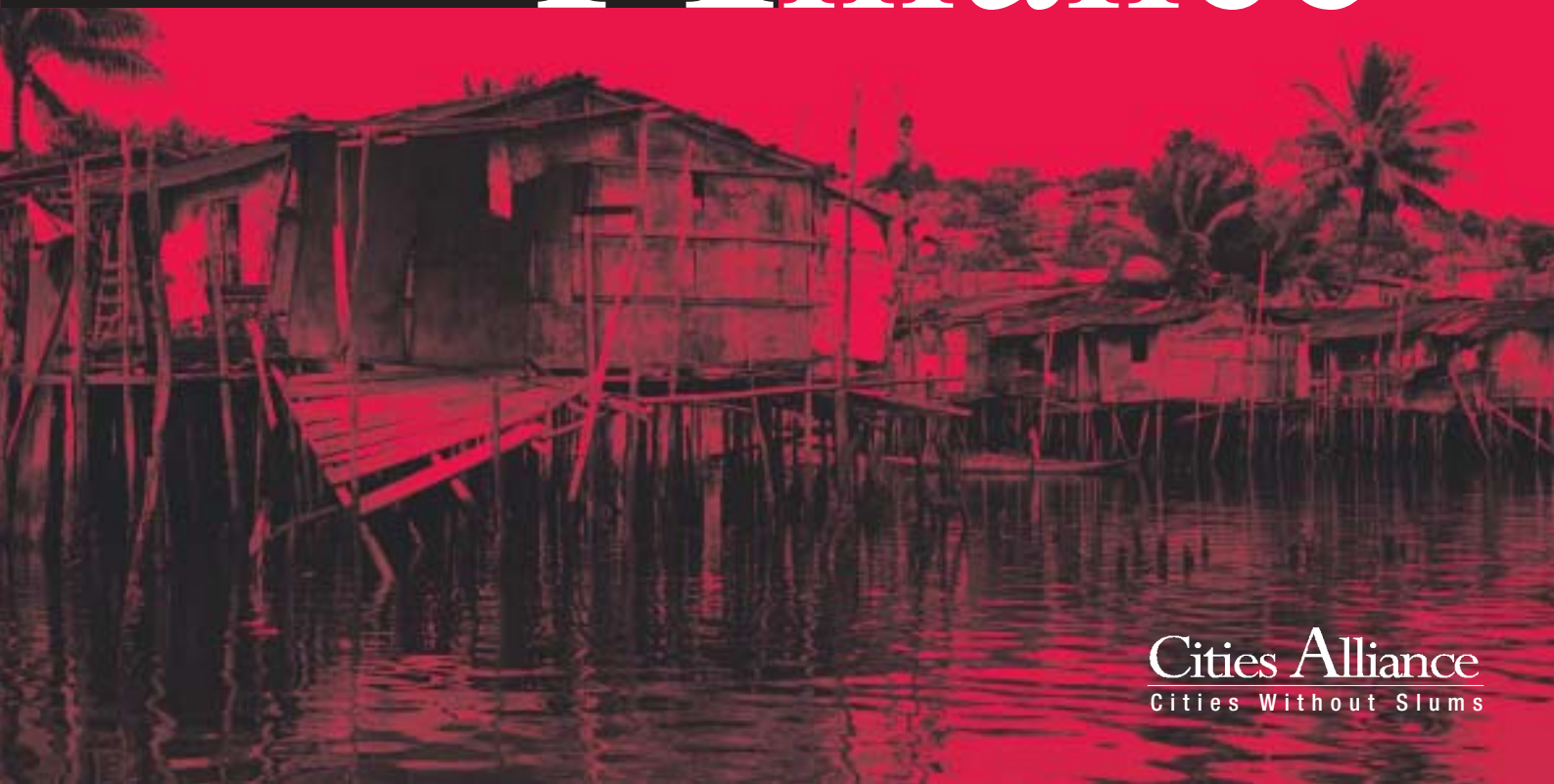


Working
with the **Cities**
Alliance



Cities Alliance
Cities Without Slums

“Achieve a significant improvement in the lives of at least 100 million slum dwellers, by 2020”

(UN Millennium Development Goals - Target 11)

The Cities Alli

■ Citywide and nationwide slum upgrading

including promoting secure tenure, access to shelter finance and policies to help cities prevent the growth of new slums.

Engaging...

- Civic leaders
- Slum dwellers
- Local authority associations
- Investment partners
- Alliance members

...to achieve citywide scales of action



ance Supports

■ City Development Strategies (CDS)

linking the process by which local stakeholders define their vision for their city and its economic growth, environmental and poverty reduction objectives, with clear priorities for actions and investments.

■ Sustainable financing strategies

including improving accountability for service delivery and demonstrating stable revenue streams to more effectively leverage domestic capital.

The focus is on

designing city development strategies and citywide and nationwide upgrading, and not on pilot projects. Alliance activities are designed and carried out by cities and countries with support from Alliance partners and focus on marshalling their resources to improve the quality and coherence of urban development cooperation and its development impact.



Proposals typically originate

from local authorities, but must be endorsed by the government of the recipient country and be sponsored by at least one Alliance member.

Alliance funds should be catalytic.

They are seed funds used to help Alliance partners build strong foundations for citywide and nationwide slum upgrading and city development strategies. They also leverage the public and private sector capital investments required for implementation.

Proposals for Citywide & Nationwide Upgrading

The challenge of scaling up slum upgrading

is not a call for bigger projects. It requires regulatory, institutional and policy reforms, coupled with long term strategies. Citywide strategies should have clear targets and involve slum dwellers themselves as well as the city's service providers. Citywide strategies also need to incorporate land management policies to manage future growth and to prevent the formation of future slums.

Support for:

- Investment planning for citywide and nationwide slum upgrading
- Policy analysis and strategy formulation
- Policy and regulatory reform
- Establishing alliances and consensus with local stakeholders
- Knowledge sharing and generation

Looking for:

- Political commitment
- Clear targets
- Slum upgrading as core business with budget allocations
- Attention to future land and service needs

Proposals for City Development Strategies

City Development Strategies (CDS)

are action plans for equitable and sustainable growth in cities, developed and implemented through participation, to improve the quality of life for all citizens. CDS should focus on results - each city identifies its problems and opportunities, and sets priorities for action.

The CDS methodology typically has four key building blocks:

- Analysis - state of the city and its region
- Vision - futuristic and realistic, long term, understandable
- Strategy - focuses on results, prioritises, addresses responsibility
- Implementation - addresses what, when, how much, whose resources by year, monitoring of expected impacts

Support for:

- City-based consensus-building for vision to action
- Assessing the city's economic growth prospects, as well as its resource constraints
- Financing and investment strategies
- Knowledge sharing

Looking for:

- Local ownership
- Participation of key stakeholders, including the private sector and civil society
- Strategy which focuses on results & accountability
- Linkage to investments

Selection Criteria

The Alliance is selective in the initiatives it funds. All proposals are in the Cities Alliance Charter.

■ Targeting the objective

city development strategies
and/or scaling up slum upgrading.

■ Government commitment and approval

approved by local and national
authorities.



evaluated against the ten core criteria that are reflected

■ Linkage to investment follow-up

potential investment partners are involved from the design phase.

■ Partnerships

conceived in a participatory process with local stakeholders, including private sector and community organisations.

■ Co-financing

combines seed funding from the Alliance with co-financing from cities as well as other sources.

■ Coherence of effort

promotes cross-sectoral coordination and inter-agency collaboration.

■ Scaling up

moves beyond pilot projects to citywide and nationwide scales of action.

■ Institutionalisation and replication

helps cities and their national associations institutionalise city development strategies and citywide slum upgrading.

■ Positive impact on environment

achieves significant environmental improvements, especially in the living conditions of the urban poor.

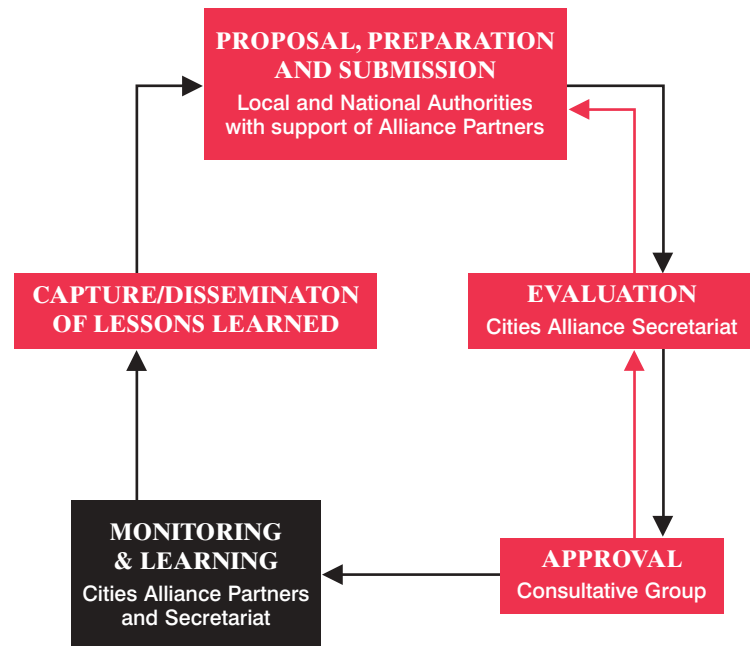
■ Duration

achieves deliverables within well-defined time frames, preferably within 24 months.

Application an

Applications for Cities Alliance support can be submitted at any time.

The Secretariat team includes Specialist Advisors on slum upgrading, city development strategies and urban finance who evaluate proposals.



d Evaluation Process

■ Threshold Screening

Proposals submitted go through an initial screening by the Secretariat to ensure they are consistent with the Alliance's eligibility criteria (see Selection Criteria). If they do not meet these criteria, the Secretariat will provide comments as to why the proposal has not passed this stage and what the next steps might be.

■ Independent Technical Assessment

Proposals that pass Threshold Screening are sent out for review by independent technical assessors. The number of assessors that may evaluate a proposal depends on its size, but would generally not exceed three.

■ Comments

Comments of the independent assessors as well as Secretariat's are sent to the proponents, with either recommendations for revision or the Secretariat's recommendation for approval.

■ Approval Process

Large proposals (over \$250,000) must be approved by the Alliance's Consultative Group. Small (\$75,000 or less) and medium-sized (over \$75,000, up to \$250,000) proposals may be approved by the Secretariat, but will undergo a 'donor coordination' stage, to ensure they are not in conflict with the programmes or activities of donors.

■ Partnership Agreements

Once a proposal is approved, the Secretariat drafts a partnership agreement for the approved funds with the implementing agency(ies) so that the funds can be accessed.

■ Reporting

Alliance-funded activities require regular progress reports, a completion report; and the Task Manager will be asked to support routine Client Reporting exercises designed to elicit feedback directly from the beneficiaries/stakeholders about lessons learned, experiences gained and results achieved from the Grant-funded activity. Client Reporting contributes to the Alliance's objective of being a "learning alliance" and helps to reinforce its mandate to promote an inclusive and participatory approach to urban development.



How do I

- Review Application Guidelines
- Identify Cities Alliance sponsor(s)

Country-specific proposals

typically originate from local authorities.

All proposals must be sponsored

by at least one member of the Alliance, with a strong preference for multiple co-sponsors. Cities Alliance members currently include:*

- Local authorities, represented by United Cities and Local Governments and Metropolis;
- The governments of Brazil, Canada, France, Germany, Italy, Japan, Netherlands, Nigeria, Norway, Sweden, United Kingdom and United States of America;
- Asian Development Bank, UNEP, UN-HABITAT and the World Bank.

* June 2005

All proposals should include

co-financing, combining seed funding from the Cities Alliance with co-financing from the cities themselves and other sources, with a target of between 20% and 50%, depending on the total budget requested from the Cities Alliance.

Proponents are encouraged to

contact the Secretariat during the preparation of their proposals to help ensure coherence of effort with Alliance partners in this process. The Secretariat is happy to review and provide feedback on informal project concept summaries, before the formal proposal is completed and submitted.

apply?

- Ensure Cities Alliance criteria are met
- Approach Secretariat for feedback or support if needed

“Poverty reduction and upgrading of informal settlements will not be possible unless cities are productive and efficient, and capable of providing the poor with economic opportunities to build their assets and incomes.”

(Nelson Mandela, Launch of the *Cities Without Slums* action plan, December 1999)

“Slums represent the worst of urban poverty and inequality. Yet the world has the resources, know-how and power to reach the target established in the Millennium Declaration.”

(UN Secretary-General, Kofi Annan, foreword, UN-HABITAT's *Global Report on Human Settlements*, 2003)



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