

Cities Alliance

Cities Without Slums

JWP HIII

**- a Joint Work Programme (JWP) in support of
the preparation process for the Post 2015 Agenda/ Sustainable Development
Goals towards the Third United Nations Conference on Housing and
Sustainable Urban Development (Habitat III)**

Final Framework Document

September 2014

A. Strategic Context and Rationale

On 1 March 2012, the United Nations General Assembly in its resolution 66/207 decided to convene in 2016, in line with the bi-decennial cycle (1976, 1996 and 2016), a Third United Nations Conference on Housing and Sustainable Development (Habitat III) to reinvigorate the global commitment to sustainable urbanization that should focus on the implementation of a new “Urban Agenda”. The preparation process as well as the Conference will bring together a wide array of international stakeholders to review current urban policy approaches to the future of cities and corresponding international governance processes in support of these.

The preparation process towards the Habitat III conference coincides with two distinctive international, intergovernmental processes to formulate a post Millennium Development Goals Agenda and to prepare a set of Sustainable Development Goals (SDG) as agreed at the 2012 Rio+20 Conference on Sustainable Development. The aim of these two different processes is to develop one globally agreed post-2015 development agenda with sustainable development at its centre. Following the recommendation of the Consultative Group Meeting in Hanoi in November 2012 to initiate the development of Joint Work Programme (JWP) in support of the preparation process of the Third United Nations Conference on Housing and Sustainable Development (Habitat III), the CA Secretariat facilitated an agreement among designated CA members on the principles, objectives, outputs and main activities of the prospective JWP. Based on this consultation the JWP envisages to create, use and disseminate a set of common key messages deriving from the wealth of experiences in the CA membership and to inform as well as encourage all CA members and new partners to join up advocacy efforts at the global and country level.

The planning workshops agreed that this JWP will have the opportunity to leverage the unique diversity of the CA membership base for joint advocacy activities in the forthcoming three years. Being focused on the Habitat III conferences in 2016 and its established preparation processes, CA members came also to a mutual agreement to use international negotiations, such as for the formulation of Sustainable Development Goals (SDG) as agreed at the 2012 Rio+20 Conference on Sustainable Development as well as the Post-2015 framework, as opportunities for the JWP to help promoting the urban agenda. This Joint Work Programme will seek to create synergies and complement already existing advocacy initiatives, such as by the Global Task Force of Local and Regional Government as well as the World Urban Campaign.

B. Programme Description

B.1 Guiding Partnership Principles

The Joint Work Programme will be guided by the following partnership principles:

- Leveraging its unique membership base and CA’s strategic niche, the Joint Work Programme will be a vehicle for implementation by CA members, facilitated and supported by the CA Secretariat;
- Activities of the JWP will consolidate collaboration, transparency and partnership amongst members and partner institutions, and leverage resources.

- The Joint Work Programme will build upon and add value to already existing operations, processes and mechanisms avoiding duplication but also avoid financing core activities of members.
- All funded activities, especially events and publications, will be communicated as actions deriving from this JWP. Responsibilities and credits are shared. Logos of all JWP members shall be used on any outputs financed with CA funding.

B.2 Programme Objective

The development objective of the JWP is to **mobilize CA members to create and deliver a common set of priority messages to inform and influence the Post 2015 Agenda/ Sustainable Development Goals in the preparation process for Third United Nations Conference on Housing and Sustainable Urban Development (Habitat III).**

For its duration (January 2014 – December 2016) the JWP envisages to deliver four particular outputs, which will be achieved through corresponding activities. In more practical terms, outputs delivered by the JWP are being formulated to:

- OUTPUT 1: To synthesise CA and members' experiences to develop evidence-based advocacy messages promoting the role of cities and sustainable development in the Post 2015 Agenda/ Sustainable Development Goals in the preparation process for Habitat III.
- OUTPUT 2: To use the set of common messages and experience with country level efforts at selected multiple platforms and policy dialogues for the Post 2015 Agenda/ Sustainable Development Goals in the preparation process for Habitat III.
- OUTPUT 3: To support the development of country level activities that engage all partners in the preparation process for Habitat III, promoting in particular the participation of Non-Governmental Organisations, Communities and Local Authorities in national habitat committees and other consultation mechanisms in the preparation process for Habitat III.
- OUTPUT 4: To increase the participation and engagement of CA partnership at global negotiations for the Post 2015 Agenda/ Sustainable Development Goals in the preparation process for Habitat III.

Target audiences for this JWP are National Government Representatives, international UN meetings (which might include national governments as well as representatives from mayor groups), local governments and their associations, civil society organizations, development agencies and the media.

Development Objective and Outputs

- JWP in relation to the overall CA performance framework

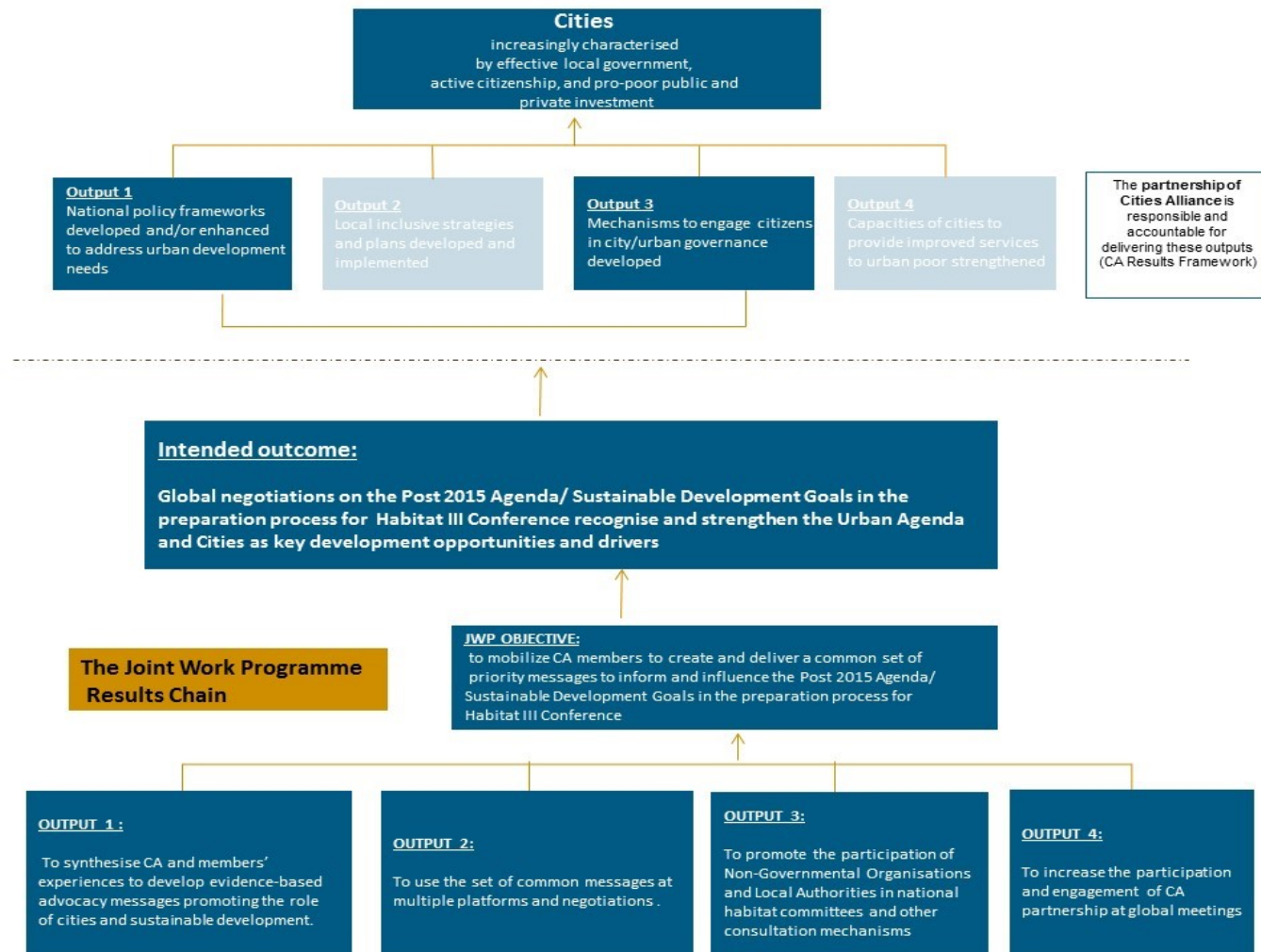


Figure 1 Results architecture of the JWP

B.3 Outputs and Programme Deliverables for 2013-2016

The JWP seeks to achieve its objective through four distinct outputs:

Output 1: to synthesise CA and members' experiences to develop evidence-based advocacy messages promoting the role of cities and sustainable development in the Post 2015 Agenda/ Sustainable Development Goals in the preparation process for Habitat III.

Inspired by but not limited to the defined action areas as suggested by the Sustainable Development Solutions Network (SDSN) Thematic Group on Sustainable Cities in support of an Urban Sustainable Development Goal (SDG)¹ and other advocacy messages, such as from the World Urban Campaign² and the Global Task Force of Local and Regional Governments, main activities of this output will be aimed at:

a) Selecting a set of key messages and shaping these into advocacy messages;

JWP members agreed that the narrative on cities and urban development to be advocated for in the forthcoming years need to be characterised by positive and aspirational messages highlighting the various benefits that cities and urbanization processes can exert to achieve sustainable development. These messages should highlight the value of partnerships at the global as well as national and local level, between government – local governments – community organizations and their networks. Against this background a professional media/ PR consulting company shall be sought to help prioritise existing messages and make a selection of the most relevant ones for the members to promote under the JWP. These will then be shaped and converted into effective communication tools.

Activities and Deliverables

- Creating TOR and procurement of a PR/Consulting Company for the provision of media advice and facilitation for the development of a set of advocacy messages through a consultative process with JWP members and facilitation workshops (Deliverables: identification of key audiences, a set of selected advocacy messages and corresponding media guidelines for implementation, e.g. target audiences, modes of delivery, supporting documentation.)
- Develop a mechanisms among the JWP to collect a number of key issues and concerns expressed in international negotiations that could be seen as barriers/concerns/unresolved issues for supporting an urban agenda and formulate a set of activities to address these concerns, such as through policy dialogues, fact sheets and knowledge material.

¹ These action areas are (1) Educate and focus attention on urgent urban challenges and future opportunities; (2) Mobilize and empower all urban actors around practical problem solving; (3) Address the specific challenges of urban poverty and access to infrastructure; (4) Promote integrated and innovative infrastructure design and service Delivery; (5) Promote land use planning and efficient spatial concentration and (6) Ensure resilience to climate change and disaster risk reduction. The paper can be retrieved at <http://unsdsn.org/files/2013/09/130918-SDSN-Why-the-World-Needs-an-Urban-SDG.pdf>

² These advocacy messages towards equitable, prosperous and sustainable cities are clustered around the six themes of a safe and healthy city, a green city, an inclusive city, a planned city, a productive city and a resilient city. More information can be retrieved on <http://www.worldurbancampaign.org>

(Deliverables: identification of key issues³, facilitate the development of a joint position paper, collect or commission knowledge material on these issues as well as facilitate disseminate events and policy dialogues)

b) Pooling, analysing and synthesising existing knowledge on key lessons from CA and members' operations at the global, national and local levels;

Based on the identified key advocacy messages, the JWP members will facilitate a mechanisms to extract existing approaches and experiences within the CA partnership in support of these messages and showcasing the value of partnership approaches. Experiences are not limited to experiences gathered through projects funded by the CA. CA Members are explicitly invited to contribute.

Activities and Deliverables

- Develop a mechanism through which CA members can submit approaches and experiences in support of the each advocacy message, initially at the global level and then tailored to the regional/national settings of selected countries (Deliverables: knowledge pool created on key approaches and experiences).
- Synthesising existing contributions to short fact sheets or issue briefs based on agreements of the contact group (Deliverables: Every advocacy message is supported by at least on fact sheet/issue brief).

c) Producing a set of advocacy materials based on the agreed key materials

The advocacy messages and issues brief will be targeted for international decision makers to inform about the role of cities in sustainable development as well as for selected national contexts. At various stages and incidents of forthcoming international negotiations and meetings, existing material needs to be tailored to the needs of the audiences and circumstances.

Potential Activities and Deliverables

- Create a rapid response production/communication team to repackage, produce and disseminate advocacy material, capable of reacting to short term opportunities and challenges in the debate, under the guidance of the contact group (Deliverables: Repository of collected knowledge material of the JWP as well as CA members is created and a rapid response production/communication team from the JWP group is established.)
- Produce a set of standard material as well as ad hoc to be used to reach a wider audience, such as video testimonials and infographics, etc and identify the best methods to do so (Deliverables: A set of communication material has been produced to illustrate the key advocacy messages of the JWP).
- Create and maintain a website on the JWP providing information about its members, activities, advocacy messages and the road map towards Habitat III. (Deliverables: A

³ A number of key issues could include for example the role of cities for rural development, of the informal sector in the local and national economy and of the city as a development agent, role of national urban policies and modes of delivery of the new urban agenda.

website on the JWP has been created and is regularly updated by a dedicated web team of the JWP).

- Design and implement various outreach campaigns as part of a three year communication and action plan by considering especially the use of new media platforms, such as Twitter campaigns, online discussion fora, picture competitions, etc (Deliverables: A three year communication and action plan is endorsed by the JWP).
- Disseminate knowledge material on key advocacy messages, such as cases studies preferably reflecting collaboration of different stakeholder and partners, to targeted audiences (Deliverable: A position paper and supporting knowledge material of the JWP and CA members outlining the key common advocacy messages are disseminated)

Output 2: To use the set of common messages and experience with country level efforts at selected multiple platforms and policy dialogues for the Post 2015 Agenda/ Sustainable Development Goals in the preparation process for Habitat III

This JWP has the opportunity to pro-actively shape the global dialogue on the New Urban Agenda. These global dialogues, such as for the formulation of Goals and Targets of the future Sustainable Development Goals, are key venues for engagement. In many cases the JWP can build upon already existing activities of platforms, such as Global Task Force of Local and Regional Governments, World Urban Campaign and the Sustainable Development Solutions Network (SDSN). Apart from the fixed schedule of global negotiations for global development frameworks and targets, the JWP may therefore proactively organise as a set of global policy dialogues as well as join already planned conferences to reflect jointly with new constituencies upon the contours of a new urban agenda.

a) To organize and seek support for thematic side events and policy dialogues at selected key global events, including Habitat III Prepcom meetings, until the Habitat III conference in 2016;

Activities and Deliverables

- -Organising a communication campaign with agreed messages at key moments in the forthcoming years: such as for the World Cities Days (Deliverable: a pre-and-post-publicity plan for key events has been formulated and fully implemented)
- Organising a side event at the first UN ECOSOC Integration Segment on Urbanization in 2016 on a selected key theme (Deliverable: A side event has been planned and supported by the JWP)
- Co-organization of side events at the Habitat III Prepcom with local/regional governments and CSOs to support their contribution to the Habitat III process and particularly to the Habitat III Agenda (Deliverable: A number of side events have been planned and supported by the JWP)
- Organize a special debate on the Habitat III Agenda in the next UCLG World Council in Haikou, China, November 2014 and in 2015 (Deliverable: a pre-and-post-publicity plan for the UCLG World Council has been formulated and fully implemented)
- Engage with new constituencies and new partners on Habitat III agenda. (Deliverables: Identify various platforms, through which the JWP can organize a set of policy dialogues with new constituencies and partners and ensure the organization of at least two events per

year (Deliverable: At least two policy dialogues have been organised with new constituencies and partners on the Habitat III Agenda)

Output 3: To support the development of country-level activities that engage all partners in the preparation process for Habitat III, promoting in particular the participation of Non-Governmental Organisations, Communities and Local Authorities in national habitat committees and other consultation mechanisms in the preparation process for Habitat III.

The General Assembly of the United Nations decided that the Habitat III conference and its Preparatory Committee shall be open to all States Members of the United Nations and further invites Member States to facilitate participatory processes and wide stakeholder participation, including local authorities and their associations, when developing, revising and implementing national urban policies, where appropriate as a means for the preparation of Habitat III. Both the presence of CA members as well as the CA country programmes offer suitable coalitions and platform to support this endeavor. Furthermore, this JWP can capitalize upon existing and emerging regional strategies of Cities Alliance, such as in Sub Saharan Africa and Latin America, and broader regional partnerships⁴. To achieve this the JWP will focus on the following:

a) To explore ways to support Habitat III consultations and advocacy campaigns in selected countries tailoring the global messages to the national contexts involving local authorities, civil society including associations working with the urban poor, professional groups, academia, private sector, women and youth organizations, foundations, training institutions, and disabled associations.

The country level preparations for Habitat III is in the responsibility of member states of the United Nations. These country preparation are usually embedded in broader awareness raising campaigns on key issues and opportunities posed by current urbanization processes. Given current operations of CA members in a number of partner countries there is a real opportunity to complement and upscale already existing activities through the support of the JWP.

Activities and Deliverables

- Facilitate the production of a tool on the advocacy strategy/methodology used at country level as a guide and catalyst for other countries, to be disseminated widely at regional and international forums (Deliverable: A report outlining the advocacy tool and its country experience is produced and disseminated at selected regional and global fora)
- Support the inputs of local and regional governments and CSOs in national fora and policy dialogues and facilitate their representation at Prep Coms of Habitat III (Deliverables: Selected local and regional Governments as well as CSOs are represented at national fora and PrepCom Meetings for Habitat III)

⁴ These partnerships can include for example the Strengthening Partnerships for a New Africa Urban Agenda, Global Task Force of Local and Regional Governments, World Urban Campaign, Decentralisation and Local Governance (DeLog) Network, Friends of Sustainable Cities and Know Your City Campaigns.

- Support national constituencies to undertake national advocacy activities working with the media, in order to generate a wide participation of partners in defining a New Urban Agenda for the country (Deliverable: A media campaign has been drafted and implemented)

Output 4: To increase the participation and engagement of CA partnership at global negotiations for the Post 2015 Agenda/ Sustainable Development Goals in the preparation process for Habitat III

The preparation process towards the Habitat III conference coincides with two distinctive international, intergovernmental processes to formulate a post Millennium Development Goals Agenda and to prepare a set of Sustainable Development Goals (SDG) as agreed at the 2012 Rio+20 Conference on Sustainable Development. The aim of these two different processes is to develop one globally agreed post-2015 development agenda with sustainable development at its centre. It seems apparent that this Post-2015 process provides valuable venues for international negotiations and opportunities for the JWP to help promoting the urban agenda towards the Habitat III conference.

To achieve this the JWP will focus on four set of activities:

- a) To develop a road map for CA members on key events and opportunities to advocate an urban agenda at international negotiations; and to provide continuous information about the progress of the processes;*

A key success factor of the JWP will be its capacity to prepare and help its members to advocate for cities at international negotiations. A roadmap to be build up and continuously updated will allow to inform JWP and CA members about key events, guide strategic decisions for joint interventions and help identifying target audiences, partners and venues for action.

Activities and Deliverables

- Develop and update a format for monitoring events and corresponding opportunities for intervention and discuss within the contact group the appropriate advocacy action (Deliverable: An event tracker is regularly updated and consolidated by JWP members)

- b) To inform the discussion and formulation of the new urban agenda to be adopted by Habitat III.*

Habitat III will be convened to reinvigorate the global commitment to sustainable urbanization, to focus on the implementation of a “New Urban Agenda”, building on the Habitat Agenda of Istanbul in 1996. Member States of the GA, in resolution 67/216, decided that the objective of the Conference are to secure renewed political commitment for sustainable urban development, assess accomplishments to date, address poverty and identify and address new and emerging challenges. The conference intends to result in a concise, focused, forward-looking and action-oriented outcome. Due to the experience of its members and as a partnership, the JWP can provide valuable inputs to the new urban agenda.

Activities and Deliverables

- Establish a mechanism among the JWP through which a consensus on the expected outcomes and outputs of the Habitat III conference is reached. (Deliverable: A common position of the JWP to Habitat III has been formulated);

- Commission the drafting of paper reviewing and assessing the outcomes of Habitat II, especially the Habitat Agenda and the Istanbul declaration (Deliverable: A discussion paper on Habitat II outcomes has been produced and discussed).
- -Contribution to the process of “localizing” of the Post-2015 Agenda: support the elaboration of “localized” targets and indicators to the main consensual goals (Deliverable: A joint position for localizing a future Post 2015 consensus).

c) To liaise with peers to agree on joint positions and suggestions to be considered at international negotiations on development and sustainability goals, indicators and messages;

Various international and intergovernmental negotiations will focus on agreements of goals, targets and indicators that will constitute the future framework for international development. Even though the Cities Alliance will not have the mandate to engage in these negotiations, the Cities Alliance Partnership may provide suggestions on agreed goals, targets and indicators to its members as well as a wider range of target groups.

Activities and Deliverables

- Constitute a mechanism among the JWP through which a consensus on goals, targets and indicators of selected global policy processes can be fostered, e.g. through a “drafting committee” (Deliverable: A common position of the JWP to selected policy process has been formulated);
- Engage with academic peers as well as new development actors, e.g. private sector, in a structured dialogue on goals, targets and indicators of selected global policy processes (Deliverables: A number of policy dialogues with academic peers on selected global policy process are organized and documented by the JWP).
- Organise policy exchange and information sessions between key negotiators and analysts and the CA partners (Deliverable: A number of policy exchange and information sessions are organized for a number key global negotiations.)

C. Programme Implementation

C.1 Institutional and Implementation Arrangement

This JWP shall in itself provide a show case of coordinated action among development partners as a reference for other coordinated actions inside the CA and beyond. Due to the importance and scope of this JWP, a thorough implementation arrangement is proposed consisting of:

- a. *Contact Group*
- b. *Reporting mechanisms*

C.1.1 Contact Group

The contact group consists of CA members, which will each appoint a professional representative, that are responsible for the management, delivery and reporting of the JWP. Key responsibility of the Contact Group is to ensure a coordinated delivery of the outputs and nourish the collaborative culture of all activities. In anticipation of the considerable

coordination necessities for this JWP, the contact group will convene monthly through joint telephone conferences and four times a year through joint working sessions. Telephone conferences as well as joint working sessions will be facilitated by dedicated staff of the CA secretariat.

The Contact Group may consider the designation of output coordinators within the contact group that will be responsible for the coordination and joint delivery efforts of activities under a specific output. Based on the agreed principles as outlined above, output leaders will ensure that activities are implemented in close cooperation and representation of all JWP members and presented to external audiences and target groups as a JWP activity of the Cities Alliance.

Members of the Contact Group are United Cities and Local Government (UCLG), UN Habitat, German Federal Ministry of Economic Cooperation and Development (BMZ), Deutsche Gesellschaft fuer International Zusammenarbeit (GIZ), French Ministry of Foreign Affairs and International Development (MFA), Agence Francaise de Developpement (AFD), Shack/Slum Dwellers International (SDI) and Habitat for Humanity International.

C.1.2 Project Appraisal and Approval Process

This framework document identifies the key objectives, outputs and deliverables to be achieved during the programme period. Members of the JWP are invited to submit joint project proposals to ensure that the outputs are going to be delivered. In cases in which external services are needed, the Cities Alliance Secretariat may be asked to procure products and services on behalf of the JWP.

Activities to be funded under this JWP will need to apply rules and follow procedures as defined in the Standard Operating Procedures (SOP) of the Cities Alliance. All activities need to be based on a proposal submitted by a JWP member using a specific proposal template provided by the CA secretariat (Full Proposal Template for Projects under JWP- ASA TRACK II). The following appraisal mechanisms will apply for proposals under this JWP:

Step 1: Initiation and facilitation of a project proposal by a JWP Member

Any JWP member may initiate the development of a proposal to deliver activities and outputs as identified in the framework document. Special emphasis for this proposal will be put on how the implementing JWP member will deliver the activities of the JWP and how JWP members are engaged. The proposal should be written by at least two JWP members and be based on the budget availability and allocations of the JWP.

Step 2: Endorsement of the proposal by the Contact Group

Every proposal will be shared and discussed with the Contact Group of the JWP. Facilitated by the CA secretariat, proposals need to be endorsed by the Contact Group Members.

Step 3: Appraisal of Project Proposal including an internal and external peer review, donor coordination and fiduciary assessments

After the endorsement by JWP members, proposals need to be processed by the Cities Alliance Secretariat according to the SOP including an internal peer review, fiduciary and technical assessment. Any proposal requesting a budget of over US\$75,000 requires an external peer review and donor coordination within the CA membership.

Step 4: Approval of Full Proposal by Cities Alliance Director

The CA Director approves all Concept Notes requesting funding of USD 250,000 or less, with the Secretariat informing the Consultative Group (CG) of these approvals on a regular basis. Proposals requesting funding for amounts greater than USD 250,000 are circulated to the CG for approval on a “no objection” basis.

C.1.3 Monitoring arrangements

Two levels of monitoring will be applied: Firstly, between the grant recipient/implementing JWP member and the CA secretariat and secondly, between the implementing JWP member and the Contact Group. A distinct Monitoring System will be developed and maintained by the CA secretariat and be subject of reviews through the monthly telephone conference calls of the JWP.

In addition to existing reporting mechanisms as stipulated under the grant reporting regulation of the CA Standard Operating Procedures (SOP), a representative of the contact group will provide a synthetic update of on-going activities and achieved results to all CA Executive Committee (ExCo) and Consultative Group (CG) Meetings during the project duration.

C.2 Implementation Schedule

Activities	YEAR 1/ 2014				YEAR 2/ 2015				YEAR 3/ 2016			
	1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 Q	4Q	1Q	2Q	3Q	4Q
OPERATIONAL MANAGEMENT												
Planning and Review Workshops												
Monthly Telephone Conferences												
O1. TO SYNTHESISE CA AND MEMBERS' EXPERIENCES TO DEVELOP EVIDENCE-BASED ADVOCACY MESSAGES												
Selecting a set of key messages and shaping these into advocacy messages;												
Pooling, analysing and synthesising existing knowledge on key lessons from CA and members' operations at the global, national and local levels;												
Producing a set of advocacy materials based on the agreed key materials												
O2. TO USE THE SET OF COMMON MESSAGES AT MULTIPLE PLATFORMS AND POLICY DIALOGUES												
To organize and seek support for thematic side events and policy dialogues at selected key global events, including Habitat III Prepcom meetings, until the Habitat III conference in 2016;												
O3. TO SUPPORT THE DEVELOPMENT OF COUNTRY LEVEL ACTIVITIES												
To explore ways to support Habitat III consultations and advocacy campaigns in selected countries												
O4. TO INCREASE THE PARTICIPATION AND ENGAGEMENT OF CA PARTNERSHIP AT GLOBAL NEGOTIATIONS												
To develop a road map for CA members on key events and opportunities												
To inform the discussion and formulation of the new urban agenda to be adopted by Habitat III.												
To liaise with peers to agree on joint positions and suggestions to be considered at international negotiations on development and sustainability goals, indicators and messages												

C.3 Programme Cost Estimate

A budget of 1.5 m (USD) out of the CA core funds for a period of three years (FY 2014-16) has been endorsed by the Consultative Group.

OUTPUTS AND BUDGET ALLOCATIONS		Year 1	Year 2	Year 3	Total
1. TO SYNTHESISE CA AND MEMBERS' EXPERIENCES TO DEVELOP MESSAGES					
2.1	Selecting a set of key messages and shaping these into advocacy messages;				
2.2	Pooling, analysing and synthesising existing knowledge on key lessons				
2.3	Producing a set of advocacy materials based on the agreed key materials				
	SUBTOTAL	300,000	100,000	50,000	450,000
2 TO USE THE SET OF COMMON MESSAGES AT POLICY DIALOGUES					
2.1	To organize and seek support for policy dialogues				
	SUBTOTAL	50,000	150,000	250,000	450,000
3. TO SUPPORT THE DEVELOPMENT OF COUNTRY LEVEL ACTIVITIES					
3.1	To explore ways to support Habitat III consultations and advocacy campaigns in selected countries				
	SUBTOTAL	50,000	100,000		150,000
4 TO INCREASE THE ENGAGEMENT OF CA PARTNERSHIP AT GLOBAL NEGOTIATIONS					
4.1	To develop a road map for CA members on key events and opportunities				
4.2	To inform the discussion and formulation of the new urban agenda to be adopted by Habitat III.				
4.3	To liaise with peers to agree on joint positions				
	SUBTOTAL	50,000	200,000	200,000	450,000
	TOTAL	450,000	550,000	500,000	1,500,000