

Cities Alliance

Cities Without Slums

Work Programme Proposal

1.) Name of Activity:

Administration of Legacy Cities Alliance Operations

2. Implementation Partner:

Organisation: World Bank, Urban and Disaster Risk Management Department

Contact Person: *[To be confirmed]*

Contact phone/ email: *[To be confirmed]*

3.) Expected Duration: September 3, 2013* to December 31, 2015**

* Targeted Transfer Date of the Secretariat

** Estimated date to complete Legacy operations

4.) Budget Request:

Amount of total budget requested from Cities Alliance funding: \$3,100,365

5.) Background

With the decision of the Cities Alliance Consultative Group (CG) to select UNOPS to administer the Cities Alliance financial resources and serve as the new Secretariat of the Cities Alliance, the WB will conclude the on-going operations of the Cities Alliance that have been under its administration (Legacy Operations). This will include oversight of its legacy grant portfolio, administration and eventual closing of the trust funds administered for the CA, administration of future DGF funding made to UNOPS for the CA, and concluding its role as the CA Secretariat.

It is anticipated there will be between 90 and 95 active projects as of September 3, 2013, consisting of a mix of "recipient-executed" and "Bank-executed" projects (see Annex). In addition, it is anticipated there will be a small portfolio of completed projects that are still going through the closure process.

This Administration Proposal provides the plan and budget for the World Bank to conclude its services as trustee of CA funding and role as the CA Secretariat. The staff retained and assigned to implement the plan will not become UNOPS personnel after the Transfer Date (as defined below), but will continue under WB management. The World Bank will undertake the activities specified in this proposal, in collaboration with UNOPS.

The funds to be administered through this proposal ("Legacy Funds") are the CA Multi-Donor Trust Fund; Land, Services & Citizenship TF; Italian CA TFs (closing during FY14); and funding provided for the CA from the WB's Development Grant Facility (DGF).

This Work Programme would start from the "Transfer Date", which would be the first business day after the WB employment contract of the Manager of the Secretariat ends. The first business day is projected to be September 3, 2013. The Work Programme would cover the period from the Transfer Date to completion of the Legacy Operations at the World Bank.

This Work Programme would be administered on a cost recovery basis, with projected costs included in the budget presented below. Any remaining budgeted funds after completion of the Work Programme will be transferred to UNOPS through the Residual Transfer mechanism (see separate proposal). Any increase in budget, if needed, would be requested by the WB through UNOPS/CA Secretariat and paid from remaining residual Legacy Funds still held by the WB.

The World Bank will be responsible for handling any and all claims, controversies and disputes arising out of matters originating in relation to its CA activities undertaken prior to the Transfer Date or from matters for which the Bank retains responsibility through to completion of the Legacy Operations. The Bank will not settle any such claim without first consulting with UNOPS.

UNOPS will be responsible for handling any and all other claims, controversies and disputes relating to the Cities Alliance originating on or after the Transfer Date.

6.) Activity Objective(s):

The objectives of the Work Programme are the successful management through to completion of the Legacy Operations, including all grant-funded activities under World Bank administration, and to support the successful transition of the Cities Alliance programme to Brussels and the UNOPS platform.

7.) Activity Plan Summary:

Key activities and tasks will be carried out under this initiative. These are:

- A. **Continued oversight and management of the Legacy Funds**, in compliance with all WB policies and procedures, until all of the activities are closed and all requirements met.
- B. **Continued financial reporting to CA members/donors on the Legacy Funds**, in a manner consistent with past reporting.
- C. **Continued progress/results reporting to CA members/donors on Legacy Funds**, in a manner consistent with past reporting, and in cooperation with the UNOPS/CA Secretariat.
- D. **Support UNOPS/CA Secretariat during the transitional period** until it can resume normal full operations.
- E. **Report to EXCO** on implementation of the Administration of Legacy CA Operations.

8.) Main Components, Tasks and Deliverables

A. Continued oversight and management of the Legacy Funds

- 1. Continued supervision and monitoring functions for the CA's portfolio of projects that are either active or in process of closing as of the date of transfer of the Secretariat (targeted for September 3, 2013). This includes:

- a. Grant disbursements
 - b. Grant and project monitoring
 - c. Grant and project closing
 - d. Substantive/technical review of deliverables, reports, and lessons learned
 - e. Amendment of grant agreements (as appropriate)
2. Continued maintenance of project records
3. Provide briefings to UNOPS/CA Secretariat, through agreed channels, on legacy portfolio progress and outcomes, including through periodic consultations.
4. Administer the Legacy Funds through to final closing. (Note: the final closing of Multi-Donor TF could extend beyond the Dec 2015 projected date for administrative reasons; however, the grant operations are expected to be closed by end of 2015).

B. Continued financial reporting to CA members/donors on the Legacy Funds

1. Continue to provide financial reporting to CA donors/members under agreements made for the Legacy Funds and in a manner consistent with past practice.
2. Provide copy of financial reporting to UNOPS/CA Secretariat for purposes of compiling overall program reporting to CA members, including financial reporting in the CA annual report.

C. Continued progress/results reporting to CA members/donors on Legacy Funds

1. Continue to provide progress reporting to CA donors/members under agreements made for the Legacy Funds and in a manner consistent with past reporting.
2. Provide UNOPS/CA Secretariat with copy of progress reporting, as well as copy of individual grant progress and completion reporting, project outputs and other grant records from the Legacy Fund, for purposes of compiling program reporting to CA members, including progress reporting in the CA annual report.
3. Write results reporting about the legacy portfolio, or review reporting written by others, that is to be made available to CA members or to the public through the CA website, annual report or other vehicles. Support programme reporting against Results Framework.

D. Support UNOPS/CA Secretariat during the transitional period

1. Facilitate the access of UNOPS/CA Secretariat to program and project records and knowledge assets from the Legacy Operations, as agreed between WB and UNOPS.
2. Provide temporary web-editing and other communications support until this capacity is established in UNOPS/CA Secretariat.
3. Provide temporary support for planning and preparations for CA governance meetings until this capacity is established in UNOPS/CA Secretariat. This includes financial, documentation and logistical support for the Burkina Faso CG/EXCO meetings (tentatively scheduled for early November 2013).
4. Provide advisory support to UNOPS/CA Secretariat during transition period.
5. Identify and support opportunities for further collaboration of the WB with the CA, and appropriate mechanisms for implementation.

E. Report to EXCO on implementation of this Work Programme, i.e., the Administration of Legacy CA Operations

1. Provide reporting to EXCO, with copy to UNOPS/CA Secretariat, on overall implementation of this Work Programme. The reporting will include status reports on legacy portfolio.

9.) Budget

Cities Alliance - Administration of Legacy Operations (projected Sept 1, 2013 to Dec 31, 2015)

Uses of Funds	FY14* (10 mo.)	FY15 (12 mo.)	FY16** (6 mo.)	Total
WB staff costs (salary + benefits)	1,064,527	690,958	297,029	2,052,514
Consultant support	105,000	35,000	0	140,000
Travel	147,000	111,000	32,000	290,000
Indirect Costs (office space, comm/IT, etc)	142,000	69,000	45,000	256,000
Other Expenses (e.g., supplies, freight, printing)	40,000	25,000	15,000	80,000
Sub-Total Uses of Funds	1,498,527	930,958	389,029	2,818,514
Contingency - 10%				281,851
Total Uses of Funds				3,100,365

Amounts shown are current budget estimates, still under review.

* Projected to begin September 3, 2013

** Projected to end December 31, 2015

See Budget Notes, next page.

World Bank fiscal year used (July to June).

10.) Budget Notes

Staff Costs

- There are expected to be 15 current staff who do not transfer with the Secretariat to Brussels. The contracts for most of these staff will be phased out during FY14, in line with gradual closing of grant portfolio. During FY15, the staffing complement is expected to be down to three full-time and two part-time staff, and further reduced in FY16.
- In addition, provisions are made for costs of management of the Legacy Operations by the WB's urban anchor unit, and other support including for grant supervision and Legacy Fund reporting.

Travel

- Budget is provided for staff and consultants to travel for portfolio consultations and advisory support to CA Secretariat, participation in CA governance meetings (approximately 60% of budget); and, staff and consultant travel for supervision and implementation support of recipient-executed grants (approximately 40%).

Consultants

- This primarily includes implementation support for country program grants.

Indirect Costs

- This includes costs for office space, computing, IT support and other overheads for the Legacy Operations.
- Costs will decline as staff complement reduces.

Contingency Costs

- Allowance is made for unforeseen/unbudgeted costs that might incur, such as, for example, larger costs for grant administration and closing Legacy Funds than had been estimated, or costs associated with ending of staff contracts.
- Any Contingency Costs or other budget not utilized will be transferred to UNOPS at end of the Project.
- If budgeted funds are not sufficient to cover costs for concluding of Legacy Operations, an additional budget request will be made by the WB through the Secretariat to the Executive Committee.

ANNEX

LEGACY PORTFOLIO – ACTIVE PROJECTS

Projected – September 3, 2013

Sub-Saharan Africa Region						
Country	Fund Name	Execution Type	Fund Closing Date	Grant Approved Amt.	Fund Balance	Recipient
Burkina-Faso	CA-Burkina Faso LSC Framework	Recipient	12/31/2013		0	UN-HABITAT
Cameroon	Cities Alliance - CDS of Yaoundé and its metropolitan area (BE	6/27/2014	36,000	7,965	AFTU2
Cameroon	CA - Cameroon - CDS Yaoundé	Recipient	12/31/2013	240,000	0	Communauté Urbaine de Yaoundé
Central African Republic	Cities Alliance - Towards Sustainable Urban Management: Impr	BE	6/30/2013	301,750	95,998	AFTU2
Chad	Insertion sociale et economique des jeunes de 4 quartiers de N'Djamena	Recipient	12/31/2013	240,000	240,000	ESSOR
Cote d'Ivoire	CA-Abidjan-SU -13 Municipalities	Recipient	12/31/2013	271,404	0	United Nations Development Programme (UNDP)
Ethiopia	CA - Ethiopia - Make Housing Assets Work	Recipient	12/31/2013	250,000	0	Ethiopia Ministry of Urban Development and Construction
Ethiopia	Integrated Urban Database	Recipient	12/31/2013	248,500	98,500	Ethiopian Ministry of Works and Urban Development
Ethiopia	Good Governance for Growth and Transformation	Recipient	12/31/2013		351,700	Ethiopian Civil Service University
Ghana	Cities Alliance: Support to the development of an integrated	BE	1/31/2014	450,000	385,645	AFTU2
Ghana	CITIES ALLIANCE - Land, Services and Citizenship for the Urb	RE	6/30/2014	755,895	455,895	GIZ
Ghana	CITIES ALLIANCE - Sustainable Urban Local Government Capacit	RE	6/30/2014	414,160	264,160	ILGS - The Institute of Local Government Studies
Ghana	CITIES ALLIANCE: Building Capacity of the Urban Poor for Inc	RE	12/31/2013	250,000	20,000	Slum Dwellers International (SDI)
Ghana	Preparation for State of Ghana Cities Project	Recipient	12/31/2013	72,850	72,850	University of Capetown-ACC
Ghana	Cities Alliance: Ghana Urban Voice Radio Program	BE	6/30/2013	58,000	16,759	FEUCA
Malawi	CA-Malawi-National Urban Policy Phase 1	Recipient	12/31/2013	175,000	0	UN-HABITAT
Malawi	Cities Alliance - Grant for Lilongwe City Development Strate	RE	12/31/2013	249,000	149,000	Lilongwe City
Mauritania	Centre d'appui à l'Insertion des jeunes de Nouakchott (CAP Insertion)	Recipient	12/31/2013	250,000	250,000	Communaute Urbaine de Nouakchott
Mozambique	Cities Alliance: Support for upgrading the Chamanculo C Neig	RE	12/31/2014	545,000	375,000	Ministry of Planning & Dev
Mozambique	CA - Mozambique SU & CDS Nampula City	Recipient	12/31/2013	193,000	0	Nampula Municipal Council
Namibia	Namibian City Development Strategies (CDS) Pilot	RE	3/31/2013	250,000	175,000	ALAN - Association of Local Authorities of Namibia

Regional	Creating Enabling Environments for Sustainable Urbanization	BE	6/30/2014	244,000	228,106	FEUCA
Regional	Dissemination of Housing the Poor in African Cities - Quick	BE	12/31/2013	40,000	40,000	FEUCA
Regional	Data and Information Support to State of Cities Report progr	BE	12/31/2013	45,000	43,342	FEUCA
Regional	Cities Alliance - Capacity Support to Roll out SoCR Africa	BE	7/1/2013	45,000	19,706	WBIUR
Regional	CA-Africa-State of African Cities 2012	Recipient	12/31/2013	75,000	0	UN-HABITAT
Regional	Housing the Poor in African Cities - Marketing & Dissemination	Recipient	12/31/2013	125,800	125,800	UN-Habitat
Regional	CA-Africa-Know Your City	Recipient	12/31/2013	74,825	0	United Cities and Local Governments (UCLG)
Regional	Preparation and Development of CA Africa Strategy	BE	12/31/2013	75,000	47,576	FEUCA
Regional	Promoting National Approaches to Slum Upgrading and Prevention in Sub Saharan Africa	BE	6/30/2014	75,000	75,000	WBIUR
Regional	Supporting Africa's Urban Transition	BE	3/31/2014	920,000		AFTU1 - Funds given in own Window
Regional	Defining Africa's Emerging Urban Agenda - Central Program Op	RE	6/30/2014	498,000	98,000	University of Cape Town
Senegal	UrbaPEJ-Dalifort : Projet d'appui au développement social urbain durable des quartiers, à la vie associative et la Promotion de l'Emploi-Jeunes de Dalifort, en proche banlieue de Dakar	Recipient	12/31/2013	194,754	194,754	Stakeholder Democracy Network
Southern Africa	CA-Global-UCLG Supervision CDS Projects	Recipient	12/31/2013	56,382	0	United Cities and Local Governments (UCLG)
Southern Africa	CA - Southern Africa - Tenure Security	Recipient	12/31/2013	250,000	0	FinMark Trust
Tanzania	CA-Tanzania-State of Cities Report	Recipient	12/31/2013	250,000	0	TANZANIA CITIES NETWORK (TACINE)
Togo	Greater Lome Urban Development Strategy	Recipient	12/31/2013	370,000	0	Agence de Gestion des Travaux Urbains du Togo (AGETUR)
Uganda	CA:JWP Land Tenure	Recipient	12/31/2013	75,000	0	UN-HABITAT
Uganda	Addressing the Land Information Requirements of the Urban Poor – Phase 2: Scaling Up the Capacity Development Initiatives in the Use and Application of the Social Tenure Domain Model (STDMD)	Recipient	12/31/2013	225,000	225,000	UN-Habitat
Uganda	Transforming Settlements of the Urban Poor in Uganda- TSUPU	RE	11/30/2014	450,000	50,000	Ministry of Finance, Planning and Economic Development
Uganda	Transforming Settlements of the Urban Poor in Uganda- TSUPU	RE	11/30/2014	1,847,000	800,000	Ministry of Finance, Planning and Economic Development
Uganda	Transforming the Settlements of the Urban poor (SDI) -TSUPU	RE	11/30/2014	595,000	145,000	Slum Dwellers International (SDI)
East Asia and the Pacific Region						
Country	Fund Name	Execution Type	Fund Closing Date	Grant Approved Amt.	Fund Balance	Recipient
Indonesia	Indonesia Slum Alleviation Policy and Action Plan (SAPOLA)	RE	3/31/2015	455,000	381,526	Ministry of Finance

Indonesia	Making Urban Investment Planning Workd: Building on Indonesian CDS Process	Recipient	12/31/2013	488,200	0	UN-Habitat
Indonesia	Indonesia Slum Alleviation Policy and Action Plan (SAPOLA)	BE	3/31/2015	45,000	11,114	EASIS
Pacific Islands	Regional Institutional Strengthening and Knowledge Managemen	RE	12/31/2014	349,600	139,600	UN-HABITAT
Papua New Guinea	Papua New Guinea Settlement Upgrading Programme	RE	6/30/2015	350,000	0	UN-HABITAT
Philippines	Philippines Traffic&Transport Mgmt for PH CDS Cities	BE	12/31/2013	65,000	34,045	EASPS
Philippines	Philippines: Developing A Knowledge Management and Exchange	BE	4/14/2013	27,500	13,610	EASPS
Philippines	Developing A Knowledge Management and Exchange System for Ci	RE	4/30/2013	222,500	162,500	League of Cities of the Philippines (LCP)
Philippines	Philippines Traffic and Transport Management for CDS Cities	RE	12/31/2013	435,000	435,000	League of Cities of the Philippines (LCP)
Philippines	National Slum Upgrading Strategy	RE	12/31/2013	455,000	370,000	Housing and Urban Development Coordinating Council Philippines (HUDCC)
Philippines	Philippines: National Slum Upgrading Strategy	BE	12/31/2013	45,000	4,612	EASPS
Philippines	REVIEW OF THE CDS PROGRAM IN THE PHILIPPINES AND PREPARATIO	RE	5/31/2013	169,000	19,000	League of Cities of the Philippines (LCP)
Regional	CA: First Eco2 East Asia Program	BE	12/31/2013	1,133,500	72,394	EASIN
Samoa	Samoa City Development Strategy Programme	RE	12/31/2014	237,000	73,000	UN-HABITAT
Vietnam	Cities Alliance: Vietnam Urban Forum and NUUP	BE	12/31/2013	55,000	39,512	EASVS
Vietnam	Cities Alliance: Strengthening of the Vietnam Urban Forum (V	RE	12/31/2013	445,000	266,968	Ministry of Construction

Europe and Central Asia Region

Country	Fund Name	Execution Type	Fund Closing Date	Grant Approved Amt.	Fund Balance	Recipient
Albania	Tirana City Development Strategy	Recipient	12/31/2013	250,000	175,000	Municipality of Tirana
Uzbekistan	CITIES ALLIANCE - SUSTAINABLE DEVT. STRATEGY FOR HISTORIC SI	BE	11/30/2013	220,000	200,853	ECSUW

Global / Multi-regional

Country	Fund Name	Execution Type	Fund Closing Date	Grant Approved Amt.	Fund Balance	Recipient
Global	Land, Services and Citizenship - Program Supervision & Imple	BE	6/30/2015	841,336	130,765	FEUCA
Global	Land, Services and Citizenship - Program Management & Trust	BE	6/30/2015	458,664	114,482	FEUCA
Global	Mainstreaming the environment in the Cities Alliance activit	RE	6/30/2014	379,684	79,684	UNEP
Global	First Eco2 Knowledge Program	BE	12/31/2013	366,500	175,068	UDRUR

Global	Cities Alliance - The Governance of Basic Local Public Servi	RE	4/30/2013	50,000	4,940	UCLG (PPIAF)
Global	CA - JWP Supporting Cities in addressing Climate Change chal	RE	6/30/2013	175,000	10,000	UN-HABITAT
Global	Reshaping the City Agenda: A discussion paper on the evolution and formulation of national urban policies	Recipient	12/31/2013	55,000	55,000	UN-Habitat
Global	CA: Advocacy Campaign: Habitat III	Recipient	12/31/2013	200,000	0	United Cities and Local Governments (UCLG)
Global	CA: City Futures Phase III	Recipient	12/31/2013	200,000	0	United Cities and Local Governments (UCLG)

Latin America and the Caribbean Region

Country	Fund Name	Execution Type	Fund Closing Date	Grant Approved Amt.	Fund Balance	Recipient
Argentina	City Development Strategies for The Province of Buenos Aires	BE	6/30/2013	75,000	22,368	LCSDU
Argentina	City Development Strategies for The Province of Buenos Aires	RE	6/30/2013	424,906	124,906	Federación Argentina de Municipios (FAM)
Brazil	CITIES ALLIANCE NON-CORE GRANT FOR THE BRAZIL: BAHIA POOR UR	BE	12/31/2013	759,396	108,669	FEUCA
Brazil	CITIES ALLIANCE: BRAZIL CITIES ALLIANCE SOCIAL HOUSING INFOR	BE	3/31/2013	75,000	38,719	LCSDU
Brazil	Cities Alliance - BRAZIL: TA to structure the National Monit	BE	6/30/2013	74,000	27,084	LCSDU
Brazil	Brazil: Social Interest Housing Programs- Improving manageri	BE	6/30/2013	234,345	15,626	LCSDU
Brazil	Cities Alliance: TA Involuntary Resettlement Policy	BE	6/30/2013	150,000	102,386	LCSSO
Brazil	Regulation of ZEIS - Special Social Interest Zones in the municipality of Salvador	Recipient	12/31/2013	490,000	0	Fundação Mário Leal Ferreira (FMLF)
Chile	CA - Chile - CDS for Ciudad Sur Santiago	Recipient	12/31/2013	250,000	0	Municipalidad De El Bosque (Chile)
Costa Rica	COSTA RICA:NEIGHBOURHOOD IMPROVMNT AND SLUM ERADICATION	RE	11/30/2013	500,000	50,000	UN-HABITAT
Latin America	Strengthening Climate Adaptation & Disaster Risk Management	BE	12/31/2012	65,000	72	LCSDU

Middle East and North Africa Region

Country	Fund Name	Execution Type	Fund Closing Date	Grant Approved Amt.	Fund Balance	Recipient
Regional	Establishing a Regional City Development Strategy Facility at AUDI	Recipient	12/31/2013	250,000	0	Arab Institute for Urban Development(AUDI)
Tunisia	CITIES ALLIANCE - Tunisia- Urbanization Review	BE	10/31/2013	200,000	101,802	MNSUR

South Asia Region

Country	Fund Name	Execution Type	Fund Closing Date	Grant Approved Amt.	Fund Balance	Recipient
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Bangladesh	CA-Bangladesh-Urban Transformation	BE	3/31/2013	75,000	11,834	SASDU
India	Cities Alliance - Institutionalizing Urban Reforms in India	BE	12/31/2013	50,000	45,000	SASDU
India	Cities Alliance: SASDU - PEARL Supervision	BE	9/30/2014	35,000	35,000	SASDU
India	CITIES ALLIANCE: WBI - India Urban Capacity Building	BE	9/30/2014	80,000	70,739	WBIUR
India	Transformation of Mumbai into a World Class City - Phase III	Recipient	12/31/2013	250,000	250,000	Mumbai Transformation Support Unit/All India Institute of Local Self Government (MTSU/AIILSG)
India	Knowledge Support for Peer Experience and Reflective Learning	RE	9/30/2014	500,000	229,953	National Institute of Urban Affairs (NIUA)
India	Supporting and Operationalising the National Urban Sanitation	RE	9/30/2013	75,000	10,000	National Institute of Urban Affairs (NIUA)
India	Agra (India) Slum Upgrading Plan	RE	4/30/2014	499,987	29,987	CURE India