

Stakeholders Forum Report Submitted to the 6th CDIA Programme Review Committee



6th CDIA Program Review Committee meeting,

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Agenda item 6

Submitted by the representatives of the CDIA Stakeholders Forum

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Introduction

As a means of obtaining feedback and input to the PRC for its meeting April 19-20, 2011, the representatives have organized two sub-regional meeting ahead of the annual forum. The First meeting targeting South-East Asian sub-region was held in Jakarta on 9 and 10 March 2011 which was hosted by the Government of Jakarta. The Second meeting targeting South-Asia was hosted by the Municipal Corporation of Greater Mumbai on 22 March 2011. Both meetings were attended by strategic members of the Stakeholders Forum, including NPOs as well as the representatives from local and national governments. Each sub-regional meeting was attended by 10-15 participants. The Stakeholders Forum appreciated the presence of the Chairman of the Programme Review Committee and for his valuable input to the meeting held in Jakarta.

In addition to both face-to-face meeting, an on-line survey was also circulated. Further, the SHF website has posed a set of issues inviting members to respond.

Overview of key responses from the sub-regional meetings and Questionnaire

Three focus areas were highlighted in discussions in the sub-regional meetings as well as the questionnaire:

1. Demand side reflection on sub-regional priority issues and CDIA services,
2. Cross-cutting issues; and
3. Future modalities for the SHF

Summary of inputs gained

1. As a general feedback, there was a reaffirmation of the need for CDIA's emphasis areas in target cities. However, the group reflections did recommend some specific areas that could be strengthened. Additionally, the meetings and the questionnaire did highlight that there were still some areas of misunderstanding of CDIA's focus areas and the services provided; however, this seemed to be more individually based rather than a general state of affairs.
2. Two priority areas emerge as important for cities: Finance and Capacity building. Cross-cutting issues such as poverty reduction and formulating more inclusive development projects were given as necessary, and CDIA was encouraged to maintain promoting these aspects (as well as environmental protection and climate change initiatives) within its work with cities as a means to build further awareness of the importance of these issues in infrastructure development. In South Asian sub-region, urban planning and housing were also mentioned as priority need areas.
3. The value of the mechanisms, tools and processes is seen, but for a number of participants, the overall process was not fully understood and hence it was still unclear on how the intended downstream linkages of the PFS work are ensured to be reached vis-a-vis the feasibility study and subsequent project financing stages. This is also valid for tools such as the CIIPP and the PPP emphasis on building deeper understanding of how these related to the overall project formulation and implementation process rather than as standalone inputs. Particularly in South Asian sub-region, it was expressed that additional tools are also needed related to

improved urban governance, city capacity needs assessment, inclusive/ pro-poor infrastructure development, climate resilience infrastructure. Moreover, C2C learning/ exposure visits, revolving CDIA challenge funds, and review of CDIA projects and knowledge sharing/ lessons workshop should be furthermore added. It was also expressed that CDIA could further strengthen linkages with national financial institutions and work on closer involvement of capacity building institutions in the CDIA services within the country.

4. National Partner Organizations (NPOs) are seen as having a vital role from both the supply and demand sides. While they can be viewed as 'delivery agents' for CDIA products and services, they are also seen as being vital to gain feedback from cities they work with and feed it back into not only CDIA's CMT, but can have an active role in the SHF. Moreover, NPOs can also be involved in research, policy advocacy and lobbying in addition to their tasks of capacity building and city outreach.
5. Composition of consultants should be improved from a ratio of 60:40 to 80:20 (national-: foreign-consultants). Therefore, strengthening the capacity of national consultants either as individuals and or institutions should be emphasized. CDIA needs to set the criteria and certification for national consultants.
6. Local Government Associations (LGAs) also should be viewed as strategic partners and find means to bring them in on a selective basis as potential NPOs as well as into the wider SHF.
7. A number of modalities for the SHF were discussed. Under the current structure, additional incentives are needed to bring in wider participation; this could include offering some form of certification or other 'awards' for membership. Other options raised were to restructure adopting a more 'top-down' approach where an eminent person in the region would be appointed as chairman that could mobilize wider support from key actors. While questionnaires and other electronic means can supplement gaining responses and feedback, there was still an expressed need for face-to-face exchange. The SHF should plan to hold 2-3 events per year. Resources should be allocated to strengthen the SHF.

Key Recommendations to the PRC

Based on the feedback from the meetings and the questionnaire survey the following are the priority recommendations to the PRC:

1. There is a need for further effort either by CDIA directly or through its consultants or through its NPOs to spend more time with cities to more clearly outline the linkages from the PFS stage to the downstream financing and other areas. This is to avoid the danger that PFS only remain as studies and not be fully seen as a mechanism for advancing projects as a critical part of the overall implementation process.
2. This can also apply to the CIIPP tool and the promotion of PPP in municipal infrastructure to ensure that the role of these inputs is clearly integrated within the overall project implementation process.
3. Regarding the value of promoting the cross-cutting aspects under CDIA's mandate, there is some gap between the city level focus on sectoral issues, and those

organizations that support cities in carrying out their work, who themselves promote incorporating wider cross-cutting aspects of development and hence would encourage CDIA to continue emphasizing these aspects as well as the sectoral inputs.

4. For the future modalities of the SHF, it is recommended that NPOs can take an important role in gaining feedback from the demand side of cities. Also, a select number of additional LGAs should be not only pursued as potential NPOs, but also find approaches to bring them increasingly into the SHF as a means to not only participate in the Forum, but also as a means to further spread and disseminate information back to the wider membership.
5. For structuring the SHF, a number of options were discussed. It is recommended to keep the current 'bottom-up' approach for the time being. It is recognized that there remains the challenge of sustained and consistent participation by members in the Forum, but this is felt to still represent the best means for gaining feedback from the demand-side.
6. Additional support to the SHF in the form of a better resourced/ full-time secretariat would facilitate better communication with members. Additional approaches could see the membership more directly participating in deciding how financial resources should be allocated in strengthening the SHF – hence assignment of a specific budget amount under the control of the SHF could be an approach.

Next Steps

1. Look to hold the Annual Stakeholder Forum meeting planned for later this year. The intention is to find a regional event that participants are either coming to independently or can be linked with in order to gain synergies. The annual meeting is still seen as valuable and necessary.
2. Designating national focal points will continue, and with the establishment of the NPOs under CDIA, this may assist in this area. The intention is to have consistent focal points at the national level that can provide the two-way flow of information between the wider Forum and the demand side nationally.
3. Based on the results of this PRC meeting, the representatives will provide feedback to the membership.
4. Establish an election committee (from the membership) for the selection of the next SHF representatives to the PRC.