

Independent Evaluation of the Cities Alliance

Volume III:
Appendices



October 17, 2006

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Appendix I Terms of Reference

Independent Evaluation of the Cities Alliance

DRAFT Terms of Reference

December 2, 2005

INTRODUCTION

It has now been six years since the launch of the Cities Alliance, and five years since beginning operations for this “coalition of cities and their development partners.” The Cities Alliance grew out of an agreement between the World Bank and the U.N. Human Settlements Programme (UN-HABITAT), and the Cities Alliance partnership was formally launched at the headquarters of each of these organizations in May 1999. Fourteen other organizations joined as founding members at the December 1999 inaugural meeting of its governing board, the Cities Alliance Consultative Group – ten Governments, including all of the G-7, plus four major international organizations of local authorities. Since then four other members have joined – two multilaterals and two developing country governments¹.

The Alliance’s *Cities Without Slums* action plan was also launched in December 1999. The impact targets of the action plan were subsequently adopted verbatim as a UN Millennium Development Goal, Target 11 – by 2020 to significantly improve the lives of 100 million slum dwellers, while deterring new slum formation.

The Cities Alliance is commissioning an independent evaluation to assess its performance over the past 6 years, and in particular during the three years since its last evaluation (2002), and to get input into how it can improve its efficacy, efficiency and relevance.

BACKGROUND

The Cities Alliance is a global coalition of cities and their development partners committed to scaling up successful approaches to poverty reduction. The Alliance brings cities together in a direct dialogue with bilateral and multilateral agencies and financial institutions. The Alliance promotes the developmental role of local governments and helps cities of all sizes obtain more coherent international support. By promoting the positive impacts of urbanisation, the Alliance helps local authorities plan and prepare for future growth; develop sustainable financing strategies; and, attract long-term capital investments for infrastructure and other services.

The Alliance provides matching grants in support of:

- **City development strategies (CDS)** which link the process by which local stakeholders define their vision for their city and its economic growth, environmental and poverty reduction objectives, with clear priorities for actions and investments; and

¹As of October 1, 2005, members of the Cities Alliance Consultative Group were: United Cities and Local Governments (3 seats) and Metropolis; Bilaterals: Brazil, Canada, France, Germany, Italy, Japan, Netherlands, Nigeria, Norway, Sweden, United Kingdom and United States of America; Multilaterals: Asian Development Bank, UNEP, UN-HABITAT and the World Bank.

- **Citywide and nationwide slum upgrading** in accordance with the Alliance's *Cities Without Slums* action plan (**MDG Target 11**), including promoting secure tenure, access to shelter finance and policies to help cities prevent the growth of new slums.

Since the Alliance's 2003 annual meetings in São Paulo, there has been an increasing focus on municipal financing issues that enable successful implementation of CDSs and slum upgrading.² Grants are provided in support of sustainable financing strategies for cities to attract the long-term capital investments needed for infrastructure, including improving accountability for service delivery and demonstrating stable revenue streams to more effectively leverage domestic capital.

The partnership is governed by a Charter. Its governance and organizational structure is comprised of a:

- **Consultative Group (CG)** composed of the members that have adopted the Charter. A Steering Committee composed of five CG members provides guidance to the Secretariat on policy matters and overall direction.
- **Policy Advisory Board (PAB)** comprised of preeminent urban experts from each region.
- **Secretariat** staff to carry out the Cities Alliance mandate and manage its day-to-day operations.

A Cities Alliance Trust Fund was established in which members pool resources that would be applied to annual work programmes approved by the Consultative Group. The World Bank administers the Trust Fund on behalf of the Cities Alliance and hosts the Secretariat.

The Cities Alliance applies a set of criteria when evaluating prospective activities for funding³. These criteria are designed to maximize the potential for success and sustainable change resulting from utilization of CA grant funds

By focusing on the city and its region rather than on sectors, and by scaling up solutions promoted by local authorities and the urban poor themselves, the Alliance is promoting a strategy to improve the coherence and impact of external support to local authorities. And by engaging potential investment partners from the outset, the Alliance is encouraging the development of new public and private sector lending and investment instruments to expand the level of resources reaching local authorities and the urban poor, enabling them to build their assets and income.

The Cities Alliance Charter states that the Alliance will not develop separate implementation capacity, but rather draw upon the existing capacity of its partners, capitalizing on their experience and expertise in ways that strengthen their operations. It also states that the Secretariat will be kept small and focus on the administration of the Cities Alliance partnership rather than the delivery of Alliance-funded activities.

² This emphasis is one of the key methods of intervention for CDSs specified in the Cities Alliance Charter, para. 11 (c), to "assist local authorities in outlining financing and investment strategies, taking into account city-based resources and revenues, as well as private sector investors."

³ To assess requests for funding of activities from the Cities Alliance trust fund, ten criteria were established in the Charter to "evaluate adherence to fundamental Alliance principles that emphasize partnerships and prospects of success and sustainable change": Targeting the objective; Coherence of effort; Government commitment and approval; Scaling-up; Linkage to investment follow-up; Institutionalisation and replication; Partnerships; Positive impact on environment; Co-financing; Duration.

The Cities Alliance **objectives** established in its Charter are to:

- improve the quality of urban development cooperation and urban lending;
- strengthen the impact of grant-funded urban development cooperation;
- expand the level of resources reaching the urban poor, by increasing the coherence of effort of existing programmes and sharpening the focus on scaling-up successful approaches; and
- provide a structured vehicle for advancing collective know-how.

To achieve these general objectives the Cities Alliance has developed a strategy and implemented programmes of activities aimed at producing the following **results**:

- Build the political commitment to achieve the vision of *Cities Without Slums*,⁴ and to develop a shared vision and priority actions to reduce urban poverty and sustain local economic growth.
- Maintain a sharp focus on two priorities for action⁵: Citywide and nationwide upgrading of low-income settlements to improve the livelihoods of the urban poor; and City Development Strategies, aimed at formulating a broad consensus on a vision and a set of priority actions.
- Align strategies and programmes of Alliance members and client cities/countries around these priorities.
- Promote and support citywide and nationwide scales of action, and increase the level of resources available for implementation of CDSs and slum upgrading programmes.
- Link Alliance grant-funded technical assistance with investment follow-up.
- Promote local and international partnerships to increase coherence and scaled-up actions.
- Contribute to achievement of significant environmental improvements.
- Serve as a “learning alliance” to fill key knowledge gaps and to share lessons of experience.
- Contribute to developing local mechanisms and models to help city managers and national associations of local authorities institutionalize support for the formulation of CDSs and citywide and nationwide slum upgrading programs so as to facilitate replication in other cities.

Key knowledge gaps targeted by the Cities Alliance since the 2002 evaluation include: urban finance, particularly mobilizing domestic capital for urban infrastructure investments; local economic development; and, positive benefits of urbanization.

See the Cities Alliance website for more information: www.citiesalliance.org

⁴ *Cities Without Slums* action plan, 2000, from which Millennium Development Goal 7, Target 11 was adopted: to improve the lives of 100 million slum dwellers by 2020, while deterring new slum formation.

⁵ This approach resulted from the strategic alliance of the World Bank and UN-Habitat to mobilize action around shared priorities, slum upgrading and CDSs. For the World Bank, these were two of the four “building blocks” in its new Urban and Local Government Strategy (1999); and for UN-Habitat, these related to two new campaigns established as part of Habitat’s “revitalization” – Secure Tenure and Urban Governance campaigns.

PURPOSE AND SCOPE OF THE EVALUATION

The **purposes** of the evaluation are to (1) assess Cities Alliance performance (both efficacy and efficiency) in achieving its objectives and desired results, and provide guidance on how to improve this performance; and (2) assess the extent to which the Cities Alliance's objectives and strategy remain relevant to the urban development agenda and is focussed on the most important strategic challenges facing cities for the next decades.

The evaluator's assessment shall address the questions noted below, but need not be limited to these. Where appropriate, illustrations of good (or bad) practice/outcomes should be provided either in the body of the evaluation report or in an annex. The evaluator shall review the findings and outcomes of the 2002 independent evaluation of the Cities Alliance.⁶

Efficacy: Outcomes, impacts and their sustainability

Assess the performance of the Cities Alliance in achieving its desired results.

Strategic Focus:

- To what extent has the Cities Alliance sustained its focus on its priorities for action?

Advocacy:

- To what extent has the Cities Alliance built political commitment for urban development and poverty reduction actions among developing countries/cities and among multilateral, bilateral and other international development partners?
- To what extent has the Cities Alliance influenced the strategies and programmes of its members? To what extent have Alliance members influenced the strategies and programmes of the Cities Alliance?
- To what extent has the Cities Alliance contributed to increased partnerships and coherence of effort at the city/country level, among local, national and international partners? What evidence is there of the outcomes of those partnerships?

Outcomes and Impacts on the Ground:

- To what extent have citywide and nationwide scales of action been initiated that might not have been without the CA?
- To what extent has the Cities Alliance helped cause an increase in the quantity of urban investments for the urban poor?
- To what extent has the quality of urban investments (international and domestic capital sources) been strengthened through linkages with CA grant-funded technical assistance?
- The evaluation should address how, if at all, outcomes and impacts on the ground resulting from Cities Alliance assisted investments differ from those of other donor investments, especially as far as improving (and sustaining improvements in) the lives of poor slum dwellers are concerned.

⁶ "An Assessment of the First Three Years," by Development Planning Unit, University College London, November 2002.

Knowledge Generation and Dissemination:

- What evidence is there of the Cities Alliance serving as a “structured vehicle for advancing collective know how”?

Monitoring and Evaluation:

- To what extent does the CA have effective monitoring and evaluation of activities funded by CA financial resources? To what extent do CA activities have measurable performance indicators – of outputs, outcomes and impacts? How useful are those indicators for assessing the effectiveness of the activities? To what extent have the indicators improved since the 2002 independent evaluation?

Provide guidance on how to improve Cities Alliance performance.

- How could the Cities Alliance be more effective in building political commitment and increased coherence for urban development and poverty reduction actions?
- How could the results of Cities Alliance grant-funded activities be improved? For example, are the activity selection criteria appropriate? How could the “positive impact on the environment” criteria be more effectively operationalized? To what extent does the \$500,000 funding limit for applications for Core grant funds affect scaling up?
- How could the advancement of collective know how be improved?

Efficiency: Organization, management and financing of the program

- To what extent does the governance structure of the CA, and the roles played by the Consultative Group (including its Steering Committee), Policy Advisory Board, and Secretariat, contribute to achieving CA objectives.
 - Are the roles clearly defined and understood? Are there clear accountabilities?
 - Does the organization operate with transparency and fairness?
 - Are the roles effectively discharged?
- How could the governance and organization better contribute to achieving CA objectives?
- To what extent do developing and transition country members, clients, partners and beneficiaries participate and exercise effective and appropriate voice in the various aspects of the program – design, governance, implementation and monitoring and evaluation? How could this participation be improved?
- To what extent is the World Bank exercising effective and independent oversight of the CA Secretariat and CA financial resources?

Relevance: The overarching global relevance of the Cities Alliance

- To what extent is the strategy and focus of the CA relevant to its members and their city/country clients to tackle the challenges of rapidly increasing urbanization, including urban development and poverty reduction?
- What are the comparative advantages of the Cities Alliance? Is the CA focusing on the right things? Should the CA objectives be reformulated, added or dropped? How could its strategy to achieve the objectives be improved?

METHODOLOGY and OUTPUTS

The methodology will be proposed in the Consultant's Proposal, and will be further developed by the consultant and presented in the Inception Report. The methodology should include but not be limited to:

Desk review of Cities Alliance key documents including the Charter, *Cities Without Slums* action plan, work programmes, business plans, annual reports, Consultative Group and Steering Committee meeting reports, grant progress and completion reports, final project evaluation reports, communication products, etc.

Desk review of the report of the 2002 independent evaluation of the Cities Alliance, and the Alliance's responses to the findings; and of the (on-going) 2005 evaluation commissioned by the GPP Group of the World Bank of the continued relevance of the Cities Alliance to its urban development strategy.

Interviews and/or survey questionnaires of Consultative Group and Policy Advisory Board members and of representatives of other Cities Alliance constituencies: implementation task managers, and city, country and regional partners. Such interviews may include telephone, email, video conference communications and personal interviews.

Personal interviews with Secretariat staff at its Washington, D.C. office.

Review of a large sample of Alliance-funded activities. Field visits to at least two city/country programmes funded by the CA, to be agreed with the Secretariat and Consultative Group representatives.

Comparative assessment in at least two countries of urban development interventions that were linked with CA grant-funded technical assistance, and those that were not.

Quantitative methods where feasible.

Any additional sources of information or procedures to obtain views and feedback on the Cities Alliance that the reviewer feels to be necessary in order to accomplish the tasks set forth in these Terms of Reference, including the option to sub-contract certain tasks or topics to recognized experts in these fields.

The consultant will report the findings and recommendations to the CG Co-Chairs in a report written in English not to exceed 60 pages, excluding appendixes. The evaluation team shall provide other outputs as noted in the time-plan below. The team leader will be expected to make a presentation of findings and recommendations at the Cities Alliance 2006 annual meeting of the CG, which is anticipated to be held in an East Asia country.

TIMING / CALENDAR

September-October 2005	Expressions of Interest
November 10-11, 2005	Review of TOR and EOIs by Cities Alliance Consultative Group
December 2005	Request for Proposals to short-list
January 2006	Evaluation of proposals and selection of consultant
January 2006	Contracting of consultant
March 2006	Inception report that includes the detailed work plan, to be approved by the Secretariat in consultation with the CG (or its representatives).

April 30, 2006	Interim progress report and debriefing of the CG (or its representatives) and Secretariat. This is to offer a chance to redirect the work of the consultants in case there has been any misunderstanding of the content or emphasis of the ToR or any other information
June 30, 2006	First draft report submitted to CG, PAB and Secretariat. Debriefings with the CG (or its representatives) and Secretariat.
July 31, 2006	Feedback on the report from Cities Alliance.
September 8, 2006	Final report
November 2006	Consultant presents findings at CG meeting

OBLIGATIONS OF CITIES ALLIANCE CONSULTATIVE GROUP MEMBERS

- Make time available to cooperate with evaluation team.
- Facilitate contacts with others within member’s organizations, as appropriate.
- Ensure independence of the evaluation.

OBLIGATIONS OF CITIES ALLIANCE SECRETARIAT

- Provide key documents.
- Facilitate contacts with Alliance constituents.
- Provide temporary office space at Alliance headquarters, as appropriate.
- Facilitate access to World Bank video conference facilities.
- Ensure independence of the evaluation.

OBLIGATIONS OF CONSULTANT

- Inform Secretariat in timely fashion of all contacts made with Alliance constituents.
- Treat documents in confidential manner.
- Not publish evaluation results or output without permission from the Secretariat.
- Return all Cities Alliance documents used in the evaluation.
- Report on a timely basis any possible conflicts of interest.

MORE INFORMATION

Background information on the Cities Alliance (including its Charter, annual reports, and list of activities financed) can be obtained from its website: www.citiesalliance.org.

Appendix II Evaluation Framework

AREA OF INVESTIGATION	SUB-QUESTIONS	ILLUSTRATIVE INDICATORS	SOURCE OF DATA	DATA COLLECTION APPROACH
1. Efficacy: Outcomes, impacts and their sustainability				
1.1 Does CA have the right Focus?	1.1.1 To what extent has the CA sustained its focus on its priorities of action over the past 3 years? (slum upgrading and cities development strategy)?	CA allocation of resources (in CDS and SU) over the past 3 years	CA documents	Document review
	1.1.2 To what extent do CA stakeholders (CA members, Local and municipal governments) support the CA priorities of actions?	CA members' perception on the importance of the 2 priorities	CA members CA secretariat staff	Face-to-face interviews
	1.1.3 To what extent do these priorities make sense in the global context of urban development?	Perceived importance by CA members of SU and CDS to address urban issues in light of the MDGs	Beneficiaries	Telephone interviews
	1.1.4 Should the CA objectives be reformulated, dropped? Should CA focus on additional priorities of actions? (i.e. financing of municipalities?) Why?	Expert,s opinion regarding the importance of SU and CDS Funding for CDS and SU	Experts on urban issues	Questionnaires
1.2. Is CA effective in conducting its advocacy role?	1.2.1 To what extent has the CA built political commitment for urban development and poverty reduction actions among developing countries/cities and among multilateral, bilateral and other international development partners?	Degree of Focus of Urban Strategies and programmes of CA members reflect CA 2 priorities	Documents CA members	Document review
	1.2.2 To what extent has the CA influenced the strategies and programmes of its members?	Variance in funding, programmes, strategies, number of projects, types of projects, of CA members to reflect CDS and SU, since joining CA.	Governments officials	Telephone interviews
	1.2.3 To what extent have CA members influenced the strategies and programmes of CA?	Degree of satisfaction of CA members with the partnerships established		Face-to-face interviews
	1.2.4 To what extent has the CA contributed to increased partnerships and coherence of efforts at the city/country level, among local, national and international partners?	Identification by CA members of outcomes of the partnerships		Questionnaires
	1.2.5 What evidence is there of the outcome of those partnerships?			Field missions

AREA OF INVESTIGATION	SUB-QUESTIONS	ILLUSTRATIVE INDICATORS	SOURCE OF DATA	DATA COLLECTION APPROACH
1.3. Outcomes and Impacts on the Ground:	1.3.1 To what extent have citywide and nation wide scales of action been initiated that might not have been without CA? 1.3.2 Has CA helped cause an increase in the quantity of urban investments for the urban poor? 1.3.3 Has the quality of urban investments been strengthened through linkages with CA grant-funded TA? 1.3.4 Have other cities in the country modeled that strategy? 1.3.5 If cities find a strategy useful, do they apply the same strategy? 1.3.6 How do effects and outcomes on the ground resulting from CA assisted investments differ from those of other donors' investments?	CA member investments in the areas defined by the CDS Variance in CA member investments in projects as a result of a CDS or a SU initiative Number CDSs developed in cities other than the original one targeted for a CDS Level of satisfaction of TA grant-recipients with respect to the quality of urban investment Variance in strategic focus, approaches to slum issue observed between cities receiving CA support and those not receiving CA support	Field missions CA secretariat staff Local and municipal governments in cities visited Local and municipal governments in cities involved in CDS or SU (but not visited)	Face-to-face interview Questionnaires Observation in field missions
1.4. Is CA a good vehicle for Knowledge Generation and Dissemination?	1.4.1 What evidence is there of the CA serving as a structured vehicle for advancing collective know-how? 1.4.2 Does the Secretariat generate knowledge to inform members on the best ways to attack urban poverty? 1.4.3 Is there a physical document that is perceived to be useful? 1.4.4 What are the tools that are used?	Degree of satisfaction of CA members with CA Secretariat tools (Web site, Newsletter) Perception of CA members regarding CA as a vehicle for advancing knowledge Comparison of CA knowledge generating tools with tools of other comparable networks or alliances	Documents published by the CA secretariat Website Newsletters Minutes of Meetings Knowledge – generating tools of other similar Alliances CA Communication strategy	Document review Questionnaires CA Secretariat interviews

AREA OF INVESTIGATION	SUB-QUESTIONS	ILLUSTRATIVE INDICATORS	SOURCE OF DATA	DATA COLLECTION APPROACH
1.5. Does CA have a performing Monitoring and Evaluation function?	1.5.1 Does CA monitor and evaluate its programs adequately and on a regular basis? 1.5.2 To what extent does the CA have effective monitoring and evaluation activities funded by CA resources? 1.5.3 To what extent do CA activities have measurable performance indicators of outputs, outcomes and impacts? 1.5.4 How useful are those indicators for assessing the effectiveness of the activities? 1.5.5 To what extent have the indicators improved since the 2002 independent evaluation?	Existence of monitoring and evaluation system Existence of result-oriented project designs (with indicators, outputs, outcomes, impacts) Use of evaluation data to inform future projects Comparison of indicators pre-post 2002 evaluation Staff satisfaction with the robustness of CA M&E system	Documents (2002 evaluation, project documents, project evaluations) CA Staff Expert judgement	Document reviews Interviews Questionnaire
2. Efficiency: Organization, management and financing of the Program				
2.1. Does the governance structure of CA support CA in reaching its objectives?	2.1.1 Is there a clear, universally understood and measurable organizational purpose? 2.1.2 Are the roles and responsibilities of the bodies of the governance structure clearly defined and understood? Are they written up? Are there clear accountabilities? 2.1.3 Is there clear accountability mechanisms within and amongst these structures? Are roles and responsibilities effectively discharged? 2.1.4 Does the organization operate with transparency and fairness? 2.1.5 Is the authority to exercise functions inside and amongst the CA governance bodies clearly and consistently delegated? 2.1.6 Does CA organizational performance be assessed against plans in a manner that supports accountability and allows assessment of organizational performance?	Structure coherence through expert judgment Degree of satisfaction of the Consultative Group, the Policy Advisory Board with the existing structure Degree of independence of the oversight of the CA Secretariat by the World Bank Quality of the oversight of the CA Secretariat by the World Bank Degree of independence of the oversight of the CA financial resources by the World Bank	CA Secretariat staff Representatives of the Consultative Group Representatives of the Policy Advisory Board World Bank Representatives of other organizations structurally comparable to CA	Document reviews Questionnaires Interviews

AREA OF INVESTIGATION	SUB-QUESTIONS	ILLUSTRATIVE INDICATORS	SOURCE OF DATA	DATA COLLECTION APPROACH
2.1. Does the governance structure of CA support CA in reaching its objectives? (cont'd)	2.1.7 How could the governance and organization better contribute to achieving CA objectives? 2.1.8 To what extent is the WB exercising effective and independent oversight of the CA Secretariat and CA financial resources? 2.1.9 What lessons can be learned from governance structure of comparable organizations? 2.1.10 To what extent do developing and transition country members, clients, partners and beneficiaries participate and exercise effective and appropriate voice in the various aspects of the program? 2.1.11 Have CA stakeholders been involved in choosing topics for, or supplementing information for, the Public Policy Forums? 2.1.12 How could participation of CA stakeholders in CA programming, strategy and activities be improved?	Degree/ level of participation of CA clients, partners and members in regular fora and in strategy development Level of satisfaction of CA clients, members, partners with the existing level of participation Adequacy of tools/mechanisms to solicit participation of clients, members, partners	CA clients and partners in developing countries CA members Documents	Review of minutes of CA meetings Survey with stakeholders (in countries not visited) Review of tools Interviews with stakeholders in the field during missions
	2.1.13 Does CA have an effective and efficient grant-funding process?	Level of satisfaction of applicants with the process Adequacy of time required to move from one step to the next in the process Degree of transparency of the process		
3. Relevance: The overarching global relevance of Cities Alliance				
3.1 Is CA relevant to its members and clients?	3.1.1 What are the comparative advantages of the CA in tackling the challenges of rapidly increasing urbanization, including urban development and poverty reduction? 3.1.2 What specific benefits do CA members, clients and partners obtain as a result of their involvement with CA?	CA strategy supports the needs and priorities of the beneficiaries.	Local government officials Field Missions Expert judgment CA beneficiaries	Face-to-face interviews Questionnaires Telephone Interview Document review

AREA OF INVESTIGATION	SUB-QUESTIONS	ILLUSTRATIVE INDICATORS	SOURCE OF DATA	DATA COLLECTION APPROACH
4. Recommendations for improvements				
4.1 What are the key recommendation areas?	4.1.1 How could CA strategy to achieve the objectives be improved? 4.1.2 How could CA governance be improved to support its objectives? 4.1.3 How could CA improve its efficiency 4.1.4 How could the advancement of collective know how be improved? 4.1.5 How could the results of CA grant-funded activities be improved? 4.1.6 How could CA be more effective in building political commitment and increased coherence for urban development and poverty reduction actions?	Analysis of data received Experts judgment		

Appendix III Data Collection Instruments

THE CITIES ALLIANCE –CLIENT QUESTIONNAIRE

Universalialia, a Canadian-based organization (www.universalialia.com) has been mandated to conduct the Independent evaluation of the Cities Alliance (CA) programme (2002-2005). The evaluation focuses on 4 key areas:

- The efficacy of CA, including its focus, its advocacy role, its ability to disseminate knowledge and build capacity, and its monitoring and evaluation capacities.
- The efficiency of CA management and processes, including the performance and the adequacy of its various governance bodies, the management of the Secretariat and the efficiency of its proposal process.
- The relevance of CA to its members and clients.
- The effects of CA on the ground.

Your input to the evaluation is important to us and we would like you to fill this questionnaire by **May 30th 2006**.

Please note that all responses are confidential and only aggregated responses will be used in the final report. Should you have further questions about the evaluation or this questionnaire, please contact Mrs. Marie- Hélène Adrien (514) 485-3565 (ext. 205) or by email at mhadrien@universalialia.com.

Instructions: Please fill out the questionnaire by placing a (√) in the box that best reflects your response to the question or by writing your response where indicated.

1. Background Information

1.1 Which city/state/country was the beneficiary of the Cities Alliance funding?

1.2 In which type of organization do you work?

- | | | |
|---|--|--|
| <input type="checkbox"/> City | <input type="checkbox"/> Central Government/
Ministry | <input type="checkbox"/> Provincial or State
Government |
| <input type="checkbox"/> Non-governmental
organization | <input type="checkbox"/> Private Sector | <input type="checkbox"/> Municipality
association |
| <input type="checkbox"/> Other, specify _____ | | |

1.3 Please indicate in which Cities Alliance program you have participated in:

- Slum Upgrading
 City Development Strategy
 Other _____

1.4 Duration of the program:

Please identify when your project started: _____

Please identify when your project ended: _____

1.5 Amount of support requested:

- \$75,000 or less
 Up to \$250,000
 Over \$250,000

2. Effectiveness of the Cities Alliance Programming

If your city/country/organization was involved in a City Development Strategy (CDS) please fill in the following section.

In your opinion, to what extent was the CA CDS effective in terms of:

	Not Effective	Somewhat Effective	Mostly Effective	Very Effective	Do not know
2.1 Supporting a city-based consensus process to establish priorities, strategies, and actions for development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2 Assessing theeconomic growth prospects in you city/province/state linked to employment and to regional and national development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3 Assisting local authorities in outlining financing and investment strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4 Building the capacities of your city/country/organization in formulating and implementing a city development strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.5 Comments:

Slum Upgrading (SU)

If your city/country/organization was involved in a CA Slum upgrading initiative please fill in the following section.

In your opinion, to what extent are the Cities Alliance SU programming activities effective in terms of:

	Not Effective	Somewhat Effective	Mostly Effective	Very Effective	Do not know
2.6 Contributing to the development of your city/country/organization’s existing slum upgrading programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.7 Helping your city/country/organization strengthen its policy framework around slum upgrading	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.8 Establishing consensus with local stakeholders to mobilize resources to implement SU programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.9 Promoting activities that raise awareness on best practices in scaling up slum upgrading programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.10 Comments:

3. Effectiveness of The Cities Alliance Advocacy

In your opinion, to what extent has the Cities Alliance programming contributed to:

	Did not contribute	Somewhat contributed	Contributed	Strongly contributed	Do not know
3.1 Changes in the political consensus of your city/country/organization relative to urban development and poverty reduction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2 Development of new partnerships and relationships for your city/country/organization to increase coherence and scaled-up actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

In your opinion, to what extent has the Cities Alliance programming contributed to:	Did not contribute	Somewhat contributed	Contributed	Strongly contributed	Do not know
3.3 Revisions of urban development strategies in your city/country/organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4 Please provide specific examples or make additional comments	<hr/> <hr/> <hr/> <hr/> <hr/>				

4. Cities Alliance Scaling-up Impact

In your opinion, to what extent has the Cities Alliance programming contributed to:	Did not contribute	Somewhat contributed	Contributed	Strongly contributed	Do not know
4.1 Increased capital market investment in urban development projects of your city/country/organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2 Increased domestic public sector investments in urban development projects of your city/country/organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3 Increased multilateral public sector investments in urban development projects of your city/country/organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4 Increased bilateral public sector investments in urban development projects of your city/country/organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5 Increased investments directly targeted at pro-poor slum upgrading in your city/country/organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

In your opinion, to what extent has the Cities Alliance programming contributed to:

Did not contribute	Somewhat contributed	Contributed	Strongly contributed	Do not know
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4.6 Scaled-up successful domestic initiatives implemented in your city/country/organization?

4.7 Replicating successful domestic initiatives in other areas of your country?

4.8 Please describe other factors that contributed to increasing the level of investments in urban development independently from the programming of Cities Alliances:

4.9 To what extent do you consider that Cities Alliance has played a primary role in increasing the level of investments in urban development in the city/country/province/state you are linked with:

4.10 Please describe an example of how Cities Alliance has contributed to the scaling-up of an urban development project in the city/country you are linked with?

5. Relevance

Please indicate the extent to which you agree with the following statements

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do Not Know
5.1 Cities Alliance focus on Slum Upgrading is coherent with the priority of my city/country/organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2 Cities Alliance focus on City Development Strategies is relevant to the priority needs of my city/country/organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3 Cities Alliance provides support that is distinct from other types of technical assistance in the area of urban development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4 Cities Alliance has developed a comparative advantage in supporting urban development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.5 Cities Alliance has developed linkages with partner donors to increase synergies between urban development programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.6 In your views what is the Cities Alliance’s comparative advantage?

5.7 In your opinion, are there other areas of programming that CA should address in order to better meet the needs of your city/country/organization?

6. Efficiency of the CA project Evaluation and Approval Process

If you submitted to CA a proposal for a CDS or a Slum upgrading project since 2003 please fill in the following section

How would you qualify the evaluation and selection process of your proposal in terms of:

	Not Effective	Somewhat Effective	Mostly Effective	Very Effective	Do not know
6.1 Transparency of the process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2 Clarity of instructions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.3 Adequacy of the selection criteria	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.4 Speed of decision-making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.5 Feedback received from CA on your proposal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.6 Fairness of the process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.7 Comments?

7. Strengths and Weaknesses of the Cities Alliance

7.1 What are the three **(3) key Strengths** of the Cities Alliance?

1. _____

2. _____

3. _____

7.2 What are the three **(3) key Weaknesses** of the Cities Alliance?

1. _____

2. _____

3. _____

8. Overall Comments regarding Cities Alliance

8.1 Please use the space provided below to note any particular recommendations that you have for Cities Alliance.

Thank you for your cooperation

THE CITIES ALLIANCE – CA MEMBER AND POLICY ADVISORY BOARD MEMBER QUESTIONNAIRE

Universalialia, a Canadian-based organization (www.Universalialia.com) has been mandated to conduct the Independent evaluation of the Cities Alliance (CA) programme (2002-2005). The evaluation focuses on 4 key areas:

- The efficacy of CA, including its focus, its advocacy role, its ability to disseminate knowledge and build capacity, and its monitoring and evaluation capacities
- The efficiency of CA management and processes, including the performance and the adequacy of its various governance bodies, the management of the Secretariat and the efficiency of its proposal process.
- The relevance of CA to its members and clients
- The effects of CA on the ground

Your input to the evaluation is important to us and we would like you to fill this questionnaire by **May 30th 2006.**

Please note that all responses are confidential and only aggregated responses will be used in the final report. Should you have further questions about the evaluation or this questionnaire, please contact Mrs. Marie- Hélène Adrien (514) 485-3565 (ext: 205) or by email at mhadrien@universalialia.com.

Instructions: Please fill out the questionnaire by placing a (√) in the box that best reflects your response to the question or by writing your response where indicated.

1. Background Information

1.1 Please identify the type of organization that you work with:

- | | | |
|---|--|--|
| <input type="checkbox"/> Government | <input type="checkbox"/> Multilateral organization | <input type="checkbox"/> Association of Municipalities |
| <input type="checkbox"/> Other, specify _____ | | |

1.2 Please identify your type of membership in the CA:

- | | | |
|---|--|--|
| <input type="checkbox"/> Official Representative of the CA Consultative Group | <input type="checkbox"/> Project manager working for an organization that is a member of CA Consultative Group | <input type="checkbox"/> Member of Policy Advisory Board |
| <input type="checkbox"/> Other, specify _____ | | |

2. Appropriateness of the Cities Alliance programming focus

Please indicate the extent to which you agree with the following statements

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do Not Know
2.1 CA has sustained its focus on slum upgrading and Cities Development Strategy as key areas of actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2 Slum Upgrading (SU) is an area of work that is well aligned with CA's objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3 City Development Strategy (CDS) is an area of work that is well aligned with CA's objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4 CA's focus on Slum Upgrading make sense in the global context of Urban Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.5 CA's focus on City Development Strategy makes sense in the global context of Urban Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.6 Are there other <u>areas of programming that CA</u> should focus on? Which one, if any? :					

3. Effectiveness of the Cities Alliance Advocacy

Please indicate the extent to which you agree with the following statements

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do Not Know
3.1 CA has contributed to building political commitment for urban development in your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2 CA has allowed your organization to establish relevant partnerships with other entities involved in urban development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate the extent to which you agree with the following statements

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do Not Know
3.3 CA has succeeded in influencing the urban development strategies and programmes of its member agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4 CA interventions at the country level have contributed to increasing coherence of actions in urban development between different actors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5 Additional comments on CA advocacy role:	<hr/> <hr/> <hr/> <hr/> <hr/>				

4. Effectiveness of the Cities Alliance Programming

In your experience, to what extent are the Cities Alliance programming activities effective in terms of:

	Not Effective	Somewhat Effective	Mostly Effective	Very Effective	Do not know
4.1 Improving capacity of municipalities in formulating city development strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2 Improving capacity of municipalities in implementing city development strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3 Improving capacity of municipalities in preparing citywide slum upgrading programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4 Increasing capital market investment in urban development projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5 Increasing public sector (multilateral, bilateral, domestic) investments in urban development projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.6 Strengthening quality of urban investments with the support of technical assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.7 Scaling-up successful domestic initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

In your experience, to what extent are the Cities Alliance programming activities effective in terms of:

Not Effective	Somewhat Effective	Mostly Effective	Very Effective	Do not know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.8 Replicating successful domestic initiatives

4.9 Additional comments on CA effectiveness:

5. Governance and Management

Please indicate the extent to which you agree with the following statements

Strongly Disagree	Disagree	Agree	Strongly Agree	Do Not Know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.1 The roles and responsibilities in the Consultative Group are clearly defined

5.2 The roles and responsibilities in the Policy Advisory Group are clearly defined

5.3 The CA Secretariat is managed in a way that enables CA to reach its objectives

5.4 Authority to carry out roles and responsibilities in CA is adequately delegated

5.5 The CA operates with transparency

5.6 The CA governance structure enables CA to achieve its objectives

5.7 The World Bank exercises effective oversight of the CA financial resources

5.8 Would you suggest any modification to the governance structure of CA? If so, please specify

6. Knowledge Generation and Dissemination

Please indicate the extent to which you agree with the following statements

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do Not Know
6.1 CA is serving as a structured vehicle for advancing collective know-how	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2 CA has an effective communication strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.3 CA's Secretariat generates useful knowledge on innovative approaches in pro-poor urban development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.4 CA's website provides useful information to its members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.5 CA's Newsletters provides useful information to its members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.6 CA's knowledge tools are used regularly among its member agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.7 CA's annual report provides useful information to its members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.8 Additional comments on CA's communication and knowledge-sharing approaches:

7. Monitoring and Evaluation (M&E)

Please indicate the extent to which you agree with the following statements

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do Not Know
7.1 Monitoring and evaluation are integrated into CA project management cycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.2 CA M&E system generate information that is useful to decision makers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.3 CA makes use of the information provided by its M&E system to improve its programming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.4 Additional comments on the M&E systems of CA:	<hr/> <hr/> <hr/> <hr/> <hr/>				

8. Effectiveness of the Cities Alliance in building capacities of members and clients

Please indicate to what extend you agree with the following statements:

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do Not Know
8.1 CA clients (cities/countries/organizations) participate and exercise an effective voice in the management of the programme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.2 CA members participate and exercise an effective voice in the management of the programme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.3 CA is effective in building capacities of its members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8.4 Additional comments?

9. Efficiency of the CA project Evaluation and Approval Process

If you submitted to CA a proposal for a CDS or a Slum upgrading project since 2003 please fill in the following section

How would you qualify the evaluation and selection process of your proposal in terms of:

	Not Effective	Somewhat Effective	Mostly Effective	Very Effective	Do not know
9.1 Transparency of the process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.2 Clarity of instructions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.3 Adequacy of the selection criteria	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.4 Speed of decision-making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.5 Feedback received from CA on your proposal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.6 Fairness of the process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9.7 Comments?

10. Relevance

Please indicate the extent to which you agree with the following statements

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do Not Know
10.1 Cities Alliance focus on Slum Upgrading is coherent with the priority your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.2 Cities Alliance focus on City Development Strategies is relevant to the priority needs of your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.3 Cities Alliance provides support that is distinct from other types of technical assistance in the area of urban development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.4 Cities Alliance has developed a comparative advantage in supporting urban development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.5 Cities Alliance has developed linkages with partner donors to increase synergies between urban development programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10.6 In your view what is the Cities Alliance’s comparative advantage?

11. Strengths and Weaknesses of the Cities Alliance

11.1 What are the three **(3) key Strengths** of the Cities Alliance?

1. _____

2. _____

3. _____

11.2 What are the three **(3) key Weaknesses** of the Cities Alliance?

1. _____

2. _____

3. _____

12. Overall Comments regarding Cities Alliance

12.1 Please use the space provided below to note any particular recommendations that you have for Cities Alliance.

Thank you for your cooperation

Appendix IV Evaluation Data Sheet

1. EVALUATION TITLE	
Independent Evaluation of the Cities Alliance	
2. COMMISSIONING AUTHORITY AND EVALUATION MANAGER	
Cities Alliance; Evaluation process managed by the Secretariat in consultation with the Consultative Group	
3. KEY DATES IN EVALUATION PROCESS	
Workplanning/inception	March 2006
Data collection	March 2006 to August 2006
Draft Report	6 September 2006
Final Report	October 2006
Presentation to Consultative Group	November 2006
4. TEAM MEMBERS	
NAMES	ROLES
Dr. Marie-Hélène Adrien	Project team leader, conducted Brazil field mission
Dr. Richard Stren	Urban Specialist; conducted Brazil field mission, Brazil and Kenya case studies
Dr. Amrita Danière	Urban Specialist; conducted Egypt and India field missions and prepared respective case studies
Ms. Katrina Rojas	Senior Evaluation Specialist; conducted Egypt and India field missions and prepared respective case studies
Mr. Meyer Burstein	Social Policy and Urbanism Specialist, Organizational governance
Ms. Anne-Véronique Bouthillier	Evaluation consultant; conducted data collection at the World Urban Forum
Mr. Dale Thompson	Consultant Municipal Finance
Mr. George Brown	Consultant Municipal Finance
5. COST	
US\$238,000	

Appendix V List of Documents Reviewed

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(-). "Ribeira Azul Program, Urban Poverty Reduction Program."
(-). Russia: Subnational Engagement Strategies: 36.
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Appendix VI List of People Consulted

CITIES ALLIANCE SECRETARIAT			
NAME	TITLE/POSITION	ORGANIZATION/COUNTRY	DATA COLLECTION METHOD
1. Ms. Andrea Merrick	Programme Officer	Cities Alliance	Face-to-face individual interview
2. Mr. Chii P. Akporji	Communications Officer	Cities Alliance	Face-to-face individual interview
3. Mr. Pelle Persson	Senior Programme Officer	Cities Alliance	Face-to-face individual interview
4. Mr. Kevin Milroy	Senior Operations Officer	Cities Alliance	Face-to-face individual interview
5. Mr. Billy Cobbett	Acting Program Manager	Cities Alliance	Face-to-face individual interview
6. Mrs. Françoise Aubry-Kendall	Resource Management assistant	Cities Alliance	Face-to-face individual interview
7. Mr. Rama Krishnan	Financial Management Specialist	Cities Alliance	Face-to-face individual interview
8. Mr. Jorg-Werner Haas	Slum Upgrading Expert	Cities Alliance	Face-to-face individual interview
9. Mr. Mark Hildebrand	Former Program Manager	Cities Alliance	Face-to-face individual interview

CITIES ALLIANCE POLICY ADVISORY BOARD			
NAME	TITLE/POSITION	ORGANIZATION/COUNTRY	DATA COLLECTION METHOD
10. Jean-Pierre Mbassi	Coordinator	Municipal Development Partnership, Bénin	Face-to-face interview
11. Mr. Paulo Teixeira	Vereador – PT/SP	Câmara Municipal de São Paulo, Brazil	Face-to-face interview
12. Ms. Sheela Patel	Director	Society for the Promotion of Area Resource Centres	Telephone interview
13. Mr. Jose Forjaz	CEO	Jose Forjaz Architects	Telephone interview

CITIES ALLIANCE MEMBERS			
NAME	TITLE/POSITION	ORGANIZATION/COUNTRY	DATA COLLECTION METHOD
1 – World Bank			
14. Mr. Elio Codato	Sector Mgr. Transportation and Urban Division	The World Bank	Group session

CITIES ALLIANCE MEMBERS			
NAME	TITLE/POSITION	ORGANIZATION/COUNTRY	DATA COLLECTION METHOD
15. Ms. Catherine Farvacque	Lead Urban Specialist, Africa Water and Urban	The World Bank	Group session
16. Mr. Robert Buckley	Housing Adviser, Transportation and Urban Division	The World Bank	Group session
17. Mr. Richard Beardmore	Sr. Urban Specialist, East Asia Urban Dev. Sector Unit	The World Bank	Group session
18. Mr. Hiroaki Suzuki	Lead Operations Officer, East Asia Urban Dev. Sector Unit	The World Bank	Group session
19. Mr. Christopher Pablo	Operation Officer, East Asia Urban Dev. Sector Unit	The World Bank	Group session
20. Ms. Mila Freire	Regional Adviser, Urban Housing and Municipal Serv. Finance, Private Sector and Infrastructure	The World Bank	Group session
21. Ms. Deepali Tewari	Sr. Municipal Development Specialist, Africa Water and Urban	The World Bank	Group session
22. Mr. Juan Ellis	Manager, Infrastructure Advisory Services, Infrastructure Economics and Finance Department	The World Bank	Group session
23. Ms. Kaori Ikeda	East Asia Urban Dev. Sector Unit	The World Bank	Group session
24. Mr. Anwar Ravat	Chief Administrative Officer, Infrastructure Network Core Services	The World Bank	Group session
25. Mr. Keshav Varma	Director, East Asia Urban Dev. Sector Unit	The World Bank	Group session
26. Mr. Stephen Karam	Senior Urban Economist, Finance, Private Sector and Infrastructure	The World Bank	Group session
27. Ms. Maryvonne Plessis-Fraissard	Director, Transport and Urban Development	The World Bank (and steering committee)	Face-to-face individual interview + focus group
28. Mr. Richard H. Zechter	Sr. Financial Sector Specialist Financial Restructuring Operations	The World Bank	Face-to-face individual interview
29. Ms. Katherine Sierra	Vice President Infrastructure	The World Bank	Face-to-face individual interview
30. Mr. Victor Vergara	Urban Specialist	The World Bank	Face-to-face interview
31. Mr. Barjor Mehta	Urban Specialist	The World Bank	Face-to-face interview
32. Mr. Ivo Imparato	Representative in Brazil	The World Bank	Face-to-face interview

CITIES ALLIANCE MEMBERS			
NAME	TITLE/POSITION	ORGANIZATION/COUNTRY	DATA COLLECTION METHOD
33. Mr. Mats Andersson	Senior Urban Management Specialist, Urban Development Sector Unit, East Asia and Pacific Region	The World Bank	Face-to-face individual interview, Phone interview
34. Mr. Enrique Asturizaga		The World Bank	Face-to-face interview
35. Ms. Ntombini Marrengane	Project Officer East and Southern Africa	The World Bank	Telephone interview
36. Ms. Jennifer Sara	Sector leader – Finance – Private Sector and infrastructure	The World Bank, Brasilia	Face-to-face interview
37. Mr. Dean Cira	Senior Urban Specialist	The World Bank, Brasilia	Face-to-face interview
38. Mr. Nehad M. Kamel	Infrastructure consultant. Finance, private sector & Infrastructure Middle East and North Africa Region	The World Bank, Egypt	Face-to-face interview
2 – United Nations Environment Program (UNEP)			
39. Mr. Rob de Jong	Programme Officer Urban Environment, Division of Policy Development and Law	UNEP	Face-to-face interview
40. Ms. Julia Crause	Associate Programme Officer, Division of Policy Development and Law	UNEP	Face-to-face interview
3 – UN-HABITAT			
41. Mr. Jorge Gavida	Chief of Latin American and Caribbean Regional Office	UN-Habitat	Face-to-face interview
42. Mr. Chris Radford	Senior Human Settlements Officer	Un-Habitat (based in Japan)	Phone interview
43. Mr. Daniel Biau	Director, Regional Technical Cooperation Division	UN-Habitat	Phone interview + focus group
44. Mr. Lars Reutersward	Director, Global Division	UN-Habitat	Face-to-face interview
45. Dr. Ali El Faramawy	Programme Manager for Egypt	UN-Habitat Egypt	Face-to-face interview
46. Ms. Inga Klevby	Assistant Secretary General and Deputy Executive director	UN-Habitat (and steering committee)	Face-to-face interview
4 – Asian Development Bank			
47. Mr. K.E. Seetharam	Principal water supply and sanitation specialist and head of the urban sector	Asian Development bank	Face-to-face interview, telephone interview

CITIES ALLIANCE MEMBERS			
NAME	TITLE/POSITION	ORGANIZATION/COUNTRY	DATA COLLECTION METHOD
5 – Department for International Development (DFID)			
48. Mr. Alistair Wray	Head of Profession, Infrastructure group	DFID	Face-to-face interview
49. Ms. Zoe Hensby	Private sector advisor, private sector development in infrastructure and IFIs team	DFID	Face-to-face interview
6 – France			
50. Mr. Olivier Mourareau	Architect and urban specialist	Ministry of Foreign affairs	Face-to-face interview
51. Ms. Chantal Haage	Chef de bureau de la réforme administrative et de la décentralisation	Ministry of Foreign affairs	Face-to-face interview
52. Mr. Thierry Paulais	Head of the Urban division Infrastructure and Urban development Department	Groupe Agence française de développement	Face-to-face interview
53. Mr. Xavier Crépin	Délégué général	ISTED	Face-to-face interview
7 - Ministry of Foreign Affairs (ODIN) – Norway			
54. Mr. Erik Berg	Senior Advisor	Ministry of Foreign Affairs	Focus group
8 – US Agency for International Development (USAID)			
55. Mr. Ronald A. Carlson	Urban Programs Team Leader, Office of Poverty Reduction	USAID	Face-to-face individual interview
56. Mr. Anand K Jalakam	Project Development Specialist	USAID, India	Face-to-face interview
57. N. Battacharjee		USAID, New Delhi	Face-to-face interview
9 – Canadian International Development Agency (CIDA)			
58. Ms. Thora Broughton	Sr. Programme Manager, World Bank, Multilateral Programmes Branch	CIDA	Face-to-face interview
59. Ms. Wassala Nimaga	Senior Policy Analyst, Democratic institutions & conflicts. Governance and Social Development. Policy Branch	CIDA	Face-to-face interview
60. Mrs. Betty Ann Chung	International Financial Institutions, Multilateral Programs Branch	CIDA	Face-to-face interview
10 – Ministry of Foreign Affairs (Netherlands)			
61. Ms. Caroline Ramaekers	Dept. of Sustainable Economic Development Directorate	Ministry of Foreign Affairs	Phone interview

CITIES ALLIANCE MEMBERS			
NAME	TITLE/POSITION	ORGANIZATION/COUNTRY	DATA COLLECTION METHOD
11 – Germany			
62. Mr. Manfred Konukievitz	Head, Infrastructure Division	Federal Ministry for economic cooperation and development	Face-to-face interview
63. Hesham El Helbawi		GTZ – Egypt	Face-to-face interview
64. Mr. Hans-Christian Voigt	Programme Manager	GTZ – Egypt	Face-to-face interview
65. Dr. Khaled Abdel Haleem	Area Manager	GTZ – Egypt	Face-to-face interview
66. Dr. Mohamed Gamal	Advisor	GTZ-Egypt	Face-to-face interview
12 – Italy			
67. Mr. Alessandro Modiano	Counselor, Latin America, Caribbean and Asia Office	Directorate General for Development Cooperation Ministry of Foreign Affairs, Italy	Face-to-face interview
13 – Japan			
68. Mr. Seiki Nozaki	Expert on Urban Development	JICA	Telephone interview
69. Junko Tanikawa	Regional Specialist	Japanese Bank for International Cooperation, New Delhi Office	Face-to-face interview
14 – Swedish International Development Cooperation Agency (SIDA)			
70. Mr. Thomas Melin	Head, Urban development division	SIDA	Face-to-face interview
71. Mr. Mikael Atterhoeg	Programme Officer, Division for urban development, department for infrastructure and economic cooperation	SIDA	Face-to-face interview
15 – National Department of Housing (South Africa)			
72. Mr. Phillip Chauke	Chief director, international relations	National Department of Housing	Face-to-face interview
16 – Metropolis			
(Josep Roig Marti)	Contacted by Meyer Burstein and unable to set an appointment		
17 – United Cities and Local Governments (UCLG)			
73. Ms. Elisabeth Gateau	Secretary General	UCLG	Face-to-face interview and telephone interview
74. Mrs. Emilia Saiz	Executive officer	UCLG	Face-to-face interview and telephone interview

CITIES ALLIANCE MEMBERS			
NAME	TITLE/POSITION	ORGANIZATION/COUNTRY	DATA COLLECTION METHOD
18 – Nigeria			
(Edna Deimi Tobi)	Contacted three times, unable to schedule interview		
19 – Brazil			
75. Ms. Raquel Rolnik	National Secretary of Urban programs	Brazil Ministry of Cities	Face-to-face interview + focus group
76. Ms. Ines Magalhães	National Secretary of housing	Brazil Ministry of Cities	Face-to-face interview
77. Ms. Júnia Santa Rosa	Director of department of Institutional development and technical cooperation of the national housing secretariat	Brazil Ministry of Cities	Face-to-face interview
78. Mr. Thiago Galvão		Brazil Ministry of Cities	Face-to-face interview
79. Ms. Marta Wendel Abramo		Brazil Ministry of Cities	Face-to-face interview
80. Mr. Celso Santos Carvalho	Diretor do departamento de assuntos fundiários urbanos e prevenção de riscos	Brazil Ministry of Cities	Face-to-face interview
81. Mr. Luis Felipe Pinheiro Junior		Brazil Ministry of Cities	Face-to-face interview
82. Mr. Flavio Geraldo Petró		Brazil Ministry of Cities	Face-to-face interview
83. Roseli Dias Ribeiro		Brazil Ministry of Cities (CAIXA)	Face-to-face interview
84. Ms. Marcia Kumer		Brazil Ministry of Cities (CAIXA)	Face-to-face interview
85. Rite Dolabela		Brazil Ministry of Cities (CAIXA)	Face-to-face interview
20- UNDP (Associated Member)			
86. Mr. Maleye Diop	Public-private partnership advisor	UNDP	Face-to-face interview
87. Mr. Jonas Rabinovitch	Senior Urban Advisor	UNDP	Phone interview

CITIES ALLIANCE BENEFICIARIES			
NAME	TITLE/POSITION	ORGANIZATION/COUNTRY	DATA COLLECTION METHOD
88. Ms. Mary Jane Ortega	City Mayor	San Fernando City, Philippines	Group session
89. Mr. Mário de Paula Guimarães de Gordilho	Director Presidente	Companhia de Desenvolvimento Urbano do Estado da Bahia, Brazil	Face-to-face interview
90. Mr. Jurandir Ferreira Fonseca	Assessor Especial Coordenador do Programa Ribeira Azul	Companhia de Desenvolvimento Urbano do Estado da Bahia, Brazil	Face-to-face interview
91. Mr. Roberto Moussallem de Andrade	Secretário	Governo do Estado da Bahia Secretaria de Desenvolvimento Urbano, Brazil	Face-to-face interview
92. Ms. Maria Regina Pitta Lima	Gerente do Programa Viver Melhor	Governo do Estado da Bahia Secretaria de Desenvolvimento Urbano, Brazil	Face-to-face interview
93. Mr. Elmyr Duclerc Ramalho	Chefe de Gabinete	Governo do Estado da Bahia Secretaria de Desenvolvimento Urbano, Brazil	Face-to-face interview
94. Mr. Leonel Leal Neto	Secretário de Relações Internacionais	Prefeitura de Participação Popular, Salvador, Brazil	Face-to-face interview
95. Ms. Vilma Emilia G. Barbosa Lage	SubSecretária	Prefeitura de Participação Popular, Salvador, Brazil	Face-to-face interview
96. Ms. Fernanda Regis		Prefeitura de Participação Popular, Salvador, Brazil	Face-to-face interview
97. Mr. Luis Augusto de Alencar Serrano	Coordenador de UTP, Projeto de Urbanização e Desenvolvimento Integral de Áreas Carentes/Viver Melhor II	Companhia de Desenvolvimento Urbano do Estado da Bahia, Brazil	Face-to-face interview
98. Ms. Tereza Herling	Project coordinator	City of São Paulo, Secretariat of Housing, Brazil	Face-to-face interview
99. Mr. François Yatta		Partenariat pour le développement municipal, Bénin	Face-to-face interview
100. Mr. Joseph Bahenda	Project Manager of the CDS in Kigali	Rwanda	Telephone interview
101. Mr. Devi Kalyani J	Research Associate	City Managers' Association Karnataka, Bangalore, India	Face-to-face interview
102. H.G. Nandish	Coordinator	City Managers' Association Karnataka, Bangalore, India	Face-to-face interview
103. Prarthana Rao	Project Manager	City Managers' Association Karnataka, Bangalore, India	Face-to-face interview

CITIES ALLIANCE BENEFICIARIES			
NAME	TITLE/POSITION	ORGANIZATION/COUNTRY	DATA COLLECTION METHOD
104. Mr. Nilaya Mitash		Urban Development Department, Bangalore, India	Face-to-face interview
105. P. Manivanna	Commissioner	Hubli-Dharwad Municipal Corporation Commissioner, India	Face-to-face interview
106. S.L. Koshti	Supt. Engineer	Hubli-Dharwad Municipal Corporation (HDMC), India	Face-to-face interview
107. R.N. Shanbhag	KMAS Revenue Officer	HDMC, India	Face-to-face interview
108. Shankaranna Munavalli	President	Karnataka Chamber of commerce of India, Hubli-Dharwad, India	Face-to-face interview
109. Mr. Andrew Borraine	Chairman	South African Cities Network Board of Directors	Telephone interview
110. Mr. Jean Randriamahenina	Coordonateur de projet	Antananarivo, Madagascar	Telephone interview
111. Dr. Hesham El Helbawy	Project Manager	Integrated Care Society, Egypt	Face-to-face interview
112. Dr. Mostafa Kamal Madbouly	Director of Technical Office	General Organization for Physical Planning, Ministry of Housing, Utilities & Urban Communities, Egypt	Face-to-face interview
113. Mr. Mohame Ahmed Bassiony	Secretary General	Governorate of Alexandria, Egypt	Face-to-face interview

OTHERS			
NAME	TITLE/POSITION	ORGANIZATION/COUNTRY	DATA COLLECTION METHOD
114. Brock Carlton	Director	International Office, Federation of Canadian Municipalities, Canada	Telephone interview
115. Mr. Eduardo Rojas	Urban Specialist	Interamerican Development Bank, United States	Face-to-face individual interview
116. Mrs. Evaniza Rodrigues	National Coordinator	Housing Movements, Brazil	Face-to-face individual interview
117. Ms. Maria P. Villaveces	Consultant	Villaveces Consulting, Brazil	Face-to-face interview
118. Mr. Jorge Fernando Vilela	Arquiteto	Instituto Horizontes, Brazil	Face-to-face interview
119. Mr. Fernando Furtado	Diretor Executivo	Instituto Horizontes, Brazil	Face-to-face interview
120. Paulo Roberto Cançado de Amorim		Instituto Horizontes, Brazil	Face-to-face interview

OTHERS			
NAME	TITLE/POSITION	ORGANIZATION/COUNTRY	DATA COLLECTION METHOD
121. Ms. Oumoul Khayri Ba Tall	Expert Comptable, Consultante	Cabinet d'Études et de Conseil OKT-Consult, Mauritanie	Face-to-face interview
122. Dr. Alex Kenya Abiko	Professor	Escola Politécnica Univeristy of São Paulo, Department of Civil Construction and Engineering, Brazil	Face-to-face interview
123. Mr. Fabrizio Pellicelli	Diretor	Asociação Voluntários para o Serviço Internacional, Brazil	Face-to-face interview
124. Ms. Nadia Somekh	Diretora	Universidade Presbiteriana Mackenzie, Faculdade de Arquitetura e Urbanismo, Brazil	Face-to-face interview
125. Dr. Pedro Roberto Jacobi	Professor Titular	Universidade de São Paulo, Faculdade de Educação, Brazil	Face-to-face interview
126. Mr. Silvio Caccia Bava	Diretor	Instituto de Estudos Fromação e Assessoria em Políticas Socias, Brazil	Face-to-face interview
127. Ellade Imperato		Polis Institute, São Paulo, Brazil	Face-to-face interview
128. Thais Novaes Cavalcanti		AVSI, Salvador, Brazil	Face-to-face interview
129. Mr. Francisco di Villatosa		AVSI, Salvador, Brazil	Face-to-face interview
130. Ms. Celina Sauza		Federal University of Bahia, Salvador, Brazil	Face-to-face interview
131. Mr. Carlos Vasconcelos Rocha		Catholic University of Minas Gerais, Brazil	Face-to-face interview
132. Mr. Hélio Rabelo	Chefe de Gabinete	Governo do Estado de Minas Gerais, Brazil	Face-to-face interview
133. Mr. Sinara Inácio Meireles Chenna	Superintendente de Limpeza Urbana	Prefeitura Municipal de Belo Horizonte, Brazil	Face-to-face interview
134. Mr. Murilio Valadares	Planning Department	City of Belo Horizonte, Brazil	Face-to-face interview
135. Mr. José Osvaldo Lasmar	Diretor	Fundação João Pinheiro, Governo de Minas Gerais, Brazil	Face-to-face interview
136. Mr. Enrico Novara	Consultore Cities Alliances	Governo do Estado de Minas Gerais. Secretaria de Estado de Desenvolvimento Regional e Política Urbana, Brazil	Face-to-face interview

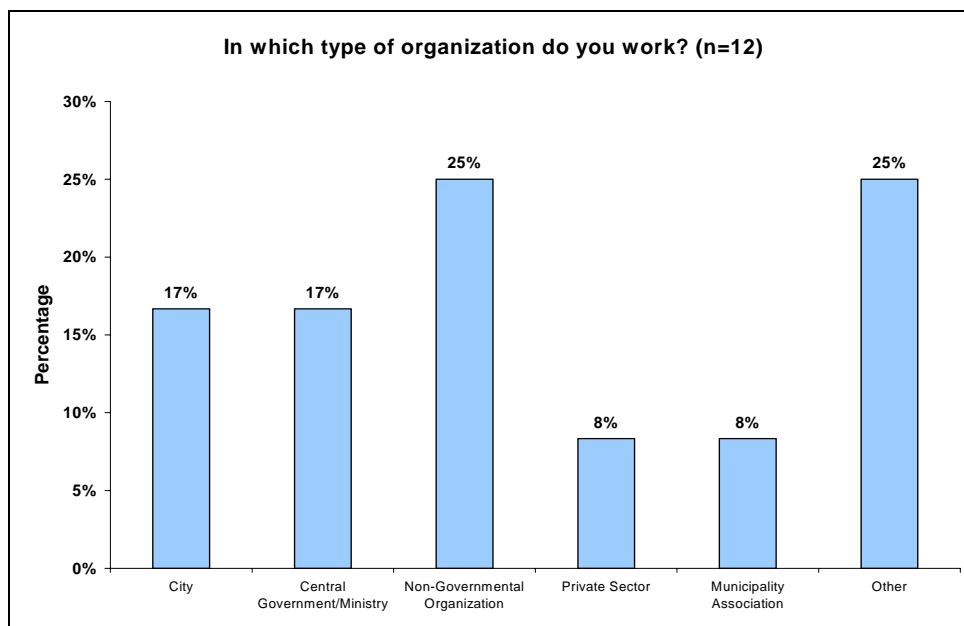
OTHERS			
NAME	TITLE/POSITION	ORGANIZATION/COUNTRY	DATA COLLECTION METHOD
137. Mr. Gustavo Gomes Machado	Superintendente de Assuntos Metropolitanos	Governo do Estado de Minas Gerais. Secretaria de Estado de Desenvolvimento Regional e Política Urbana, Brazil	Face-to-face interview
138. Mr. Manoel da Silva Costa Júnior	Secretário de Estado	Governo do Estado de Minas Gerais. Secretaria de Estado de Desenvolvimento Regional e Política Urbana, Brazil	Face-to-face interview
139. Mr. John Bolnick	Project director	Slum dwellers international, South Africa	Face-to-face interview
140. Mr. Solomon Benjamin	Assistant Professor, Urban researcher/activist	University of Toronto	Telephone interview
141. Mr. Vinay Baindur	Independent researcher – Urban water issues	Bangalore, India	Face-to-face interview
142. Mr. S. Rajagopalan	Chairman	Technology informatics design endeavour (TIDE), Bangalore, India	Face-to-face interview
143. Dr. Sita Sekhar	Chief Research Officer	Public Affairs Centre, Bangalore, India	Face-to-face interview
144. Mr. Samuel Paul	Chairman	Public Affairs Centre, Bangalore, India	Face-to-face interview
145. Ms. Cheryl Rebello	Coordinator, Communications	Janaagraha Centre for Citizenship & Democracy, Bangalore, India	Face-to-face interview
146. Dr. Sharadini Rath	Consulting economist	Centre for budget and policy studies, Bangalore, India	Face-to-face interview
147. Mr. Narendar Pani	Senior Editor	The Economic Times, Bangalore, India	Face-to-face interview
148. P. Lakshapathy	Executive director	Association for promoting social action (APSA), Bangalore, India	Face-to-face interview
149. M.K. Ananda Raje Urs		APSA, India	Face-to-face interview
150. Ravi Ramaswamy		APSA, India	Face-to-face interview
151. Kshithij Urs		APSA, India	Face-to-face interview
152. Esha M.		APSA, India	Face-to-face interview
153. Laksha Pathi		APSA, India	Face-to-face interview
154. Richard Whitell		APSA, India	Face-to-face interview
155. Mr. Leo Spaldana	Director	Environmental Support Group, Bangalore, India	Face-to-face interview
156. B.K. Kale	Member	NGO, Hubli-Dharwad, India	Face-to-face interview

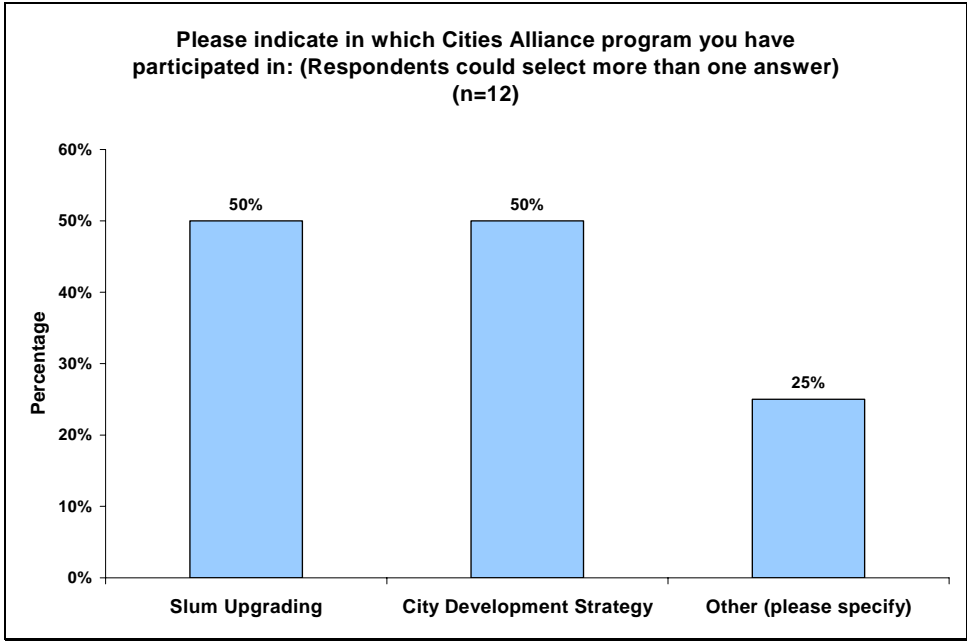
OTHERS			
NAME	TITLE/POSITION	ORGANIZATION/COUNTRY	DATA COLLECTION METHOD
157. Narendra Math	Member	NGO, Hubli-Dharwad, India	Face-to-face interview
158. D.M. Shanbagh	Member	NGO, Hubli-Dharwad, India	Face-to-face interview
159. G. Devaki	Member	NGO, Hubli-Dharwad, India	Face-to-face interview
160. S. Geetha	Co-coordinator	Children's Movement for civic awareness (HDMC), India	Face-to-face interview
161. Dilip	IPS	DCP (Traffic) Hubli-Dharwad, India	Face-to-face interview
162. Ashok Shetter	Pincipal	BVB Engineering College, Hubli-Dharwad, India	Face-to-face interview
163. Dr. Panchumukhi	Founder Director	Centre for Multi Disciplinary Development Research, Hubli-Dharwad, India	Face-to-face interview
164. Salma Sadika	Social Development Specialist	BWWSB	Face-to-face interview
165. George Fernandez	Regional Manager	Water Aid India	Face-to-face interview
166. A.R. Selva	Editor	Slum Jagattu, India	Face-to-face interview
167. Rajendra	Director	Jaya Sanayog, India	Face-to-face interview
168. Hasan Mansur	President	People's union for civil liberties, India	Face-to-face interview
169. Ibtihal Y. El-Bastawissi	Professor of Urban Planning and Development	Architect Department Faculty of Engineering, Alexandria University, Egypt	Face-to-face interview
170. Dr. Osman El Gogary	West Delta Manager	Social Fund for Development, Egypt	Face-to-face interview
171. Mr. Andre Delchef	Regional Manager	CIDA-funded business support program, Egypt	Face-to-face interview
172. Mr. Abd El Gelil El-Awady	Undersecretary	Director of Housing, Egypt	Face-to-face interview
173. Merghem Area	Director	Al-Hahda, Investors association, Egypt	Face-to-face interview
174. Dr. Nadia Ebeid	Undersecretary of State. Head of investment Services complex in Alexandria	General Authority for Investment and Free Zone, Egypt	Face-to-face interview
175. Ms. Diana K. Shehayeb		Housing and Building National Research Center, Architecture and Housing Department, Egypt	Face-to-face interview
176. Dr. Laila Rashed Iskandar	Managing Director	Community and Institutional Development, Egypt	Face-to-face interview

OTHERS			
NAME	TITLE/POSITION	ORGANIZATION/COUNTRY	DATA COLLECTION METHOD
177. Mr. Bernard M. Salomé	Représentant Spécial du Directeur	Bibliotheca Alexandrina, Egypt	Face-to-face interview
178. Mr. Sherif Hamdy	Project Officer, Business Enabling Environment	International Finance Corporation, Egypt	Face-to-face interview
179. Mr. Nabil Abou Hamda		The Arab Bureau for Int. Trade, Abou Hamda Group, Egypt	Face-to-face interview
180. Mr. Mohamed Nour El-Din	Chairman and C.E.O.	Sidi Kerir Petrochemicals Co., Egypt	Face-to-face interview
181. Mr. Mohamed Sabry	Chairman	Santez, Egypt	Face-to-face interview
182. Mr. Fawzy Fathalla	General Manager	Mena for Contracting & Trading, Egypt	Face-to-face interview
183. Mr. Carl Bartone	Independent Technical Assessor	None, Canada	Telephone interview
184. Mr Om Prakash Mathur	Independent Technical Assessor	National Institute of Public Finance and & Policy, India	Telephone interview
185. Mr. Gustavo Riofrio	Independent Technical Assessor	Centro de Estudios y Promoción del Desarrollo	Telephone interview
186. Dr. Mary Racelis	Independent Technical Assessor	Ateneo de Manila University, Institute of Philippine Culture	Email response

Appendix VII CA Client Questionnaire Results

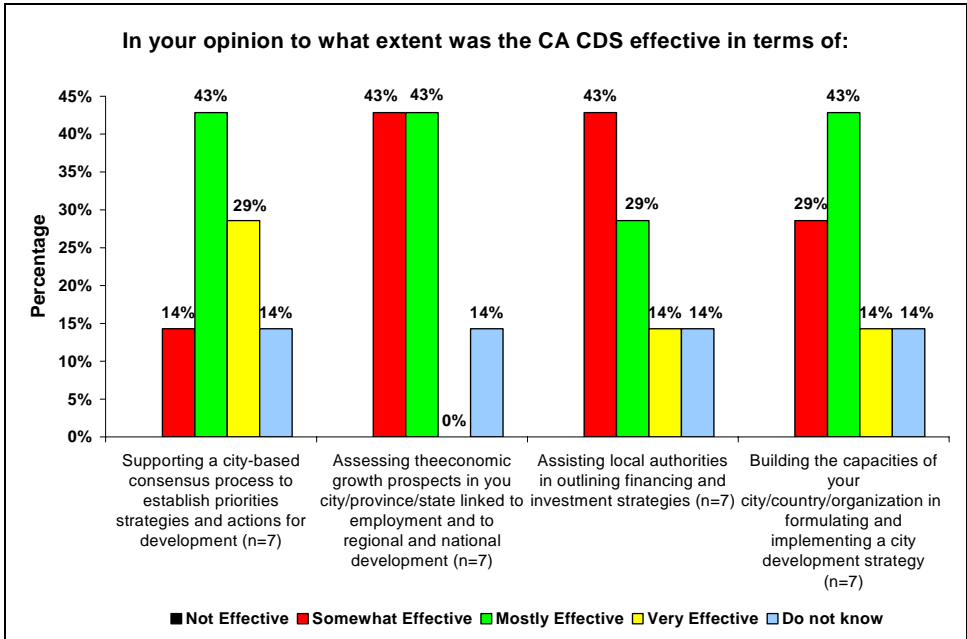
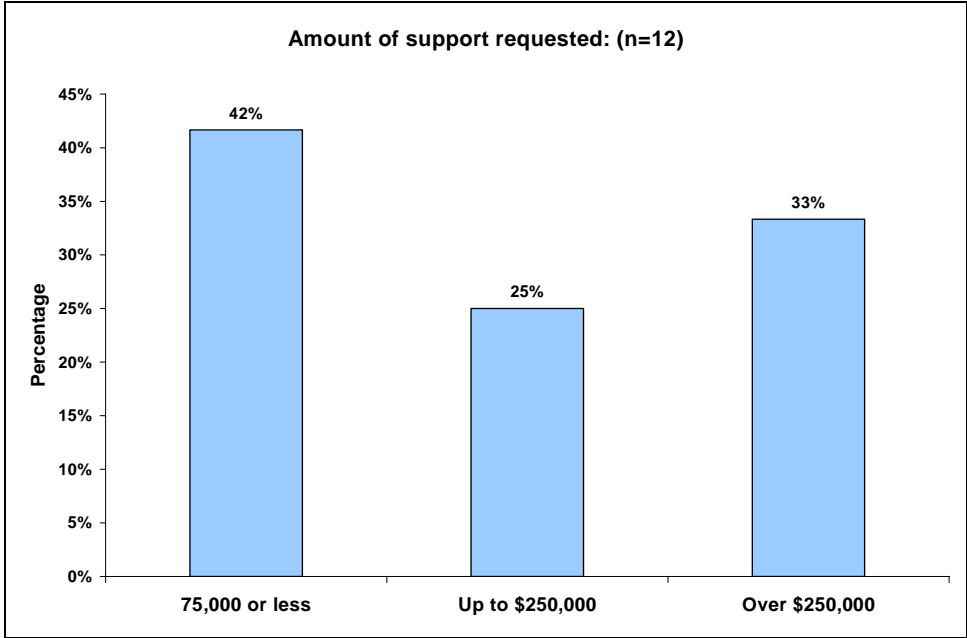
1.1 WHICH CITY/STATE/COUNTRY WAS THE BENEFICIARY OF THE CITIES ALLIANCE FUNDING?
Manila, Durban and Mumbai
Mbabane, Swaziland
Three towns: Ramallah, Al-Bireh & Bietunia in the Palestinian Territories
Accra, Ghana
India
Middle East and North Africa Region
Sangli, Maharashtra, India
Alexandria, Egypt
Bogotá, Medellín, Bucaramanga, Cartagena / Colombia
Sangali / Maharastra / India
Philippines



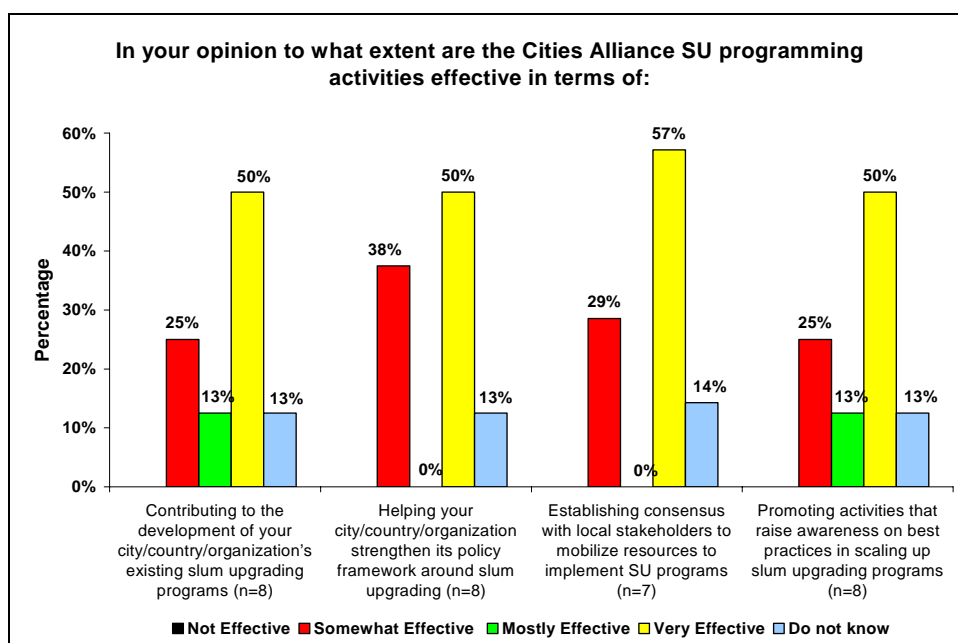


1.4 DURATION OF THE PROGRAM:
Please identify when your project started:
Dec 2000
February 2005
Dec 05
2005
June 2006
July 2005
2004 November
2005
August 2005
Nov. 2005
January 1, 2005
Please identify when your project ended:
Dec 2001
June 2006
On-going until Jan 07
QQQ
Still in progress
Will end by November 2006
July 2007

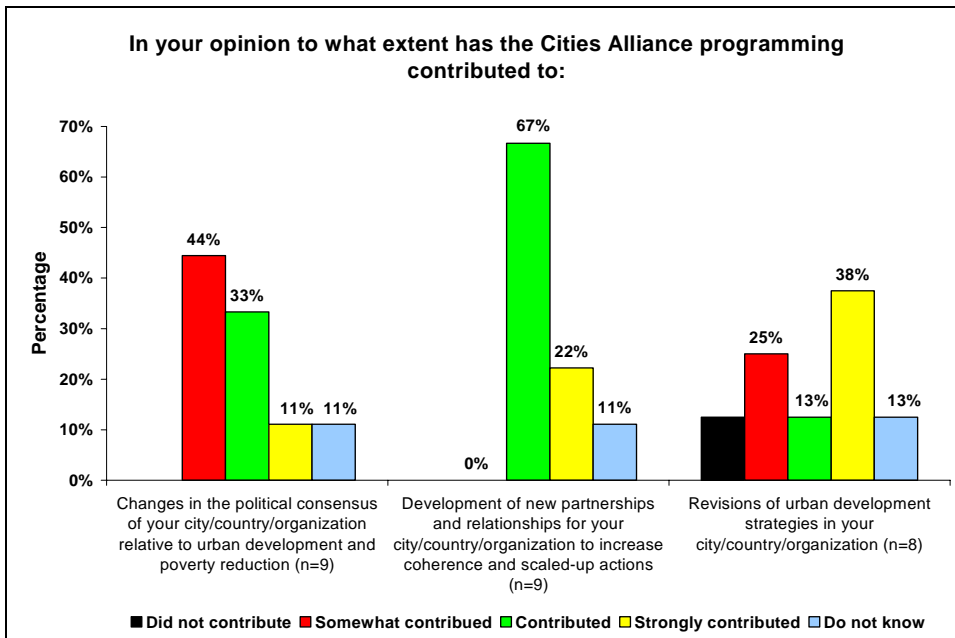
1.4 DURATION OF THE PROGRAM:
2006 December
2006
October 2006
2007
June 1, 2005



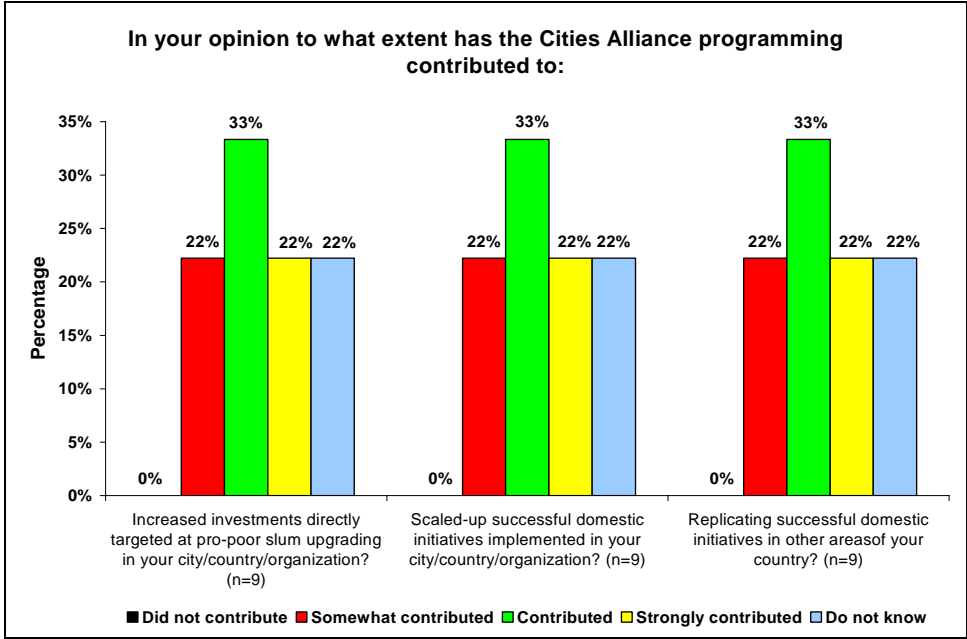
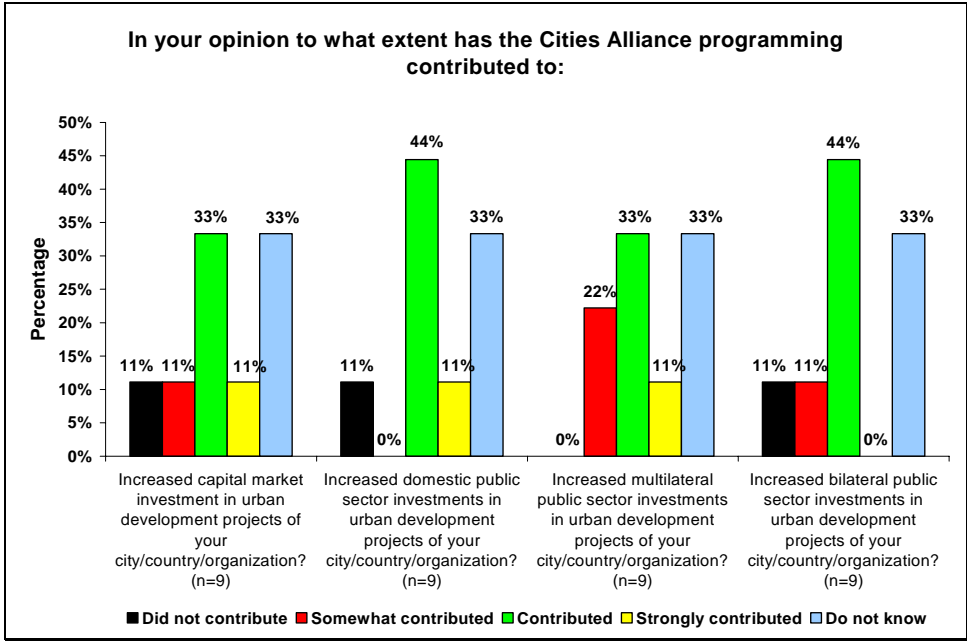
2.5 COMMENTS:
Currently, the CDS is being implemented and the effectiveness of the CDS is partially obvious.
The CA should be able to tie up for funds also immediately. In absence of funding, the report sometimes may not turn into reality.
The program has not been finished yet, so an evaluation of it cannot be done at this moment. However is important to clarify that the main goal of the program is to make a diagnosis, based on 4 case studies, and to design a national strategy for the land and housing markets in Colombia. The idea is to include the results from this program as part of the policy guidelines that the national government will include in its national development plan for the following four years. And to help the local governments (mainly those where the case studies were done) to identify the critical areas in which they should focus their efforts to improve the operation of the land and housing markets for the urban poor.
It helped US FIRE Project to understand slum-upgrading process. We are now taking the lessons learned to other cities in India.



2.10 COMMENTS:
Exchanges between the cities and countries where officials, slum dwellers and NGOs participated were a remarkably effective tool for spreading learning and knowledge as well as building relationships amongst different stakeholders.
As a participatory programme it has help understand pertinent upgrading issues and policies across a large spectrum of people, residents and professionals alike.
Could not give exact opinion, as the slum improvement programme is not yet reached its conclusion. It's only a part of the CDS.



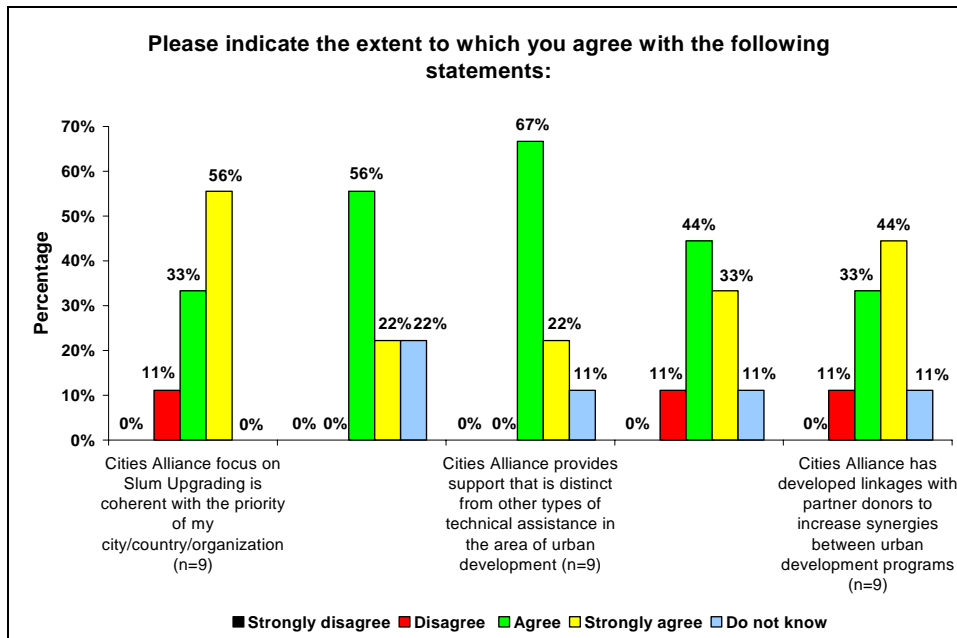
3.4 PLEASE PROVIDE SPECIFIC EXAMPLES OR MAKE ADDITIONAL COMMENTS
The convening ability of CA brought a range of stakeholders to the negotiating table and this helped to build consensus, cement relationships and bring positive changes in strategies.
This was through the cities development strategies project that the cities alliance has supported.
The program has not been finished yet, so an evaluation of it cannot be done at this moment. However is important to clarify that the main goal of the program is to make a diagnosis, based on 4 case studies, and to design a national strategy for the land and housing markets in Colombia. The idea is to include the results from this program as part of the policy guidelines that the national government will include in its national development plan for the following four years. And to help the local governments (mainly those where the case studies were done) to identify the critical areas in which they should focus their efforts to improve the operation of the land and housing markets for the urban poor.
Other cities are following the Sangali model



4.8 PLEASE DESCRIBE OTHER FACTORS THAT CONTRIBUTED TO INCREASING THE LEVEL OF INVESTMENTS IN URBAN DEVELOPMENT INDEPENDENTLY FROM THE PROGRAMMING OF CITIES ALLIANCES:
It is very difficult to link cause and effect directly but CA has supported people's organizations and the NGOs that support them. This gave legitimacy to such movements nationally and internationally, which allowed their voice to impact the policies of national and international agencies.
This was a preparatory project for future upgrading. As a result the impact on investment and other issues referred to above has not yet been tested, in fact it the groundwork has not yet been done to lay a the necessary foundation.
The cities willingness to develop themselves and bring the investors
Some countries are more attractive to donors than others.
The economic performance of the country in the last two years has been the better since beginning of the 90's. This has improved the local and national finances, which has allowed to increase the investment in urban development in some of the cities included in the program. Although in some other cities where urban investments have been significantly above the national average (as the case of Bogotá), it is going to be difficult to find significant increases in these investments.
New Government of India program known as JNNURM for the poor

4.9 TO WHAT EXTENT DO YOU CONSIDER THAT CITIES ALLIANCE HAS PLAYED A PRIMARY ROLE IN INCREASING THE LEVEL OF INVESTMENTS IN URBAN DEVELOPMENT IN THE CITY/COUNTRY/PROVINCE/STATE YOU ARE LINKED WITH:
See 4.8 above
This will be clear after finishing and evaluating the project that the Cities Alliance is supporting. But basically it contributed by encouraging the cities to start thinking in increasing the level of investments.
It has played a significant role in increasing investments in our MENA region.
As mentioned before the program is not over yet. However, the main goal of the program is that it helps to improve the availability of land and housing so the country will significantly reduced the housing shortage existing in the country, which mainly affects the low-income households.
To some extent

4.10 PLEASE DESCRIBE AN EXAMPLE OF HOW CITIES ALLIANCE HAS CONTRIBUTED TO THE SCALING-UP OF AN URBAN DEVELOPMENT PROJECT IN THE CITY/COUNTRY YOU ARE LINKED WITH?
CLIFF has certainly contributed to the scaling up of slum upgrading and slum sanitation in India, though that is not the subject of this survey.
The CA project has helped plan the remaining informal settlements in Mbabane following the pioneering work of the Swaziland Urban Development Project where three slums were upgraded, leaving behind nine. Following this plan these nine settlements are also going to be upgrading in line with the plan (Mbabane Upgrading & Financing Plan).
The cities development strategies of Al-Bireh, Ramallah, & Beitunia that the Cities Alliance is supporting has contributed in establishing a strong base of inter-municipal cooperation between the three cities and geared the municipalities to jointly start working on initiatives that would develop the three cities together.
The CDS prepared for Alexandria, Egypt, with support from the CA, has been scaled-up to a national urban development program in Egypt.
As for the programs that have been developed under my supervision I cannot provide any example.
CA support helped Sangali. Now it is helping Bangalore and Thane is also thinking on the same lines.

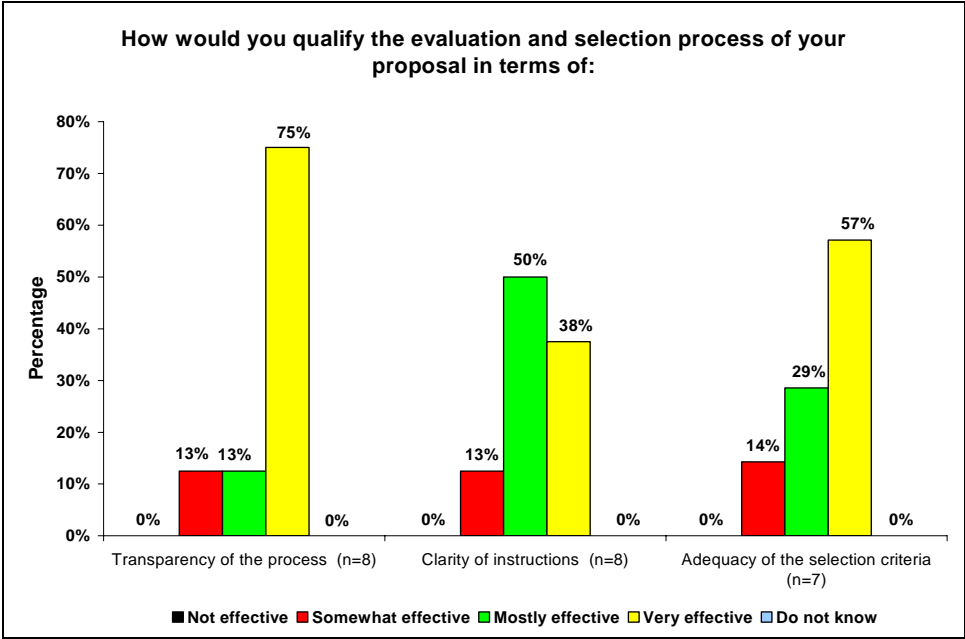
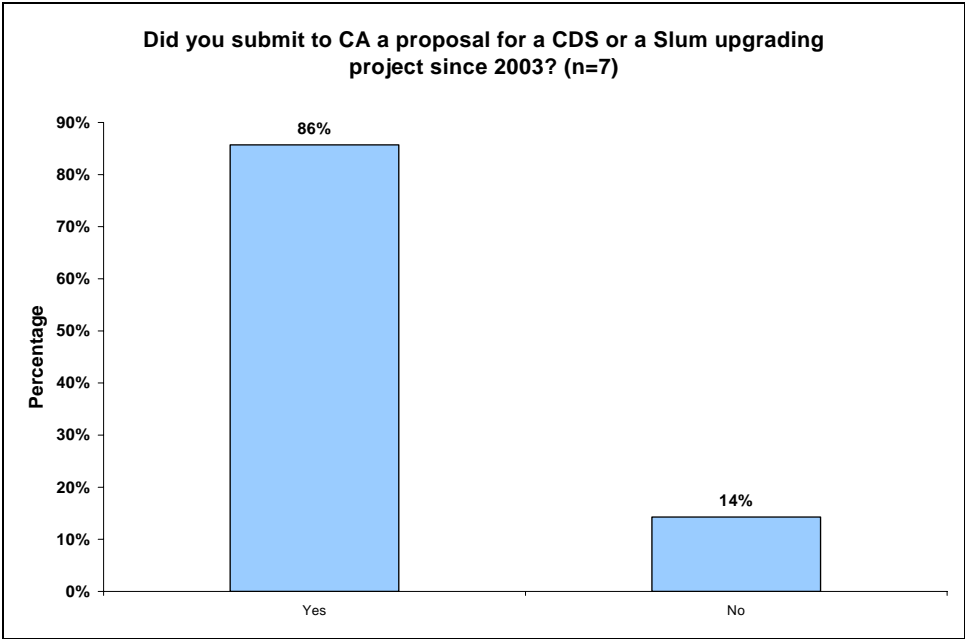


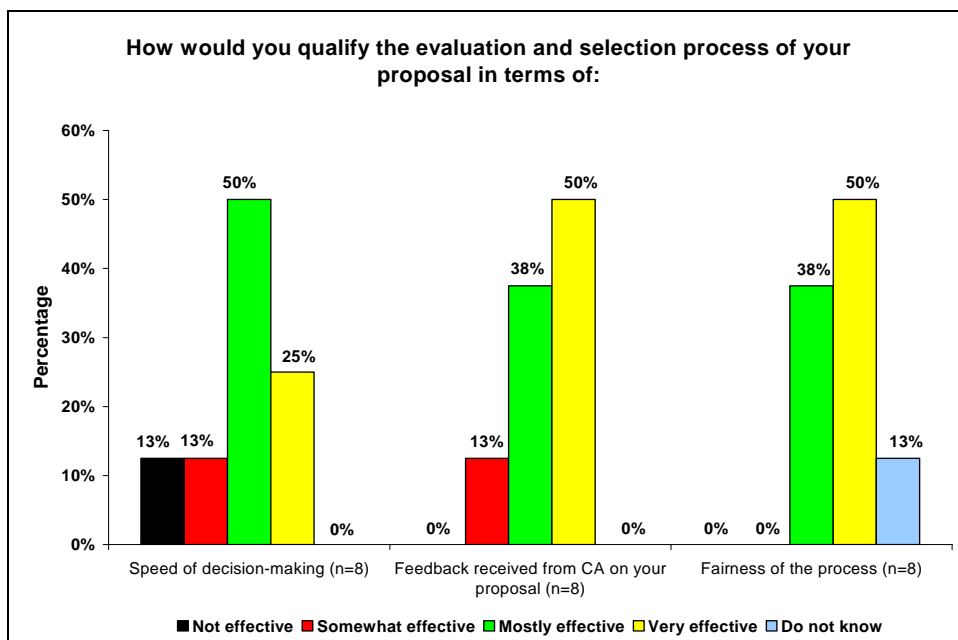
5.6 IN YOUR VIEWS WHAT IS THE CITIES ALLIANCE’S COMPARATIVE ADVANTAGE?

- As a club of donors, its activities and their impact are shared widely amongst members.
- Its focus on urban development especially slum upgrading.
- Its focus on developing the cities and alleviating the poverty.
- Due to its large and diverse membership of cities and organizations, and its competent staff, the CA provides a good platform for sharing experiences and technical assistance. - The CA web site also is rich source of information.
- I believe that being a specialized agency, you can gain a lot of feedback from the experience in different cities and from the expertise of the agency.

5.7 IN YOUR OPINION, ARE THERE OTHER AREAS OF PROGRAMMING THAT CA SHOULD ADDRESS IN ORDER TO BETTER MEET THE NEEDS OF YOUR CITY/COUNTRY/ORGANIZATION?

- Local Economic Development.
- Capacity Building
- A stronger focus on the environment. - Historic preservation.
- Specialized programs focusing on housing policies, land titling, land policies and regional development (going beyond the mere cities) could be of great help, mainly in the big metropolitan areas.
- Municipal resource mobilization





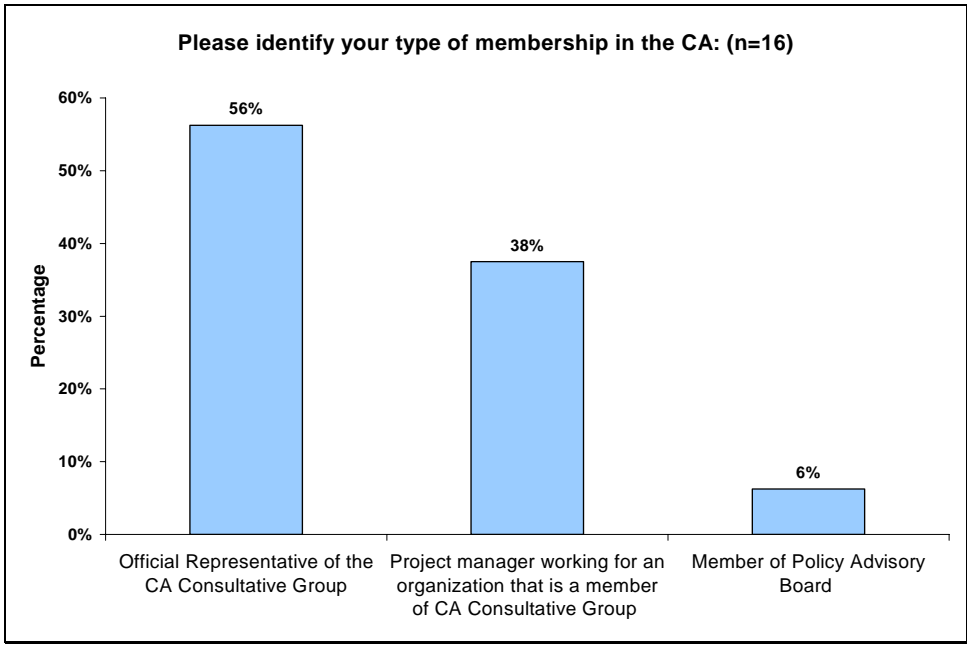
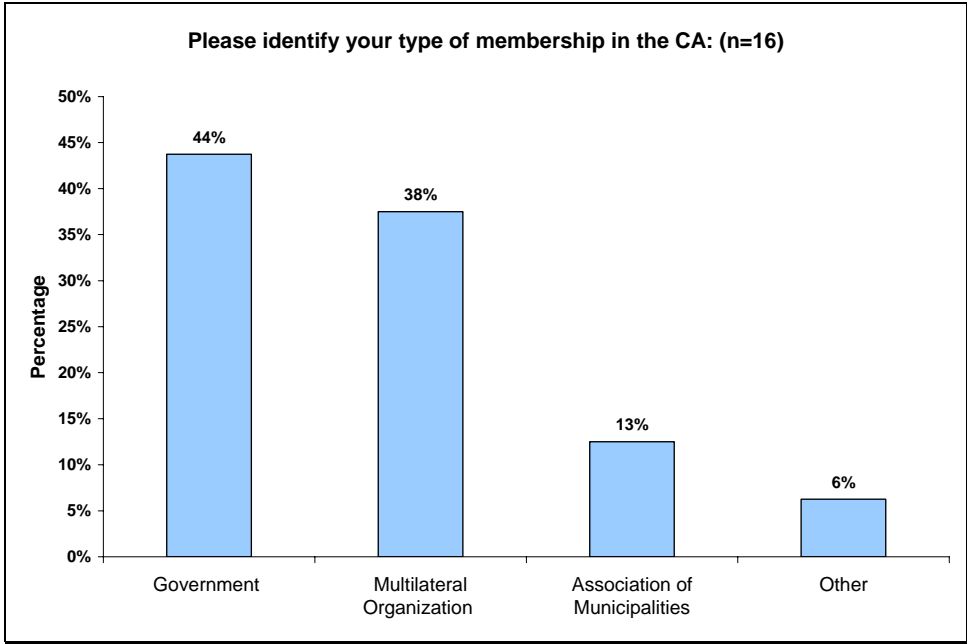
7.1 WHAT ARE THE THREE (3) KEY STRENGTHS OF THE CITIES ALLIANCE?
One
Club of donors
Relevancy
The Cities Alliance presence is a strength
Advocacy
Support developing countries
Diverse membership
Allows flexibility to adjust the program according to the needs
Focus on SU and CDS
Two
Focus upon slums
Non-bureaucratic
Focus on urban development
Financial support
Transparency
Competent staff
It is very important to have some specialized agency on urban development
Flexible approach
Three
Considers innovative projects

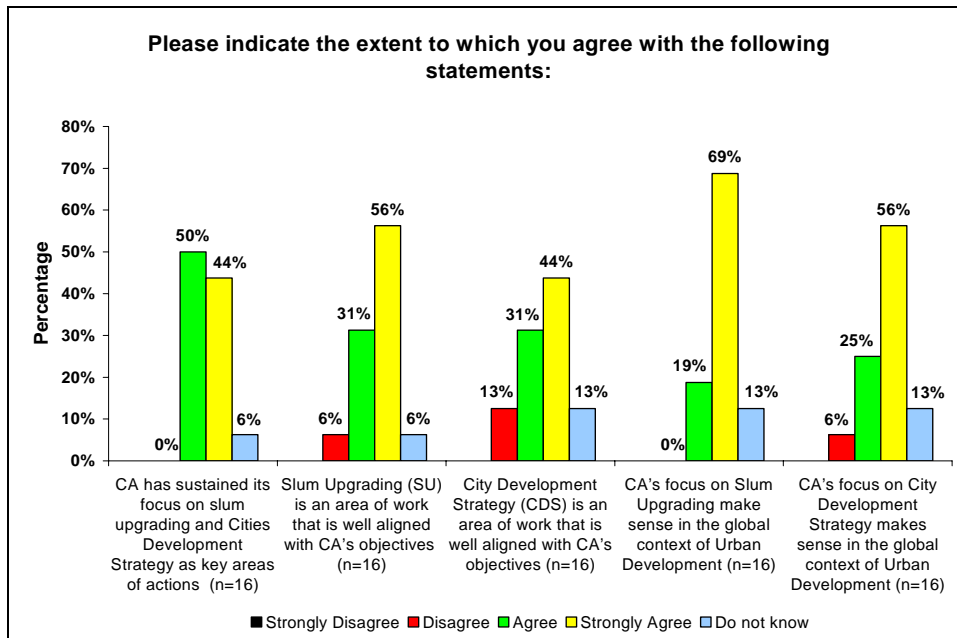
7.1 WHAT ARE THE THREE (3) KEY STRENGTHS OF THE CITIES ALLIANCE?
Responsive
Capacity building
Rich knowledge base
You can gain some experience from other programs in different countries

7.2 WHAT ARE THE THREE (3) KEY WEAKNESSES OF THE CITIES ALLIANCE?
One
Lack of Follow-through on a project
Delays in release of funds
No financial tie up
Limited number of experts
The areas on which it can be applied are a little narrow
Little monitoring
Two
Sharing of Staff with the World Bank
Delays in proposals evaluation
No capacity building of ULB
Inadequate mechanism for fostering bi-lateral cooperation between member cities
Although the program is very flexible in the way you can approach, the impossibility to make additions of resources sometime can hinder the project, especially when the resources come from grants
Three
Inadequate funding compared to other multilateral funding organizations.
Slow in process

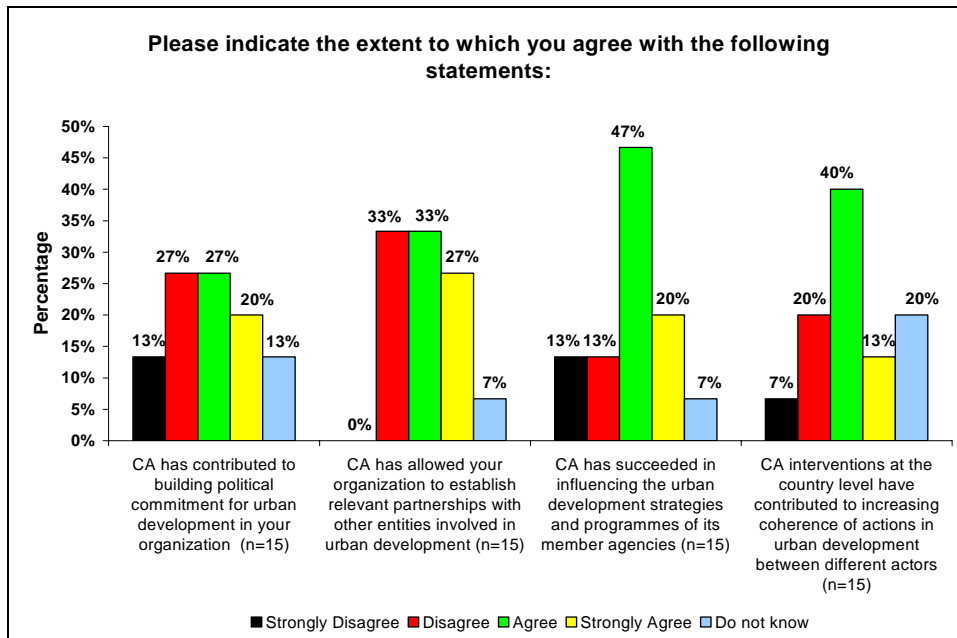
8.1 PLEASE USE THE SPACE PROVIDED BELOW TO NOTE ANY PARTICULAR RECOMMENDATIONS THAT YOU HAVE FOR CITIES ALLIANCE.
What Cities Alliance and other donors must realize is that the process of change is slow. Mobilization of communities is a decadal process and cannot be neatly projected. Similarly, change in public and private sector institutions is a time-consuming and tortuous process. It is important to invest in processes that will lead to change.
Cities Alliance must stand alone to better pursue its noble objectives and must be better resourced.
We do hope that the CA will continue to provide technical and financial support to cities to meet the high demand for such support, particularly in developing countries.
Cities alliance provides a very useful source of financial resources and technical assistance to undertake one of the most critical issues in the developing world, which is the urban development. The only recommendation I can give to the program is to be more flexible and allow the addition of resources to programs based on grants. I understand that that might be problematic, it could be done setting a cap for this addition, for instance a 10% of the initial grant.

Appendix VIII CA Members Questionnaire Results

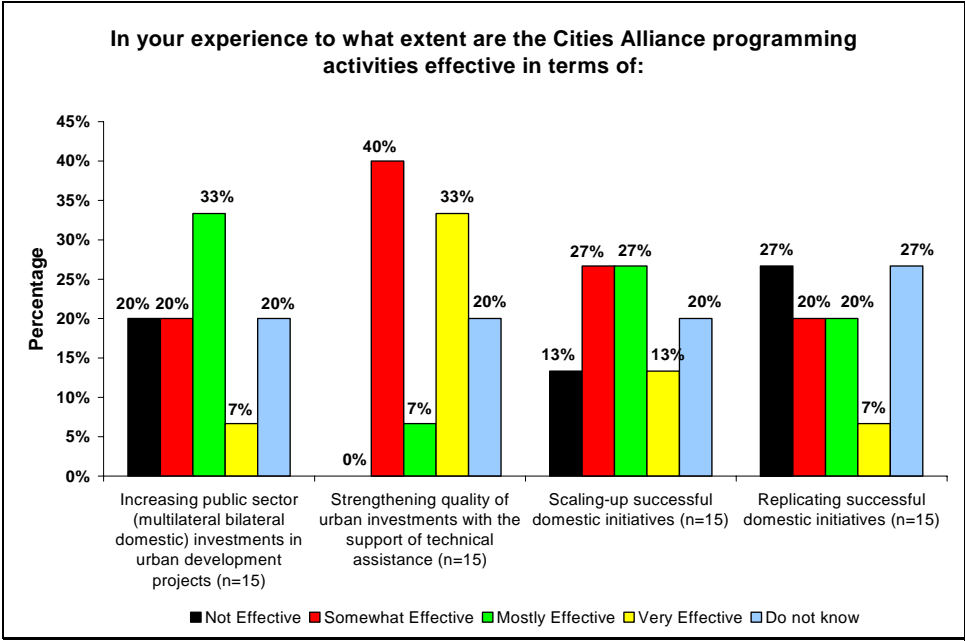
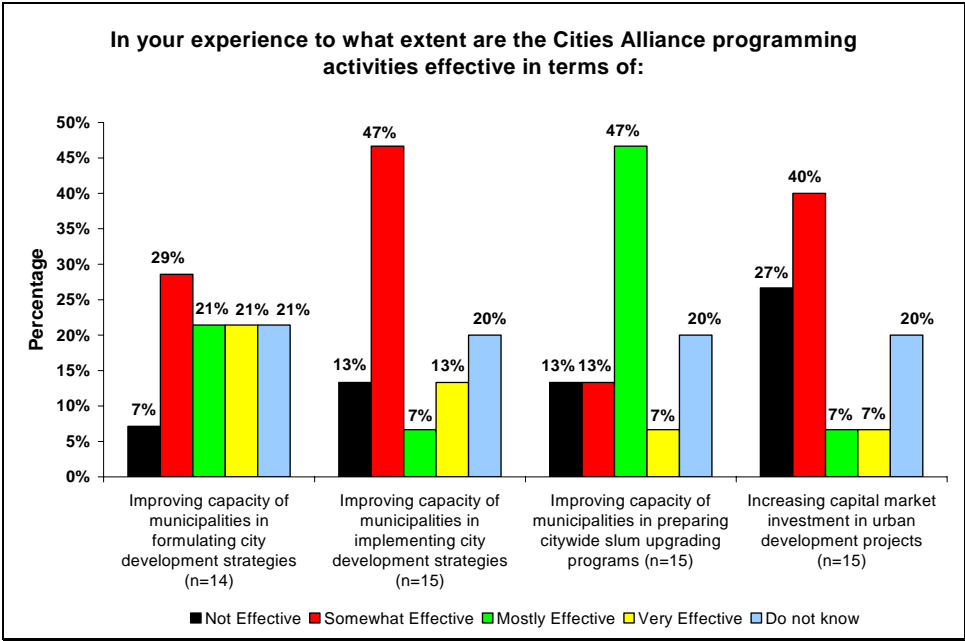




2.6 ARE THERE OTHER AREAS OF PROGRAMMING THAT CA SHOULD FOCUS ON? WHICH ONE, IF ANY? :
Access to the essential utilities
CDS: Strategies for ensuring Local Authorities can make appropriate land available for low income housing on a much larger scale SU: Finance for Urban Infrastructure for low income housing areas
Countermeasure for disaster, Coordination with CDM policies (Clean Development Mechanism)
The strategic areas indicated by government
Participação social/componente Social em melhorias urbanas questão/regularização fundiária gestão pos-ocupação das áreas urbanizadas planos urbanos e habitacionais participativos
Should increase focus on HOW municipalities can better develop CDSs and more examples of successful models of slum upgrading. Currently, there is a lack of documents for stakeholders to understand how best to develop a strong application. Providing some resources for knowledge management would be quite valuable.



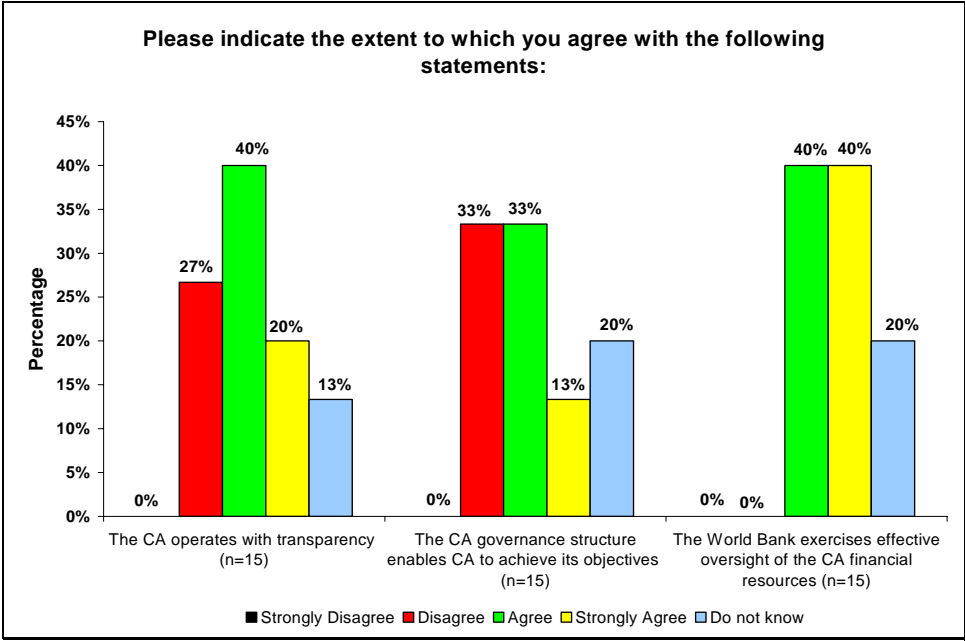
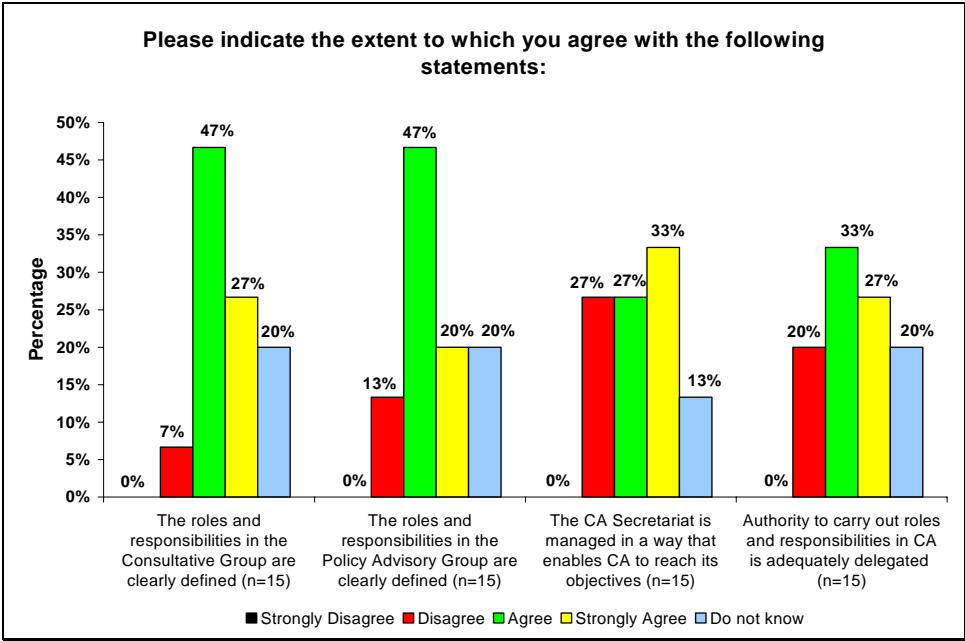
3.5 ADDITIONAL COMMENTS ON CA ADVOCACY ROLE:
CA to work closely with UN-HABITAT and World Bank to jointly promote the normative and advocacy principles of Habitat Agenda both at Country and City levels.
CA's CG member countries development cooperation has had reduced focus on urban sector in recent years. Impact of CA projects have not been 'upscaled' to policies. In fact, it is other way around - CA cherry-picks countries - South Africa, Brazil, India - where strong national policies, programmes and national resources exist.
This is important and should be strengthened
Greater coherence with Land Policy organizations
CA poderia apoiar campanhas de caráter mais regional de acordo com as prioridades dos países em que atua, como por exemplo no Brasil, a Campanha de Planos Diretores Participativos e de Planos de Habitação estaduais e municipais, entre outros.



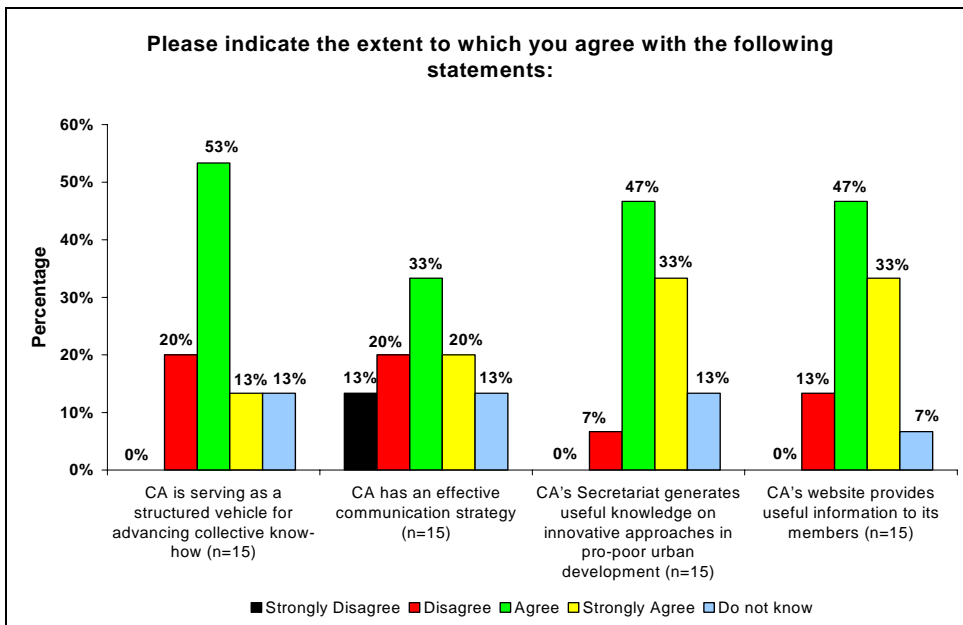
4.9 ADDITIONAL COMMENTS ON CA EFFECTIVENESS:

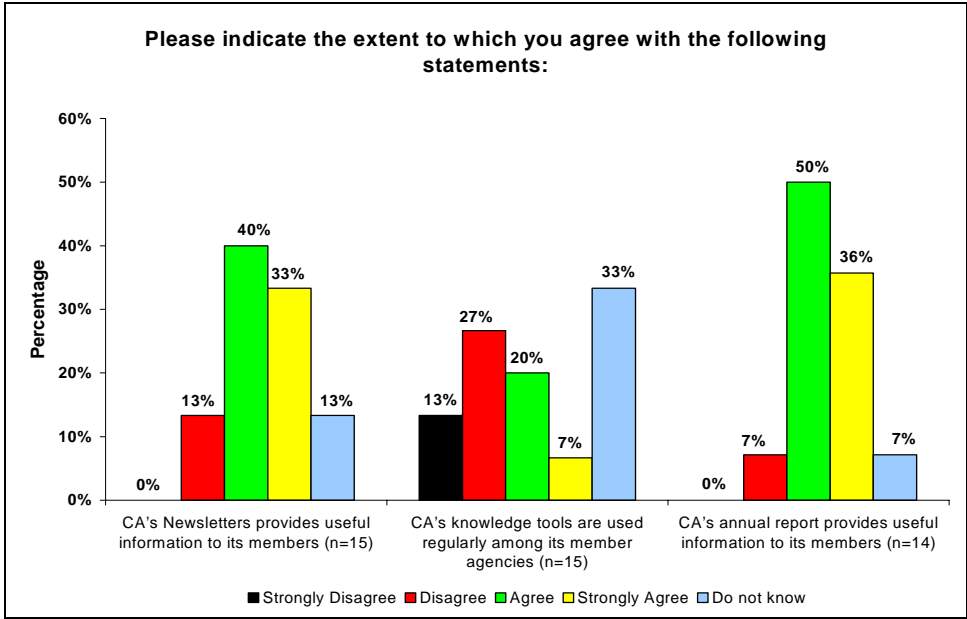
Most CA activities on CDS and SU are prepared by consultants - little effort to institutionalize the process in municipalities

Implementation and financial follow-up of CDS still seems to be a problem. Many cities submit a phase 2 CDS proposals to implement the outcomes of phase 1. Scaling up to the national and global levels could be strengthened.

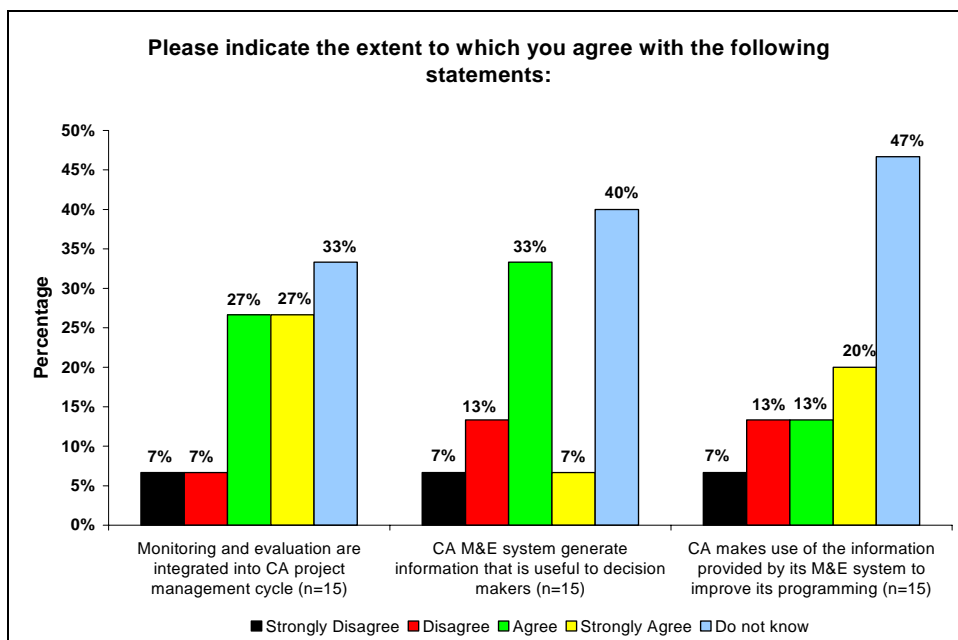


5.8 WOULD YOU SUGGEST ANY MODIFICATION TO THE GOVERNANCE STRUCTURE OF CA? IF SO, PLEASE SPECIFY
The earmarked funding through CA is not always transparent and the governance structure does not allow adequate 'oversight' of these earmarked funds by CG and PAG. Each of these earmarked projects has its own governance structure - e.g. CLIFF, SUF, which adds another layer. The processes adopted by these parallel governance structure are often not as rigorous as adopted by CA for its non-earmarked funds
The CA is very much donor driven and the views of the beneficiaries are not adequately represented in the CG (only at Policy Advisory Board level). There should be some options of membership in the CG that are not tied to financial contribution. There have been some problems with transparency in the past.
Our suggestions are in the Brazilian document presented in the annual meeting in Marrakesh last year
CA Secretariat atua de forma distante das localidades onde são desenvolvidos e operados os projetos apoiados com recursos do CA. Com relação à transparência das informações, as discussões realizadas ao longo do ano para o encontro anual deveriam ser repassadas e abertas a contribuições do conjunto de parceiros do CA. A governança do CA precisa ser revista conforme documento apresentado pela delegação brasileira em Marraqueche, out 2005
Need to be clearer on roles. Communications of Cities Alliance is quite weak.





6.8 ADDITIONAL COMMENTS ON CA'S COMMUNICATION AND KNOWLEDGE-SHARING APPROACHES:
More use could be made of global television
6.3 Based in the Chapter, the roles in the CA's Secretariat aren't those ones. 6.7 CA's Report could be produced every semester.
A website poderia trazer as discussões realizadas ao longo do ano pelos dirigentes, além de maiores informações sobre as diversas categorias e estágios de análise e aprovação dos projetos; -as newsletters são esporádicas; -os diversos meios de comunicação do CA(inclusive website) devem ser disponibilizados em todos os idiomas dos associados; - devem ser promovidas comunicações continuadas para acompanhamento dos projetos em andamento no país; -deve ser incentivado a constituição de uma REDE ATIVA (via website) de discussão e informações por todos os participantes dos projetos locais, além participantes dos encontros anuais (global)
CA needs to take a stronger role in advancing the knowledge of the field and pushing its members to think deeper and more creatively in developing innovative approaches to achieve its objectives.



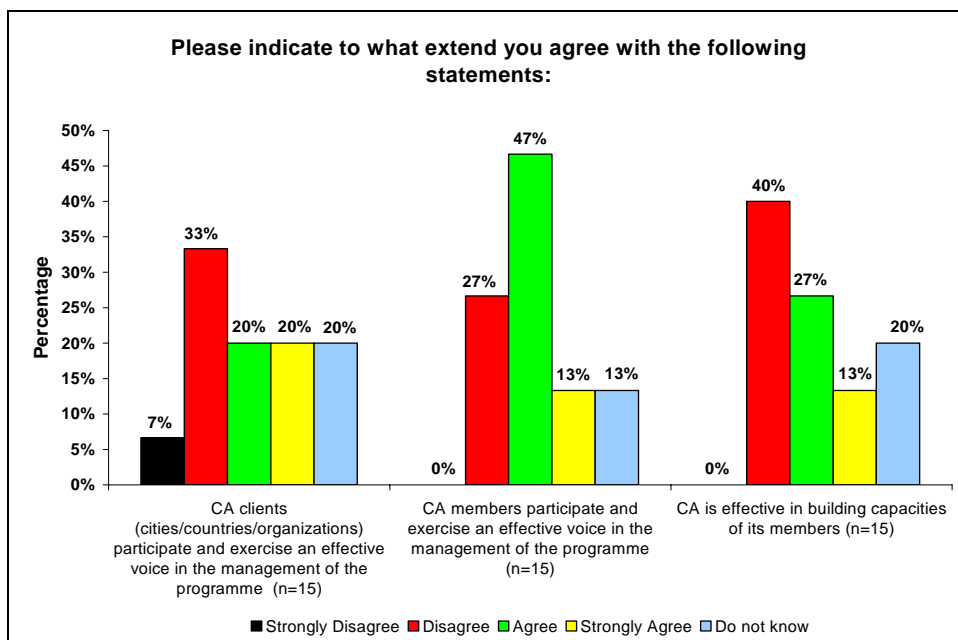
7.4 ADDITIONAL COMMENTS ON THE M&E SYSTEMS OF CA:

It is the outcome, which convinces decision makers. They compare investment and outcome before replicating outcome. Maybe decision makers could be involved to fix M&E since the beginning of the project cycle.

More could be developed on community level impact evaluation as devised by the Sen-tyt approaches advocated on www.removingunfreedoms.org

Onde estão as informações produzidas pelo sistema de M&E do CA? Não tivemos conhecimento sobre o mesmo.

Needs a more developed monitoring cycle and a more detailed evaluation process. Grants should undergo more scrutiny, possibly a discussion with the review panel prior to passing.

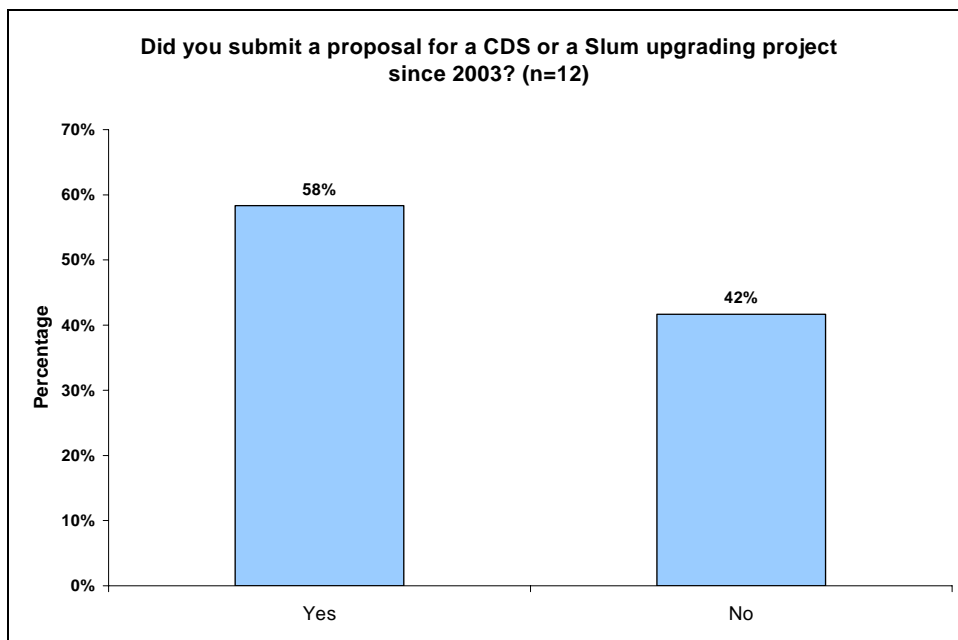


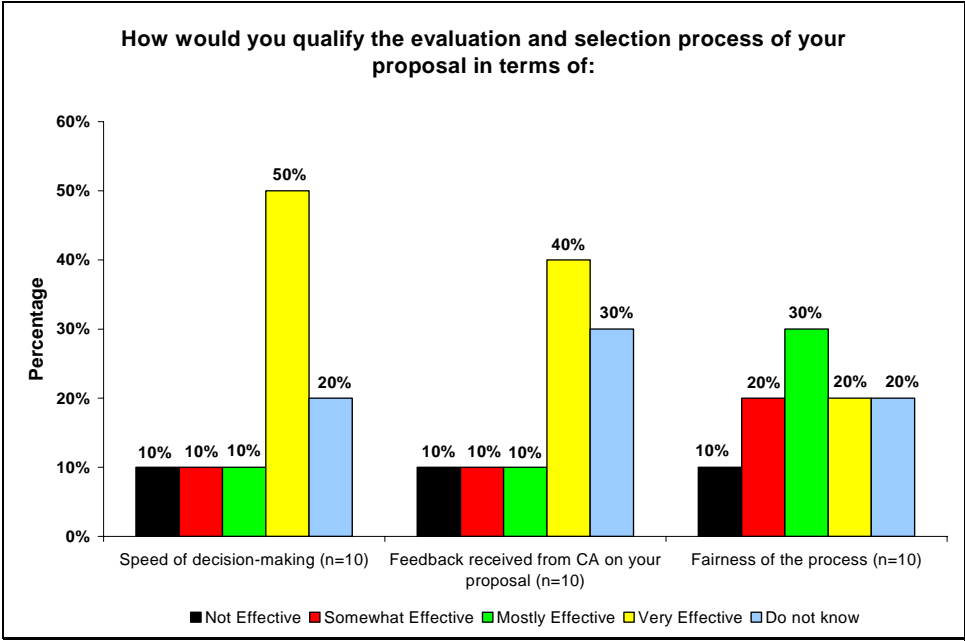
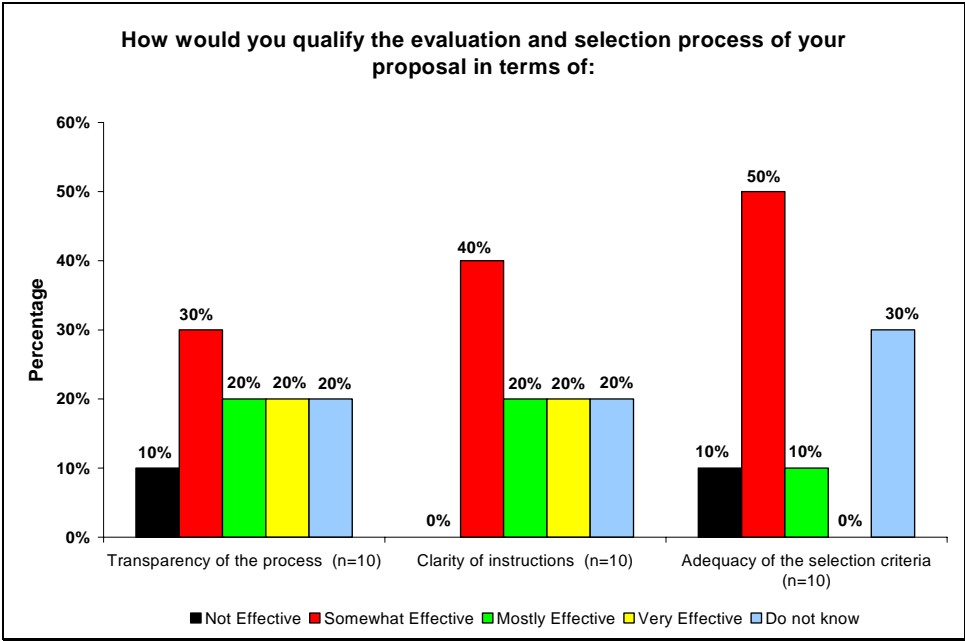
8.4 ADDITIONAL COMMENTS?

Only two recipient countries have recently become members of the CA. The CA should make it easier for these countries to get a place in the CA governance structure.

There are some lacks to the participation of its members

8.1- Não, pois fica muito centralizado nas decisões dos dirigentes do CA; restando apenas os encontros anuais a oportunidade para os demais participantes;



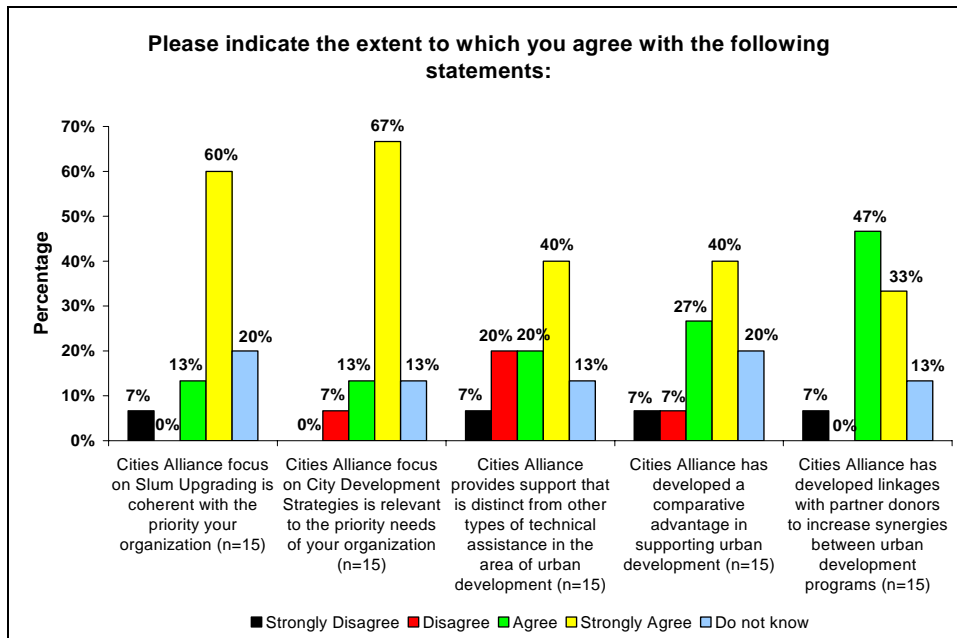


9.8 COMMENTS?

Some of the selection criteria have not been taken seriously enough in the past. The economic/poverty component is very strong, often to the detriment of other criteria, such as environmental sustainability.

The project is from Manaus/AM

O Mcidas não apresentou nenhum projeto a ser financiado dentro destes dois programas.



10.6 IN YOUR VIEW WHAT IS THE CITIES ALLIANCE’S COMPARATIVE ADVANTAGE?
Focus on urban issues
Effectively bringing the city-level objectives into the development process
The CA brings donors together in an effective way. However, field-based agencies have an advantage as compared to agencies with no country presence. Also, the criteria of SU and CDS are very much geared towards World Bank activities and makes it difficult for normative organizations to submit project proposals.
Importancia do suporte tecnico para as cidades na urbanização de assentamentos precários -promove e apoia a discussão mundial referente à urbanização de favelas no contexto das cidades; -referencia em nível mundial nos temas que se propõe -promove debates e sinergias no tema de urbanização de favelas -o desafio é melhorar, no caso brasileiro, a integração da representação local do CA com a representação do governo brasileiro (Mcidades e CAIXA), na construção e análise dos projetos.

11.1 WHAT ARE THE THREE (3) KEY STRENGTHS OF THE CITIES ALLIANCE?
One
CA programming focus on Slums
Inter-agency identity
Transparency
Partnership
Multi-donor initiative
Partnership
Mandate
Being small and fleet-of-foot
Efficient funding mechanism

11.1 WHAT ARE THE THREE (3) KEY STRENGTHS OF THE CITIES ALLIANCE?
Strong collaboration with local government
Prominence in this issue
Assistencia tecnica
Brings together stakeholders
Two
CA knowledge generation and dissemination
Advocacy
Communication
Limited goals
Focused organization -SU
Global knowledge
Focus on CDS and SU
Being focused
Brings donors together
Strong collaboration with CG members
It's a big environment to discussions
Capacidade de criar sinergia para alavancar projetos
Begins a participatory models of development in applicant countries
Three
Governing style
Committed staff
Small secretariat
Clear and focused objectives
Funding
Being on the side of the city
Develops innovative methodologies
Transparency
Contribution to achieve Target 11
Direcionamento de recursos para ações focadas na urbanização de favelas
Advocates among donor agencies

11.2 WHAT ARE THE THREE (3) KEY WEAKNESSES OF THE CITIES ALLIANCE?
One
Lack of visibility of its advocacy role
Insufficient emphasis on global monitoring
Sustainability

11.2 WHAT ARE THE THREE (3) KEY WEAKNESSES OF THE CITIES ALLIANCE?
Excessively donor biased and controlled
Large earmarked funded projects that lack transparency
Lack of resources compared to mandate
UN-Habitat Dominance
More people need to know about it
Donor driven
Governance
Forte influencia do banco mundial na definição de projetos a serem apoiados
Weak assistance in implementing applications
Two
Assessment of effectiveness of programmes
Thematic evaluation on projects missing
Links to local knowledge
Lack of stronger links with local government.
Repeated funding of same organizations
Relation WB, Habitat, Cities Alliance
Communication
More people need to understand what it does
World Bank biased
Transparency
Decisões excessivamente centralizadas no secretariado e SC
Weak impact assessments
Three
Insufficient involvement of other multilateral agencies
Ineffective lobbying for the urban agenda at the world bank and other financially related institutions
Poor coverage of LDCs
Implementation of CDS unclear
Tools / models /guides
Being able to follow through to implementation
Membership is expensive
Communication
Atropelo no processo de disponibilização para análise dos projetos
Weak technical expertise, should provide more intellectual rigor when reviewing applications

12.1 PLEASE USE THE SPACE PROVIDED BELOW TO NOTE ANY PARTICULAR RECOMMENDATIONS THAT YOU HAVE FOR CITIES ALLIANCE.
Increase consultation/partnership with UN-HABITAT to ensure that normative and advocacy components of the two global campaigns (Secure Tenure and Governance) are incorporated in the CA programmes to ensure full commitment of authorities and involvement of civil society.
Work harder at bringing the principal partners together
The CA Secretariat is very committed, receptive and helpful. Its relatively small size has kept it flexible. Global campaigns and work on normative tools could be strengthened. This would enhance up-scaling of SU, CDS and innovative approaches developed by the CA.
The recommendations are in the Brazilian document presented at the annual meeting in Marakesh, last year. Others recommendations: CA could wise up synergy actions in development of projects CA could also use local high skilled technicians in local financing programs
As recomendações do Brasil estão contidas em documento específico apresentado pela delegação brasileira em Marraqueche, em outubro de 2005.