



Cities Alliance Medium Term Strategy, 2014-2017

## Promoting Equity in Cities

**Cities Alliance**  
Cities Without Slums

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# 1 INTRODUCTION



## INTRODUCTION

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The period covered by this Medium Term Strategy (MTS) is the most opportune time for promoting urban development in the past decades. A combination of factors – decisive and innovative actions by leading cities, changes in the policies of national governments and the reality of facts on the ground – have combined to push cities closer to the centre of the development agenda.

Internationally, the key role of cities will be further strengthened with a recognition of the constructive contribution they can play in implementing the post-2015 development agenda. This will be a central focus of the Third United Nations Conference on Housing and Sustainable Development (Habitat III) in 2016.

The design of the post-2015 development agenda is still underway, and a concerted attempt is being made to emerge with a limited number of focused goals with universal applicability. In our view, the global agenda is framed by two over-arching global challenges: limiting the environmental impacts of human activity in general, while simultaneously achieving more equitable and sustainable patterns of growth. It is a daunting task.

In both cases, it is the rural and urban poor that are most at risk. To mitigate against these risks, far greater attention needs to be paid to city resilience, and to preventative and proactive strategies that anticipate future urban growth – avoiding costly and inefficient retro-fitting which is the current default delivery mode.

At the outset, this Strategy needs to make an effective and useful contribution to a new, concerted global agenda. One of the core strengths of the Cities Alliance is that it has retained a very sharp and consistent focus in its work since its creation in 1999; citywide and nationwide slum upgrading, city development strategies, and national urban policies. This consistency has allowed the partnership not only to develop a unique portfolio and institutional memory, but has also allowed it to become increasingly clear in identifying which policies are most effective.

Through our Country Programmes, the Cities Alliance promotes longer-term planning horizons, a focus on the whole city and all citizens – with particular attention paid to previously excluded yet distinct constituencies within the urban poor, especially those of women and youth.

Constant innovation is also needed in development. Through our Catalytic Fund, we encourage our members and partners to think creatively about pro-poor solutions. Our Analytic and Strategic work focuses on delivering quality knowledge products to targeted audiences, promoting policy dialogues on urban and city themes, and advocating on key strategic issues.

Therefore, the MTS first and foremost builds upon and consolidates what is already working, retaining the Alliance's existing priorities, global reach and business model. It seeks to make a decisive contribution to the Programme Outcome approved by all Members in the Results Framework: ***Cities increasingly characterised by effective local government, active citizenship, and delivering improved and responsive services to the urban poor.***

In order to achieve these goals, this Strategy also contains specific proposals to strengthen the Alliance and increase its effectiveness in three key thematic areas:

**In the first thematic pillar**, the Cities Alliance will need to pay far more attention to identifying and promoting those policies and practices essential for equitable economic growth in the city. Such growth will need to support livelihoods and provide jobs that are needed not just to reduce rural and urban poverty, but most particularly to address one of the world's greatest and most pressing developmental challenges – meeting the legitimate expectations of the growing proportion of children and youth in the world's population.

**The second thematic pillar** for the Cities Alliance over the next three years will be the promotion of gender equality as a cross-cutting theme in all of its work. Throughout the world, and through a range of policies, customs and practices, women have fewer opportunities and rights, depriving both them and society of a significant source of human potential, and undermining both stability and sustainability of development. Women also act as vectors of positive change in cities, promoting household economic resilience and more equitable decision making. Through its work programme, the Cities Alliance will help women to build economic power, increase their political voice and advance their rights in cities.

Making the gender equality pillar effective in the Cities Alliance will require adjustments to the work programme, the composition and practices of its membership and, indeed, the work of the Secretariat itself.

Together, these thematic pillars point to **equity** – which was also the main theme promoted by UN-Habitat at WUF VII in Medellin in 2014 – as the single most important guiding theme for this Strategy and for all of the work of the Cities Alliance.

Not only are equitable growth and gender equality integrally linked, they will be mainly resolved in the world's urban areas. This requires attention not only to the world's megacities, but also in thousands of small and medium-sized towns and cities – cities whose names are not well known, which gain limited attention from national governments and international development agencies, but where capacity is often weakest whilst the needs are greatest.

**The third pillar** of this Strategy goes to the heart of the logic of the Cities Alliance itself: To strengthen the Cities Alliance as a partnership, building upon and making better use of the capacity of our existing members. This pillar is also informed by the need for a more equitable approach to supporting and responding to the needs of all members.

While there has been some progress since the adoption of the new business model in 2010, it is very clear that much more can be done. At the same time, it is increasingly apparent that the Cities Alliance also needs to both diversify and strengthen its membership, an issue which is currently receiving attention.

These pillars reappear throughout the MTS, and will start impacting on the work programme with immediate effect.

It is worth underscoring some of the policy messages that the Cities Alliance and its members have recently made in influencing national and city government policies. While retaining our focus on cities of all sizes, we will continue to particularly highlight the needs of small and medium-sized cities.

The Cities Alliance believes that solutions for the most pressing urban challenges are unlikely to be found in the creation of new cities, but will rather require concerted attention to the thousands of existing human settlements where most city growth is unplanned, informal and incremental. It is essential that both city and national policy makers focus on current realities as the starting point, and deal with the situation as it is, rather than as they hope it might be.

The Cities Alliance also believes that the city narrative needs to become more solution-oriented, confident and optimistic. For all of their challenges, there is little doubt that cities continually demonstrate their mettle as proven routes out of poverty, as well as places of education, culture, democratisation and the empowerment of women and girls. In addition, cities are central to the battle against climate change, as they hold the key to a greener future. With access to technology, finance and knowledge, cities can play a leading role towards a lower-carbon, climate resilient future.

It is against this backdrop that this Medium Term Strategy is presented, as well as the opportunity offered by a new set of universal goals aimed at promoting sustainable development and a renewed emphasis on equity, human rights and social justice.

## **CITIES ALLIANCE GUIDING PRINCIPLES**

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The Cities Alliance is a global partnership for urban poverty reduction and the promotion of the role of cities in sustainable development. Working through

the capacity of its members, it supports cities, local and national governments and their partners to address the complex challenges of rapid urbanisation and city growth. The long-term vision of the Cities Alliance is of a world characterised by sustainable cities without slums.

The work of the Cities Alliance is governed by its Charter, adopted by all members. This sets three overarching objectives for the organisation:

1. To strengthen and promote the role of cities in poverty reduction and in sustainable development;
2. To capture and strengthen synergies between and amongst members and partners; and
3. To improve the quality of urban development cooperation and lending.

However, as a partnership seeking to maximise its impact, the Cities Alliance aims to work in cities and countries where the prospects of success are higher, and can provide good international examples. Therefore, the Cities Alliance prioritises support to those cities, local authorities, associations of local authorities and national governments that, themselves, are committed to:

- Improving their cities, and local governance for all residents;
- Adopting a long-term comprehensive and inclusive approach to urban development;
- Implementing those reforms necessary to effect systemic change and to achieve delivery at scale; and
- Decentralising resources to empower local governments.

For its part, Cities Alliance and its members will continue to promote new working relationships between local and national government, slum dwellers, private foundations, the private sector, NGOs and other partners.

## **THE ROLE OF THE MEDIUM TERM STRATEGY (MTS) 2014-2016**

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This Medium Term Strategy builds upon the first strategy (2008-2010) as well as the subsequent adoption of a new Charter, business model and Results Framework (2013). These culminated in the relocation of the Cities Alliance from Washington D.C. to Brussels, and from the World Bank to the United Nations Office for Project Services (UNOPS) in 2013.

Now that the relocation is a reality, we can observe that a combination of the excellent stewardship of the World Bank, the vision of our members, and the successful relocation has created a moment of

enormous promise and opportunity for the Cities Alliance as a partnership. To realise this promise, this Medium Term Strategy builds upon and consolidates the experience of the Cities Alliance to date, and identifies important new challenges and opportunities, both substantive and organisational.

In summary, while building upon and consolidating the existing work programme, this Medium Term Strategy rests on three pillars that prioritise:

- Equitable economic growth in cities;
- The promotion of gender equality; and
- Strengthening the Cities Alliance as a global partnership.

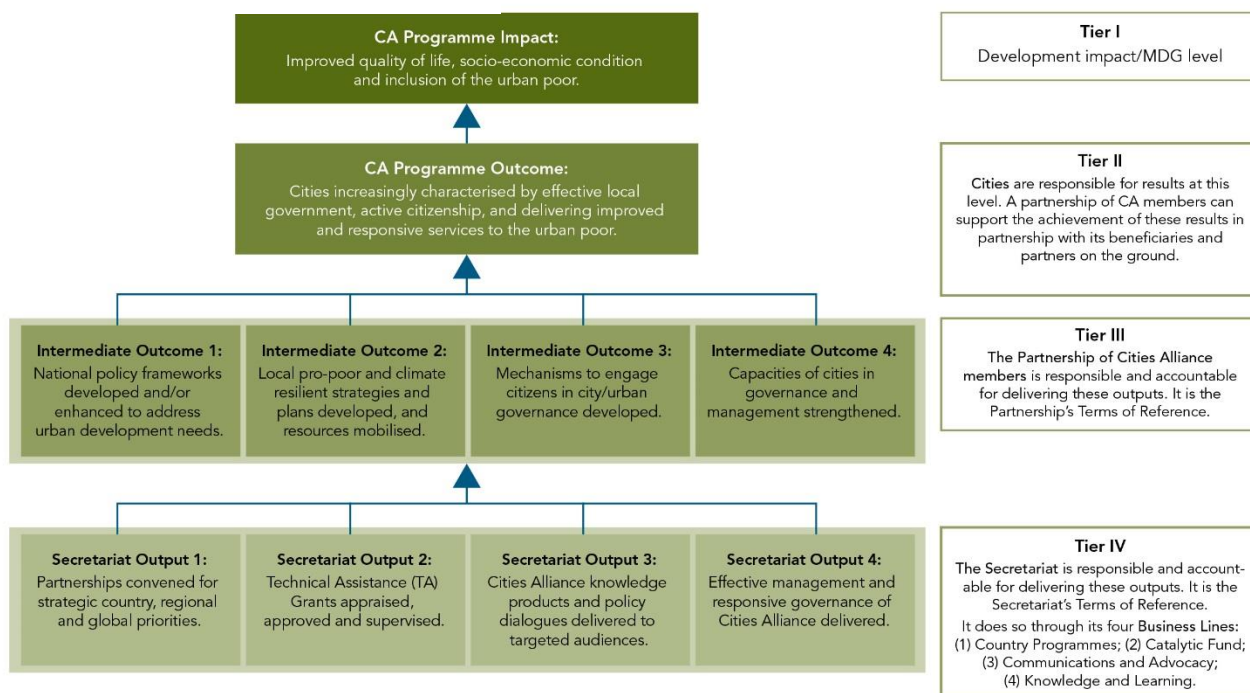
The MTS is the first document that builds upon and contributes to the Results Framework adopted by the Consultative Group in November 2013. The Results Framework was the outcome of several years of concerted effort by Cities Alliance members, and it now forms the basis of the Monitoring and Evaluation Framework being implemented in 2014.

In the following sections, each thematic pillar is linked to a specific area of the work plan. The final section operationalises the thematic and operational

pillars into a three-year work plan for FY14-16. It presents targets for Tier III<sup>1</sup> and a three-year work plan in accordance with each of the four Secretariat Outputs (Tier IV), as articulated in the diagram of the Results Chain (below). The activities are organised by business line (Country Programmes, Catalytic Fund and Analytic and Strategic Activities I&II).

The proposed activities in the three-year core work plan allow the Cities Alliance to deliver against targets and yearly performance standards for the agreed indicators in Tier III and IV – thereby meeting the minimum requirements of organisational and programmatic effectiveness, as well as overall accountability. The plan also provides room for expanding and scaling-up Cities Alliance operations to widen and deepen the work generated through the three pillars of this Strategy.

### Cities Alliance Results Chain



<sup>1</sup> The targets for Tier III were initially agreed upon at the November 2013 meeting in Burkina Faso, and are being revalidated by partners and stakeholders. As agreed by the

Consultative Group, they are currently being piloted within Country Programme cities and countries.

## 2 PROMOTING EQUITY IN CITIES



## PROMOTING EQUITY IN CITIES

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The Cities Alliance Results Framework has already had a significant impact on the organisation by providing a very clear structure for existing and future work. Notably, the framework explicitly articulates the Secretariat's work and how it contributes to the Intermediate Outcomes for which the Cities Alliance is responsible as a global partnership.

Thus, it is important to demonstrate how the MTS will contribute to the Results Framework in general, and to the Programme Outputs and Impact in particular. (See the Results Chain on p.4 for a description of the Outputs, Outcomes and Impact.)

This section of the MTS outlines how the Cities Alliance's work programme will strengthen the theme of equity, both in terms of the challenges of promoting equitable city growth, and the associated – and arguably more difficult – challenge of promoting gender equality.

We will do so through two lenses that our members have clearly identified as priorities: the specific challenges associated with secondary cities, and helping city and national partners respond to the informality which characterises both the current and future reality of most cities in the global south.

## PROMOTING EQUITABLE CITY GROWTH

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In order to improve the focus of national governments and development agencies on the facts, scale and extent of urbanisation, much emphasis has been placed on its potential economic benefits. Notably, the World Bank's landmark 2009 World Development Report on *Reshaping Economic Geography* clearly articulated the potential benefits of agglomeration, and pointed out that no country had ever achieved middle income status without urbanising and industrialising.

The Cities Alliance takes a slightly different approach. We use our mandate and membership to stress that urbanisation is inevitable, and that it is imperative to anticipate, and plan for, existing as well as future urban growth. The Cities Alliance also highlights the need to focus on the whole city and all residents, and avoid policies and administrative choices that marginalise and exclude parts or most of a city's population. Such policies only create greater social, infrastructural and economic problems for future generations to resolve.

The Cities Alliance approach is embodied in the first generation of Country Programmes, which focused on providing land, services and (urban) citizenship as three policy triggers to progressively include the urban poor into the mainstream of the city.

In simple terms, the challenge is to simultaneously formalise the informal, and legalise the illegal.

We still believe that this policy approach is fundamentally correct. However, it is also incomplete. It is clear that sound and just policies to ensure the inclusion of all citizens – and to make provision for land, services and citizenship – are an essential contribution to sustainable economic growth. Nonetheless, there is a very real limit to the economic impact such policies can have on their own. To lift whole cities and countries out of poverty, there needs to be more concentrated attention to policies that promote and sustain economic growth.

Over the past decade, the statement that "cities are the engines of economic growth" has become something of a mantra. Yet, nothing is certain about the economic growth of cities, nor is it automatic that crowded urban spaces and agglomeration will – on their own – increase a city's economic performance.

Previous economic transformations that took place in other parts of the world and in different periods of history cannot simply be extrapolated with the assumption that the same conditions and outcomes will apply. For example, there is evidence that in parts of Africa, Asia and Latin America, city growth and urbanisation are not accompanied by industrialisation, but rather other economic activities, including those in the informal sector.

Developing cities vary greatly in their ability to meet challenges and attract investment, business and people. This is especially true for secondary cities, which are following different growth patterns globally that may affect sustainability in the long term. While many primary cities have locational and geographic advantages that facilitate trade and integration into the national and regional economy, secondary cities are struggling to foster economic development and accommodate growing populations. The result is cities with large infrastructure and service shortfalls, poor economic prospects and growing urban poverty.

At the same time, secondary cities are transforming rapidly; in Africa alone, many will double or even triple their populations over the next 15 to 25 years. This unprecedented change brings into stark relief a number of fundamental challenges:

- What makes the difference between a city that uses agglomeration advantages to attract investment and offers opportunity to the majority of its citizens, and one that concentrates increasing numbers of urban poor in appalling and ever-worsening living conditions?
- Which policies will help a local government maximise its chances of attracting investment and employment opportunities?
- Which institutions are necessary to provide the kind of confidence and stability that encourage both slum dwellers and the private sector to invest in the same city?



The Cities Alliance has always been active in cities of all sizes, and that general approach will continue to guide our work. As the Cities Alliance Consultative Group has consistently noted, however, special measures are needed to bring more attention to the specific challenges faced by small and medium-sized cities. The Cities Alliance has already taken this forward by commissioning new research on secondary cities and by making them the focus of our participation at the World Urban Forum in 2014. We are also incorporating the main themes of this MTS into our activities in secondary (and other) cities, and will undertake specific activities to promote the issue.

Any effort to foster equitable growth in cities must involve the informal sector. It is estimated that up to 60% of the global population lives and works in the informal economy. The Cities Alliance has argued that informality and incremental development are cornerstones of ensuring access to land, services and shelter as part of a city's development. We now need to direct the same attention to the informal sector's role in providing survival strategies, basic employment and meaningful livelihoods. Despite the high participation rate of urban workers in the informal economy and its strong linkages to the formal economy, most national accounts ignore the sector's contribution in the national GDP.

At a broader level, the city needs to adopt a long-term vision and ensure investment in essential infrastructure, transport, health and education services. Without these, the city cannot achieve its mission and function properly as a social and economic entity. At the same time, the local authority must ensure the sound financial management of infrastructure assets, equitable pricing policies, and revenue collection to maintain the servicing of loans and sound administration.

This will require learning not only from cities that have successfully promoted investment and expanded the role of the private sector, but also cities that have systematically encouraged policies that build upon the strategies of the urban poor and actively facilitate their financial inclusion.

Higher tiers of government play an essential role in promoting equitable economic growth at the city level. National policies that encourage sustainable city development include national policy frameworks, the systematic empowerment of local governments, the training of professional city planners and managers, the clear allocation of functions and responsibilities, and – most significantly – the reliable, predictable and stable allocation of intergovernmental fiscal transfers.

In short, the role of urban governance in developing countries needs to expand the traditional focus on service delivery to include strengthening institutions,

improving administrative quality and reliability, and facilitating private and public investment.

## Cities Alliance activities

In order to begin addressing these sets of issues more comprehensively, the Cities Alliance will pursue a number of activities including:

- Forming a Joint Work Programme (JWP) on promoting equitable city growth that builds on the initiatives of members that are already engaged in this area;
- Identifying external partners and institutions with whom the Cities Alliance can collaborate to build upon existing expertise and learning; and
- Extracting lessons from the Bill & Melinda Gates Intermediation Portfolio <sup>2</sup> to benefit from those organisations that have pioneered work on the informal economy.

To continue its recent focus on the important role played by secondary cities, the Cities Alliance will undertake the following activities:

- Disseminate the forthcoming Cities Alliance flagship study *The Systems of Secondary Cities* and promote a series of policy dialogues at the global and country level;
- Distil lessons learned from secondary city support activities in Cities Alliance Country Programmes; and
- Produce a discussion paper for Cities Alliance members to consider an initiative focused on secondary cities.

This considered approach will help the Cities Alliance use successful international examples to identify those regulatory and administrative frameworks that promote sustainable and equitable city growth, and allow the construction of a normative framework.

In parallel, interested Cities Alliance members will be asked to participate in a Joint Work Programme on Promoting Equitable City Growth. The Secretariat will facilitate this collaboration, which will frame the Cities Alliance work programme on the issue.

At the same time, it is imperative that Cities Alliance members pay more attention to the importance of 'greening' the city economy. As UNEP's *Green Economy Report* makes clear, "relatively high densities are a central feature of green cities, bringing efficiency gains and technological innovation through the proximity of economic activities while reducing resource and energy consumption". <sup>3</sup>

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<sup>2</sup> The Cities Alliance Secretariat has been contracted to provide substantive oversight to this portfolio.

<sup>3</sup> The *Green Economy Report* was released by UNEP in 2011.

Through its Country Programmes, the Cities Alliance is well placed to strengthen its existing practice of promoting cooperation between communities, city and national governments, and the private sector.

Within our business model and work programme, the Cities Alliance can leverage national and municipal forums to promote a new focus on equitable growth and gender equality, facilitate the effective inclusion of the local private sector, and ensure support to the growth of local enterprises.

We can also focus on municipal finance to strengthen the capacity of cities for investment and inclusive growth. This includes technical assistance grants to promote more inclusive and accountable financial governance tools, products and services. With improved financial management systems, municipal governments will be supported to adopt modernised and transparent public sector financial management practices, such as performance-based, gender-responsive and pro-poor budgeting.

## **RESPONDING TO INFORMALITY**

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Throughout the developing world most people gain access to land, services and employment through informal systems. This is an outcome of a number of factors, including: inappropriate and outdated policy responses, affordability constraints on both cities and citizens, weak capacity, and the sheer scale and pace of the urban transformation.

As Cities Alliance members have witnessed in too many countries, the failure of the formal system to respond to the needs of the urban and urbanising poor has led to the informal provision of services. In the worst cases, public authorities have decreed informality to be illegal – criminalising ordinary people seeking opportunity and services, and leading to mass evictions as well as the destruction of neighbourhoods and livelihoods.

In highlighting the importance of informality, the Cities Alliance seeks to move beyond the simple informal/formal dualism and place informality within a more dynamic, complex urban perspective. Current policies and practices tend to reinforce social exclusion, leading to highly inequitable outcomes at both neighbourhood and city level.

While the formal economic and planning systems have not been responsive in meeting the demand for land, services and jobs, the informal systems have often done so more efficiently but not effectively – resulting in high negative environmental, spatial, economic and social costs.

Policies that seek to bridge the gap between the formal and informal can spur both pro-poor and gender-sensitive responses that address critical issues, such as access to land, economic opportunity, services and citizenship.

The Cities Alliance has a long track record of dealing with informality through a focus on slum dwellers, land, spatial planning and the upgrading of slums. Increasingly, the importance of jobs and livelihoods has been raised both by slum dwellers seeking income, and by local authorities prioritising the growth of the city economy to increase domestic revenues.

The informal economy generates an estimated 60% of the employment in developing countries. This means that a majority of workers experience the obstacles and discrimination that are prevalent in the informal sector: vulnerable employment, harassment by regulators, limited property and inheritance rights, education, skill sets and access to credit. Many of these workers are home-based, street vendors, waste pickers and construction workers.

In the urban informal sector, women tend to be largely self-employed, home-based workers or street traders. They also work in high-risk sectors – such as waste pickers or construction workers – which pose specific occupational health and safety risks. The economic participation of urban women is substantially lower (and less visible) than men in many cities, and gender gaps in wages and earnings are quite significant.

Traditionally, planning has provided a hostile environment for informality by failing to recognise its linkages to the formal economy, especially in relation to accessing land and public space. Improved and inclusive planning approaches will be essential to transform those cities that already have a significant population living in slums and informal areas, and which also expect additional growth.

Therefore, linking urban planning with capital investment and economic plans is a key entry point for an urban strategy addressing informality.

Two other elements are equally important to such a strategy. First, the adoption of citywide slum upgrading policies is essential. A good starting point is to upgrade existing settlements as part of a forward-looking approach based on integrated planning.

Second, both city and national governments must be encouraged to make minimal and practical preparations for future urban growth, ideally on a long-term basis. Both of these components will require new approaches to city planning, which should be part of the support provided by Cities Alliance members.

This theme widens the Cities Alliance's current approach to informality. It builds on the partnerships between a number of Cities Alliance members that have addressed issues related to land, services and citizenship, which informed the original Country Programmes.

It also underscores the need to understand the internal dynamics of informal economies, as well as

how informal enterprises and workers produce goods and services into the formal economy.

A significant change in perception is needed, from viewing informal enterprises as outside the legal system to one which views the informal economy as an agglomeration of entrepreneurial market drivers, making an essential contribution to the city economy.

### Cities Alliance activities

The Cities Alliance will initially focus on introducing equitable city growth and gender equality through the Country Programmes. Emphasis should be on:

- Encouraging local policies that reduce restrictive regulations and barriers to entry for women entrepreneurs and informal sector enterprises; and
- Helping local authorities prioritise infrastructure investments that reduce costs and increase business efficiency.

A second set of activities for the Cities Alliance will focus on one of our core areas, namely citywide and nationwide slum upgrading. This will take a number of forms, and promote:

- (i) The integration of informal workers and traders into urban upgrading programmes, with a specific focus on women's economic empowerment;
- (ii) A focus on land markets and, in particular, women's equal access to property rights. Dysfunctional land markets continue to be amongst the most consistent obstacles to sustainable urban development, as land itself is often a source of power and patronage from which women are systematically excluded;
- (iii) Positive policies to support incremental housing delivery, as the bulk of shelter production in the world is undertaken by the urban poor themselves, most often in hostile policy environments;
- (iv) The sustainable expansion of low-income housing through a partnership between communities, public authorities and the private sector;
- (v) New and more responsive approaches to urban planning, both at the city and national levels, and support for promoting new approaches to the teaching of urban planning; and
- (vi) Practical responses to the planning needs of rapidly urbanising cities, ideally within longer time frames.

To achieve these (and other) goals, the Cities Alliance's Country Programmes will promote new working relationships between slum communities, local government and other public authorities, and

private sector partners – including those in the informal sector. It is also essential that Cities Alliance members build upon the fact that measures to green cities can also increase social equity and quality of life.

## PROMOTING GOOD GOVERNANCE

This is an existing priority theme which is at the centre of the Cities Alliance's work, and it is a strength of a number of our members. It directly targets the relationship between effective local governance and active citizenship. Good governance at all levels – national, city and neighbourhood – is essential for creating the conditions for equitable city growth, in which all citizens are treated equally and the specific needs of women are addressed.

National policy frameworks are central to the proper functioning of cities, as they provide both the necessary authority and resources that ensure effective governance at the local level. Key indicators of such frameworks include the primary accountability of city leadership to their citizens, both private and public, who in turn recognise the balance between their rights and their responsibilities.

### Cities Alliance activities

Governance is a core issue in most, if not all, Cities Alliance activities. Based on lessons from Country Programmes and the "Know Your City" Campaign, the Cities Alliance will consolidate and strengthen its work on this theme by initially focusing on the following three activities:

#### 1. Promoting accountability, social inclusion and gender equality as a mainstream theme across all business lines.

Lessons distilled from existing Country Programmes will inform new Country Programmes in Africa, Asia and Latin America. The principles of accountability, social inclusion and gender equality will also be incorporated as criteria for the Catalytic Fund.

#### 2. Seek new partnerships to consolidate, expand and promote the CEE methodology.

The first City Enabling Environment (CEE) Rating of African governments will be repeated, to review and measure progress. Initiated by United Cities and Local Governments of Africa (UCLGA) in partnership with the Cities Alliance, the CEE rating has proven to be an effective tool for engaging with particular national governments on Country Programmes, informing national debates on urban policy, and tracking progress towards gender equality.

#### 3. Consolidate and share lessons from the Cities Alliance portfolio on accountability, social inclusion and gender equality.

These knowledge products will target a variety of global events that are shaping the framework and content of the post-2015 agenda, in preparation for the Third United Nations Conference on Housing and Sustainable Urban Development (Habitat III).

## CITY RESILIENCE

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Like good governance, resilience is an important theme within our existing work programme. However, it needs to be expanded beyond 'climate proofing' to ensure city resilience through long-term planning.

Cities in general, and their poor and marginal residents in particular, are vulnerable to a wide range of risks. These include environmental risks; access to, and the costs of, food, water and sanitation; and a reliable energy supply. Disruptions in the availability and costs of these essential services can pose real threats to the stability necessary to underpin equitable city growth.

Cities therefore need to undertake regular community-driven assessments of the range of risks they face, so that they take practical action to strengthen their resilience and adaptive capacity at the local and national levels. It is equally important for cities to work in partnership with national governments to take immediate steps towards introducing policies that will increase their resiliency. These actions should not be viewed as incidental to the concerns of the poor; rather, they should be led by systematic engagement of slum dwellers and their associations.

Given the vulnerable living conditions and locations of slums and informal settlements, the urban poor are more susceptible to climate-related risks, such as the increased likelihood of more frequent and severe flooding. This risk is compounded by non-climate factors including soil type, land subsidence and poor drainage.

Many current planning approaches are reactive, creating extremely wasteful settlement patterns that are based more on maintaining separation and exclusion than cost and resource efficiency. A greater emphasis on resilience and 'future proofing cities' will allow Cities Alliance members to help national and city governments set policy agendas, address these issues, and assist ordinary citizens in mitigating and recovering from future environmental risks.

### Cities Alliance activities

For this theme, the Cities Alliance will build upon the very significant progress made through the Cities and Climate Change Joint Work Programme with UNEP, UN-Habitat and the World Bank. This partnership has already led to the publication of a new report through UNEP.<sup>4</sup>

The report initiated mainstreaming environment concerns in the CDS process, recognising the following<sup>5</sup>:

- Activities in urban areas can affect the environment locally, regionally, and globally. Cities need to integrate responses to all of these in their urban planning and management.
- A significant portion of global GHG emissions are associated with activities taking place in cities, both from direct emissions of GHG and from indirect emissions associated with consumption of goods and services produced elsewhere.
- Cities will be increasingly affected by the impacts of climate change, both directly (from physical consequences of changes in the climate) and indirectly (from disruption to food sources, supply chains, and migration).
- Cities that are clean and green are more attractive. Integrating the environment in urban planning and management not only contributes to global environmental goals, but also generates substantial economic and social benefits.

To foster integrated, holistic risk perceptions and policy agendas, priorities under this Medium Term Strategy include:

#### **1. Supporting the development of tools and methodologies for increasing resiliency in cities and low-income settlements.**

Despite the growth of initiatives and actors promoting resiliency in cities, there is scope for strengthening evidence-based approaches to the resilience in and of slums. The Secretariat will work with members to fill this gap.

#### **2. Promoting local resilience strategies through inclusive long-term urban planning processes.**

The Cities Alliance has committed itself to developing 43 local resilient strategies in its Country Programmes, which will provide great opportunities for learning and creating communities of practice. The Cities Alliance will work through its members and engage partners to promote resilient, resource efficient urban planning frameworks.

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<sup>4</sup> *Integrating the Environment in Urban Planning and Management*. (UNEP 2014)

<sup>5</sup> *Integrating the Environment in Urban Planning and Management: Key Principles and Approaches for Cities in the 21<sup>st</sup> Century* (2013), p. 20

disposal. Child mortality rates in slums often match or exceed those in rural settings<sup>6</sup>.

## EMERGING THEMES

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In addition to the priorities outlined above, Cities Alliance members and partners have identified two issues that the Cities Alliance will need to more systematically address during the course of this Medium Term Strategy: children and migration.

Both are issues that are already evident in parts of the work programme, but which first require some policy attention before being incorporated into the work programme on a broader level.

## CHILDREN AND URBAN POVERTY

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For the Cities Alliance, focusing on the needs of children is essential, as they make up an increasingly larger proportion of the absolute urban population; almost half of the world's children live in urban areas.

Today, approximately 44% of the world's 7.2 billion people are under 24 years of age, according to UN estimates. Some 1.2 billion are younger than 15. The overwhelming majority of the young live in Africa and Asia, in countries where the Cities Alliance operates.

Children are increasingly the face of urbanisation; by 2030, 60% of the world population will live in cities, and 60% of these urban residents are likely to be under the age of 18.

A key strategic approach to urbanisation and to the management of cities is taking immediate steps to plan for future growth, and avoid addressing problems retroactively. This is as true for the youngest residents of cities as it is for urban planning and land markets.

Cities have great potential to deliver services and create opportunities for children, thereby securing their rights to survive, thrive and participate in society. However, current approaches to urbanisation are not meeting the needs of children; action must be taken to better understand the scale and nature of poverty and exclusion affecting children in urban areas.

The poorest children living in cities face multiple deprivations, including lack of sanitation, poor quality of education, climate impacts, high levels of violence, child labour, and high food prices that lead to child stunting and wasting. They also confront environmental health risks such as outdoor air pollution and the effects of inadequate solid waste

## Cities Alliance activities

As part of this Medium Term Strategy, the Cities Alliance will:

1. **Work with members and new partners to develop strategies to address the needs of children in the work programme;**
2. **Integrate these strategies into the Country Programmes and Cities Alliance's advocacy messages; and**
3. **Specifically integrate child issues into "Know your City" activities.**

## MIGRATION

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While over 50% of the global population already lives in cities, this process will continue to accelerate as humanity witnesses the final shift from a rural and agricultural life to urban living. Cities are the destination for most migrants, whether they are pulled to them by social and economic opportunities or pushed from rural areas by conflict, poverty, environmental degradation, and disasters.

In India and China, alone, we are witnessing the greatest movements of people in history. Elsewhere in the world, migrants increasingly cross national borders in the search for opportunity or sanctuary. The results of this migration is managed largely at the city level, often leading to tensions with the existing, settled population over rights and the allocation of resources.

In addition to long-term migrants, we have recently witnessed large-scale population displacements as a result of short-term humanitarian displacements that have become more urban and long term.

Despite the fact that migration is a global phenomenon, only a few international development approaches address strategic city development through the lens of migration. This is surprising, considering the fact that migration transforms, expands and diversifies a city. By looking at it from this perspective, we can promote the creation of inclusive and equitable strategies at the local level.

Globally, economic migrants provide an increasingly effective means of transferring resources in a highly targeted manner, often remitting 20-30% of their income from OECD countries back to families and

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<sup>6</sup> UNICEF "Children in an Urban World" *The State of the World's Children 2012*

friends in their countries of origin. According to the World Bank, this totaled US \$337 billion in 2007, with US \$251 billion going to developing countries. Another US\$ 100 billion is estimated to find its way to the migrants' home countries via informal transfers.

### **Cities Alliance activities**

This is a new theme for the Cities Alliance, which has had a number of requests for engagement on this set

of issues. In the first instance, the Cities Alliance will pursue the following two objectives:

- 1. Create a working group amongst interested members to address migration in cities, and identify possible partners; and**
- 2. Produce a knowledge product on migration in cities.**

### 3 STRENGTHENING THE PARTNERSHIP



## STRENGTHENING THE PARTNERSHIP

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One of the most important modifications to the Charter in 2010 was changing the description of the Cities Alliance from the original 'multi-donor coalition of donors and their development partners', to '...a **global partnership** for urban poverty reduction and the promotion of the role of cities in sustainable development'.

This change was an important one because a partnership conveys equal rights and responsibilities on all members. The Charter further stipulated that '(A) primary function of the Secretariat is to actively facilitate the participation of members in the activities of the organisation'.

In 2007, the presentation of the Medium Term Strategy (2008-2010) triggered a reform process that culminated in the decision to move the Secretariat from Washington to Brussels, and to change the platform from that of the World Bank to UNOPS. With the relocation now complete and the rebuilding of the Secretariat at an advanced stage, the main organisational priority of this MTS is making the Cities Alliance work as a more effective and balanced global partnership.

While the Secretariat has made modest progress on this issue since relocating to Brussels, the adoption of this MTS will signal the beginning of a concerted effort to strengthen the partnership. This is, in many ways, the most important challenge and opportunity that arises from this MTS, and one which has the potential to transform the Cities Alliance. Although the responsibility for the partnership rests with all members and the Secretariat, it is the latter that has both the resources and the ability to drive the process.

### Cities Alliance activities

As a first step, the following activities will be initiated:

- (i) The creation of a detailed inventory of members' interests, capacity and priorities;
- (ii) The identification of existing, collaborative activities between members, especially those that can support this MTS;
- (iii) New mechanisms for keeping members informed, both bilaterally and collectively;
- (iv) The identification of focal points for all members within the Secretariat; and
- (v) Responses to specific requests from members.

Members have clearly articulated the desire for a far more creative and bold approach to the issue of partnership within the Cities Alliance. They are especially interested in seeing opportunities for engagement in the substantive and corporate affairs

of the Cities Alliance on an ongoing basis. In particular, the Secretariat will use the mechanism of the Joint Work Programme to initiate and support the active involvement of members in many of the activities arising from this Medium term Strategy.

Overall, the Cities Alliance intends to seek out more flexible and innovative mechanisms for engaging members on a more dynamic and regular basis, rather than relying on formal, pre-arranged meetings.

In parallel, the Executive Committee has established a Working Group to make recommendations on the Governance of the Cities Alliance, and to address the issues of diversifying and strengthening the membership. EXCO will consider the Working Group's report before it is submitted to the Consultative Group at its 2014 Annual Meeting.

## IMPROVING MONITORING, EVALUATION AND LEARNING

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Following the adoption of the Results Framework in 2013, the Secretariat is now in the process of converting it into an active, operational tool that will benefit the organisation in many ways. Clearly, the framework will improve and professionalise the monitoring and evaluation of the Cities Alliance's work programme, which is an important part of accountability and reporting results. It will also help the Cities Alliance address issues that are critical for our members and partners.

First, there is a need to ensure value for money and aid effectiveness. The Cities Alliance has made considerable progress in implementing the Paris agenda by promoting principles of ownership, alignment and harmonisation among members and partners. However, the Paris agenda is also about aid effectiveness, value for money and accounting for progress towards the agreed development objectives.

Second, delivering value for money is especially vital, considering the growing scarcity of resources for international development. It is even more relevant for the Cities Alliance, which operates on a relatively small budget but has, nonetheless, the ambitious aim of triggering change at scale.

Third, there is adherence to international standards – an area in which the Cities Alliance benefits significantly from the UNOPS platform. UNOPS is ISO 9001 certified, an APMG Accredited Consulting Organisation (ACO), and an APMG Accredited Training Organisation (ATO). It also requires that its programmes adhere to internationally recognised best practices and standards. As a result, the Standard Operating Procedures (SOP) – the core operational manual of the Cities Alliance, adopted by UNOPS and the Consultative Group – is fully in line with international standards, and is in the process of being mainstreamed.



## Cities Alliance activities

The main activities under this Medium Term Strategy include:

### 1. Operationalising the Results Framework into a Performance Indicators and Monitoring System.

The Results Framework is currently operationalised into a Performance Indicators and Monitoring System that provides a refined set of indicators and definitions, baselines and performance standards/targets for the Secretariat and programme operations. This will inform the development of a corporate scorecard and effectiveness report.

### 2. Ensuring that all information is International Aid Transparency Initiative (IATI) compliant.

The Cities Alliance Project Database, which houses detailed information on Cities Alliance operations since 2007, will be further revised to accommodate the needs of the legacy portfolio, and the portfolio created since our relocation to UNOPS. As the information management core of the Secretariat, the Project Database will be further enhanced to collect and elaborate future M&E information and reports. In keeping with UNOPS and IATI standards, the Cities Alliance Secretariat will make all of this data publicly available.

### 3. Increasing quality and risk management for the project portfolio.

In the past, the majority of the Secretariat's time and effort has been spent on the grant making process, which has impacted the Secretariat's ability to provide strategic guidance, quality management and risk monitoring for its portfolio. With the new institutional environment, there is an opportunity to create efficiencies and reallocate time resources. Most elements of the quality and risk management system already exist in the Cities Alliance's Standard Operating Procedures, and they are being aligned with the international management standards to which UNOPS adheres.

### 4. Increasing reporting on results.

Over the years, the Cities Alliance has accumulated an impressive stock of experiences captured in the past and current portfolio. Using the full potential of our new Performance Indicators and Monitoring System, the Secretariat will be able to increase its reporting on results achieved by the Secretariat as well as the partnership. Our advocacy and communications activities will explore new ways of showcasing these results.

With its new European location, the Secretariat is in the process of re-establishing and expanding its communication efforts to reach new constituencies. The main dissemination channels will include the website ([www.citiesalliance.org](http://www.citiesalliance.org)), social media, and regular production pipelines for Cities Alliance print products.

The next three years are critical for shaping and promoting a pro-poor urban agenda and the role of cities in sustainable development. Currently, global negotiations are finalising the priorities and means of implementing the post-2015 agenda. These will result in the adoption of the Sustainable Development Goals (SDGs) and, for cities, be followed by Habitat III in 2016.

The Brussels location offers a range of opportunities for hosting regular and ad-hoc dialogue platforms for Cities Alliance members and partners. The city serves as headquarters for various bodies of the European Union such as the European Commission, 120 international governmental organisations, some 1,400 non-governmental organisations, 159 embassies and 2,500 diplomats. As such, Brussels is an ideal international hub for the Cities Alliance to advance the city agenda towards Habitat III.

## Cities Alliance activities

In this period, priority activities will include:

### 1. Developing and implementing a corporate communication, advocacy and branding strategy.

A three-year strategy will be developed and implemented in cooperation with members and partners.

### 2. Re-establishing a production pipeline and disseminating Cities Alliance communication material.

The Cities Alliance will develop and promote lessons on good governance, as well as tools to stimulate inclusive growth and poverty reduction. These materials will also draw on our members' portfolios and experiences.

### 3. Facilitating partnerships and policy dialogues on the urban agenda from and in Brussels.

The Cities Alliance will continue to provide support to members' advocacy activities. We will also actively participate in select events, such as the World Urban Forum, Africities and the European Development Days.

## INVESTING IN STAFF

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The success of the Cities Alliance Programme and its tangible results will be driven in large part by the effectiveness of the Secretariat. To be effective, the Cities Alliance Secretariat must foster and build competence/capacities and motivate its personnel.

## IMPROVING COMMUNICATIONS AND ADVOCACY

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The Secretariat will focus on attracting, developing and retaining a diverse range of professionals to achieve the goals outlined in the Medium Term Strategy within the Cities Alliance's overarching goals.

The Cities Alliance has a long history of receiving secondments from members, an extremely effective and mutually beneficial initiative. The Secretariat aims to widen that programme to incorporate short-term, output-based assignments for the mid-career development of staff members. The flexibility of the UNOPS platform also allows the Secretariat to develop an internship programme, which will provide valuable career opportunities for selected interns and vital short-term capacity to the Secretariat.

Learning, and in particular self-learning, underpins capacity building within the Cities Alliance Secretariat and constitutes a key element of our efforts to improve the way we do our work. The goal is to provide a clearly structured Learning Plan to ensure that staff engage in continual learning and apply techniques to improve their own management skills, better equipping them to meet the challenges of a dynamic work environment.

The promotion of gender equality and empowerment of women has been central to the Secretariat's advocacy and programme interventions for many years. Given the Cities Alliance's commitment in these areas, it is essential that institutional gender parity is achieved within the organisation; this is also crucial for maintaining a diverse workplace and a positive organisational culture. The Cities Alliance Secretariat is committed to pursuing the UN target of achieving gender balance with a 50:50 ratio at all levels, as called for by the General Assembly.

## Cities Alliance activities

We will take the following actions to meet this goal:

1. **A Human Resources Plan** will be developed and implemented by the Secretariat focusing in the following areas: talent management, staff capacity, enabling environment, monitoring and reporting.
2. **A Learning Plan** will be produced and applied to support continuous learning and development activities as a means of enhancing and improving individual and business performance.
3. **A Gender Parity Action Plan** will be developed and implemented in alignment with Human Resource policies to build a more equitable, flexible and empowering Cities Alliance Secretariat, consistent with its own needs and the objectives of this strategy.

## STRENGTHENING REGIONAL PROGRAMMING

For the Cities Alliance to maximise its role as an authoritative learning organisation, its activities must retain a global focus. This is especially relevant given the emphasis on universality that is emerging in the design of the post-2015 development agenda.

While there has been a lively debate about how the Cities Alliance should balance its efforts between middle-income and lower-income countries, there is a consensus that the Cities Alliance remain engaged in both. This is in keeping with our history; after an initial focus on middle-income countries, the organisation has in recent years shifted to a greater emphasis on Africa. However, during this same period, the number and proportion of urban poor has increased quite significantly in middle-income countries – pointing to the centrality of equitable growth as a theme.

In the course of this MTS, the Cities Alliance will take concrete steps to consolidate a global work programme. In the first instance, the most obvious priority remains Africa; an African Strategy has been developed and is in the process of being operationalised.

The Cities Alliance Secretariat will also have Regional Advisors located in Latin America (São Paulo), Asia (New Delhi) and Africa (Pretoria, and a Francophone capital yet to be identified). Our work programme in the Middle East and North Africa region will, at least initially, be managed from Brussels.

In each region, a regional strategy will be developed in close cooperation with the Cities Alliance members that are based and active in the respective region. All of these strategies will be presented to the EXCO and Consultative Group for approval. In addition to operational priorities, the strategies will cover communication and advocacy activities in support of the post-2015 agenda – which will make a significant contribution to the partnership's support for a successful Habitat III.

## Cities Alliance activities

In summary, the main activities will include:

1. **Operationalising the Africa Strategy.** The first activities of this strategy are already under preparation, and are expected to begin later in 2014.
2. **Securing member support for an Asia Strategy and a Latin America Strategy.** Both will be tailored to the respective regional contexts and will not be modelled on the Africa Strategy. They will provide a platform for shared operational activities and joint advocacy towards Habitat III.

3. **Revitalising the MUDUN<sup>7</sup> Joint Work Programme in the Middle East and North Africa region.** This Joint Work Programme has been dormant during the Secretariat's relocation to Brussels, and will be an important priority in the latter half of 2014.
4. **Convening partnerships for regional activities in Asia and Latin America.**
5. **Connecting regional programmes with global advocacy strategies.**

## **MOBILISING INCREASED FUNDING FOR THE PARTNERSHIP**

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Since its inception, Cities Alliance has enjoyed a stable revenue stream of both Core and Non-Core funding. The organisation's stable membership base has provided financial contributions averaging \$8.2 million per year in Core contributions, and approximately \$0.6 million in in-kind contributions (secondments to Secretariat staff) during the past six years. These funds have been complemented by Non-Core (earmarked) contributions averaging about \$3.5 million per year during the same period.

In total, more than US \$160 million has been contributed from 26 donor organisations. The largest contributors of Core funds have been the World Bank through its Development Grant Facility (DGF) and the Governments of Norway, the United Kingdom, Sweden and Italy. The Governments of the United Kingdom, Italy and Sweden, as well as the Bill & Melinda Gates Foundation, have been the largest contributors of Non-Core funds.

While this Core funding was sufficient to meet the demand of the old Open Access grant facility for the first ten years of the partnership, the Non-Core funds – especially from the Bill & Melinda Gates Foundation – provided an opportunity for Cities Alliance to assess, review and substantially revise its business model in order to optimise the partnership's catalytic effects. Over the last three years the new business model and resulting business lines – Country Programmes, the Catalytic Fund, and the

Analytic and Strategic Activities I&II – have demonstrated the potential to achieve significant results and meet this expectation.

The Country Programme in particular has proven to be a successful model of intervention highly regarded by members and partners and with high potential for catalysing change and impact. However, due to their programmatic nature, Country Programmes require significant resources to better leverage the partnership and to mobilise follow-up investments. In addition, there has been, and will continue to be, a substantial increase in the demand for Cities Alliance products and services. This is true not only for the Country Programme, but also for the Catalytic Fund, which is becoming a well-known instrument among development partners.

It is important to note that this three-year work plan should be viewed as conservative. It indicates only the minimum performance level, and requires increased funding if Cities Alliance is to deliver against its core work and the agreed targets and performance standards endorsed by EXCO and the Consultative Group.

We therefore estimate that to meet the priorities outlined above and deliver on the Results Framework targets and performance, Cities Alliance will have to almost double its funding from an average of US \$12 million a year (both Core and Non-Core contributions) to at least an average of US \$20 million per year with a target of US \$60 million mobilised for the period FY14 – FY16.

### **Cities Alliance activities**

**The priority in this period will be the development and implementation of a fundraising strategy.** In cooperation with members and partners, the Secretariat will lead the development of a three-year fundraising strategy to increase and diversify the funding base and overall amount of resources needed for implementing its core work programme. The fundraising strategy will look at: (i) the long-term sustainability of the partnership; (ii) potential new partners and investors at the global level; and (iii) how to better engage with private sector investors.

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<sup>7</sup> MUDUN is the Arabic word for "cities".

## 4 BUSINESS LINES AND RESULTS



## BUSINESS LINES AND RESULTS

As mentioned previously, this MTS is the first to build upon and contribute to the Results Framework adopted by the Consultative Group in November 2013. At the heart of the framework is the Results Chain (below), which shows how each step builds towards achieving cities with improved quality of life and better opportunities for all, especially the urban poor. It lays out the different levels of results expected by the partnership, so that all parties – Cities Alliance Secretariat, its members, and cities – can be held accountable.

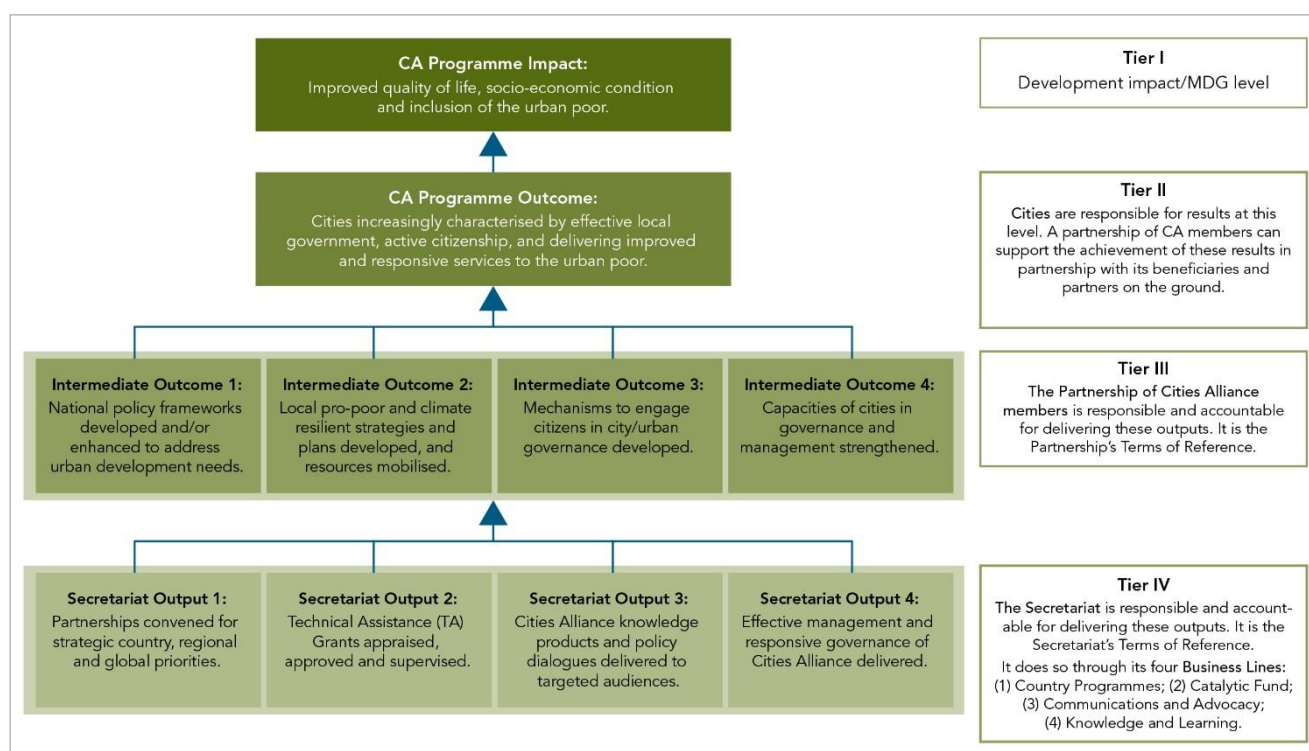
With the Results Chain in mind, this section shows how the thematic and operational thrusts outlined in the MTS will be operationalised into a three-year work plan for FY14-16.

It presents the targets for Tier III<sup>8</sup> and a three-year work plan in accordance with each of the four Secretariat Outputs (Tier IV). The activities are clustered by business line (Country Programmes, Catalytic Fund and Analytic and Strategic Activities I&II).

The proposed set of activities allows the Cities Alliance to deliver against targets and yearly performance standards for the agreed indicators in Tier III and IV, thereby meeting the minimum requirements of organisational and programmatic effectiveness.

The work plan also leaves room for expanding and scaling-up Cities Alliance operations to widen and deepen the work resulting from the different thematic and operational priorities.

## CITIES ALLIANCE PROGRAMME RESULTS CHAIN



<sup>8</sup> The targets for Tier III were initially agreed upon at the November 2013 meeting in Burkina Faso and are being revalidated by partners and stakeholders. As agreed by the

Consultative Group, they are being piloted within Country Programme cities and countries.

## TIER III: INTERMEDIATE OUTCOMES (3-YEAR AGREED TARGET)

RESULT	INDICATORS	CRITERIA	Baseline DEC 2013	TARGET DEC 2016	NOTES
III.1 National policy frameworks developed and/or enhanced to address urban development needs	III.1.1a Number of countries with national policy(ies) related to urban developed	Unit (aggregate from scale: values = or > 2)	3	7	Measured within Country Programmes
	III.1.1b Number of countries with national policy(ies) related to urban adopted	Unit (aggregate from scale: values = 3)	0	3	Measured within Country Programmes
	III.1.2 Number of countries with national urban policy frameworks	Unit (aggregate from scale: values= 3)	1	5	Measured within Country Programmes
III.2 Local pro-poor and climate-resilient strategies and plans developed, and resources mobilised	III.2.1 Number of local pro-poor climate resilient strategies/plans developed	Unit	1	43	Measured within Country Programmes
	III.2.2 Total financial resources mobilised by partners for strategy implementation	US\$	N/A	500K	Measured within Country Programmes
III.3 Mechanisms to engage citizens in city/urban governance developed	III.3.1 Number of cities which have regularly functioning governance mechanisms to engage citizens in urban governance (Country Programme cities)	Unit (aggregate from scale: values = or > 2)	5	44	Measured within Country Programmes
	III.3.2 Number of countries which have regularly functioning governance mechanisms to engage citizens in urban governance	Unit (aggregate from scale: values = or > 2)	5	12	Measured within Country Programmes
	III.3.2 Number of sustainable mechanisms to engage citizens (Catalytic Fund projects & projects at the city level)	Unit	track	25	Measured within Country Programmes
III.4 Capacities of cities in governance and management strengthened	III.4.1 Number of cities where the capacity of local governments has been strengthened in areas such as strategic planning, financial management, and human resource management	Number (aggregate from scale = 2)	0	21	Measured within Country Programmes
	III.4.2 Countries in which the capacity of training and support organisations (national public organisations, universities, training institutions, associations of cities, etc.) to train local government officials and current and future urban technical experts has been strengthened	Number (aggregate from scale = 2)	0	3	Measured within Country Programmes

## CITIES ALLIANCE SECRETARIAT: 3-YEAR WORK PLAN BY OUTPUT

SECRETARIAT OUTPUT 1	INDICATORS	YEARLY PERFORMANCE STANDARD
IV.1 Partnerships convened for strategic country, regional and global priorities	IV.1.1 Multi-member partnership agreements endorsed per year	2 [#]
	IV.1.2 Total financing per partnership agreement per year	700K [US\$]
	IV.1.3 Diversity of partners per multi-member partnership agreement	3 [scale]
<p>The Cities Alliance will formalise several new partnerships among its members. The aim will be to consolidate and expand the Country Programme (CP) model through the launch of 5 new CPs. Their intended geographical distribution will reinforce Cities Alliance's presence in SSA, but also provide a global reach through two new CPs in Asia and LAC managed by the Cities Alliance regional offices. The Alliance will also try to repeat the positive experience of regional programming, replicating the MENA and Africa strategies in Asia and LAC. The development of other JWPs will support selected Thematic Priorities.</p>		

INDICATOR IV.1.1 MULTI-MEMBER PARTNERSHIP AGREEMENTS ENDORSED PER YEAR			
Major Business Lines	MAJOR PARTNERSHIP AGREEMENTS (IV.1.1) 2014 [forecasted total 3]	MAJOR PARTNERSHIP AGREEMENTS (IV.1.1) 2015 [forecasted total 4]	MAJOR PARTNERSHIP AGREEMENTS (IV.1.1) 2016 [forecasted total 4]
<b>COUNTRY PROGRAMMES</b>			
Sub-total multi-member agreements in Country Programmes	1	1	3
Country Programmes	CP in Ethiopia	CP in Asia	CP in Sub-Saharan Africa
			CP in Sub-Saharan Africa
			CP in LAC
<b>ANALYTIC AND STRATEGIC ACTIVITIES (ASA II) - JOINT WORK PROGRAMMES, REGIONAL AND THEMATIC</b>			
Total multi-member agreements by ASA II	2	3	1
ASA II	Africa Regional Strategy	LAC Regional Strategy	JWP on growing city economies (MTS theme)
	JWP on informality (MTS theme)	Asia Regional Strategy	
		JWP on resilience (MTS theme)	

SECRETARIAT OUTPUT 2	INDICATORS	YEARLY PERFORMANCE STANDARD
IV.2 Technical Assistance (TA) grants appraised, approved and supervised	IV.2.1 Number of TA grants approved	30 [#]
	IV.2.2 Total value of TA grants approved	7.5mn [US\$]
	IV.2.3 TA grants effectively supervised	90%

During the 3 years of this MTS, we will deliver TA grants on Phase II of the current Country Programmes and support the rollout of the new CPs. The CATF will also deliver several grants, moving towards a two-call-per-year model which meets the original design and is viable on the new institutional platform. The regional strategies and other JWP will also have dedicated budget envelopes.

INDICATOR IV.2.1 NUMBER OF TECHNICAL ASSISTANCE GRANTS APPROVED			
Major Business Lines	TA GRANTS (IV.2.1) 2014 [forecasted total 26]	TA GRANTS (IV.2.1) 2015 [forecasted total 37]	TA GRANTS (IV.2.1) 2016 [forecasted total 39]
<b>COUNTRY PROGRAMMES</b>			
<b>Total grants by Country Programme</b>	<b>8</b>	<b>7</b>	<b>12</b>
<b>Burkina Faso</b>		Community Fund	
<b>Ethiopia</b>		Grant 1	Grant 3
		Grant 2	Grant 4
<b>Ghana</b>	Dev of National Urban Agenda		
	Local Gov. capacity build		
	SDI phase II		
<b>Mozambique</b>	INFAPA with World Bank	Supporting National, Municipal and community dialogue	
		Technical capacity Nacala corridor	
<b>Uganda</b>	MDS for 14 secondary cities		
<b>Vietnam</b>	Scaling Up City Wide Upgrading with ACVN		Scaling Up City Wide Upgrading phase II
	Community-based CDS		
	National Urban Dev Strategy		
<b>Country 1 (Asia)</b>		Grant 1	Grant 3
		Grant 2	Grant 4
<b>Country 2 (SSA)</b>			Grant 1
			Grant 2
<b>Country 3 (SSA)</b>			Grant 1
			Grant 2
<b>Country 4 (LAC)</b>			Grant 1
			Grant 2



<b>CATALYTIC FUND</b>			
<b>Total grants by Catalytic Fund</b>	<b>13</b>	<b>20</b>	<b>20</b>
<b>CALL - Youth and the City</b>	3 outstanding grants		
<b>CALL 1 - 2014 - Know Your City</b>	10 grants		
<b>CALL 2 - 2014</b>		10 grants - DFID (innovation theme)	
<b>CALL 3 - 2015</b>		10 grants [call to be selected on one of the MTS thematic areas]	
<b>CALL 4 - 2015</b>			10 grants [call to be selected on one of the MTS thematic areas]
<b>CALL 5 - 2016</b>			10 grants [call to be selected on one of the MTS thematic areas]
<b>ANALYTIC AND STRATEGIC ACTIVITIES (ASA II) - JOINT WORK PROGRAMMES, REGIONAL AND THEMATIC</b>			
<b>Total grants by ASA II</b>	<b>5</b>	<b>10</b>	<b>7</b>
<b>Africa Strategy</b>	Think Tank (obj 1)	Know your City (obj 3)	Grant 1
	Data Mgt (obj 2)	City expansion (obj 4)	
	Strengthening Cont. Municipal Association (obj 3)	Incremental Housing (obj 4)	
		AURI (obj 5)	
		AFDB (obj 5)	
<b>LAC regional strategy</b>		Grant 1	Grant 2
<b>Asia regional strategy</b>		Grant 1	Grant 2
<b>MENA regional strategy</b>	Grant 1	Grant 2	Grant 3
<b>JWP on informality (MTS theme)</b>		Grant 1	Grant 2
<b>JWP on resilience (MTS theme)</b>			Grant 1
<b>JWP on HABITAT III</b>	Grant 1	Grant 2	Grant 3

SECRETARIAT OUTPUT 3	INDICATORS	YEARLY PERFORMANCE STANDARD
IV.3 Cities Alliance knowledge products and policy dialogues delivered to targeted audiences	IV.3.1/2 Number of knowledge products produced with grant financing by members and partners, and by the Secretariat	15 [#]
	IV.3.3 Audience access to knowledge products	400 [#]
	IV.3.4/5 Policy dialogues and formal learning events that are financed by grants and carried out by members and partners, and by the Secretariat	10 [#]

In order to provide practitioner-oriented knowledge to targeted audiences at the local, national and global level and convene the supporting policy dialogues around new strategic themes, various milestones will mark our next three years. These activities will derive from the ongoing portfolio across all business lines, such as events at the global and regional level (ASA Track I), partner engagements to facilitate existing and new Joint Work Programmes (ASA Track II) and a series of learning events from existing and new projects (Catalytic Fund, Country Programmes and Gates Intermediation Portfolio). Distinct communication products of the Cities Alliance (ASA Track I) as well as knowledge products from the Legacy Portfolio will also be available for a targeted dissemination. Identified themes for knowledge and learning events follow the various Thematic Priorities.

INDICATORS. NUMBER OF KNOWLEDGE PRODUCTS (IV.3.1/2) AND POLICY EVENTS AND DIALOGUES (IV.3.4/5) PRODUCED WITH GRANT FINANCING BY MEMBERS AND PARTNERS, AND BY THE SECRETARIAT			
Major Business Lines	KNOWLEDGE PRODUCTS (IV.3.1/2) AND DIALOGUES (IV.3.4/5) 2014 [forecasted knowl. 16] [forecasted dialogues 13]	KNOWLEDGE PRODUCTS (IV.3.1/2) AND DIALOGUES (IV.3.4/5) 2015 [forecasted knowl. 10] [forecasted dialogues 20]	KNOWLEDGE PRODUCTS (IV.3.1/2) AND DIALOGUES (IV.3.4/5) 2016 [forecasted knowl. 9] [forecasted dialogues 12]
<b>ANALYTIC AND STRATEGIC ACTIVITIES (ASA I) - SECRETARIAT DRIVEN INITIATIVES</b>			
Total events and dialogues by ASA I [IN RED]	3	4	3
Total knowledge products by ASA I [in black]	6	6	3
ASA I	WUF Booth events	Africities - Booth events	WUF Booth events
	WUF - Cities Alliance networking event (Sec Cities)	Africities - Cities Alliance networking event	WUF Cities Alliance networking event
	Metropolis World Congress	EU Development Forum	EU Development Forum
	CIVIS Youth employment	Launch of Cities Alliance in EU	Thematic Study on Children (MTS theme)
	CIVIS on Brazil	Discussion Paper on Sec. Cities	Thematic Study on Migration (MTS theme)
	CIVIS on Know your City	Municipal Finance Toolkit	Thematic Study on Enabling Environment (MTS theme)
	CIVIS on Secondary Cities	Thematic Study on Informal Economy (MTS Theme)	
	Global Study on Secondary Cities	Thematic Study on City Efficiency (MTS Theme)	
	Global Experiences of the Gates Urban Portfolio	Study on Youth Innovation (CATF)	
		Thematic Study on Resilience and Services (Energy, Waste and/or Transport) (MTS theme)	

ANALYTIC AND STRATEGIC ACTIVITIES (ASA II) - JOINT WORK PROGRAMMES, REGIONAL AND THEMATIC			
<b>Total events and dialogues by ASA II [IN RED]</b>	<b>8</b>	<b>9</b>	<b>8</b>
<b>Total knowledge products by ASA II [IN BLACK]</b>	<b>1</b>	<b>4</b>	<b>6</b>
<b>JWP Habitat III</b>	Partner engagement event	Partner engagement event	Partner engagement event
	Side event at Prepcom I – Habitat III	Key messages for Habitat III	
		Review of Habitat II	
<b>Africa Strategy</b>	Publication on Thematic Studies on Africa	New African pro-city narrative	CEE Rating Updated
	Partner engagement event	Toolkit on community-driven data collection	Partner engagement event
		Partner engagement event	
		African and Chinese Planners dialogue	
<b>LAC Regional Strategy</b>	Partner engagement event	Partner engagement event	Partner engagement event
			LAC Knowledge Product 1
<b>Asia Regional Strategy</b>	Partner engagement event	Partner engagement event	Partner engagement event
			Asia Knowledge Product 1
			Asia Knowledge Product 2
<b>MENA Regional Strategy</b>	Partner engagement event	Partner engagement event	Partner engagement event
<b>JWP on Resilience</b>	Partner engagement event	Partner engagement event	Partner engagement event
			JWP Knowledge Product 1
			JWP Knowledge Product 2
<b>JWP on Informality</b>	Partner engagement event at WUF	Partner engagement event	Partner engagement event
<b>JWP on growing city economies</b>		Partner engagement event	Partner engagement event
WB LEGACY PORTFOLIO			
<b>Total knowledge products by Legacy [IN BLACK]</b>	<b>9</b>	<b>0</b>	<b>0</b>
<b>Legacy</b>	Approaches to Slum Upgrading		
	Review of National Urban Policies		
	E-Learning Course on Slum Upgrading		
	UNEP Cities Alliance Report on CDS and Environment		
	ECO2 Experience		
	Urbanisation Review Nigeria		
	Urbanisation Review Tunisia		
	Incremental Housing toolkit		
	India Cultural Heritage		

CATALYTIC FUND			
<b>Total events and dialogues by CATF [IN RED]</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Catalytic Fund</b>	Learning event “Youth and the City”	Learning Event on Selected Call Theme	Learning Event on Selected Call Theme
COUNTRY PROGRAMMES			
<b>Total events and dialogues by CP [IN RED]</b>	<b>1</b>	<b>6</b>	<b>0</b>
<b>Country Programmes</b>	Learning event on Inclusive Cities (Gates)	Learning event on Informal economy (Gates)	
		Learning event on Waste Mgt (Gates)	
		Learning event on Municipal Finance (Gates)	
		Learning event on Resilience in Informal Areas (Gates)	
		Learning event on Community-led Citywide data (Gates)	
		Learning event on Governance (Gates)	

SECRETARIAT OUTPUT 4	INDICATORS	YEARLY PERFORMANCE STANDARD
<b>IV.4 Effective management and responsive governance of Cities Alliance delivered.</b>	IV.4.1 Grant Making Efficiency: From initial submission of proposal to approval of grant	<b>60 [days]</b>
	IV.4.2 Grant Making Efficiency: From approval of grant to grant agreement	<b>30 [days]</b>
	IV.4.3 Grant Making Efficiency: From grant agreement to first disbursement	<b>10 [days]</b>
	IV.4.4 Grant Making Efficiency: From final disbursement to closing	<b>120 [days]</b>
	IV.4.5 Members' impression of Secretariat effectiveness: support to governance meetings	<b>4 [scale]</b>
	IV.4.6 Members' impression of Secretariat effectiveness: quality and timeliness of reports to Members	<b>4 [scale]</b>

The 7 operational priorities will be the main part of this Secretariat output. The three-year work plan involves a series of intense and diverse reforms which will impact the efficiency, economy and effectiveness of the organisation in some of its core areas. The reforms will take place along three major dimensions: Cities Alliance governance, result orientation, and professionalisation.

Management Areas	MAJOR OUTPUTS 2014	MAJOR OUTPUTS 2015	MAJOR OUTPUTS 2016
<b>Reforming Institutional Governance</b>	New Governance Structure Agreed with bylaws		
	Profiling and mapping members and new partners		
<b>Quality, Risks, M&amp;E and learning</b>	Performance Monitoring System Institutionalised	Effectiveness Report and Scorecard	
	Database Revisions	CP evaluation	
	Portfolio M&E strategy and systems for Quality and Risks		
	Business Plan		
<b>Catalysing on the new institutional location</b>		EU engagement agreement	
		Quarterly Cities Alliance forums/ events in Brussels	
<b>Investing in people</b>		HR strategy for Cities Alliance (learning and gender parity)	Implementation of HR strategy
<b>Improve Comms and Advocacy</b>	Corporate communication, advocacy and branding strategy	Implementation of a corporate communication, advocacy and branding strategy	
<b>Increased Funding</b>	Fundraising strategy		

# 5 CITIES ALLIANCE MEMBERS



United Cities and Local Governments  
Cités et Gouvernements Locaux Unis  
Ciudades y Gobiernos Locales Unidos



Metropolis



Australian Government  
Department of Foreign Affairs and Trade



Ministry of Cities,  
Brazil



Ministry of Works and Urban  
Development, Ethiopia



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MINISTÈRE  
DES  
AFFAIRES ÉTRANGÈRES  
ET EUROPÉENNES



AGENCE FRANÇAISE  
DE DÉVELOPPEMENT



Federal Ministry  
for Economic Cooperation  
and Development



Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH



Ministero degli Affari Esteri

Ministry of Works,  
Housing and Urban  
Development, Nigeria



Housing and Urban  
Development  
Coordinating Council  
(HUDCC), Philippines



Ministry of Foreign Affairs,  
Norway



human settlements  
Department  
Human Settlements  
REPUBLIC OF SOUTH AFRICA



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