00	0.10	0.00	0.00

Cities Alliance
Cities Without Slums

Activity | Charter | **Performance** | Report

Log Out » Chris Reynolds
Admin Off Operations View →

RCRA Indicators
City Comparison

May 2015 ▾ Organization: ◄ ► **Uganda**

All Tiers - Main & Sub
All Tiers by Sub Dims
CA Core Indicators -
FCA Additional
DFID Core Indicators
Program Management
Contract Deliverables
RCRA Toolkit

Summary	Uganda	Hoima	Jinja	Kabale	Lira	Masaka	Mbale
GOVERNANCE							
1. Does the city undertake strategic planning?		2 Agree	1 Strongly Agree	2 Agree	1 Strongly Agree	1 Strongly Agree	
2.1 City has capacity to prepare and implement plans (Finance)		2 Agree	2 Agree	2 Agree	1 Strongly Agree	2 Agree	1 Strongly Agree
2.2 City has capacity to prepare and implement plans (Human resou...		2 Agree	1 Strongly Agree	2 Agree		1 Strongly Agree	2 Agree
2.3 City has capacity to prepare and implement plans (Systems)		4 Disagree	2 Agree	4 Disagree		2 Agree	2 Agree
2.4 City has capacity to prepare and implement plans (Infrastruct...		2 Agree	2 Agree	2 Agree		2 Agree	2 Agree
3. Planning process is participatory and transparent (i...		2 Agree	1 Strongly Agree	4 Disagree	1 Strongly Agree	2 Agree	1 Strongly Agree
4 City plans effectively implemented		4 Disagree	2 Agree	4 Disagree	2 Agree	2 Agree	2 Agree
5 City plans cover main problems faced by the city		2 Agree	1 Strongly Agree	1 Strongly Agree	2 Agree	2 Agree	4 Disagree
6 City collects adequate revenue for plan implementation		4 Disagree	4 Disagree	4 Disagree	1 Strongly Agree	4 Disagree	4 Disagree
7 The city receives enough revenue from central government to fulfi...		4 Disagree	4 Disagree	4 Disagree	1 Strongly Agree	4 Disagree	4 Disagree
8 The city's own source revenue is sufficient to fill funding gaps		4 Disagree	4 Disagree	4 Disagree	2 Agree	5 Strongly Disagree	4 Disagree
9. National legislations and policies empower the city to und...		2 Agree	4 Disagree	4 Disagree	1 Strongly Agree	2 Agree	2 Agree
10. City has measures in place to grow its revenue base to meet in...		2 Agree	2 Agree	2 Agree	2 Agree	2 Agree	2 Agree
ECONOMY							
11. Has the city's economy been growing?		2 Agree	1 Strongly Agree	2 Agree	2 Agree	1 Strongly Agree	
12.1 Economic sectors driving city economic growth (Manufacturing)		2 Agree	2 Agree	3 Not Sure	2 Agree	4 Disagree	1 Strongly Agree
12.2 Economic sectors driving city economic growth (Services (speci...		2 Agree	2 Agree	2 Agree	1 Strongly Agree	1 Strongly Agree	1 Strongly Agree
12.3 Economic sectors driving city...		5 Strongly		1 Strongly	5 Strongly		5 Strongly

Pareto Ranking Dashboard

Ranking of Ghana - GAMA for YTD(2015) and KPI II.1.1 Municipal expenditures per person per year.

Legend: ■ Actual ■ Target
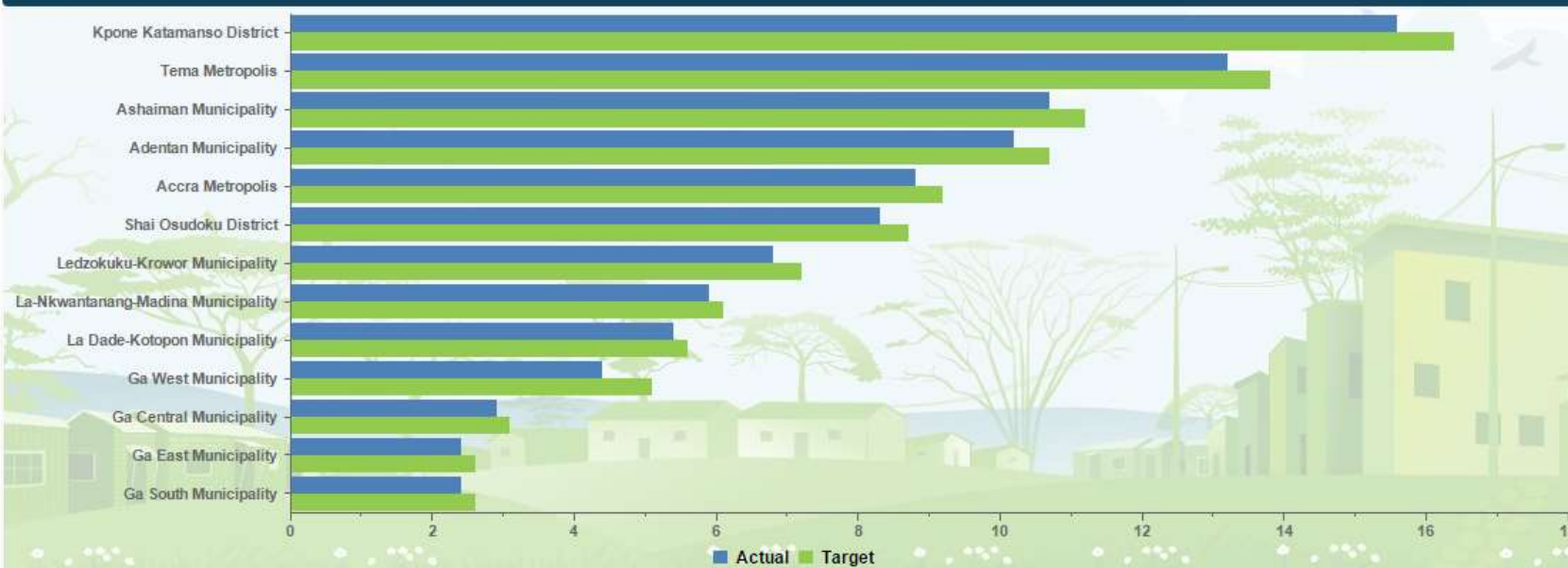
Actual as a percentage of Target for YTD(2015) for Ghana - GAMA

Organization	20101	20102	20103	20104	20105	20106	20107	20108	20109	20110	20111	20112	20113	20114	20115
Kpone Katamanso District	95	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ga West Municipality	86	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ga South Municipality	92	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ga East Municipality	92	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ga Central Municipality	94	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Pareto Ranking Dashboard

Ranking of Uganda for YTD(2015) and KPI II.1.15 Proportion of households in slum and/or low-income areas with regular solid waste collection (either publicly or privately).

Legend: ■ Actual ■ Target

Actual as a percentage of Target for YTD(2015) for Uganda

Organization	20101	20102	20103	20104	20105	20106	20107	20108	20109	20110	20111	20112	20113	20114	20115
Tororo	0	0	0	0	0	0	0	0	0	0	0	0	0	0	94
Soroti	0	0	0	0	0	0	0	0	0	0	0	0	0	0	58
Moroto	0	0	0	0	0	0	0	0	0	0	0	0	0	0	82
Mbarara	0	0	0	0	0	0	0	0	0	0	0	0	0	0	93
Mbale	0	0	0	0	0	0	0	0	0	0	0	0	0	0	69

Pareto Ranking Dashboard

Ranking of All Countries for YTD(2015) and KPI II.1.12 Kilometres of maintained roads/paths in slum and/or low-income areas.

Actual ■ Target ■

Actual as a percentage of Target for YTD(2015) for All Countries

Organization	20101	20102	20103	20104	20105	20106	20107	20108	20109	20110	20111	20112	20113	20114	20115
Uganda	0	0	0	0	0	0	0	0	0	0	0	93	0	0	0
Ghana - GAMA	0	0	0	0	0	0	0	0	0	0	0	90	0	0	0

Previous | 1 | Next

Pareto Ranking Dashboard

Ranking of Uganda for YTD(2015) and KPI II.1.12 Kilometres of maintained roads/paths in slum and/or low-income areas.

Legend: Actual (blue), Target (green)
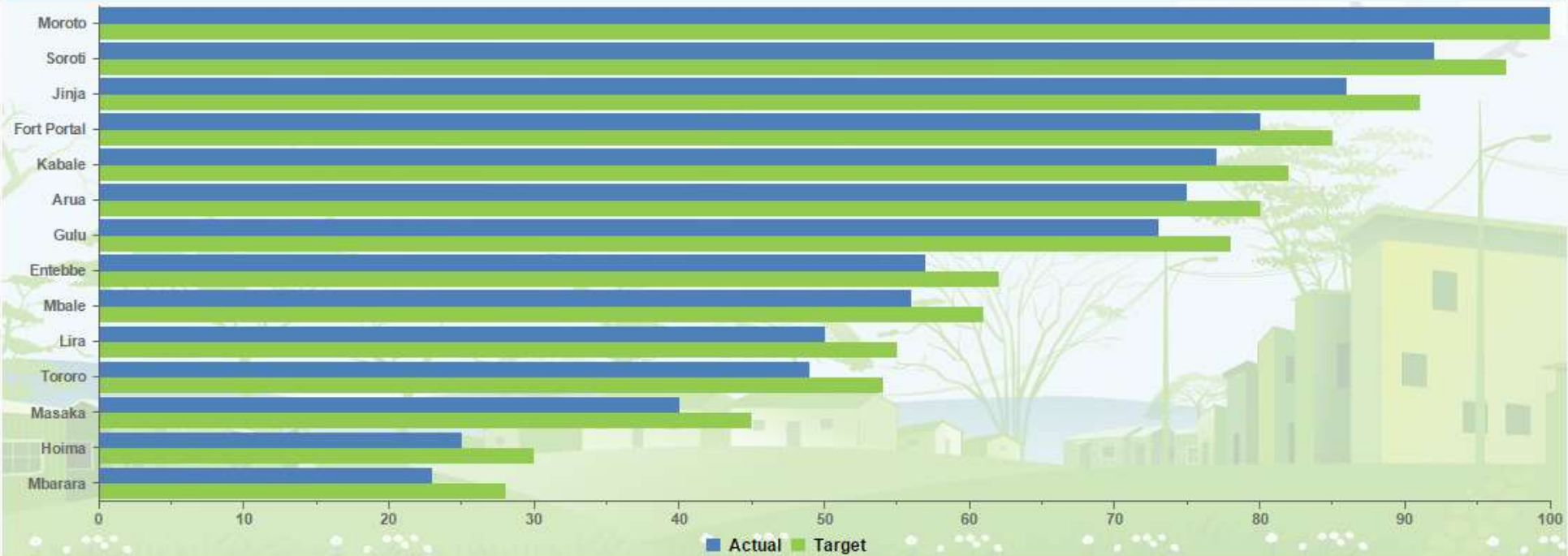
Actual as a percentage of Target for YTD(2015) for Uganda

Organization	20101	20102	20103	20104	20105	20106	20107	20108	20109	20110	20111	20112	20113	20114	20115
Tororo	0	0	0	0	0	0	0	0	0	0	0	91	0	0	0
Soroti	0	0	0	0	0	0	0	0	0	0	0	95	0	0	0
Moroto	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0
Mbarara	0	0	0	0	0	0	0	0	0	0	0	82	0	0	0
Mbale	0	0	0	0	0	0	0	0	0	0	0	92	0	0	0

What's Next?

What data do you need to gather?

What knowledge do you need to share?

What plan do you need to implement?

What do you want to get done so much that you are prepared to hold people to account for it?

National Delivery System

for implementation that turns plans into results

Policy & Plans → **IMPLEMENTATION** → Quality of life for Citizens
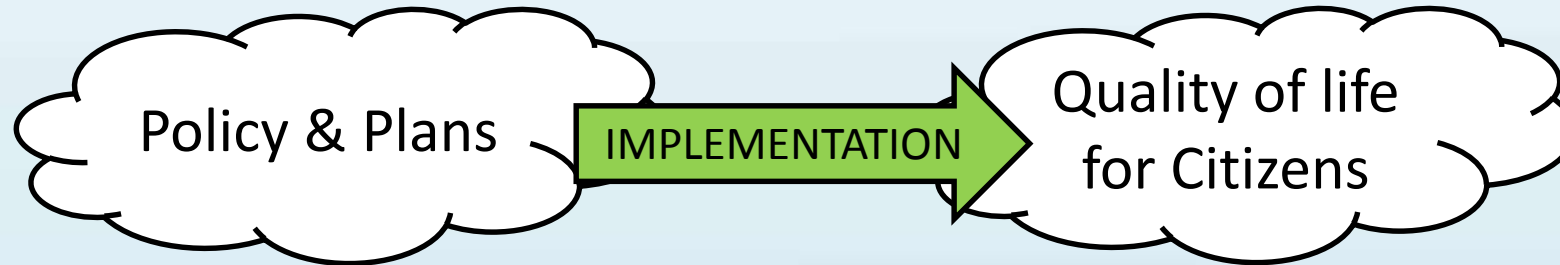
Beneficiaries

- Citizens: women, men, youth...
- Presidency / Prime Minister
- Minister of Planning, of Environment
- Treasury, Auditor General
- Controller of Budget
- Devolved & Local Government Assoc.
- School of Government
- National Statistical Office
- Development partners & Private Sector

Functions

- Governance and M&E
- Results-based Management
- Building implementation capacity
- Performance-based grants
- Accountability & Performance Contracts
- Performance Management
- Incentives and penalties
- Making devolution work...
- National Learning

President's Dashboard

Accountability ● Delivery ● Impact

President's Dashboard

Annual Workplan
Performance Contract

Summary of Expenditure
and Results for Ministries

☑ **Succinct, Immediate, Mobile, Secure**

Sep 2014 ▼ Organization: ◄ ► **Government Ministries**

Summary	Government Ministries	Ministry of Interior and Coordination of National Government	Ministry of Labour, Social Security and Services	Ministry of Land, Housing and Urban Development	Ministry of Mining	Ministry of Sports, Culture and the Arts	Ministry of Transport and Infrastructure
A) Finance and Stewardship							
A1. Utilization of allocated funds	○	81.00	46.00	46.00	88.00		
A2. A-in-A	○	3000000.00	14809000.00	20.00	12500000.00		
A3. Revenue Generation	○			14000.00	900000000.00		
B) Service Delivery							
B1. Customer Satisfaction	○	50.00	43.00	64.00	85.00		
B2. Service Delivery Innovations	○	91.00	57.00	100.00	80.00		
B3. Resolution of Public Complaints	○	55.00	62.00	85.00	68.00		
B4. ISO Certification	○	39.00	73.00	95.00	42.00		
B5. Automation	○	40.00	25.00	15.00	16.00		
C) Non-Financial Indicators							
C1. Asset Management	○	95.00	77.00	100.00	35.00		
C2. Youth Internships/Industrial Attachment/Apprenticeship	○	5200.00	33.00	166.00	23.00		
C3. Youth Women and Persons With Disabilities Empowerment	○	1880000000.00	75000000.00	41345315.00	60300000.00		
C4. Compliance with Constitutional and other Statutory Obligations	○	75.00	82.00	100.00	88.00		

Sep 2014 ▾   Organization: ◀ ▶ **Ministry of Devolution and Planning**

Show Details

Summary	Sep 2014	Dec 2014	Mar 2015	Jun 2015
D1. Strengthen Policy Formulation, Planning, Budgeting and Implementation of National Development Strategies (Kenya Vision 2030)				
i. Support Economic Planning and Coordination for both National and County Governments through:				
Assessing status of preparation of National Sector Plans by 30th Se...	Unassigned	Assigned	Resourced	Plan
Reviewing CIDP guidelines by 30th September 2014(8%)	On Track	On Track	Output	Output
Assessing status of preparation of CIDP and County sector plans and...	Plan	Plan	Off Track	On Track
Preparing Annual Progress Reports on implementation of the second ...	On Track	On Track	On Track	On Track
Providing technical support for the preparation of the MTEF sector r...	Resourced	Plan	On Track	On Track
ii. Facilitate Implementation of Community Development Projects through Expediting Operations of CDF and other Minor Community Projects by:				
Capacity building of 30% of the CDF committees(5%)	5.00	8.00	22.00	40.00
Monitor the implementation of the Pilot PEC Revolving Fund(5%)	Assigned	Resourced	Plan	Off Track
Ensure that the funds are released to CDF National Account within s...	5.00	4.00	2.00	3.00
iii. Develop, coordinate and Monitor Macro- Economic Development Frameworks at the National, Regional and International Levels by				
Preparing bi-annual status of the economy reports by July 31st 201...	Unassigned	Assigned	Assigned	Resourced
Updating the Key Investment Opportunities Report by 31st Mar...	Resourced	Plan	On Track	On Track
iv. Undertake economic research, modelling and forecasting				
Train 25 T21 core modellers(7%)	5.00	10.00	20.00	30.00
Update T21 modules from 2012 to 2013 data by 30th June 2015(8%).				
v. Mapping and coordination of implementation of global development objectives (MDGs and Post 2015 Agenda)through:				
Preparing and disseminating MDGs final status report to all MDAs/				

Ministry of Agriculture,
Ministry of Commerce,
Ministry of Defence
Ministry of Devolution
Ministry of Devolution
Ministry of Education,
Ministry of Energy and
Ministry of Environment,

THE PRESIDENCY
MINISTRY OF DEVOLUTION AND PLANNING
HUDUMA KENYA SECRETARIAT

Nelson Mandela Bay Metropolitan: Compare Departments

FCA Knowledge P... ICF Knowled... Live DFID DN... Integral Score... SCREEN2 FCA Knowledge P... ICF & FCA Pl... Gaiasoft's Sc... Integral S... ✕

gaiasoft.net/Dev/NMBMis70F.nsf/Sc5?ReadForm ▽ C 8 ▾ Google ≡

Office Scorecard 2014 8 Google Decode Studios Portal cP WHM Login for Decode cP Hostgator cPanel Login

Charter People **Performance** Report Share Log Out » Chris Reynolds
Admin Off Operations View →

Mar 2015 ▾ Organization: ◄ ► **Service Delivery Budget Implementation Plan (SDBIP)**

Summary	Service Delivery Budget Implementation Plan (SDBIP)	Corporate Services	Economic Development Tourism and Agriculture (EDTA)	Electricity and Energy	Human Settlements	Infrastructure & Engineering	Mandela Bay Development Agency
KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT							
1.1 Metro Police							
Number of Deputy Metro Police Chiefs appointed in line with th...							
KPA 2: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT							
2.1 Human Resources Transformation							
Number of officials attending the National Treasury Minimum Compet...		4.00		2.00	0.00	2.00	4.00
% attainment of the prescribed National Treasury Minimum Compet...		100.00%	37.50%	100.00%	80.00%	41.17%	11.00%
% Directorate funded positions filled (Period)							
% of Directorate's funded vacancies filled (Period)		15.00%	12.50%	14.00%	59.00%	59.00%	
2.2 Performance management							
Submission of quarterly performance reports indicating performance g...	In Progress	2014/15 directorate's third quarter performance information	All final performance information and portfolio of evidence	All final performance information and portfolio of evidence	All final performance information and portfolio of evidence	All final performance information and portfolio of evidence	
Roll out of performance management down to Director level (Period)	Target not met	Executive Director's performance agreement concluded.	Executive Director's performance agreement concluded	Target not met	2014/15 Mid-Term performance assessment conducted with direc	2014/15 Mid-Term performance assessment conducted with direc	
KPA 3: LOCAL ECONOMIC DEVELOPMENT							
3.1 Job creation and Expanded Public Work Programme (EPWP)							
Number of Work Opportunities (WO) created (Period)		291.00	Supply Chain Management	253.00	1219.00	987.00	540.00

SDBIP
Human Settlements
Infrastructure and
Electricity & Energy
Safety & Security
Budget & Treasury
SRAC
Corporate Services

FCA Knowledge Platform

Knowledge Sharing

M&E

Plan Implementation

NMBM Data is for demonstration only, not to be printed

Future Cities Africa

Cities in Africa to become future proofed to climate, environment and natural resource challenges, so that they are <u>inclusive and resilient, and have growing economies</u>.

Output 3 – Decision support model

World's first demonstration of the functionality of the resilience.io prototype model through a sector application in Accra. The outputs highlight relevant resilient solutions and inform policy, planning decision-making, investment and links to SDGs.

Cities as a system of systems
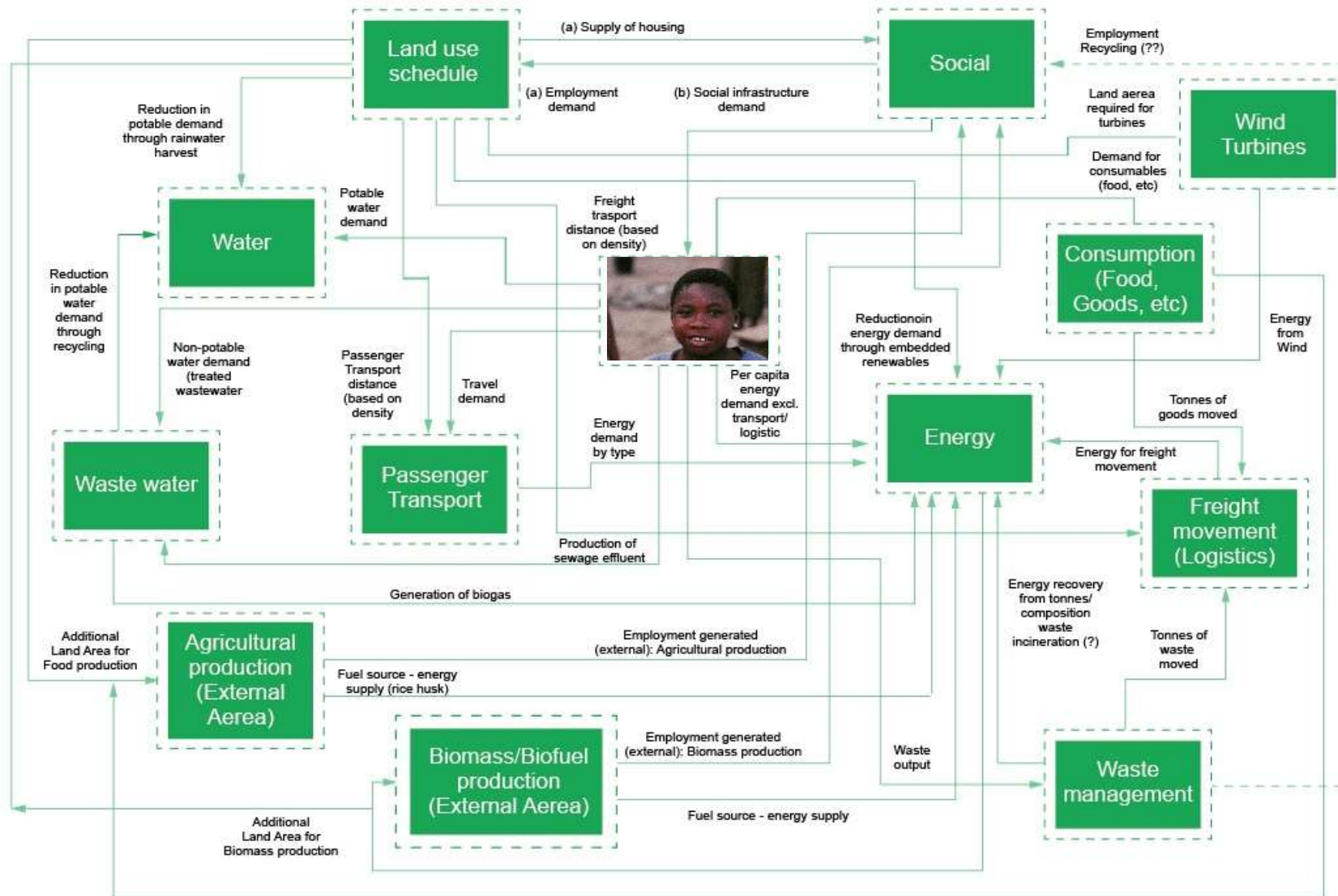
Approach to sustainable city-regions
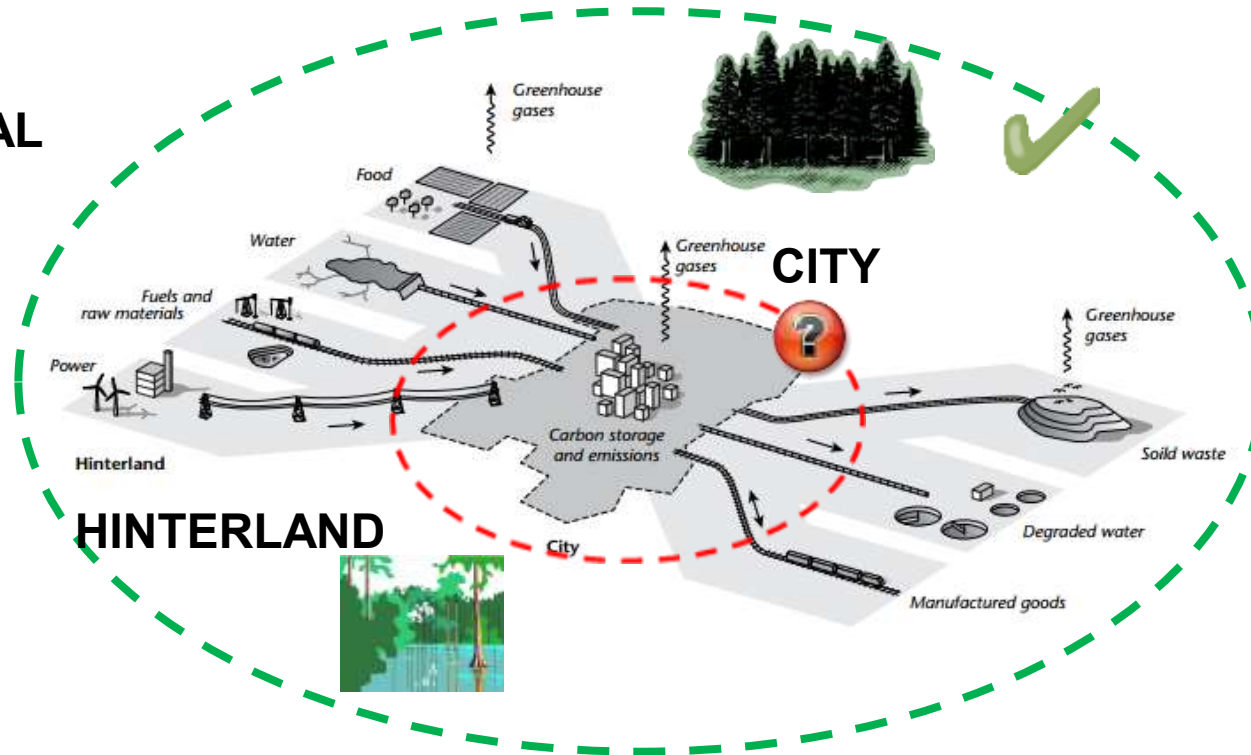
- A Regional Approach Is Fundamental
- Gather regional data, develop regional knowledge, embed integrated regional planning, build regional capacity and shared confidence to act
- Must unite economic, societal and environmental perspectives and shape interventions with a common/credible economic analyses

Modelled activities are grouped by sector
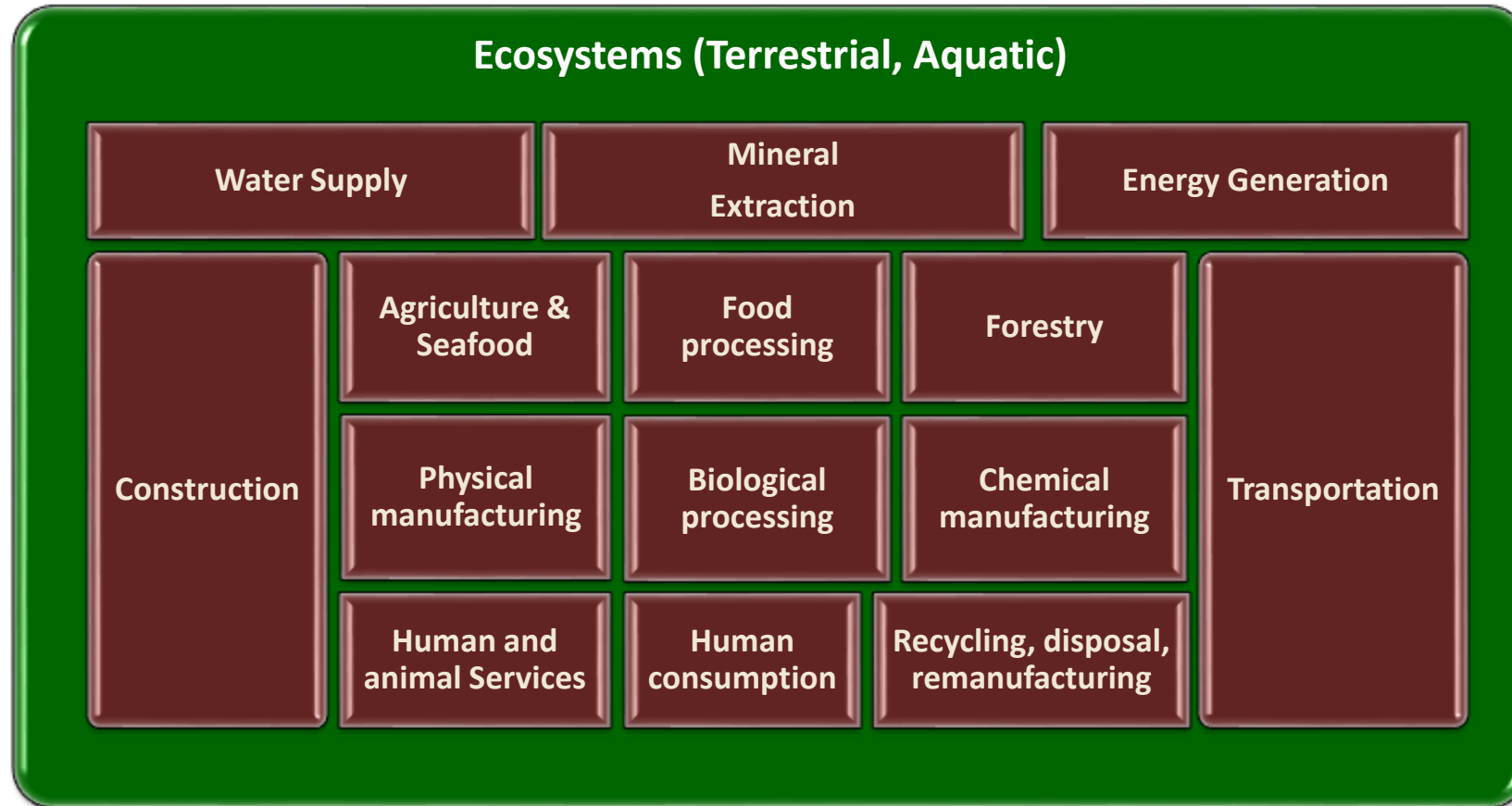
Integrated Systems and data sets

SERVICE NETWORKS

RESOURCE FLOW

AGENT ACTIVITIES

LAND USE
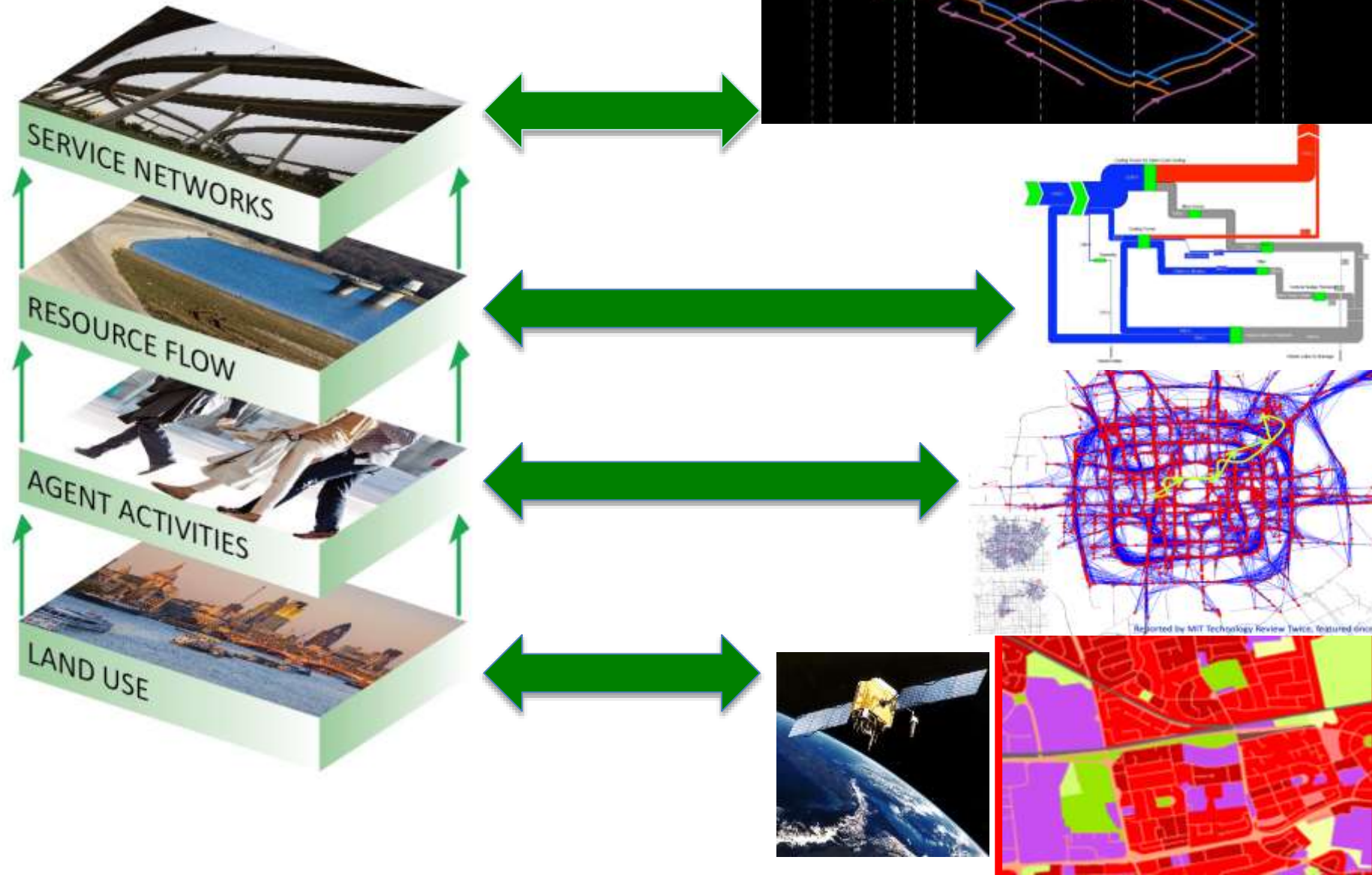
resilience.io

Region Simulator

Earth(in solar system) Simulator

GREENHOUSE GASES

GREENHOUSE GASES

GREENHOUSE GASES

CITY

CARBON STORAGE & EMMISSIONS

HINTERLAND

Sea surface temperature (deg C)

www.ecosequestrust.org

www.icesfoundation.org
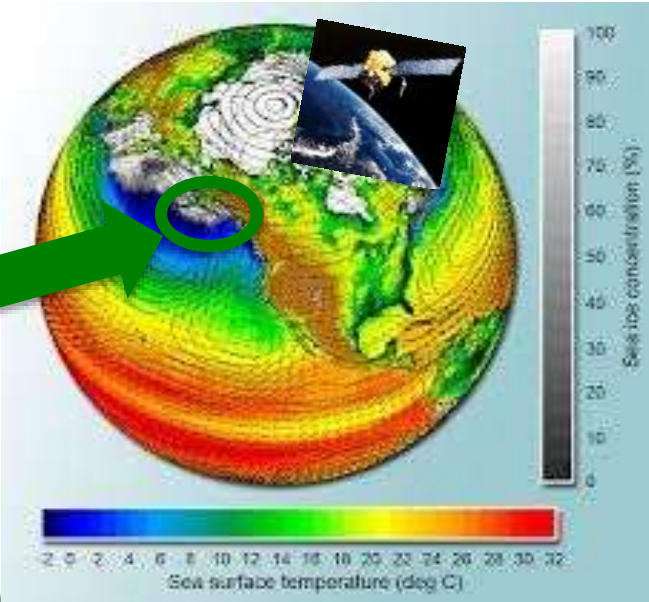
City–Region systems model

City-region based indicator based outcomes
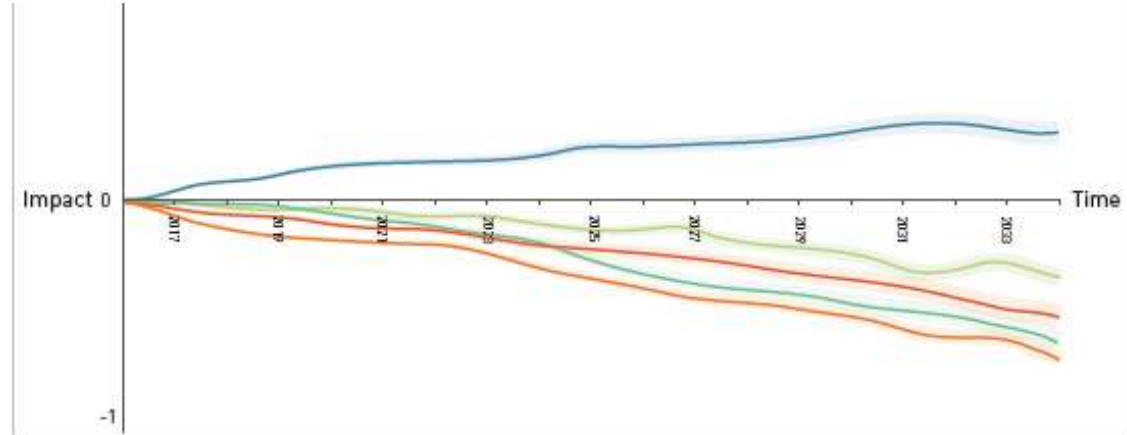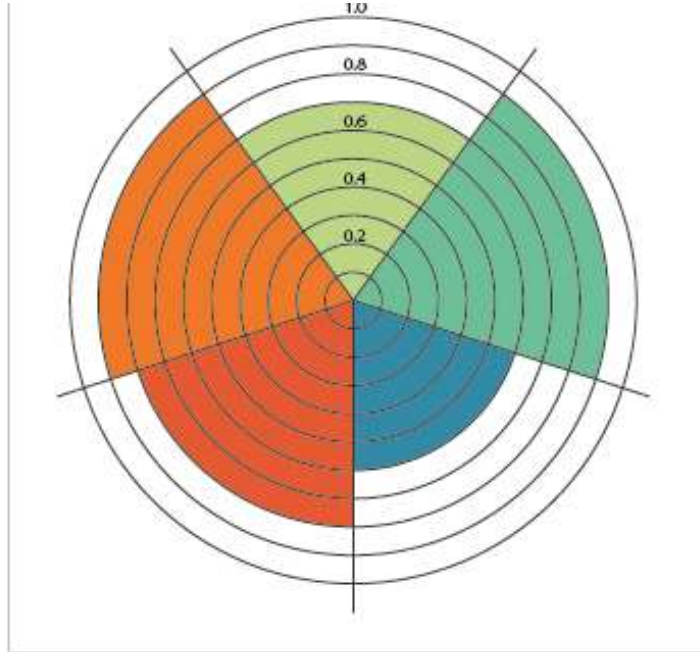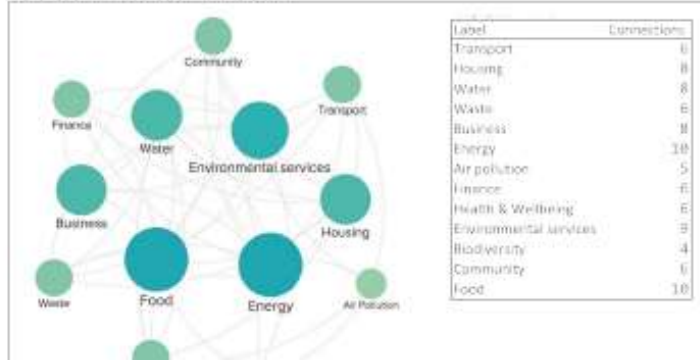
Output 3 - Resilience.io prototype

- Prototype is under development as part of a **5 year programme**:

  - **Phase 1a – Single sector – Accra WASH demonstration (FCA)**

  - Phase 1b – Whole economy

  - Phase 1c – Whole economy demonstration

  - Phase 2 - Resilience.io launch and scale-up

- Overall platform will **support city-regions to achieve more resilient development pathways** by bringing **systems insights into investment, planning and policy decision-making**.
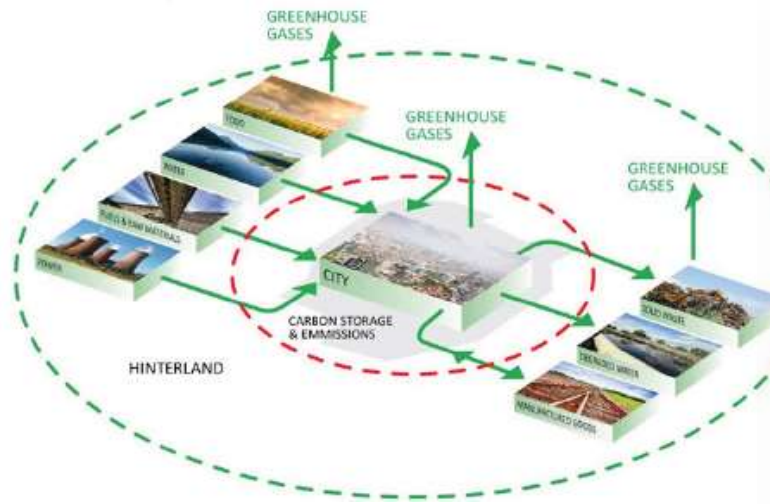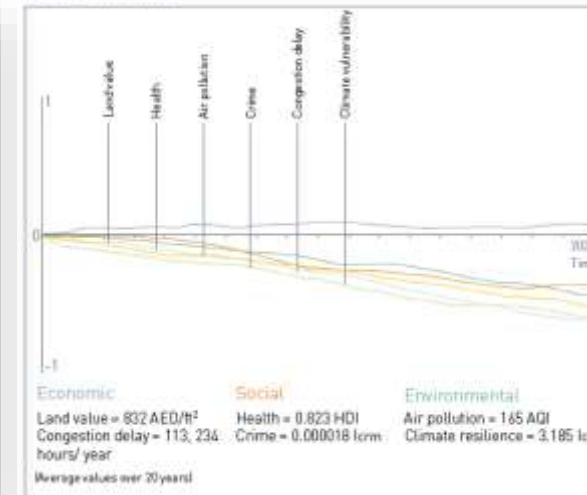
Workshops in GAMA

Ghana – Water & Sanitation system
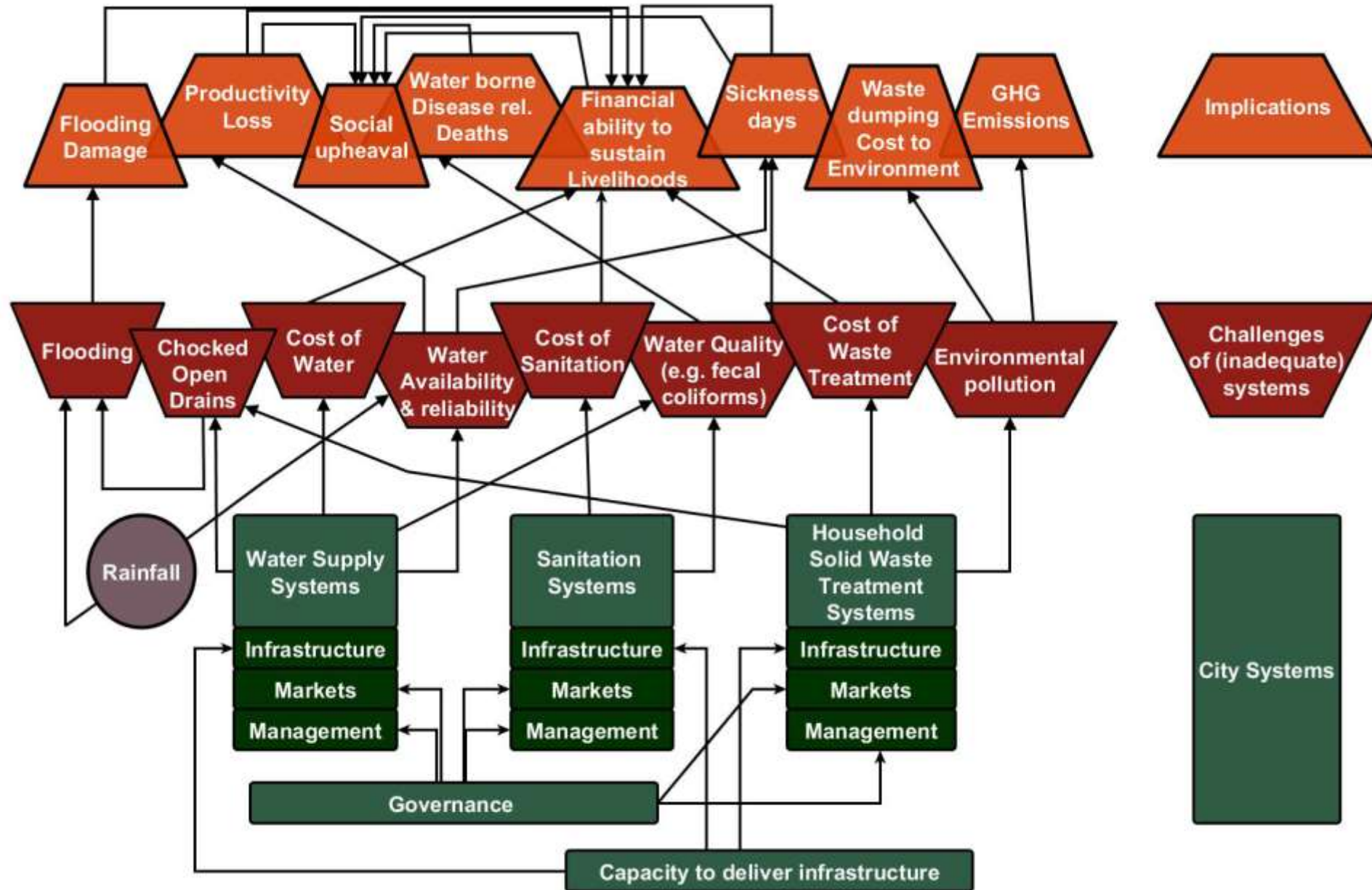
Resilience.io Prototype outcomes

- **New body of data for GAMA**

- **Capacity building of science, data, systems modelling**

- **Evidenced, resilient options for 3-4 scenarios of interventions**

- **World's first**
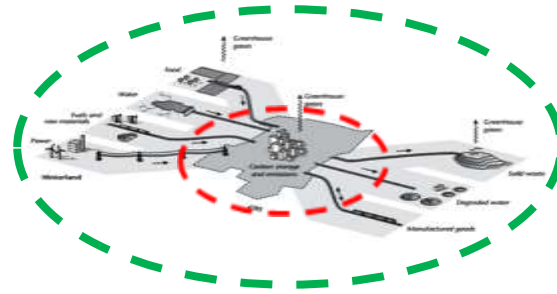
Decision Support for Regional Design

- **Resilience.io** is **<u>not</u>** a predictive modelling platform which describes the future.

- **Resilience.io** is **<u>normative</u>** as it creates insights in how to shape the future.

- Its value is the ability to simulate **<u>investment, planning, and policy decisions.</u>**

- And giving users **<u>visibility</u>** on decision impact at economic, social, environmental and resilience and vulnerability dimensions.
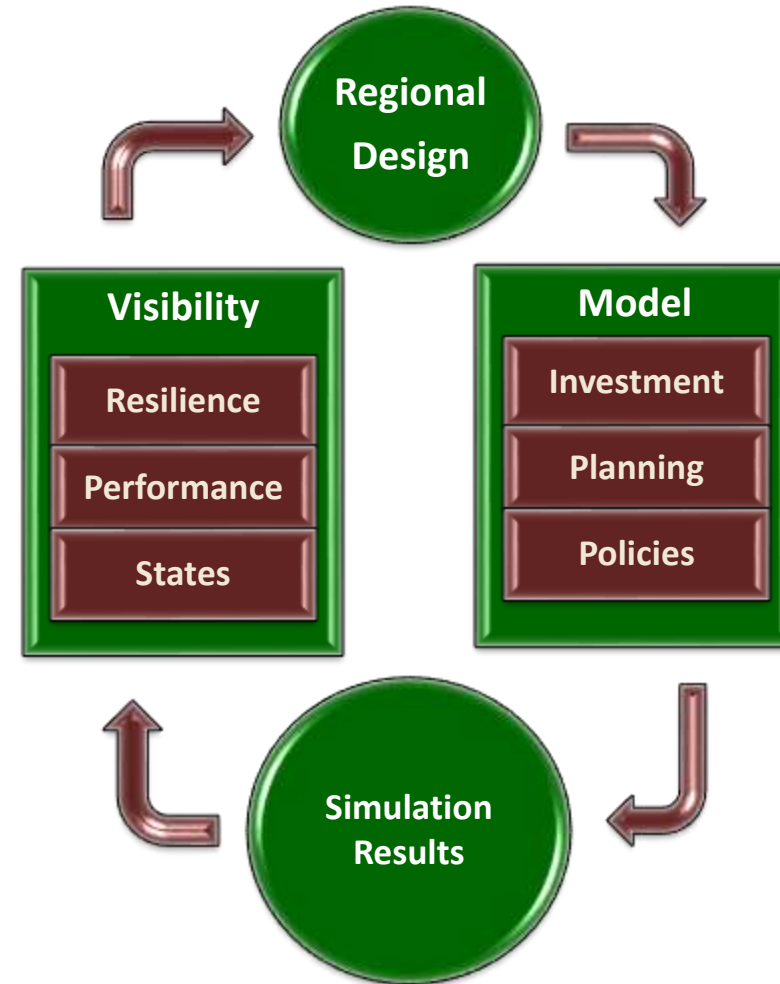
Smart investments

- Globally, finance is not the issue

- Lack of capacity to bring forward 'bankable' projects

- Data, systems tools provide complexity/risks insights to enable better decision making

- PPPs and Urban Development Funds

- http://ecosequestrust.org/financeforSDGs.pdf

Smart ways to mobilise more efficient and effective long-term investment in city regions

A new approach to sustainability and resilience

Now

Where we could be with systems thinking and an urban-rural approach
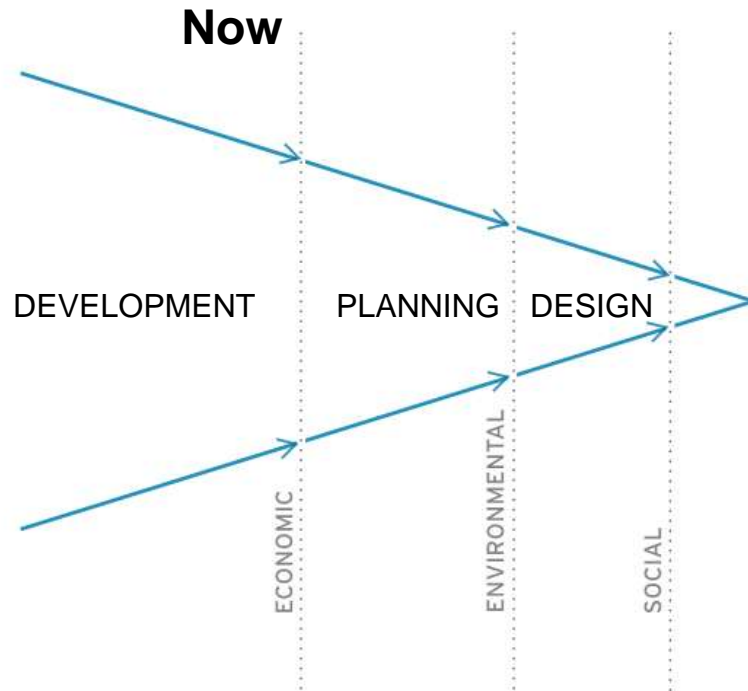
- Sequential approach in project evaluation
- Conventional economic assessment dominates
- Short term political and finance cycle perspective
- Environment plane silo-ed (i.e. water-food-energy, urban and rural viewed separately)
- Social benefit at the end of the line (not transparent)
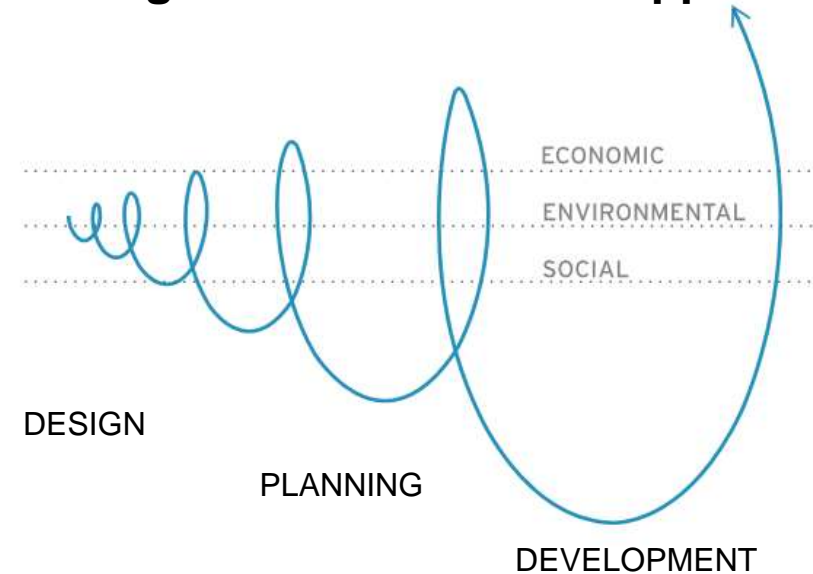
- INTEGRATED DESIGN
- INTEGRATED PLANNING
- ACCELERATED DEVELOPMENT
- REDUCE RISK & COST

In the last twenty years, the world has

- Deployed a global, high-bandwidth network

- Created a population of over 1 billion Internet users

- And another population of some 6 billion mobile telephones

- Embedded some billions of sensors in our environment and infrastructure

- Invented globally-integrated business processes

Standards for energy efficient higher quality buildings and training to design and build them

Samartex Apartments in Tesano, Accra

OOA

Samartex Apartments, Accra

World Bank / IFC Head office Accra

Co-Arc -OOA- Arup

World Bank Head office, Accra

Ecology Health

Air   Water   Soil

Quality

"Green, circular, Knowledge economy"

Economy

Human agents and their well-being

Human Health well-being nutrition, life-span, healthcare costs

Labour- skill, job availability, salary, productivity

Training & Education- skill and knowledge through learning and education

Asset Value

Goods

High quality Inclusive resilient growth

Evidence-based 'trusted' independent model

SERVICE NETWORKS
RESOURCE FLOW
AGENT ACTIVITIES
LAND USE

Output
Successful improvement in energy-water-food security and quality of life

"High quality inclusive resilient growth"

Assurance

"Project portfolio"

Return   Investment

Regional Funding for Projects- 'Green Growth' 'Climate Adaptation' 'Social Impact Bonds'

Sources of capital-MNB's Pension Funds Sovereign Wealth Funds
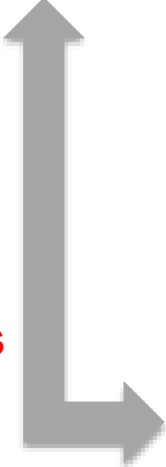
Development team & data providers
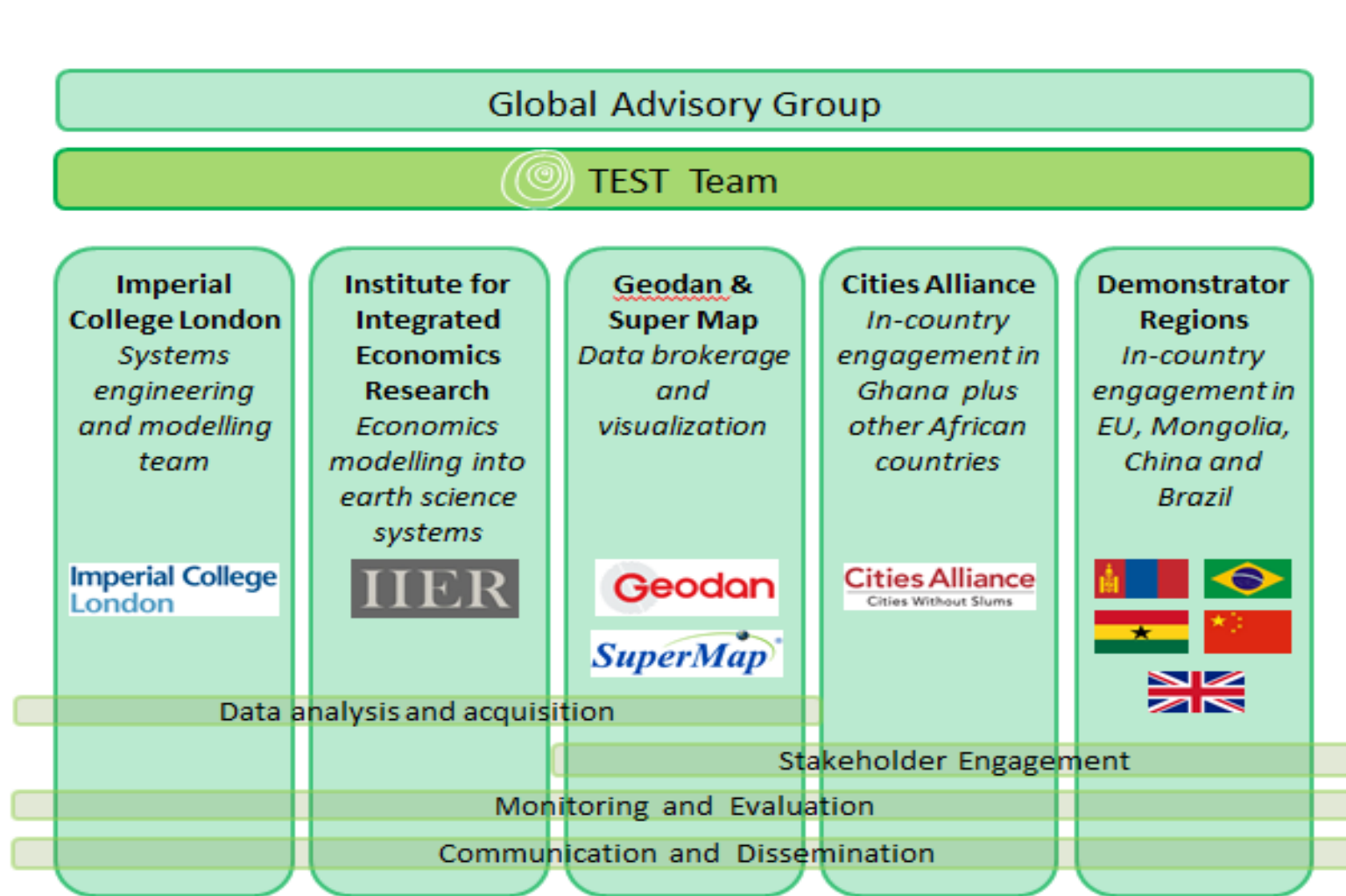
Thank you..

Gender Equality in Urban Development

Paul Dixelius and Lucia Acosta

Swedish Association of Local Authorities and Regions - SALAR

The SymbioCity Approach

A CONCEPTUAL FRAMEWORK FOR SUSTAINABLE URBAN DEVELOPMENT

Why Gender equality?

Because we want:

women and men to have the same opportunities to shape society and their own lives. This area includes issues such as power, influence, finances, education, work and physical integrity.

Sex and Gender

- Sex is referred to the genetic or biological characteristics which indicate male or female.

- Gender refers to women's and men's roles and responsibilities that are socially constructed.

- Gender norms are put upon us from birth and shape what is expected from us.

Reasons

- Economic reasons
- Health reasons
- Efficiency reasons
- Basic human right reasons
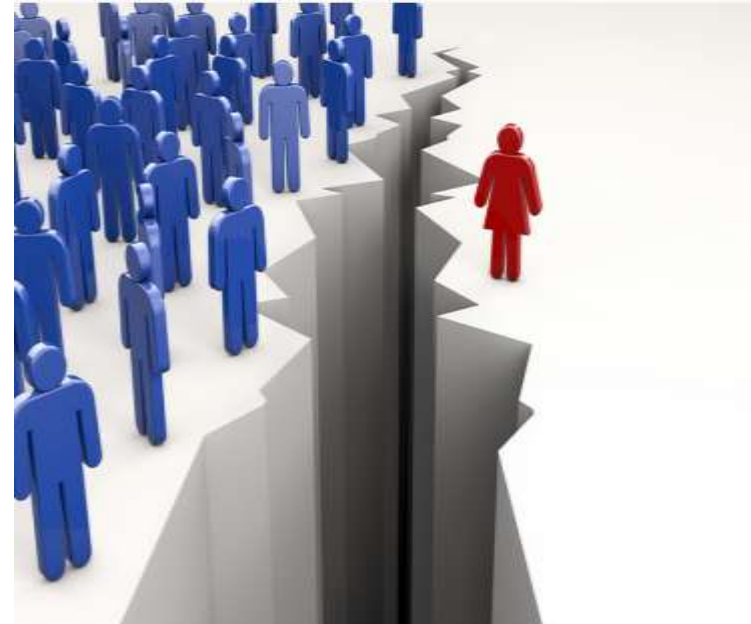
Gender Equality is a human right

- One of the great achievements of the Beijing Platform for Action (1995) was the clear recognition that women's rights are human rights.

- World leaders affirmed at Rio+20 that gender equality and women's participation "are important for effective action on all aspects of sustainable development,"

- Gender equality as a human right is increasingly recognized.

- There is a global commitment to gender equality

» If we can build a successful city for women, men, boys and girls, we will have a successful city for all people.«

Public space have important social, cultural, environmental and economic functions.

The gender journey – and its consequences

- Girls are sent to school **to a lesser extent** than boys

- When becoming women, they then have **limited ability** to earn money or to explore their full potential.

- In many countries – women can not **formally own land.**

- women do **two-thirds** of the world's work, receive **10%** of the world's income and own **1%** of the means of production.

- WFP reports that **7 out of 10** of the world's hungry are women and girls

- Men usually control the family decisions on how to use the family assets.

- By marginalizing the rights of women we deny ourselves the possibility to lift millions of women and men, boys and girls from poverty.

- The social norms that limit women's opportunities needs to be understood – and then changed.

- Change is necessary at many levels and both men and women are needed for it to happen

Gender equality in practice

- Men and women boy´s and girls have different needs, experiences and interests in the urban environment
- Good urban solutions are consequently best found where diverse groups have been involved in decision-making,
- Tangible benefits in addressing gender inequality include;
  - increased legitimacy of municipal institutions and services,
  - improved quality of services,
  - decrease of complaints/appeals from citizens,
  - increased willingness to pay for public services.

SKL International
AFFILIATED TO THE SWEDISH ASSOCIATION OF LOCAL AUTHORITIES AND REGIONS

Key issues to address

- There is often a lack of awareness of how gender inequalities affect urban planning
- Men and women have different experiences and perspectives and use the city differently is overlooked
- A lack of will to promote gender equality due to, negative assumptions in turn due to lack of awareness or wrong perceptions
- Gender can be forgotten when other parameters compete for attention.

Concrete issues to address

- Access to public services such as transport, water and sanitation , recreation facilities and healthcare,

- Land tenure,

- Livelihoods and constraints for self-employment,

- Planning - including informality in formal planning (housing as well as business development)

- Safety

Equality in waste

- WHO produces what kind of waste?
- WHO manages waste at household level as well as in public/private organisations?
- WHO transports waste?
- WHO burns waste?
- WHO pays for waste?
- WHO sells waste and WHO buys waste?
- WHO operates landfills
- WHO sorts and does not sort waste.

Important questions to raise

- How does one ensure participation of both men and women in planning and development?

- How does one ensure that needs, challenges and ideas of both men and women are heard and included?

- How does one ensure that the environmental impact analysis takes into account that women and men and children are not necessarily affected by environment in the same way?

Identification of causes

- Use disaggregated statistics
- Consider general norms in relation to gender?
- Consider who has access to, control of and benefits from the municipal planning, allocated resources and the services provided?

Examples of Tools for Gender analysis

- Gender disaggregated statistics

- 3R/4R method (SALAR checklist for gender analysis)

- Gender Budgeting

https://www.youtube.com/watch?v=udSjBbGwJEg

What can one aim to achieve?

- Politicians are aware and better equipped to work with gender equality perspective,
- Politicians actively promote gender equality in urban planning (internally as well as externally),
- Staff and management of city administrations are aware of gender equality aspects of their planning processes and operations,
- Staff and management at City administrations apply mainstreaming methodologies in daily work,
- Field workers feel confident in their role to facilitate gender mainstreaming discussions and coach city administrations in mainstreaming processes.

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Cities Without Slums

11 June 2015, Brussels

FCA Global Workshop
UGANDA

Adele Hosken – Country Task Manager
Samuel Mabala – Country Team Leader
Ronard Mukuye – Urban Specialist

Uganda context

- **Country size -** 241,550 square kilometres
- **Population size -** 34.9 million (provisional 2014 census results)
- **Population growth rate**
    - Urban – 5.2%
    - National – 3 %
- **Urban Population:** 18.4%
- **Urban composition -** 1 city, 22 municipalities and 174 town councils
- **Population in slums** – 60%
- **GDP per Capita** - $600
- National and local elections held very five years (next national due in Feb 2016 and local elections in June 2016)

Operationalising FCA – Principles

❑ **Leverage TSUPU investments**

❑ **Integration into existing planning frameworks & key programs (USMID)**

❑ **Value addition** – technical component/analysis (FCA), political/process/ownership (MDS)

❑ **Participatory process** – political & citizen engagement, builds on existing platforms (MDF, settlement level forums, budget conferences, etc.), <u>critique consultant driven processes</u>

❑ **Ownership, transparency, accountability, build local capacity**
- ✓ Target audience – politicians, technical officers, municipal development forums
- ✓ Municipal Development Forum validation, Council approval
- ✓ Co-production methodology - CA, MLHUD, WB, ACTogether, MUK

❑ **Pro-poor focus** - 60% live slums

Integration with the Uganda Country Programme
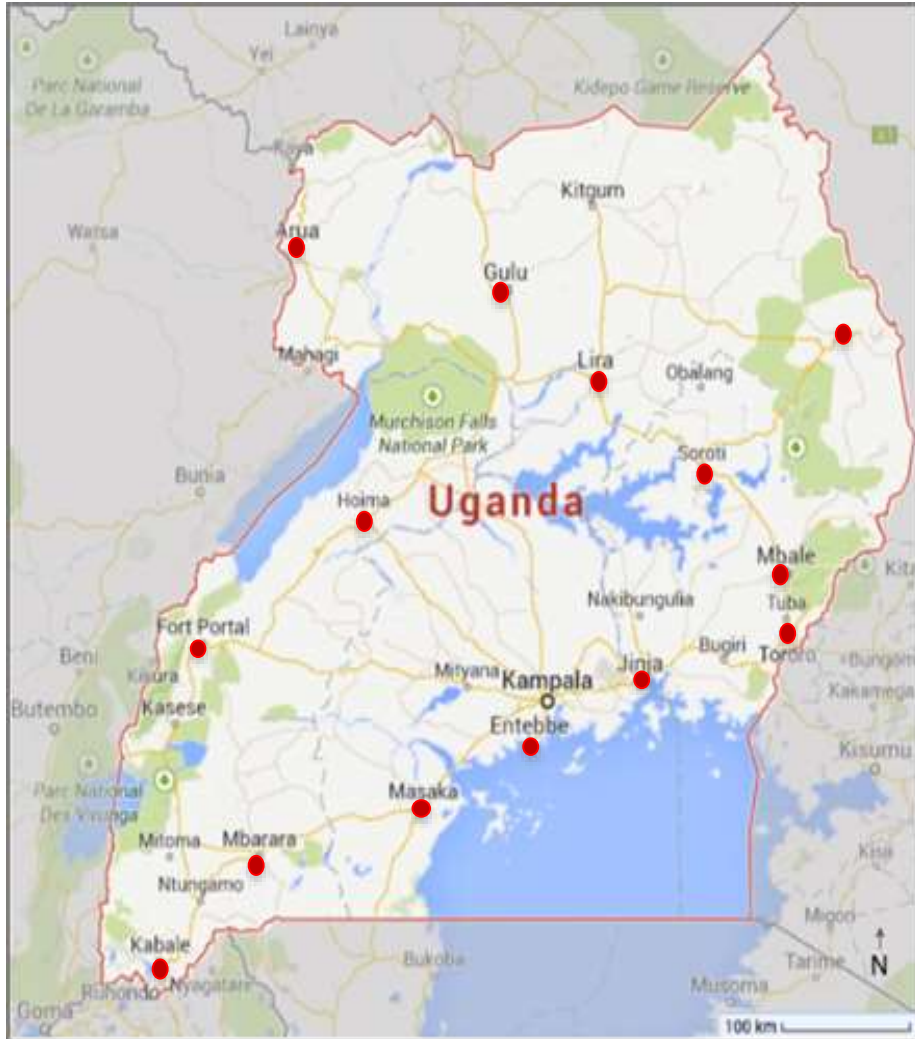
- **Leverage TSUPU investment**
  - ❑ 14 Secondary Cities Strategic Planning Process (MDS)
  - ❑ Increased urban investment - $150m World Bank Loan Uganda Support for Municipal Infrastructure Improvement Development (USMID)
  - ❑ **USMID - build municipal systems for MDS implementation, follow up investment, 2015 economic update call for planning**
  - ❑ Developing settlement enumerations and profiles at scale
  - ❑ Community Mobilisation
  - ❑ Working towards improved urban planning and management capacity
- **Scope**
  - ❑ 14 TSUPU cities (Masaka, Mbarara, Kabale, Fort Portal, Hoima, Arua, Gulu, Lira, Jinja, Entebbe, Tororo, Mbale, Soroti and Moroto)
  - ❑ Fastest growing secondary cities

Operationalising FCA- Institutional arrangements

Framework MOU
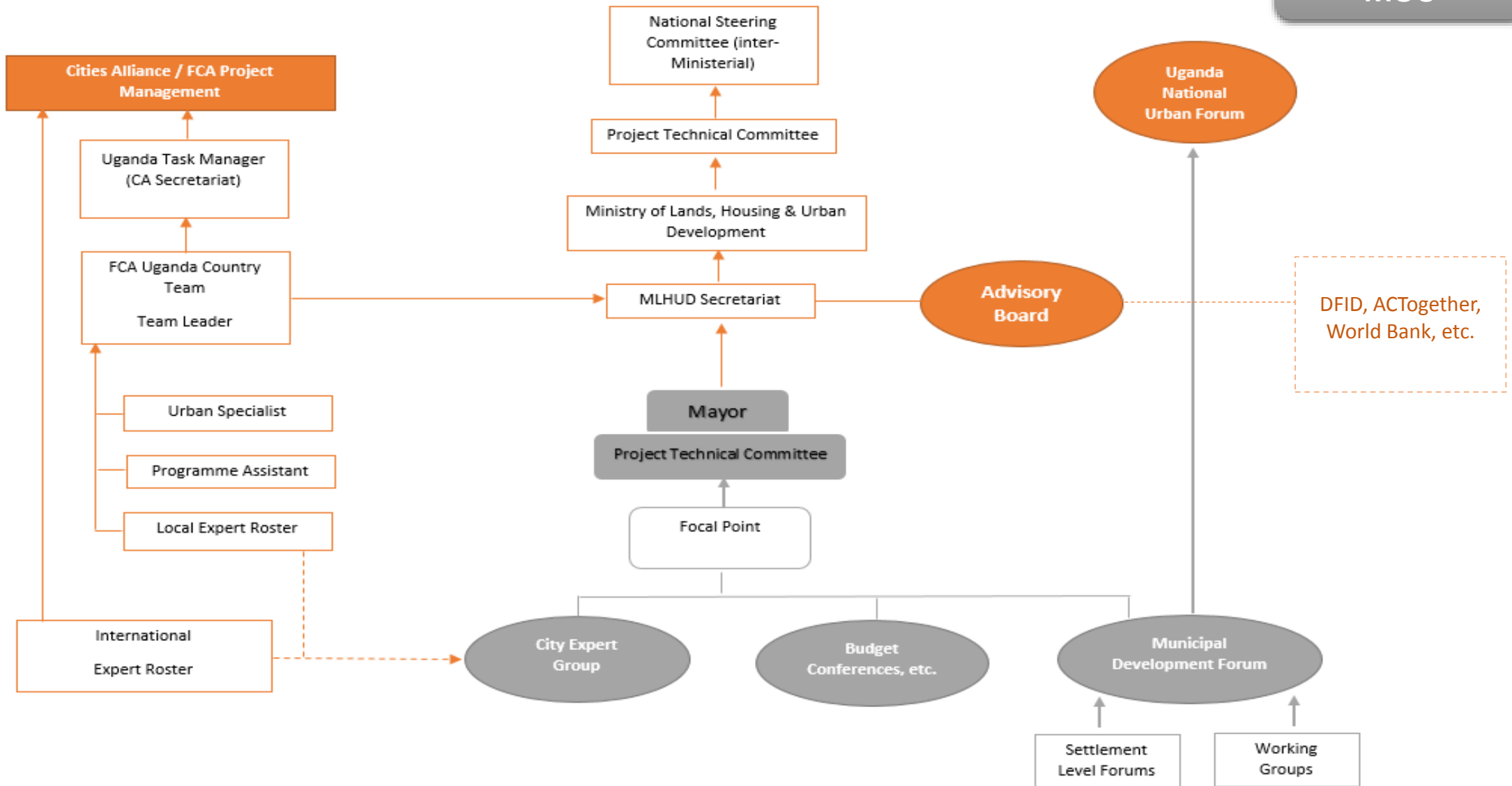
Integration with planning systems (1)

- Uganda vision 2040   was launched in 2013 under the theme: "A transformed Ugandan society from a peasant to   a modern and prosperous country within 30 years".

- Vision 2040 guides all national and local planning frameworks including municipal economic development plans

- Uganda has a five-year national development plan and national physical development plan

- Cities prepare five-year Economic Development Plans

- Ongoing plans are short term, not integrated and more at sectoral level rather than long integrated development planning

Integration with planning systems (2)

- There is need for long-term planning which the Municipal Development Strategies Project intends to bring on board through strategy development and resilience planning

- MLHUD and NPA are working towards integrating various planning processes

- USMID also supports the 14 Municipalities to carry out integrated planning

- Leverage bottom up participatory processes building on existing platforms such as the MDF, settlement level forums, budget conferences, etc.

What does an integrated implementation framework look like?
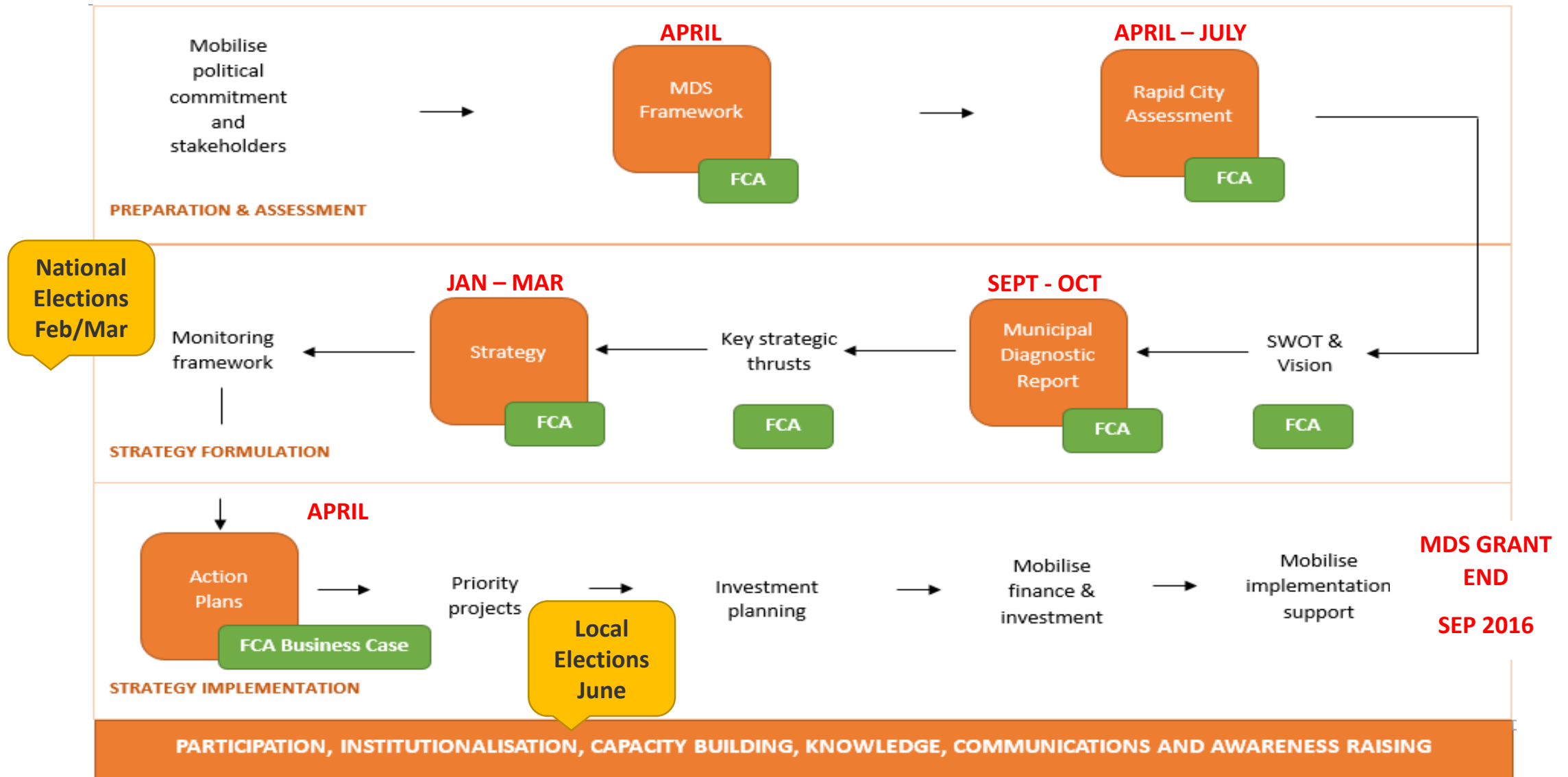
Operationalising FCA – Co-production Model

FCA UGANDA (RCRA) CO-PRODUCTION MODEL

FCA

MINISTRY OF LANDS, HOUSING & URBAN DEVELOPMENT

| CTL | US | & | URBAN DEVELOPMENT OFFICE | OFFICE OF THE URBAN COMMISSIONER |

Role
1. Coordinate
2. TA
3. Quality Assurance
4. Support
5. Compile National report & supporting deliverables

RCRA DELIVERABLES

- Uganda National RCRA report
- RCRA Tools x 2
- RCRA completed rating tool (x 14 cities) captured in Gaiasoft
- RCRA risk assessment tool (x 2 cities) captured in Gaiasoft
- RCRA reports x 14 cities
- RCRA workshop reports x 14 cities
- Attendance registers x 14 cities

6 OFFICERS

2 - 3 cities each

CITY

ROLES
- Coordinate with city focal point
- Coordinate city deliverables
- Quality Assurance
- Workshop reports & attendance registers

NATIONAL

Officers coordinate collection of secondary data for each Normative Framework dimension

- Produce National Report with FCA CTL
- Obtain Principal Secretary endorsement of National Report

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Operationalising FCA Toolkit – National Level

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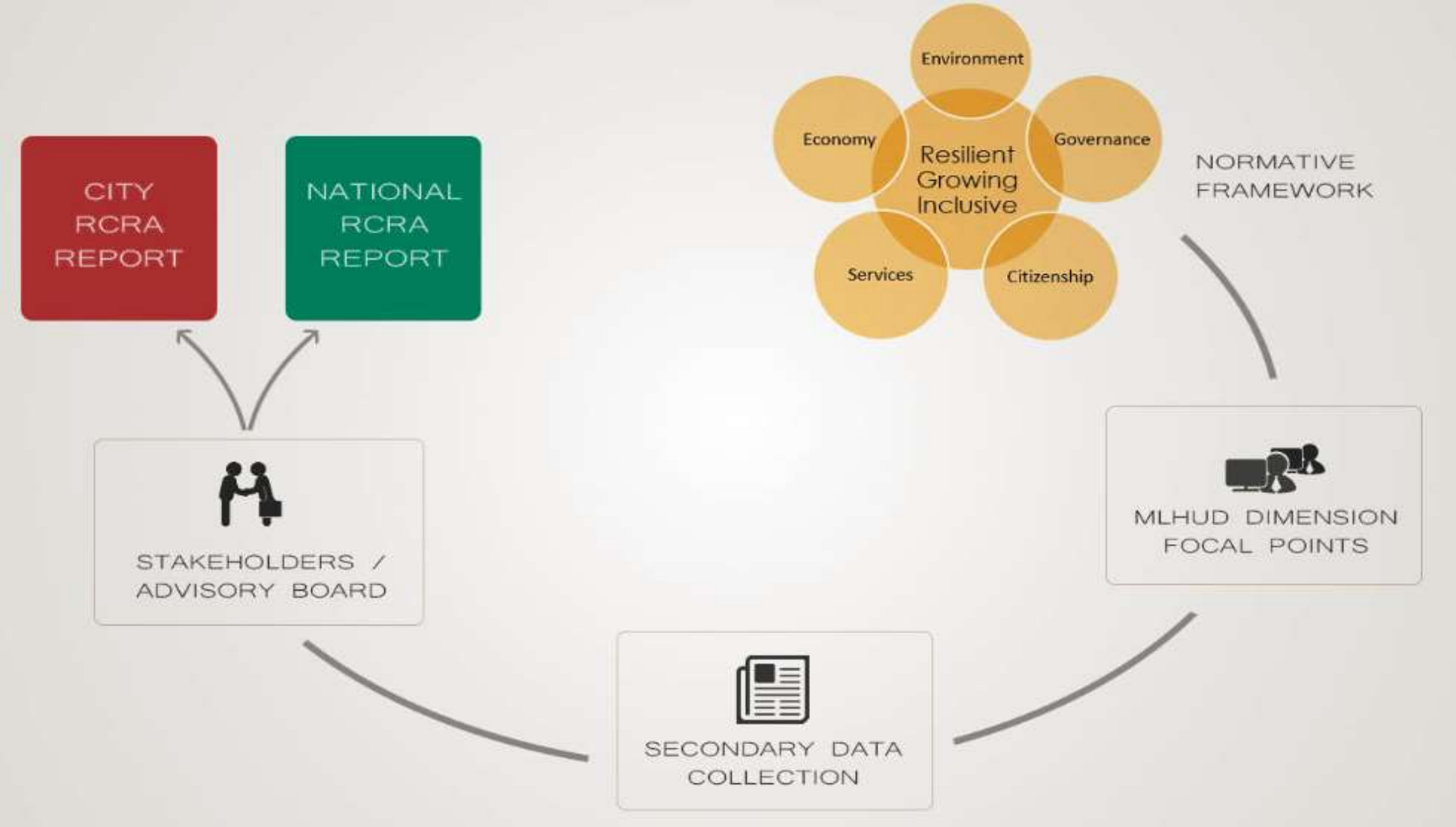
What results have been achieved?

- **National and city level induction** (14 cities)

- **Secured ownership** (Political, Technical, Advisory Board)

- Start to **build in-country capacity** (co-production model, workshops)

- **Tools development** – Rapid City Resilience Assessment (RCRA) with gender dimensions, Resilience Risk Assessment (RRA)

- **Test tools, collect data**

    - ✓ 14 city workshops (reports & participant lists) – 70% male, 30% female

    - ✓ 14 completed RCRAs

- 14 Draft RCRA **city level reports**

- **Knowledge platform** – capture RCRA tool, RCRA data for 14 cities captured, CP Baseline data captured for 14 cities

Results achieved – Knowledge Platform

Emerging Findings (1)

What are the **big resilience challenges**?

- Inadequate capacity (human, financial, systems, …)
- Inadequate data and information for planning
- Failure to implement plans
- Basic services – energy, sanitation, infrastructure
- Narrow revenue base
- High gender inequality
- Political interference
- Urban poverty exacerbated by unemployment
- Environmental degradation – encroachment of wetlands, water pollution, deforestation, …

Emerging Findings (2)

What are the key **gaps?**

- Information gaps - weak and fragmented data collection and management systems
- Appropriate tools
- Limited awareness - resilience understood in terms of environmental issues, low levels of awareness of rights, lack of information about laws and polices

Key lessons from the RCRA process

- Demystify concept of resilience
- Pro-active integrated participatory planning
- Prioritize generation of reliable data and information
- Build / strengthen institutional capacities
- Build the local capacity to generate adequate financial resources to enhance resilience planning
- Institute effective mechanisms for monitoring performance
- Promote multi stakeholder participation in resilient planning
- Enhance ownership of the plans by all stakeholders
- Strengthen capacity of city focal point persons
- Networking with other actors in municipalities (e.g. ACTogether) is important for sharing information and tapping into synergies
- Incentives for community participation

Forward work plan

- Rapid City Resilience Assessment Reports (city and national) - July 2015

  ❑ Data collection & verification
  ❑ Secondary data collection
  ❑ Populate knowledge platform

- Identify research priorities – July 2015

- City Diagnostic Reports – October 2015

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Future Cities Africa

FCA-Ethiopia: Country Update

Efrem Amdework (Team Leader)
Dr. Belay Garoma (Urban Specialist)
Brussels, 11th of June 2015

Ethiopia: Making cities economically productive, socially inclusive and environmentally sustainable by 2025

- Ethiopia has witnessed a rapid economic growth, rapid rate of urbanization (4.7%), but the level of urbanization is low (less than 20%).

- Managing its rapid rate of urbanization has been a challenge for Ethiopia

- Ethiopia experiences an unbalanced urban system: secondary cities are in the heart of policy discussion in Ethiopia - A direct fit to the FCA

- Growth corridors are envisaged across the country with secondary cities in the centre, demanding huge investments in these cities.

- Cities are the centre of the government attention: National urban development policy (2005), GTP I &II, Urban Good Governance Implementation Strategy (2014),Ethiopia City Prosperity Initiative, National urban development scheme, Urbanization Review, etc

- Future Cities Africa Project fits into the operationalisation of government priorities and programmes

FCA: Mekelle   FCA: Dire Dawa
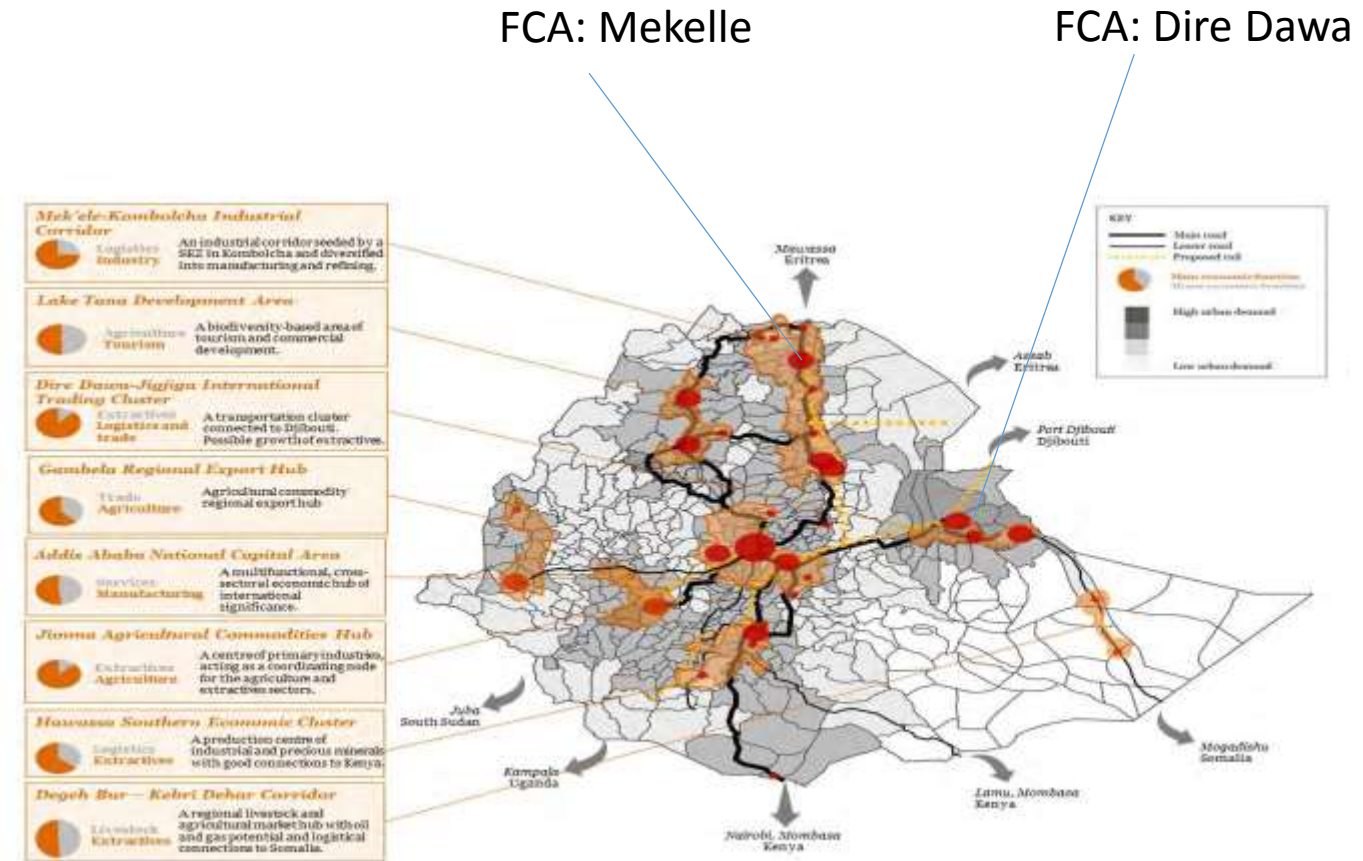
Figure: Secondary Cities as part of Growth Corridors

With whom do we deliver the project?
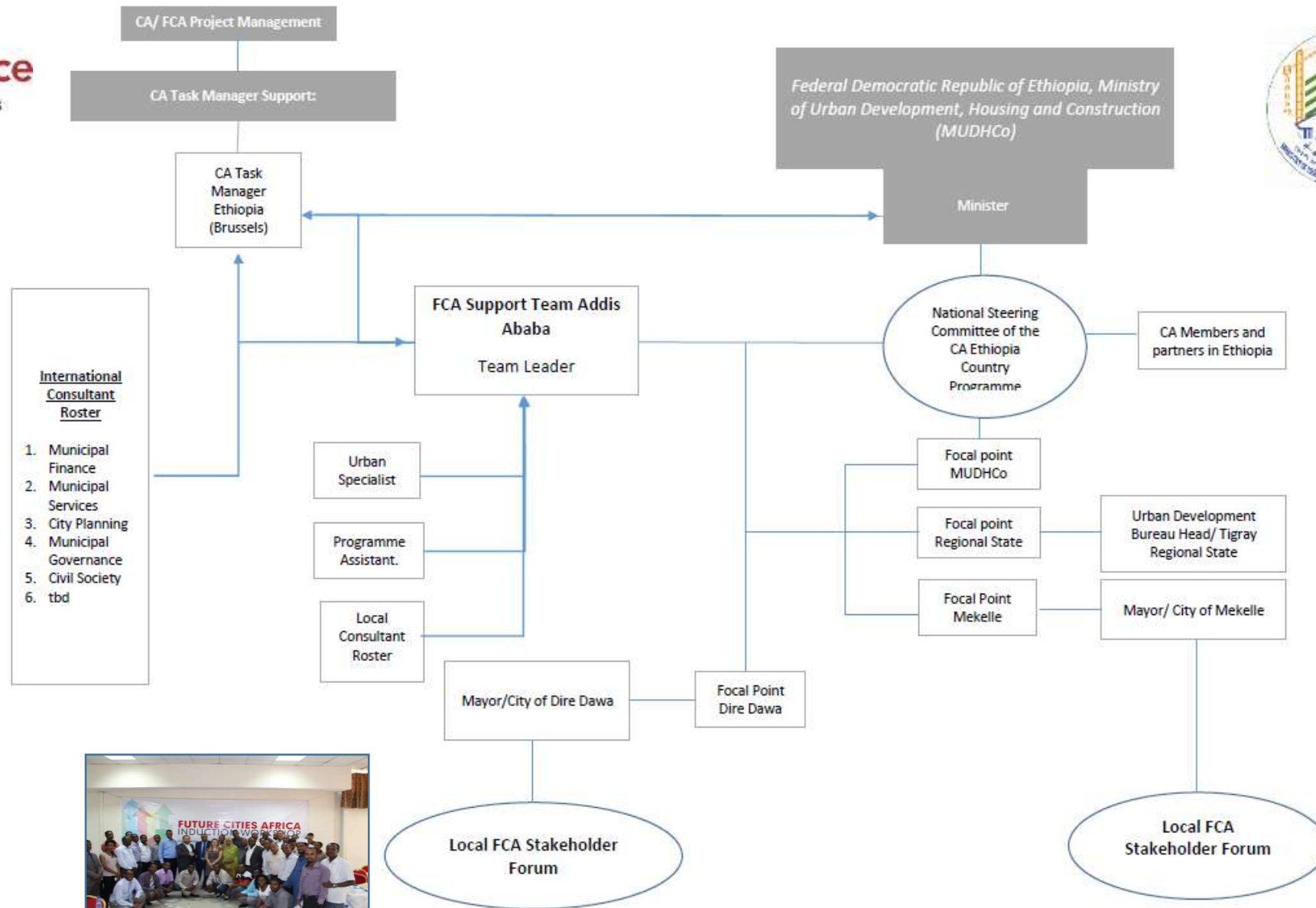
How do we deliver the project in Ethiopia?

- ✓ Integration of the FCA in the **CA Ethiopia Country Programme** under the chairmanship of Mudhco and guidance of a National Steering Committee (February 2015);
- ✓ Steering Committee endorsed a **City Selection Report** using metrics to identify a ranking among the key five secondary cities in Ethiopia (February 2015);
- ✓ FCA Support Team identified **key focal points at regional and local level** (March 2015);
- ✓ Joint mission with Mudhco to FCA cities to establish agreements and **collect data** (March 2015);
- ✓ **Induction workshops** in FCA cities with local stakeholder fora to (April 2015):
  - Present FCA to regional and local constituencies;
  - Present results of a first review on challenges in the city (secondary data);
  - Review of existing development priorities in the city;
  - Conduct a problem perception survey with participants.
- ✓ Finalize the **Rapid City Resilience Assessment** for each City (July 2015)
- ✓ Recommending further **selected diagnostic work, e.g. on financial and technical capacity as well on existing data gaps,** to strengthen the business case (August 2015);
- ✓ Formulation and Endorsement of **Future Proofing Cities Report** (November 2015).

	INDICATORS	BAHIR DAR	DIRE DAWA	MEKELLE	ADAMA	HAWASSA
1	Population Size	3	4	4	4	3
2	Planning the future city: Citizen participation	4	4	3	3	4
3	Governing the Future City: Level of Municipal Revenue Collection	1	3	4	3	1
4	Climate and Environmental Risk Exposure (Weighted twice)	6	8	8	8	6
5	Level of Services and Management	4	2	4	3	4
6	MSE graduation	4	4	4	3	4
	Total Scoring	**22**	**25**	**27**	**24**	**22**
	Rank	**5**	**2**	**1**	**3**	**4**

Figure: City Selection Metric and Ranking

Snapshot on Dire Dawa: the thriving Queen of the Eastern Desert

Economic Assets

- Dire Dawa is a dynamic city with a strategic geographic location
- A hub for trade and investment in the eastern region of the country
- Major industries engaged in production of commodities and processing activities including: textiles/garments, cement, corrugated iron sheet, food, soft drinks, and natural water bottling plants.

➢ Outstanding opportunity for the city of Dire Dawa for future growth in terms of trade and manufacturing, and critically jobs.

Major Challenges

Governance: mixed picture with key assets and challenges, especially in institutional development where city structure needs to be strengthen in terms of long term planning and implementation capacity as well as ensuring accountability at all level.

Economy: Remarkable growth potential in logistics while its human capital base is weakening. Unemployment is more than national rate.

Services: While providing good access to markets, roads and energy, key basic services e.g. safe drinking water and health insufficient, threat to growing population, especially the poor and Quality of education needs to be maintained.

Citizenship: Public participation at all levels needs strengthening, on various public and government issues, such as on preparing capital investment plans approval and other development issues.

Environment: Combination of the various risks and natural resource stresses, e.g. on safe drinking water, makes Dire Dawa very vulnerable to disasters. Resilience capacity is low.

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What are the perceived challenges by the local stakeholder forum in Dire Dawa?

What are the Key Environmental Challenges in the City of Dire Dawa?
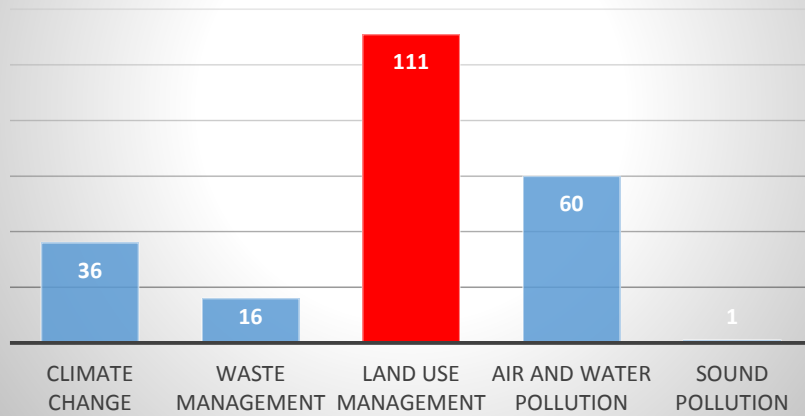
Figure: Perceived environmental challenges by the local stakeholder forum in Dire Dawa

➤ Land Use Management Cluster seen as an umbrella of all processes of managing the use and development of land resources within and around the city. A failure to accommodate the environmental risks as well as pressures into the land Use management results in effects of **deforestation, flooding and erosion**

Environment	Economy	Services	Governance	Citizenship
Land management & resilience to erosion and flooding	Job creation Informality	Water supply Energy / Power Supply	Institutional Strengthening • Structure	Strengthen quality of participation
Water management	Education / skills/Technical and vocational education	Serviced land Waste management	• Systems and processes • Accountability	
Water pollution – causes / sources	and training (power supply, water, serviced land)	Roads	• HR Quality	
Water shed Management Rehabilitation.			Planning capacity	
Disaster preparedness and early warning	Access to finance		• Quality of plans • Implementation	
	Revenue collection/potential Investment (both domestic and FDI)		Municipal finance • Sources • Reliability	

Figure Summary of all identified challenges in the City of Dire Dawa

Snapshot on Mekelle, the Northern industry and service hub

Economic Assets

- Mekelle is a city strategically located as a hub for trade and investment in the Northern region of the country
- Major industries engaged in production of commodities and processing activities including:
  Messobo cement, MIE, soft drinks Co. etc.
- Presence of international airport, new plan for rail road, major connections to other cities in the region from all directions give it a big boost in terms of connectivity

➢ Outstanding opportunity for the city of Mekele for future growth in terms of trade and manufacturing.

Major Challenges

Governance: Mixed picture; city found to be good in budget utilization and revenue raising performance but only partially performed on asset management.

Economy: High level of unemployment compared to the national average and Women's share in the informal sector is high;

Services: While providing good access to markets, roads and energy, key basic services e.g. safe drinking water and health insufficient, threat to growing population, especially the poor;

Citizenship: Despite strong public participation, issue of aaccountability and representation needs attention.

Environment: Water Supply Related Challenges; inadequate Liquid waste management; Mekelle is prone to erosion, high air and water pollution. Its geology is characterized by faults, fractures, joints and dykes all leading to risks of erosion and flooding and poor water retention capacity of the soil.

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What are the perceived challenges by the local stakeholder forum in Mekelle?

WHAT ARE THE ENVIRONMENTAL PRIORITIES IN OUR CITY?

24	72	85	19	1	28
Climate Change	Waste Management	Land use Management	Air pollution	Natural Hazard	Industrial Emissions
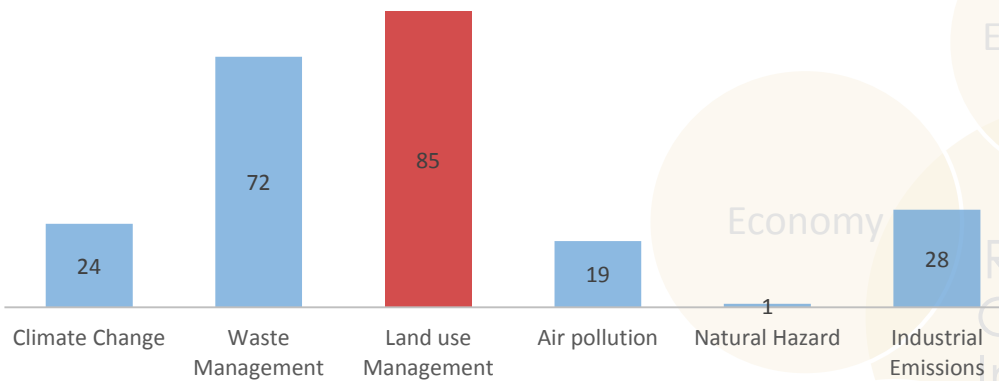
Figure: Perceived environmental challenges by the local stakeholder forum in Mekelle

➢ Cluster around Land Use Management comprise a set of issues resulting from a lack of green space and greenery as well as vegetation cover. Due to the lack of space phenomena of flooding as well as erosion occurs frequently and is considered as major threat to the city.

Environment	Economy	Services	Governance	Citizenship
Land management & resilience to erosion and flooding Water management/ Sewerage Water pollution – causes / sources Wind pollution	Job creation/unemployment problems Attitude problems Migration and problems related to it Informality/ low revenue Transportation problem Infrastructure power supply, water, serviced land) Access to finance	Water supply Energy / Power Supply Serviced land Waste management Poor quality of education	Institutional Strengthening Lack of transparency and accountability Commitment problems Public participation Planning capacity Municipal finance	Strengthen quality of participation Accommodating the disabled people

Figure Summary of all identified challenges in the City of Mekelle

What are the common emerging themes?

Dire Dawa

Environment	Economy	Services	Governance	Citizenship
Land management & resilience to erosion and flooding Water management/ Sewerage Water pollution – causes / sources Wind pollution	Job creation/unemployment problems Attitude problems Migration and problems related to it Informality/ low revenue Transportation problem Infrastructure power supply, water, serviced land) Access to finance	Water supply Energy / Power Supply Serviced land Waste management Poor quality of education	Institutional Strengthening Lack of transparency and accountability Commitment problems Public participation Planning capacity Municipal finance	Strengthen quality of participation Accommodating the disabled people

Mekelle

Environment	Economy	Services	Governance	Citizenship
Land management & resilience to erosion and flooding Water management Water pollution – causes / sources Water shed Management Rehabilitation. Disaster preparedness and early warning	Job creation Informality Education / skills/Technical and vocational education and training (power supply, water, serviced land) Access to finance Revenue collection/potential Investment (both domestic and FDI)	Water supply Energy / Power Supply Serviced land Waste management Roads	Institutional Strengthening • Structure • Systems and processes • Accountability • HR Quality Planning capacity • Quality of plans • Implementation Municipal finance • Sources • Reliability	Strengthen quality of participation

➢ Inadequate **Land Use Management** increasing vulnerability to disaster, especially water related;

➢ **Unemployment** and dominating **informality**;

➢ **Water and Energy** supply problems ;

➢ **Urban Management** requires strengthening at all levels, especially in planning and municipal finance

➢ **Public participation**;

What are the next steps?

- ✓ Finalize the **Rapid City Resilience Assessment** for each City (July 2015)
- ✓ Recommending further **selected diagnostic work, e.g. on financial and technical capacity as well on existing data gaps,** to strengthen the business case (July 2015);
- ✓ Closing data gaps through primary and secondary research (August-October 2015);
- ✓ Formulation of **Future Proofing Cities Report** (November 2015).
- ✓ Endorsement of Business Case by the FCA cities (November 2015)

country programme

aligned

Future Cities advocacy

enable **resilient**

Partnerships

strategic

collaboration

effort

partners country

planning

framework

members

capacities

innovation

needs gaps

communications

technical

implementation

transfers

knowledge

coherence

tools

development

cooperation

learning

Thank You

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Future Cities Africa

FCA-Mozambique: Country Update

Laura Lima (Country Task Manager)
Roberto Bernardo (UN Habitat National Program Officer)
Artur Afonso (Urban Specialist)
Brussels, 12th of June 2015

COUNTRY OVERVIEW

Located in Southern Africa
Area: **801,590km2**
Population: **24,3 millions**

Coastal Line: **2700 km**
Number of municipalities: **53**

Over 70% of urban population (which corresponds to 35% of the total population) live in informal settlements
National urban growth: 4.5% (on average)
66% of the population has access to safe water in urban areas; (MPD2009);
40% of the country's population has access to electricity, although the country has one of the largest sources of electricity generation in the African continent (HCB)
47% of the urban population has access to improved sanitation (MPD2009)

MOZAMBIQUE: USING THE FAST URBANIZATION AS AN OPPORTUNITY TO ENSURE INCLUSIVE AND RESILIENT GROWING CITIES

- Colonial heritage:
  - population concentrated on the coast/ extrative industries

- The effects of Civil War

- Post-War Mozambique

- Economic Growth without wealth redistribution

SOME CHALLENGES:

- **Rapid growth of informal urban settlements**
- **Climate change**
- **Dependency on the International Market**
- **Provision of integrated basic services**
- **Capacity of cities**

CITIES PROFILES
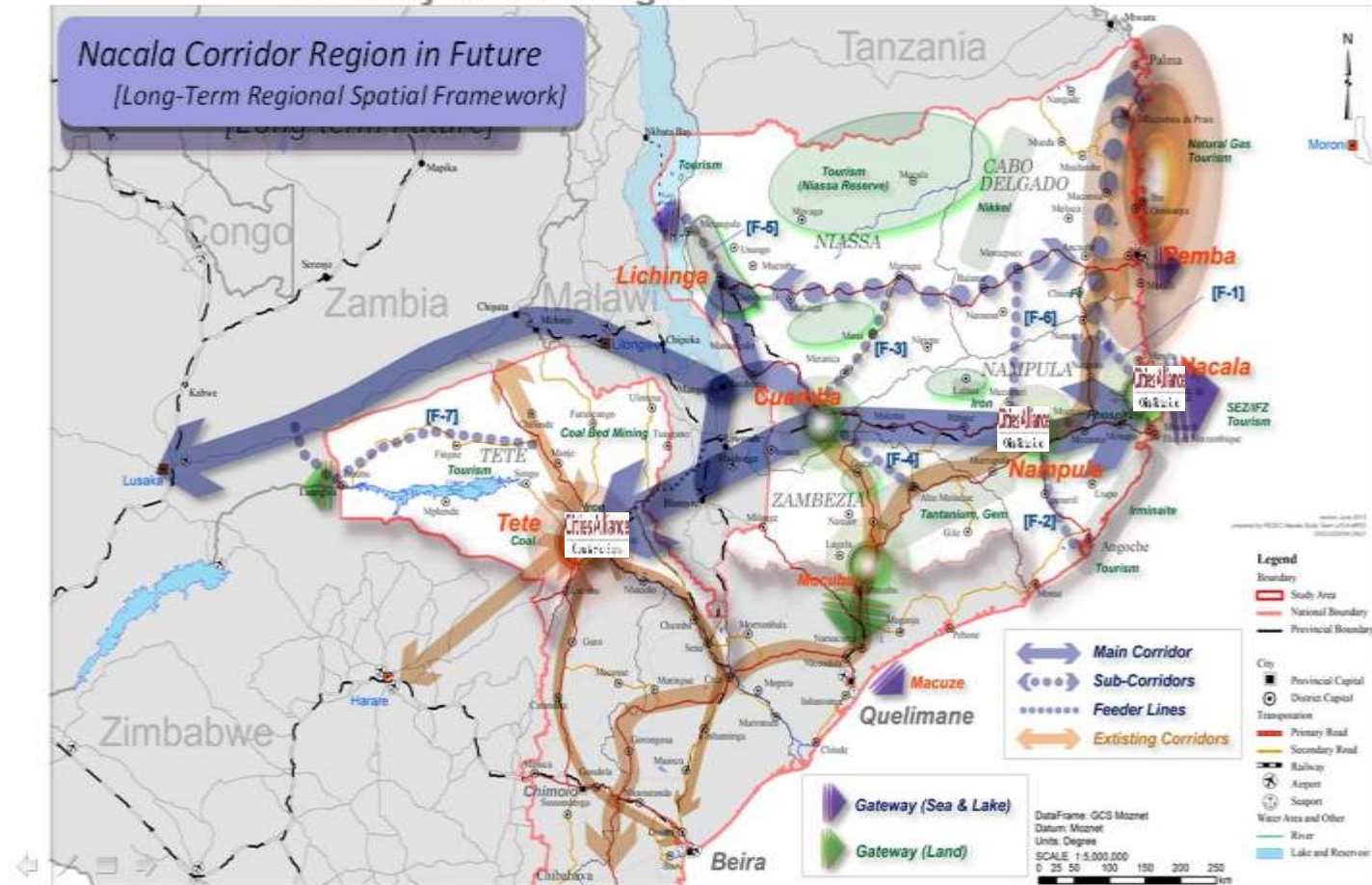
INDUCTION AND CAPACITY BUILDING WORKSHOPS

MUNICIPALITY	PARTICIPANTS		
	TOTAL	MALE	FEMALE
NACALA	33	28	5
NAMPULA	29	22	7
TETE	39	33	6

Overview on Tete Municipality: the destiny for coal mining industries

Main Assets

- Potential for agricultural development
- Mining as base for the economy
- Connectivity with neighboring countries
  - Zimbabwe, Malawi and Zambia.

Major Challenges

Governance:
- Improve the relation and communication between municipal and Public

Economy:
- Alignment of strategies of economic development with the challenges and potentials
  - Diversifications of commercial activities in order to reduce the dependence to the mining sector

Services: Need for integration of the Urban infrastructure (water, energy, telecommunications, urban transport, sanitation)

Citizenship: Improvement of mechanisms of participation

Environment:
Monitoring the development in sensitive areas by unruly settlements along the Zambezi River valley and the banks

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Perceived challenges by the local stakeholder Induction Workshop in Tete

Environment	Economy	Services	Governance	Citizenship
• Definition of safe sites for house constructions, • Sanitation	• Need to boost and diversify the local economy	• Improvement of Basic Services • (Water/Electricity) • Improvement of the sanitation system • Improvement of social services	• Need for integrated and cyclic planning	• Need to improve participation mecanisms to ensure involvement of most of the society members

PRIORITIES:

1. **CAPACITY BUILDING**
2. **INTEGRATED PLANNING**
3. **IMPROVEMENT OF BASIC SERVICES**
   Water/Electricity/Dreinage
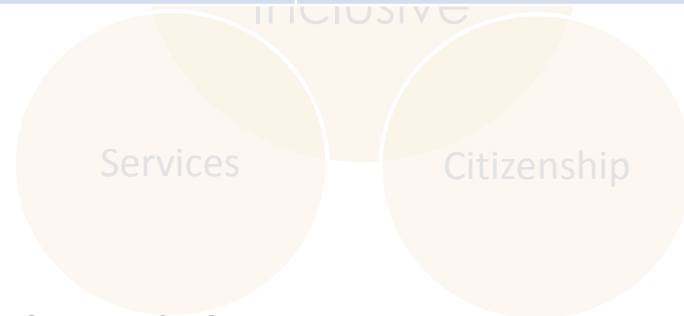
Overview on Nampula Municipality: The Northen capital and connecting point of the northen development corridor

Main Assets

- Corridor and centre of the northern region
- Relatively good infrastructure
- Host of most of the universities in the region
- Potential to accommodate expand complex commercial infrastructures

Major Challenges

Governance:
Need for strong tools for public participation

Economy:
- Promotion of small scale industries that can promote inclusive economic growth
- Creation of formal employment
- Need to improve the tax collection

Services
- Water captation and distribution
- Improvement of public transport
- Solid wast management

Citizenship: Need to improve public participation
Environment: Need to increase environmental education

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Perceived challenges by the local stakeholder Induction Workshop in Nampula

Environment	Economy	Services	Governance	Citizenship
• Solid waste management • Stormwater management • Land Use and management • Environmental capacity building and training	• Promotion of small, medium and large scale companies • Employment generation • Promotion of the quality of products • Need to increase tax revenue collection	• Water captation and distribution • Improvement of public transport • Solid wast management	• Need for municipal capacity building in topics such as municipal financing	• Creation of fora for Public Participation • Need for information sharing

PRIORITIES
1. **SOLID WASTE MANAGEMENT**
2. **URBAN PLANNING**
3. **EDUCATION AND CAPACITY BUILDING**

Overview on Nacala Municipality: The city with the deep waters

Main Assets

- Nacala Corridor, Port, Airport and industrial free zones

- Conditions for the development of commercial agriculture and artisanal fishing

- Potential for development in:
  - Industry,
  - ecotourism,
  - logistics and supporting services.

Major Challenges

Governance: Need for adoption of a transparent and decentralized management policy based on civil society participation

Economy: The integration under a strategic, functional and territorial standpoint of the new airport of Nacala as mobility platform and development engine of economic and social activity;

Services: water and expansion of electricity

Citizenship: Strengthen the mechanisms for public participation and ensure that citizens' aspirations are considered in the decision-making process

Environment: Integration of the environmental perspective in development;
Development of specific measures to reduce the impact of rainfall on land entrainment of the Nacala Bay;
Monitoring the occupation of sensitive areas by industrial activities

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Perceived challenges by the local stakeholder Induction Workshop in Nacala

Environment	Economy	Services	Governance	Citizenship
• Harmonization of Planning tools • Drainage system • Lack of Landfills • Lack of community environmental Education	• Licensing of informal Strengthening public-private partnership	• Water and sanitation • Secure access to land	• Human resources training • Improvement of participatory inclusive planning tools	• Lack of information access • Lack of community participation in developing programs

PRIORITIES:
- **IMPROVEMENT OF WATER DISTRIBUTION**
- **WASTER MANAGEMENT**
- **INTEGRATED LAND PLANNING**

Next steps…

- ✓ Finalize the **Rapid City Resilience Assessment** for each City

- ✓ Closing data gaps through primary and secondary research

- ✓ Formulation of **Future Proofing Cities Report**

- ✓ Endorsement of Business Case by the FCA cities

Programa de país   alinhado   **Cidades Futuras**   advocacia

Parcerias   país   planificação   Colaboração   permitir   **resiliente**

estratégicas   parceiros   membros   esforços   **Conhecimento**   aprendizagem

capacidades   Quadro   transferências   **Coerência**

Inovação   Lacunas   desenvolvimento

necessidades   Técnico   **Ferramentas**

comunicações   Implementação   **cooperação**

OBRIGADO

Cities Alliance
Cities Without Slums

Future Cities Africa

FCA-Ghana: Country Update

Marie-Alexandra Kurth (Country Task Manager)
Bernard Arthur (Senior Urban Specialist)
Brussels, 12th of June 2015

Link to presentation:

http://prezi.com/kqfootnfzaco/?utm_campaign=share&utm_medium=copy&rc=ex0share

Future Cities Africa: Break-out Session 14:15 – 15:30

Objectives

- To compare the early findings from FCA Teams across all cities
- To identify the Strength, Opportunities and Risks/Weaknesses in the current approach/methodology to formulate the Rapid City Resilience Assessment (RCRA)

Guidance

- Break into four groups
- Identify a speaker of the group
- Address key questions and document them on cards (30 minutes)
  - What is the strength of the current approach and how can we better document it?
  - What are the opportunities of this assessment and how can we better use them?
  - What are the risks/weaknesses associated with the RCRAs and how can we mitigate them?
- Speaker collects and clusters all answers
- Speaker presents group findings to the Plenary (5 minutes each)

Target Outcomes

- Receive recommendations for further action to strengthen the assessment and overall business case

Guiding Questions

What is the strength of the current approach and how can we better document them?
What are the opportunities of this assessment and how can we better use them?
What are the risks/weaknesses associated with the RUAs and how can we mitigate them?
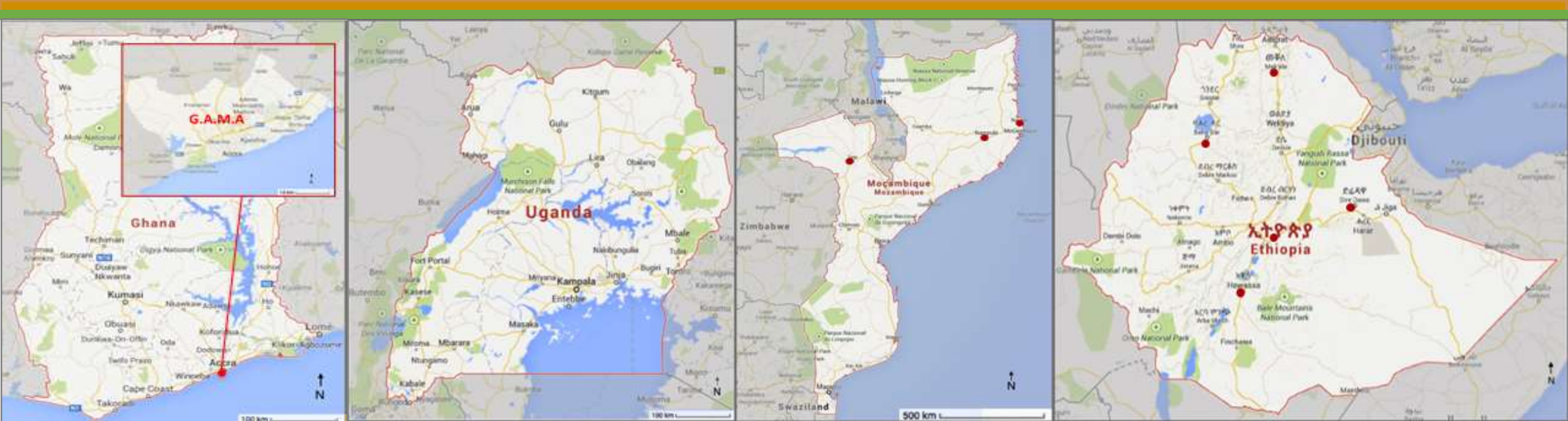
Cities Alliance
Cities Without Slums

Brussels June 2015

Future Cities Africa
Feasibility Study and Business Case

Output 1 Deliverables

Feasibility Study

to determine which countries and cities the FCA project should focus on and details institutional and financial arrangements needed as well as relevant stakeholders, to inform business case for future programming.

- Target Delivery: Draft end of July 2015
- Table of Contents
    - Rationale for Country and City Selection
    - Institutional Set-Up and Key Partners
    - RCRA Evidence : Results to determine priorities / gaps – aggregated from country / city level analysis
    - Strategic fit with national, regional and local levels plans and processes
    - Ownership and commitment demonstrated
    - Annexes: Detailed Country Assessments based on RCRAs [Stand Alone]

Business Case

- **Purpose:** To provide the rationale, evidence and potential benefits of an investment to support, *"cities in Africa take new actions to become future proofed to climate, environment and natural resource challenges, so that the are inclusive and resilient, and have growing economies."*
- Target Investors
    - Immediate User – DFID but we need to think big…
    - Other FCA Investment and Support Partners
- Structure
    - Strategic Case – What is the challenge / opportunity we are addressing?
    - Evidence Base – Why is the problem important?
    - Interventions – What support Is needed?
    - Results – What will be achieved?
    - Work plan – How will the interventions be delivered?
    - Budget - What the level of investment is needed?
    - Value for Money
    - Risks / Risk Mitigation
- Timing
    - Initiate from August *IF* justified by the Feasibility Study
    - Draft complete – end of 2015

RCRA

- **NATIONAL URBAN SECTOR OVERVIEW**
  - Political – Economy of Urban / Enabling Framework / Urbanisation Trend**s**
- **GOVERNANCE**
  - Enabling Environment (local level) / Accountability
  - Functions: Finance / Planning
  - Capacity – especially implementation
  - Representation and Accountability
  - Overall Assessment
- **CITIZENSHIP**
  - Rights / Participation / Quality of Participation
  - Social Capital
  - Overall Assessment
- **SERVICES**
  - **Basic Services**
    - Coverage, Quality and Reliability
  - **Social Services**
    - Scope of services / Access to services
  - **Overall Assessment**
    - Cost of deficiencies on growth and inclusiveness
    - Distributional impacts / gender impacts

- **ECONOMY**
  - Performance – growth / quality of growth
  - Urbanisation, Sectoral structure and key industries
  - Informal sector
  - Labour Market / Human Capital
  - Overall Assessment
- **CLIMATE CHANGE, ENVIRONMENT AND RESOURCES**
  - Land Use / Ecology / Eco-systems / Energy Systems
  - Environmental Services
  - Risks: Source, frequency, intensity, spatial patterns, distribution
  - Impacts of risks / vulnerabilities
    - Public health and well being
    - Growth
    - Inclusiveness

RESILIENCE ASSESSMENT

How well is the city performing overall? Scorecard / Key Evidence
What should the city focus on? BIG Risks/Vulnerabilities/Costs
What does FCA need to do next? Priority Actions

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Evidence Base

Evidence Base

- **Review of secondary data across each dimension**
    - Key data sources by dimension / sub-dimension
    - Key informant interviews – this should include type of informant, structure of interviews and interview records
    - Workshop Outputs
- **Triangulation / Validation**
    - Cross-check perception evidence with secondary evidence – validate / identify
    - Assess the quality of the data in terms of:
        - Time
        - Coverage and Methods
        - Validity of variables
- **Gaps / Risks**

Knowledge Platform Outputs

- Maturity Scales
- Comparative Evidence
- Identify Key Issues / Areas to Investigate based on Diagnostics

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Cities Network: Learning and Scale-up

STEP 1   ASSESS

ASSESS

IDENTIFY

CONVENE

CURATE

SCALE-UP

- 2 day workshop with diverse stakeholders: 40 participants, all sectors

- RCRA: 100 criteria – 5-level rating scale

- Rate and colour code all 100 RCRA criteria (scorecard)

- Capture & prioritise Issues, Solutions, Key Insights in each city.

RCRA ASSESSMENT

City Resilience Ratings

1.1	The city undertakes strategic planning				✓
1.2	The city has capacity to prepare and implement plans			✓	
1.3	Planning process is participatory and transparent		✓		
1.4	City plans are effectively implemented			✓	
1.5	City plans cover main problems faced by city		✓		

Rapid Cities Resilience Assessment captures ratings on a five level scale and: Issues, Solutions and Key Insights.

STEP 2   IDENTIFY

- Benchmark colour-coded results in a scorecard for all criteria across all cities

- Crowdsource cross-cutting priorities from cities

- Identify cross-cutting Issues and Key Insights

- Identify "Positive Deviants" which are scalable solutions delivering exceptional value

- Identify priority Service Areas and Issues.

RCRA SCORECARD

Compare ratings across cities.
Red rows indicates need for FCA support.
Green rating on a red row indicates a city may have solutions to learn from.

ASSESS

IDENTIFY

CONVENE

CURATE

SCALE-UP

STEP 3 CONVENE

- For each priority Service Area, identify a seasoned expert to convene a community of practice

- Convene workshops with community of practice of effective practitioners

- Facilitate discussion to understand root causes, clarify principles and pinpoint solutions

- Knowledge curator(s) attend workshop to capture raw insights and to identify research questions.

KNOWLEDGE DISCOVERY WORKSHOP

Convene experienced practitioners to identify key principles and pinpoint solutions. Researchers identify research questions.

ASSESS

IDENTIFY

CONVENE

CURATE

SCALE-UP

STEP 4   CURATE

- Curators turn know-how of practitioners and research findings into knowledge products

- Checklists for identifying missing pieces and avoiding pitfalls

- Maturity models for assessing developmental progress

- Know-how and research turned into tools for on-the-job and action learning.

CURATE KNOWLEDGE

Organise and systematise expert principles and solutions to create re-usable knowledge products such as checklists, elearning and M&E templates.

ASSESS

IDENTIFY

CONVENE

CURATE

SCALE-UP

STEP 5   SCALE-UP

- The knowledge products are mainstreamed or up-scaled

- Checklists used to avoid common pitfalls even without an expert

- Maturity models built-into M&E and performance management for on-the-job learning

- Know-how and re-usable solutions included in action learning and elearning to deliver expertise and to scale at low cost.

MANAGED SCALE-UP

Scale-up through testing, refinement and re-use of tools. Large-scale deployment through elearning and online M&E and Performance Management tools.
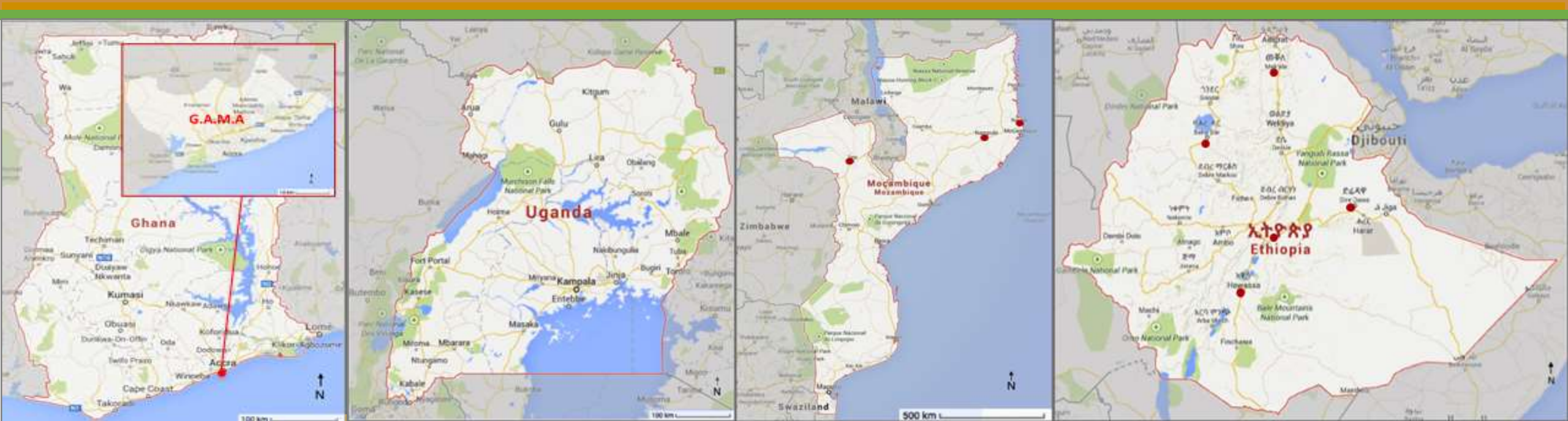
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Brussels June 2015

Future Cities Africa

Research and Innovation

Research

1. Demand – driven : using diagnostic evidence from Output 1
2. Relevant – meaningful and addresses the challenges of resilience in the target cities
3. Future Proofing Cities Studies

OUTPUT 2			Baseline (Jan 2015)	Milestone 1 (June 2015)	Milestone 2 (Jan 2016)	Target (May 2016)	Target (May 2016)
Critical research delivered and future research priorities and partners identified	**Output Indicator 1**	**Planned**	0	4 countries have refined priority research questions	African Urban Research Initiative and other network activity engaged and delivering research locally	4 countries have delivered critical research and have a plan to fill critical data and evidence gaps	4
	Number of priority research programmes identified, defined, and delivered	**Achieved**	0				
		Source					
30%							

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Innovation – Focus on how to do things better

1. Relevant – use diagnostics from Output 1
2. Climate change, growth and jobs, cross-cutting themes
3. Useable
4. Leverage across FCA cities

OUTPUT 4			Baseline (Jan 2015)	Milestone 1 (June 2015)	Milestone 2 (Jan 2016)	Target (May 2016)	Target (May 2016)
Innovative approaches to buidling resilience in African cities explored.	**Output Indicator 4**	**Planned**		33% complete	66% complete	100% complete	100% complete
	Number of studies completed, publicised and integrated into the knowledge sharing platform and integrated into DFID approach to future proofing African cities with growth	**Achieved**	0				
			Source				
IMPACT WEIGHTING (%)							
15%							

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Institute for Housing and Urban Development Studies

Future Cities Africa

Carley Pennink, Head International Projects and Advisory Services

Saskia Ruijsink, Urban Planning and Policy Specialist / Researcher

IHS
Making cities work

Objectives

- Kick off the day

- IHS' research agenda

- Results preparation, focus group last Friday

- ...first what is IHS?

Who are we?

- An institute of the **Erasmus University Rotterdam, the Netherlands**

- Top educational institution for **urban management and development**

- International institute, with global presence and 57 years of experience working in urban setting with applied knowledge.

Making cities work!

Where are we?

In Rotterdam, the Dutch city that is a model for urban renewal and innovation

Mission

To develop human and institutional capacities to reduce poverty and improve the quality of life in cities.

Synergies in IHS activities:
linking theory and practice

**Practical solutions
Workable strategies**

**Education
& Training**

**Lecture materials
Case studies
Publications**

advisory

research

**Policy level advice
On the job training**

**Reflective (best practices)
Anticipatory (new issues)**
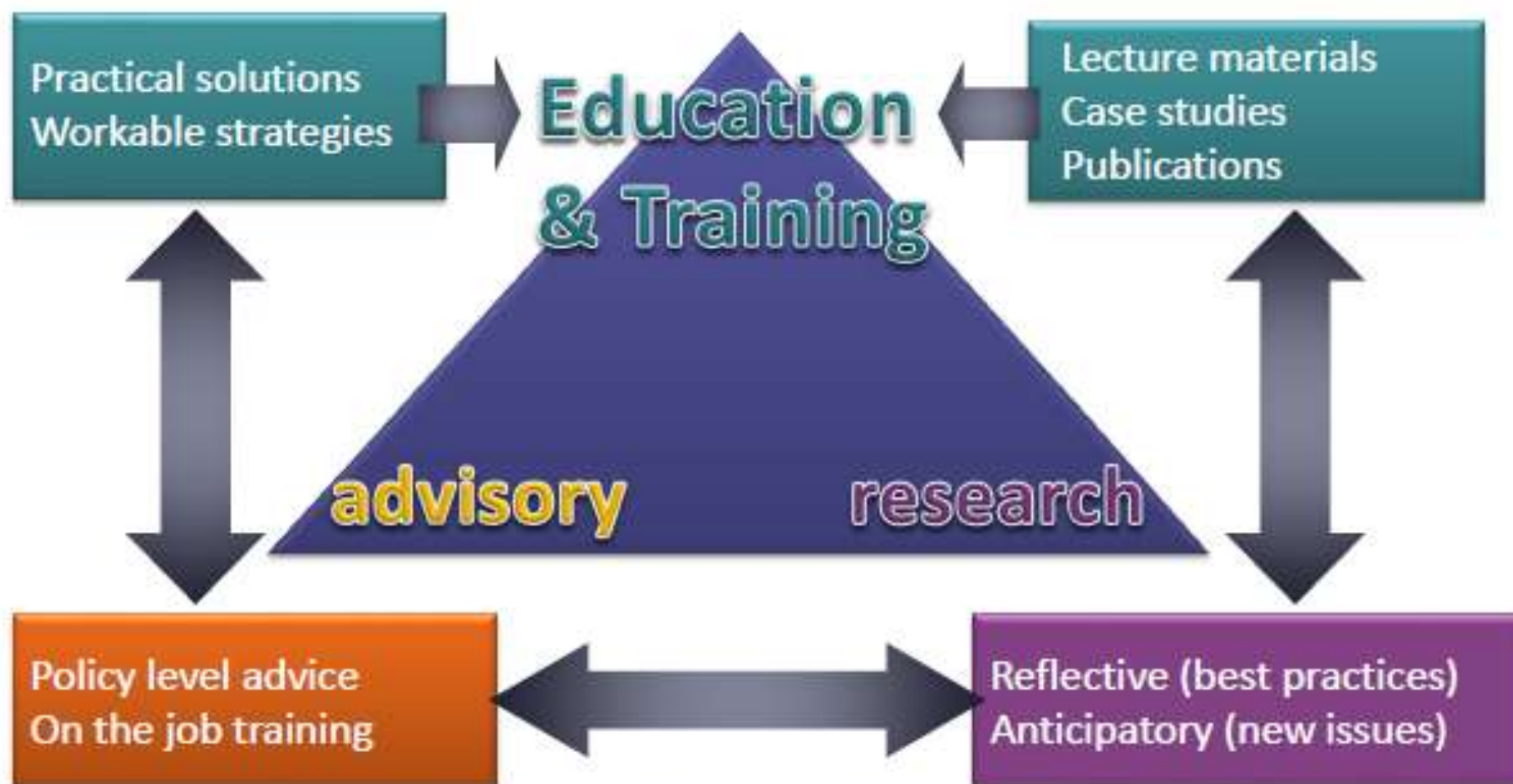
**Target group: mid-career urban professionals,
special focus on performance of local government**

IHS
Making cities work

IHS alumni network

Global knowledge exchange

The challenges of resilient, growing and inclusive cities

- Dimensions of a resilient, inclusive and growing city:
  - the capacity to withstand and emerge stronger from acute shocks and chronic stresses
- Resilience is not only about climate change
  - In addition to climate related risks, issues such as economic crises, diseases and epidemics, terrorism attacks, power failures, threats to food security.
  - The poor are particularly vulnerable: increasing poverty and vulnerability, rich and poor divide, impacts on women and children
  - Private sector concerns important: civil unrest, vulnerable infrastructure, crime and corruption

IHS
Making cities work
Erasmus

IHS research themes

 Urban Strategies and Planning: city wide, multi stakeholder strategic processes, self-organisation, place making, participation, social innovation

 Environment and Climate Change: Green growth, low carbon growth, climate resilience development

 Urban competitiveness and resilience: food and water security, happiness economics, big data, complex networks, rising informal economies, worldwide social expulsion

 Land: land value capture, land grabbing and inner city speculation

 Housing and livelihoods: livelihood strategies, resettlement, informal settlements, social housing, human settlement planning

 Green cities: energy efficiency / renewables, greening; **Managing and financing urban infrastructure:** transport, drinking water, green infrastructure and sanitation, PPPs and finance
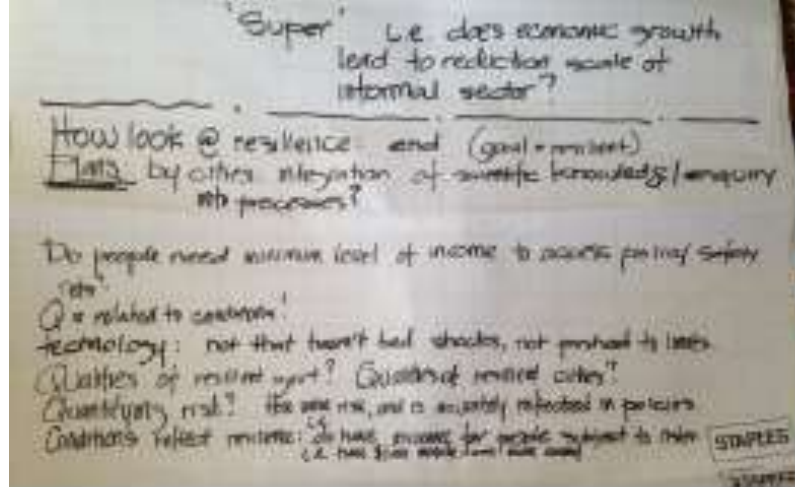
Worked per country: Ghana, Uganda, Mozambique, Ethiopia

- The capacity to withstand and emerge stronger is dependant on certain conditions: what are these for African cities?

- At what point do local governments have 'fiscal competence'? Is this a precondition for local governments to respond quickly to local shocks?

- What is an enabling government? What governance structures need to be in place?

IHS
Making cities work
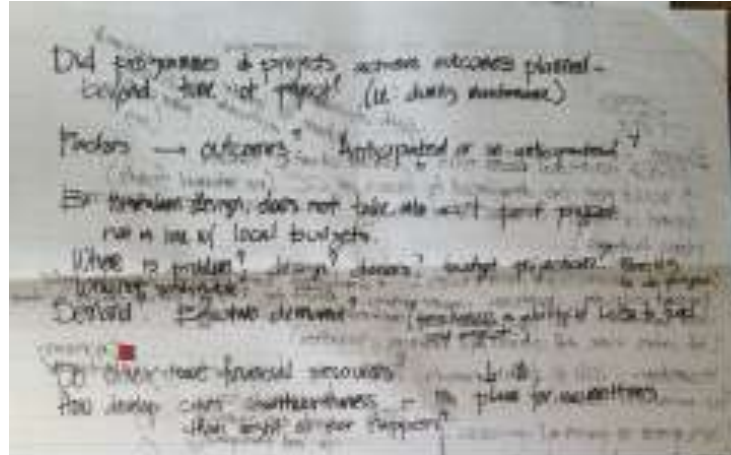
Key themes

How to incorporate climate change into more 'traditional' practices (policies, plans and budgets)?

- What planning mechanisms reduce climate change problems?

- How to ensure that risks are correctly assessed and incorporated into policies and programmes?

- What kind of capacities are needed to respond to climate risk and impacts and at what level (individual, household, city, regional and national levels) to enhance adaptive capacity?

IHS
Making cities work

Other themes emerging

Impact of pursuing purely economic objectives on the environment and the more vulnerable? Who is benefiting?

- Which sectors are driving the economy? And will create employment for the youth?

- Impact of the political process and corruption on the poor?

- Under what circumstances do the poor / women participate (in elections) (effectively)?

'Super' questions

Are cities overwhelmed by urbanisation? What does the future hold? (Does it make sense to focus on secondary cities?)

- Does economic growth lead to the reduction in the informal sector (and the problems it faces)?

- Is there a correlation between political stability and resilience? Does democracy really lead to resilience, growth and inclusiveness?

- Impacts of climate change on GDP?

IHS
Making cities work

FCA Global Workshop
Brussels, 11 & 12 June 2015

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Cities Alliance
Africa Strategy

Objectives

For CA members to propose an agenda to help Africa's cities transform, through:

- improving the relevance, impacts, efficiency and efficacy of on-going and future CA-funded activities on the continent;

- identifying and address key strategic gaps where the CA has comparative advantages to deliver;

- mobilising resources and supporting CA members to fill these gaps.

Preparation Process

| March 2013 Addis Ababa | Consensus on main priorities | May 2013 | Elaboration of a roadmap | Ju-Sept 2013 | Preparation of discussion papers on 5 focal areas | Oct 2013 Johannesburg | Discussion on papers & Identification of key strategic and policy challenges | Nov 2013 Ouaga | Validation of strategic challenges

Request for a programmatic framework | April 2014 Medellin | Recommendations for the development of the strategy

Programme of Action 2014-2016 |

Strategic Framework

Focus Area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5
The Urbanisation Discourse	Knowledge and data for city management	The role of local governments	The challenge of informality	The emergence of new actors, issues and challenges
Objective 1	*Objective 2*	*Objective 3*	*Objective 4*	*Objective 5*
Developing a compelling pro-city narrative: Flipping the discourse from cities /slums /disaster to cities as drivers of development	Developing knowledge, tools and systems for reliable and effective data collection towards integrated planning at the city level	Placing empowered Local Governments at the core of city development in an enabled national environment	Actively working with informality at both national and city level to maximise the opportunities for improvement of quality of service and growth of urban economies	Enlarging the constituencies that CA seeks to address and attracting additional players around the urban agenda

Cities Alliance Africa Strategy: Research Themes

Future Cities Africa (FCA) Global Knowledge Sharing Workshop
Friday 12 June 2015

James Duminy
African Urban Research Initiative
African Centre for Cities

Introduction

- Objective of the African Centre for Cities (ACC):
  - Create a system of durable institutions, networks and knowledge hubs on the continent to:
    - Encourage innovation
    - Assist in the dissemination of findings
    - Position this knowledge as the mainstream basis for developing policy and intervening in cities

Nested urban knowledge institutions
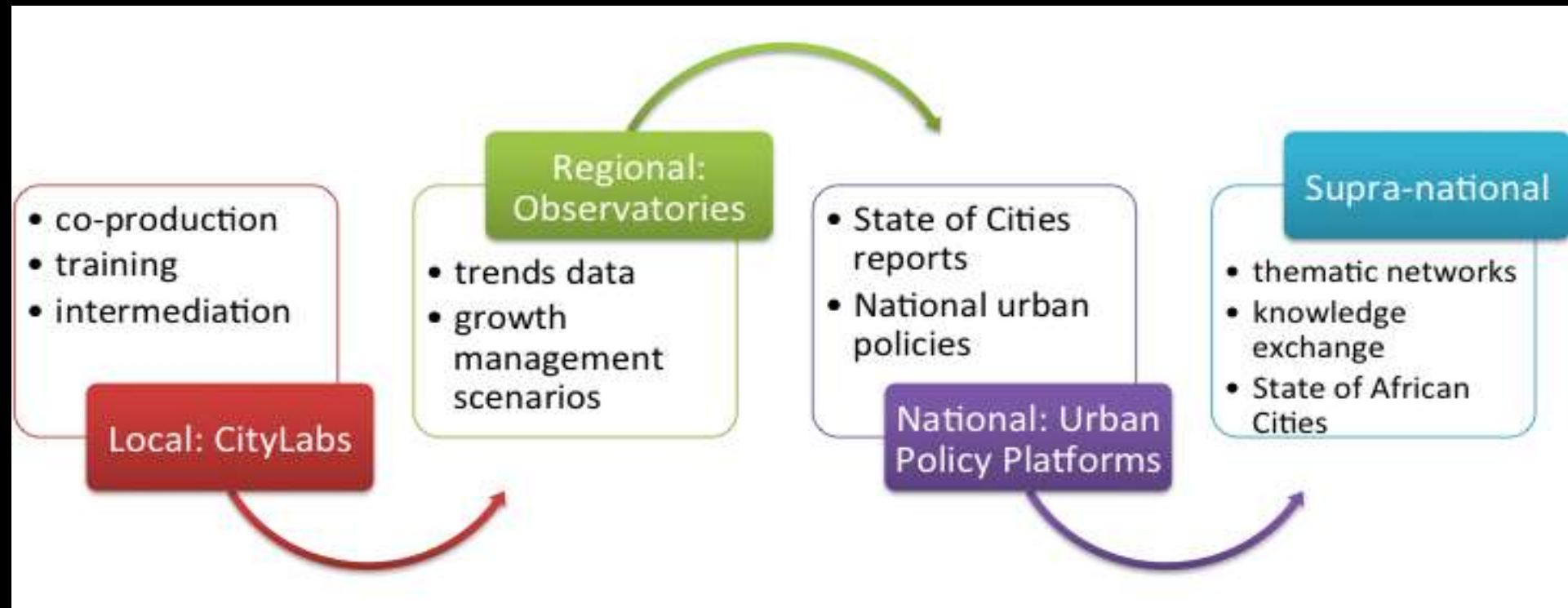
African Urban Research Initiative (AURI)

- 15 academic and NGO research centres
- 12 countries
- Francophone, Lusophone and Anglophone
- Launched at CA/ACC workshop in Addis Ababa (March 2013)

Cities Alliance Africa Strategy

5 priority focus areas:

1. Developing a compelling pro-city narrative
2. Developing information systems, producing and managing accurate and relevant data
3. Empowering local governments
4. Better understanding and more effectively responding to informality
5. Responding to new actors, issues and challenges

1. Developing a compelling pro-city narrative

- Despite pro-urban policy shift, mindsets of key actors haven't always changed
- Key elements of pro-city narrative:
  - Tap into optimism about African growth
  - Africa is at a turning point
  - Cities are key to driving this turnaround
  - BUT without planning, infrastructure, inclusive growth: future could be much worse

1. cont.

- Key research/policy challenges:
  – Identifying appropriate entry points
  – Gathering/producing evidence to support this message
  – Developing targeted messages

2. Developing information systems, producing and managing accurate and relevant data

- Key challenges and opportunities
  - Understanding why there is a lack of data at city level
  - Coordinating and harmonising data collection
  - Identifying data priorities
  - Supporting local capacity
  - Triggering data partnerships

3. Empowering local governments (LGs)

- The 'vicious cycle' of empowering LGs
- Current state of LG empowerment in Africa is mixed
- 3 critical aspects:
  – Human resources
  – Institutional capacity
  – Enabling environment

3. Empowering local governments (LGs)

- The 'vicious cycle' of empowering LGs
- Current state of LG empowerment in Africa is mixed
- 3 critical aspects:
  - Human resources (main focus of capacity building)
  - Institutional capacity
  - Enabling environment

3. cont.

- "It is difficult to manage what you can't measure": need for information systems geared towards the local level

- Need to integrate financial management strategies within LG empowerment strategies

4. Better understanding and more effectively responding to informality

- Forms: settlement, economic, transport, service provision

- Need to move beyond the dualism → wider urban perspective

4. cont.

- Need to question conventional definitions of informality:
  - Examine formal-informal links within wider 'real' or 'normal' urban economies
  - Value chain approaches

4. cont.

- Need to understand informality in relation to:
  - The framework of the global economy
  - The wider social economy
  - Sustainability discourse

4. cont.

- Responding to informality:
  - Requires appropriate regulation not zero regulation
  - Local government authorities are key actors
  - Planning is a key entry point for addressing informality
    - Should integrate elements of economy, housing, transport and public space
    - Creating an integrative co-productive planning system remains a challenge
    - Need for comparative work

5. Responding to new actors, issues and challenges

- Emerging policy issues and discourses framing the urban question:
  - Planetary boundaries
  - Resilience
  - Renewed role for the state
  - Importance of civic power and social protest
  - Green economy

5. cont.

- Key emerging actors:
  - Continental and regional governance bodies
  - Continental financial institutions
  - Consultancies, real estate companies and new institutional infrastructure investors
  - Movements of the urban poor

5. cont.

- Key strategic challenges and issues framing sustainable development pathways:
  - Responding to the youth bulge and unemployment
  - Building actor coalitions
  - The need for demanding scientific research
  - Creating platforms for state-citizen dialogue
  - China-Africa relations and mutual learning

Conclusion

Clear interlinkages between focus areas...

Thank You