

# **SEIZING THE URBAN OPPORTUNITY**

***SUPPORTING NATIONAL GOVERNMENTS  
TO UNLOCK THE ECONOMIC POWER  
OF LOW CARBON, RESILIENT AND  
INCLUSIVE CITIES***

**Business Plan 2021–2025**



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# Executive summary

## ABOUT THIS PLAN

In a short space of time, the Coalition for Urban Transitions has gone from start-up to the world's most significant initiative of its kind focused on supporting national governments to transform cities for better economic, social, and climate outcomes, with high potential for transformative impact in a number of key developing countries.

The Coalition is now preparing for a major pivot in its work and a significant expansion to meet growing demands. It comes at a time when governments worldwide are looking to stimulate their economies and quickly get people back to work after the COVID-19 health and economic shock. At the same time, governments are being asked to step up their Nationally Determined Contributions to put us on a path to a 1.5°C world.

Drawing upon inputs from our members, this business plan describes our vision for 2021-25 and outlines our priorities for the next five years. It proposes a major shift in our work towards galvanising meaningful change at the country level and to do so in a way which supports national governments to build back better through cities from the impacts of the global health pandemic.

To this end, we will build on the 'think tank' role that we have played since our inception and expand our 'do tank' role where we support more national governments directly to help them unlock the economic power of cities by placing cities at the heart of their national development and climate strategies.

## OUR AMBITION FOR 2021-25

We want to change the way national governments look at the role and importance of their cities. Our vision is for national governments worldwide to enable zero carbon,

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**Our vision for 2050:  
Zero carbon, resilient  
and inclusive cities  
empowered and enabled  
by national governments.**

resilient and inclusive cities by 2050. We understand that getting to the stage of zero carbon cities will not be a one step process for countries. It will involve a transition: a process of change across all sectors as well as institutions and systems. Therefore, in the next five years as part of this business plan we will support national governments in at least 15 countries to take concrete steps towards low carbon, resilient and inclusive cities that provide triple dividends for the economy, health, and the climate. With every country looking at ways to green their recovery, we see this as a

pivotal moment to place investing in cities at the heart of their recovery strategies and to support innovation and shared prosperity.

To achieve this, we will support national governments to:

- Achieve economic prosperity through transforming cities
- Develop policies for low carbon, resilient and inclusive cities
- Finance low carbon, resilient and inclusive cities
- Scale up low carbon innovations in cities

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- Place cities at the heart of the Nationally Determined Contributions (NDCs)
  - Accelerate a just transition in cities

This support ties in with the six priorities for national action identified and backed by the UN Secretary-General and over 50 organisations in our flagship *Climate Emergency, Urban Opportunity* report (the Urban Opportunity report).

We will focus on countries that are most important for our mission: countries that account for the largest urban abatement potential, have rapidly growing or large

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**We will assist national level decision makers to evaluate the economic, social, and environmental performance of different urbanisation pathways.**

urbanised populations, have strong regional influence, exhibit the appetite to learn and act, and where we are well positioned to add value on the basis of our existing network. Using these criteria, we will initially prioritise work in Ethiopia, Ghana, Kenya, Tanzania, South Africa, China, India, Indonesia, Brazil, Colombia and Mexico, without precluding exploration of other opportunities over time. These countries collectively represent around half of the world's urban population and carbon emissions. We have already undertaken a broad scoping exercise with government officials and experts in these countries to understand emerging priorities and where

we can add the most significant value. This will be further refined over time. We are speaking to other national governments to establish opportunities of mutual interest.

## **DELIVERING OUR AMBITION**

We will deliver our plan for 2021–25 by:

- Staying true to our foundation and ethos of using economics to inform the decisions that national level decision makers need to make in relation to policy, regulation, and investments in cities.
- Working with our members, our champions and other agencies and experts that have influence to form partnerships that extend our reach, achieving more than we can on our own
- Learning from our experiences of what works to improve both our offer and our approach
- Promoting our evidence using the most powerful channels available
- Prioritising initiatives and activities that we believe will have the greatest impact
- Defining what success looks like and measuring how we are reaching our goals

Specifically, our dedicated support to national governments (Country Programme) will help them respond to urbanisation challenges by converting the urban development story into an economic transition story. We will assist national level decision makers to evaluate the economic, social, and environmental performance of different urbanisation pathways, outline the major policy reforms required to enable a national urban vision, and articulate the associated infrastructure and financing requirements; all within an analysis of the local political economy of reform and targeting a specific reform window.

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Our in-country work will offer:

- Programme design to meet national priorities and policy cycles
- Analytical and policy formulation support through a flexible toolkit of tailored offerings to meet the various priorities identified and agreed with national governments
- The setting up of a coalition of national stakeholders supported by a number of senior champions, to co-design and develop policy options
- Programme delivery in partnership with leading national institutions supported by national and international experts with multi-sectoral and multi-disciplinary skills

Our global policy and research programme will continue to be at the frontier of proposing policy and financing solutions that address the practical challenges that are common to multiple countries. It will continue to produce state-of-the art global evidence and policy toolkits to meet the needs of all national governments. It will:

- Leverage existing evidence to create toolkits and frameworks that allow a wide range of national governments to access policy options and global best practices relevant to the stage of their urban transition
- Address critical new knowledge gaps
- Support our members and partners to build on cross-cutting global evidence generated from our research under their own programmes of work
- Provide demand-led assistance to national governments outside our focus countries where we have the capacity and expertise to respond to targeted requests for advice

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**Our work places equal emphasis on strategic engagement and building coalitions, alongside policy support and evidence.**

We have learnt that policy reform and institutional change in countries do not lend themselves to technical solutions alone. This is why our work, especially at the country level, places equal emphasis on strategic engagement and building coalitions, alongside policy support and evidence, to support national decision-makers in the process of change. However, we need to go further than this to ensure that our work not only supports change in our focus countries but can also be scaled up globally to a broader range of countries. We are therefore setting up a dedicated

diplomacy and engagement programme aimed at catalysing change across multiple countries through measures to raise their levels of ambition, accelerate their decision making and delivery, and address barriers to placing cities at the heart of their NDCs.

This programme will draw on the lessons and evidence from our dedicated country and global programmes as well as strategically engage with existing international initiatives and platforms to build on their work and avoid replication. The programme will have four pillars. It will:

- Work with others to develop a major peer to peer (P2P) learning platform for national government decision makers to help them enhance ambition through best practice exchange on national strategies for cities, placing cities in the NDCs, and building new urban economies
- Engage in multilateral processes and initiatives to address the barriers that currently prevent national governments fully unlocking the urban opportunity, including through their NDCs

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- Engage with multilateral, regional, and national development banks to unlock finance and policy support for low carbon, resilient and inclusive cities
  - Support the city networks to engage national governments on behalf of local governments and facilitate national to local collaborations to help align national and local approaches

Our programmatic work will be supported by a comprehensive communications plan to maximise impact. Our communications efforts will include:

- Powerful and consistent messaging targeted at national level decision-makers, including economic development and finance ministries alongside key line ministries.
- High-visibility outputs that reach our target audiences, influencing stakeholders in our priority countries and sectors
- Targeted in-country products to enhance and support country programme priorities and that leverage local networks
- Boosting the global visibility of the Coalition, its vision, and its members through strong branding, networks and shared content

To this end, we will continue to refine our understanding of the best methods of reaching and informing our target audience. Systems of outreach will be built at the design stage of all our projects with specific and well-articulated goals that reflect the needs of the projects.

## **WHY IS OUR WORK IMPORTANT?**

It is becoming increasingly evident that the battle for sustainable development, climate change and health and poverty alleviation: some of the most pressing challenges facing the planet, will be won or lost in the world's cities. Cities are at the epicentre of the economy, social cohesion, and energy use. Cities are crucial to national resilience, whether from a systemic economic crisis or a health pandemic, as they are home to over half the world's population, house the majority of the world's poor and produce 80% of the global gross domestic product (GDP). Cities also provide the solution to these challenges, in ways that are both feasible and attractive and offer nations the added opportunity to achieve faster, fairer economic development.

While action by city governments is critical, they cannot deliver alone. Leadership from national governments is vital: they will need to purposefully and strategically shape their cities.<sup>1</sup> Cities will continue to expand – with or without their support. Yet the right national policies combined with strong and proactive action will help them ensure that rapid urban population growth drives economic productivity and better quality of life within a healthier and climate safe environment. Worldwide, national and higher tiers of governments have primary authority over a third of urban mitigation potential and over two thirds when including decarbonisation of electricity.<sup>2</sup> The leading countries of tomorrow will be those whose cities can successfully make an equitable and sustainable transition to a new urban economy.

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National governments do recognise the importance of cities, as evidenced by their endorsement of the 2030 Agenda for Sustainable Development that includes making “cities and human settlements inclusive, safe, resilient and sustainable”. But

**Less than 2 in 5 countries have a national strategy for cities and only a small number of the NDCs fully incorporate the urban opportunity.**

they are at different levels of reflecting this recognition in their national economic strategies, budget allocations, infrastructure planning, and governance structures.<sup>3</sup> Less than 2 in 5 countries have a national strategy for cities and only a small number of the NDCs fully incorporate the urban opportunity. A range of barriers impedes their action. Overcoming these barriers requires not only equipping them with robust and contextually relevant evidence, but also supporting them to understand the ‘how’ in terms of policy actions. Our work is targeted at addressing these barriers and supporting national governments with the evidence, the advice, and the impetus to transform cities.

## **PREPARING THIS PLAN AT A TIME OF EXTREME UNPREDICTABILITY AND UNCERTAINTY**

We are conscious that this plan is taking place in the context of a global health pandemic that is far-reaching. We are aware that it is difficult to plan for the next five years at this stage and that no strategy prepared at this time will survive fully intact. We are therefore ready to embrace this uncertainty, take managed risks, and confront what it means for our business plan. While we do not believe that this will involve a fundamental reframing of what we do or how we work, we will review this plan next year or as circumstances demand.

## **RELEVANCE OF OUR WORK IN A COVID-19 WORLD: BUILDING BACK BETTER THROUGH CITIES**

Despite this uncertainty, we believe that our work is more relevant than ever before. Cities are at the epicentre of the COVID-19 crisis, many cities have lost revenue and are cash strapped, and at the same time, national governments are planning massive fiscal stimulus funds to revive the economy.

In 2020 and 2021, we will work to ensure that the funds go to where they are needed by encouraging national governments to invest in cities as part of their stimulus packages. How this money is spent will determine whether we reset the global economy on a more inclusive, sustainable pathway or return to the polluting, unequal and inefficient economy of the past. We have therefore created a ‘building back better through cities’ initiative. We will build on the economic analysis that we have conducted in the past three years that clearly demonstrates how numerous investments in cities have significant economic multipliers, create jobs, reduce carbon emissions and enhance resilience to help governments identify ways to solve the economic, health, and climate crises together through transforming cities.

However, we have also been asked what this business plan means for the longer-term relevance of our mission in a post-COVID-19 world. The world at the current

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time (mid-2020) is correctly focused on addressing the immediate humanitarian challenge and how to shore up the global economy. But it is critical that we look at the totality of risks we face and continue to consider longer-term priorities. Whilst the health crisis will fade, the climate as we know it will never come back. Climate change will continue to be one of the biggest challenges of our time. It already impacts, and will continue to impact, public health, economies, and everyday lives in similar ways to – and potentially at a far greater scale than – COVID-19, with this impact building cumulatively over time and threatening irreversible tipping points.

Moreover, we believe that the responses to COVID-19 provide us with key learning opportunities for dealing with the climate crisis. COVID-19 has shown, for example, that urban economies can and must future-proof themselves from pandemics, and that it is important to build wider resilience through early action to prevent catastrophic consequences, foster economic security and social inclusion, and enhance public health systems. The collapse of global value chains as well as small businesses has demonstrated the urgent need to create new avenues for secure employment, innovation, and enterprise in cities. The pandemic is also demanding us to consider a fundamental re-think of where people live, how they earn a living, how they move, and what services they need. Responding to climate change requires a similar mind set and similar set of tools.

In summary, we remain convinced that cities will be critical to responding to the triple challenge of the economic, health and climate crises. They will continue to be economic, social, and cultural hubs and the centres of finance, education and opportunity in most countries. We believe that, aside from assisting in the immediate rescue efforts, investing in cities can help drive economic recovery while helping build the kind of longer term clean and resilient economic transformation that the world needs.

In addition to helping shape fiscal stimulus packages in the near term, in 2021-2025, we will prioritise COVID-19 related responses in our work by:

- Working with national governments to understand the impact COVID-19 has had on the national discourse on cities, addressing and mainstreaming these priorities throughout our work, both in the countries where we work and at a broader global level.
- Relying on economic analysis to identify policies and investments that can meet the economic, social, health, and climate objectives of policy makers concurrently
- Producing more focused policy proposals and research in the key sectors most impacted by the pandemic, such as transport and mobility, and /or in areas which deserve more prominence such as resilience.

Our work is even more important now. Our responsibility is greater. As part of this plan we can and we will support national governments to build back better through transforming cities to build a better economy, better society, and better planet for all.

## Figure 1: Our plan for 2021–25



Build on think-tank to expand 'do-tank'



Our vision for 2021–25: Support national governments in at least 15 countries to take concrete steps towards low carbon, resilient and inclusive cities that provide triple dividends for the economy, health, and the climate



Use our work in these 15 countries to catalyse national urban action at scale in a wider range of countries



### AREAS OF FOCUS

These areas of focus are based on the six priorities for national action from the Urban Opportunity report (see Figure 3).

Achieve economic prosperity through transforming cities

Develop policies for low carbon, resilient and inclusive cities

Finance low carbon, resilient and inclusive cities

Scale up low carbon innovations in cities

Place cities at the heart of the NDCs

Accelerate a just transition in cities

#### IN-COUNTRY WORK

- Co-create programmes based on national priorities & policy cycles
- Provide analytical & policy formulation support
- Deliver through leading national institutions and building national coalitions

#### GLOBAL POLICY & RESEARCH

- Produce cutting edge evidence to address knowledge gaps in six priority areas
- Leverage existing evidence for easy-to-use tools & guidelines
- Provide demand-led assistance to non-focus countries

#### DIPLOMACY & ENGAGEMENT

- Enhance ambition by facilitating peer to peer & best practice learning between governments
- Use multilateral processes & support intergovernmental alliances
- Connect national governments & city leaders

COALITIONS

LEVERAGING WRI & C40 PLATFORMS

COMMUNICATIONS

COLLABORATIVE PLATFORMS

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## The case for national action on cities

**Cities determine the performance of national economies and the fate of the planet.** The special report *Global Warming of 1.5°C* by the Intergovernmental Panel on Climate Change (IPCC) makes clear that to have a chance of meeting the 1.5°C warming goal, all cities will need to be carbon-neutral by mid-century. The Urban Opportunity report demonstrates that greenhouse gas emissions from cities, which produce three quarters of global carbon emissions from final energy use, can be reduced by almost 90% by 2050 if the technically feasible, widely available mitigation measures that are already deployed in cities are pursued at scale.

**Cities are also crucial for national resilience given that they tend to be at the epicentre of any crisis:** from systemic economic crisis to sudden shocks including flooding and heatwaves to chronic stresses such as water shortage, choking air pollution, and health pandemics. In the last few years, cities from Ahmedabad, to Melbourne, to Rome suffered heatwaves in which temperatures exceeded 40°C. Cities from Cape Town, to Chennai, to São Paulo have all but run out of water. The smog in New Delhi grew so toxic that the government declared a public health emergency and closed schools. Now cities around the world have been disproportionately affected by the COVID-19 pandemic (see Box 1).

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### BOX 1 The role of cities in boosting national resilience and building back better from COVID-19

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Cities are the confluence of people, assets and economic activity. This means that not only are they unduly impacted in the short term by economic, health, and environmental shocks, but they are also likely to see long-lasting changes from them. The impact often comes with disruptions in local and global supply chains as well as transportation networks, loss of livelihoods, social deprivation, deepened spatial and economic inequality, and significant implications for the present and future quality of life. These are also the issues that are critical to the resilience of economies. And for this reason, cities also have to be at the heart of the responses and the solutions to any crisis to ensure that an economy can build back better.

It is therefore imperative that national governments build the long term economic, social, environmental and physical resilience of cities as they institute measures to recover from COVID-19. Not only will this boost economic recovery, but also help nations survive future shocks and stresses and thrive in spite of them. This will require a cross-disciplinary and holistic approach: an approach that identifies systemic interdependencies and vulnerabilities as well as the solutions that could offer multiple cross-sectoral co-benefits. It will require addressing the challenges of urban health, climate change, air pollution, and local environmental and ecosystem degradation through the same lens. More importantly, it will require that national governments look at cities through a national system of cities approach that encompasses physical structures i.e. where people live, social and economic environment i.e. how people live and how they earn a living, transportation structures i.e. how people move, and the services they need i.e. water, electricity, sewage, healthcare, education and recreation. It is only by doing so that nations can enhance their resilience to shocks and stresses of all kinds, including global health pandemics.

**The transition to zero-carbon, resilient and inclusive cities is challenging, but it is both feasible and attractive.** It starts with low carbon measures that make cities compact, connected and clean (3C) (see Figure 2). The benefits are huge: With an investment of around US\$1.8 trillion per annum (about 2% of global GDP), cities can not only cut 90% of their emissions but also create 87 million jobs by 2030, and yield an economic return worth approximately US\$24 trillion by 2050 based on cost savings alone<sup>4</sup>. Additionally, these measures address the crises of public health, choking air pollution, chronic traffic congestion, and the lack of basic services. They provide the opportunity to enhance productivity and accelerate innovation, offering countries a competitive advantage in the global race to attract talent and capital. In short, low carbon measures that enable 3C cities offer countries the chance to enhance economic performance and boost quality of life, while becoming resilient and inclusive.

**Figure 2: Key emissions abatement options to transition to zero carbon cities by 2050**



Source: Climate Emergency, Urban Opportunity report (2019), Coalition for Urban Transitions.

**City governments are showing great vision and leadership to this end.** Over 10,000 city and local governments worldwide have committed to setting emission reduction targets and are developing and launching strategic plans to deliver on these commitments<sup>5</sup>. But even the largest and most empowered city governments can deliver only a fraction of their mitigation potential unilaterally. National and state governments have primary authority over 35% of urban mitigation potential when excluding decarbonisation of electricity<sup>6</sup>. When including energy de-carbonisation, this share rises significantly.

**National governments have unique and crucial roles to play here.** This includes aligning national policies behind low carbon measures that enable 3C cities; financing low carbon, resilient and inclusive cities; coordinating and supporting local climate action in cities; building a multilateral system that by 2050 fosters zero-carbon cities; and proactively planning for a just transition. These efforts should be underpinned by an overarching national strategy that places cities at its heart (Figure 3).

**Figure 3: Six priorities for national action to achieve inclusive, zero-carbon, climate-resilient cities**



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**National governments recognised the importance of cities when they adopted the 11<sup>th</sup> Sustainable Development Goal (SDG11)**, which commits countries to “make cities and human settlements inclusive, safe, resilient and sustainable”. Yet today, fewer than 2 in 5 countries have a national strategy for cities. Moreover, few national climate strategies, including the Nationally Determined Contributions under the United Nations Framework Convention on Climate Change, sufficiently factor in urban mitigation potential. National governments are not seizing the urban opportunity.

The barriers facing national governments vary by country, but our work and experience suggests that they typically include:

- Economic barriers
  - Gaps in evidence or understanding about the macroeconomic costs of business as usual urban development typically characterised by unplanned urban sprawls and the net benefits of alternative urban pathways that promote low carbon, resilient and inclusive cities
  - Challenge of cities not being treated as sectors in the same way as energy, transport or industry, including in macroeconomic modelling used by Ministries of Finance.
- Political barriers
  - Gaps in evidence or understanding about the clear links that often exist between low-carbon investments in cities and domestic political priorities such as job creation, air quality, and energy security
- Knowledge barriers
  - Absence of good practice guidance and proven examples on pathways to transition to zero carbon and resilient cities
  - Lack of knowledge on ways to align national strategies for cities to other developmental priorities.
- System inertia
  - Vested interests that oppose efforts to create thriving cities and want to sustain business-as-usual practices.
  - Anti-urban bias particularly in developing countries due to over-representation of rural and agricultural constituencies in electoral systems and national governments feeling threatened by local government leaders who may be more capable and less afraid to do the difficult things.
- Capacity gaps
  - Lack of institutional, technological or financial capacity to transition to zero carbon and resilient cities, particularly at the pace and scale needed to keep pace with urbanisation while responding to the climate emergency.

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**Overcoming these barriers requires more than a body of new research or policy proposals, however robust or compelling.** They also need the support of broad coalitions to provide legitimacy and credibility for reform, and to plug vital capacity gaps in developing and implementing far-sighted urban strategies. Unfortunately, there are still few organisations set up to meet the scale of this challenge and opportunity.

**The Coalition is the only one of its kind devoting its entire energy towards supporting national governments to enhance economic prosperity and climate security through transforming cities, grounded in overcoming the multiple barriers to action.** There are other organisations that play a major role in supporting national governments with urban transformation or climate policy more broadly. Many of them are part of our network (see Box 2). What makes us distinct is that we work towards fundamental change in the way national governments approach both urban development and emission reductions with the objective of unlocking the power of cities for enhanced national economic, social, and environmental performance, including reducing the risk of climate change. No other programme focuses exclusively on supporting national governments to make a triple transformation that addresses pressing economic, inequality and climate challenges concurrently through making their cities low carbon, resilient and inclusive.

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## BOX 2 Power of partnerships

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The Coalition brings within its fold over 35 world-class organisations drawn from across six continents. Known as members of the Coalition, these organisations include research institutes, intergovernmental organisations, investors, infrastructure providers, management consultancies, NGOs, social movements and city networks. In fact, this network of research and delivery organisations is why the initiative is named the Coalition. These organisations are internationally recognised leaders in shaping, implementing and championing national and international policies and programmes to achieve more sustainable cities. They bring to the Coalition distinct and complementary resources, intellectual capacity, their deep professional ties, global and national expertise, and more importantly the ability to access and engage national level decision makers. They use the Coalition as a strategic platform for collaborative thought leadership, strategic influencing and collective advocacy for greater climate ambition through harnessing the power of cities, thereby helping us generate the impact that we seek. Together, they redefine collaboration: to bring together a greater variety of distinct and complementary resources as well as diverse skills, to eliminate duplication of effort, to be more innovative by drawing on more ideas, to develop multi-sector research that moves rapidly, to work through differing points of view, to explore alternatives and solutions, and to more strongly influence national action.

Additionally, the Coalition collaborates with institutions and influential individuals with complementary objectives and skills on special projects as needed to extend and enhance our reach and draw in supplementary skills. These collaborations range from specific pieces of research to engaging policy makers in specific countries to championing our flagship reports and can be one-off or longer-term. Together with our members, they form our wider sphere of partners.

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## The role of the Coalition for Urban Transitions

**The Coalition was set up in 2016 to support national-level decision-makers<sup>a</sup>, with special emphasis on engagement with finance and economic ministries alongside line ministries, to unlock the power of cities to reduce emissions and boost living standards.** Set up as an initiative with strong links to the New Climate Economy (NCE), it is embedded within the World Resources Institute (WRI) Ross Center for Sustainable Cities and C40 Cities Climate Leadership Group (C40), two of the largest and most influential organisations working on cities and climate change and has rapidly become a major international initiative with over 35 members and a number of donors.

### OUR MISSION

Support national level decision makers to meet their economic, social, and climate goals through transforming cities

### OUR VISION

Zero carbon, resilient and inclusive cities by 2050 empowered and enabled by national governments

### OUR NICHE

**Our niche lies in our focus on national level economic decision-makers and the use of economics to emphasise how cities are central to achieving their overall economic, social, and environmental goals.** Work to date on this topic has been too slow, too compartmentalized, and not targeted in a way that addresses the needs of policy makers at the national level. We play two unique roles: (1) building the ambitious political commitment and vision to transition to zero carbon, resilient and inclusive cities through economics, and (2) improving the quality of national policymaking on this transition.

### OUR THEORY OF CHANGE

**Our theory of change remains as relevant today as it was when we were set up.** It reflects our organisational vision to support national governments in building zero-carbon, resilient cities to help secure national economic prosperity and improve quality of life while tackling the climate crisis (see Figure 3). It is also based on the latest seminal evidence<sup>7</sup> and our own understanding that achieving lasting policy change and reform requires sustained commitment from top decision makers in national governments and addressing the barriers they face.

We address these barriers through:

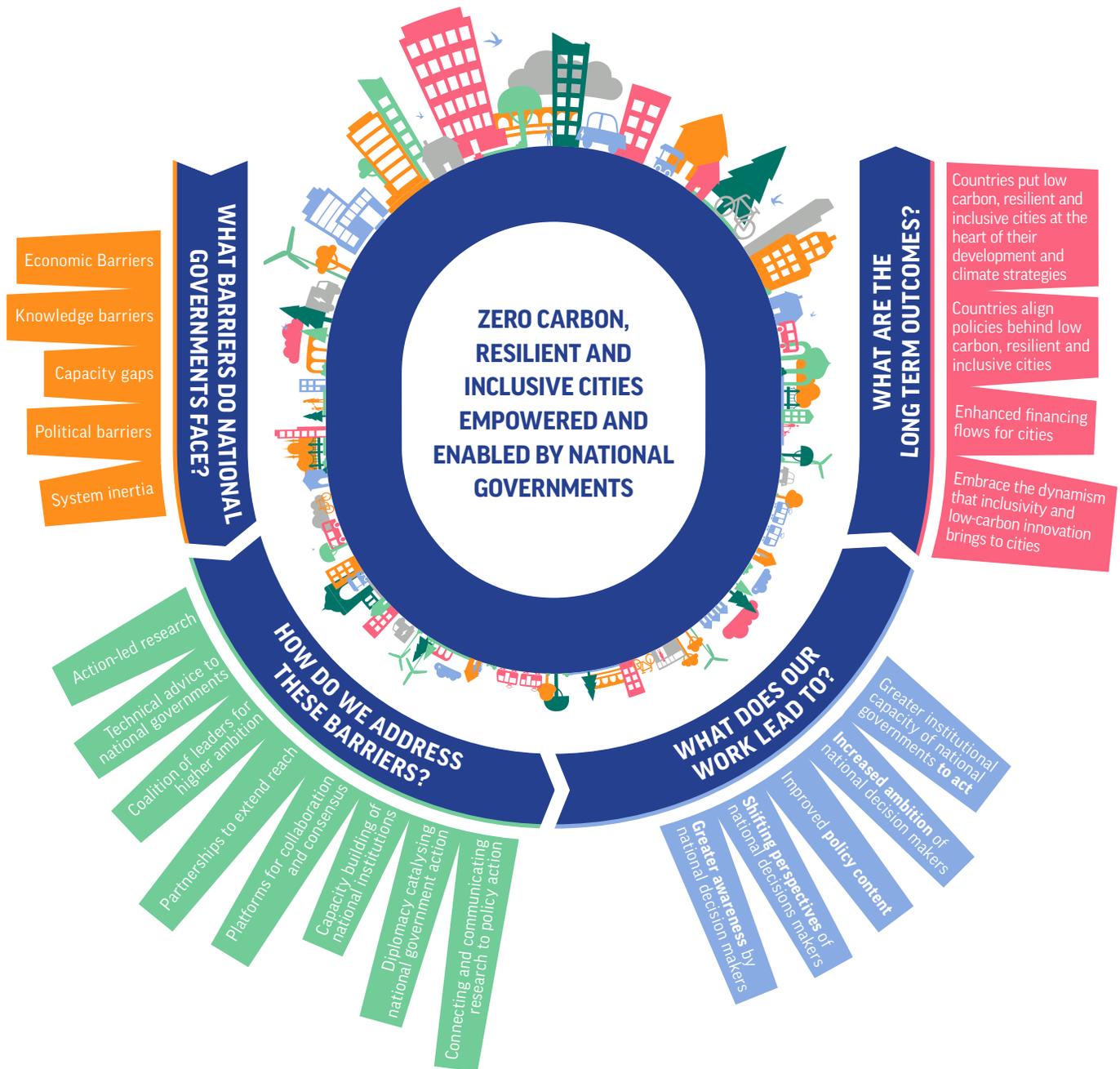
- action research that establishes critical evidence and provides the know-how to national governments
- technical advice provided directly to national governments
- building a coalition of leaders and actors to legitimise and motivate greater ambition
- forming partnerships that extend our reach, achieving more than we can on our own
- promoting our evidence using the most powerful channels available,
- creating platforms that foster collaboration and consensus,

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<sup>a</sup>This set includes politicians, civil servants, and national government think tanks, and research institutes whom national governments rely on for advice.

- building opportunities for connecting research to policy action,
- capacity building of national government institutions through peer to peer learning and learning from global experts,
- diplomacy that catalyses widespread national government action at scale, and
- communicating in a way that changes decision-makers' minds.

Figure 4: The Urban Opportunity – our vision for 2050



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## OUR VALUE PROPOSITION

**Our value proposition remains strong.** It lies in targeting fundamental change in the way national governments approach their cities. We do this by explaining the why (the national economic and social case for action), the what (the key features of zero carbon, resilient and inclusive cities), and the how (the most effective policy options to deliver against multiple development objectives). We bring with us the ability to leverage the influential boards and high-powered global networks of the WRI Ross Center and C40, including their associations with other leading global, regional and national initiatives. This not only helps scale our own impact but also elevates the collective impact of WRI, C40 and the Coalition partnership (see Box 3).

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### BOX 3 **The Coalition's scaling up strategy – The national urban policy arm of the WRI Ross Center and C40 Cities**

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The WRI Ross Center for Sustainable Cities is the largest organization of its kind dedicated to shaping a future where cities work better for everyone and help solve the world's most pressing sustainability challenges. C40 connects 96 of the world's greatest cities to take bold climate action, leading the way towards a healthier and more sustainable future. The Coalition is integral to the Ross Center's theory of change which is based on catalysing change in cities via four interacting components: (a) on the ground projects, (b) knowledge generation and sharing, (c) influencing national and local policy; and (d) shaping global agendas. It provides C40 with a dedicated platform for engaging national governments in major countries and regions with significant clusters of C40 cities to address the national-level barriers to achieving their cities ambitions of delivering 'net-zero,' inclusive, and climate resilient cities.

Working with the Ross Center and C40, we facilitate national-to-city collaboration to help national governments understand the policy as well as implementation challenges facing cities and therefore design more effective policies. We provide both organisations with a dedicated platform to engage and collaborate with the decision-makers who have the power to directly influence the nature and pace of the urban transformation. Both C40 and the Ross Center benefit from our best in class policy analysis which enables effective engagement with national level decision makers on policies that facilitate low carbon, resilient and inclusive cities. Our work with national governments also enhances the ability of Ross Center and C40 to shape the global agenda for cities.

We draw on the experience of the Ross Center and C40 to create a stronger evidence base and action framework for national policies. We work with the Ross Center and C40 city and regional networks to understand the specific national barriers and challenges faced by cities. Their show that technical assistance direct to local governments alone is not enough to drive change. National policies and multi-level collaboration need to complement mayoral and local level leadership. In turn, the wide plethora of our evidence on the net economic and social benefits of urban climate action and the policies required to drive action is a major resource for the city

*(Box continues over page)*

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governments with whom the Ross Center and C40 work, as well as WRI and C40 themselves, to draw on to motivate ambition and investments in sustainable urban infrastructure. Our evidence also provides city leaders with the analysis they need to influence the national policy agenda.

Finally, our work allows the Ross Center and C40 to accelerate multi-level climate action for zero-carbon cities by 2050. Together, we are able to seek more ambitious, vertically-aligned NDCs and conduct effective advocacy and diplomacy aimed at national governments to this end. In the next phase of our programme, we will go even further by developing even stronger partnerships with WRI and C40 hosted or supported platforms including the New Climate Economy (NCE)<sup>b</sup>, NDC Partnership<sup>c</sup>, Partnering for Green Growth and the Global Goals 2030 (P4G)<sup>d</sup>, the Global Commission on Adaptation, the Urban 20 (U20)<sup>e</sup>, and the Sustainable Cities Impact Program<sup>f</sup>.

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<sup>b</sup> The New Climate Economy is an international initiative that examines how countries can achieve economic growth while dealing with the risks posed by climate change. It is the flagship project of the Global Commission on the Economy and Climate, comprised of former heads of government and finance ministers and leaders in the fields of economics and business.

<sup>c</sup> The NDC Partnership is a new coalition of governments and international institutions working together to ensure countries receive the tools and support they need to achieve ambitious climate and sustainable development targets as fast and effectively as possible.

<sup>d</sup> The P4G is an initiative that develops concrete public-private partnerships at scale to deliver on the SDGs and the Paris Climate Agreement.

<sup>e</sup> Urban 20 is a diplomatic initiative that helps cities develop collective messages and inclusive solutions for global issues such as climate action, the future of work and social integration.

<sup>f</sup> The Sustainable Cities Impact Program is one of the programs under the 7th replenishment of the Global Environment Facility that seeks to address the drivers of environmental degradation in a transformative way and offer the potential for the GEF to support systemic change. This program brings together investments for more integrated sustainable cities with a global knowledge sharing and learning platform to build momentum, raise ambitions, secure commitments, and implement integrated solutions on the ground that require new behaviors by all actors.

## OUR ACHIEVEMENTS SO FAR

**In a short span, we have established ourselves as a trusted global source of knowledge and policy advice to national governments.** Our global policy and research programme has generated robust, cutting-edge evidence on the economic case for sustainable urban development; national policy proposals for 3C cities; financing 3C cities; and ways to transform urban mobility as well as urban energy. Our country programmes in China, Ghana, Mexico and Tanzania are driving urban transitions through collaborative models of engagement and context-specific support for national urban policy development. In each country, we have nurtured vibrant multi-stakeholder coalitions led by relevant ministries<sup>g</sup> to produce innovative locally-led research and policy proposals.

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<sup>g</sup> With the exception of China, where politicians and civil servants are not permitted to undertake such activities.

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## OUR KEY ACHIEVEMENTS INCLUDE:

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- Attracting interest of the Chinese Ministry of Finance for our recommendations on fiscal policy options in China and contributing to ADB and World Bank inputs for China's 14th Five-Year Plan.
- Producing insights and recommendations to inform China's 14th Five-Year Plan on how a new model of urbanisation can help enhance China's economic, social and environmental prosperity while avoiding climate catastrophe.
- Contributing to Ethiopia's first ever national transport strategy through our research on national transport.
- Contributing to the housing strategy being developed and implemented by the Mexican Ministry for Agrarian, Land and Urban Development (SEDATU) to incentivise more compact, connected growth in Mexico's secondary cities.
- Creating the much-needed credible space for urban dialogues in Tanzania through our Tanzania Urbanisation Laboratory and fast-tracking the long overdue urban agenda through the development of a roadmap for Tanzania's urban development policy with Tanzania's Ministry of Finance and Planning
- Supporting the Ministry of Local Government and Rural Development in Ghana on the guidelines for revising the National Urban Policy
- Advising Mexico's Ministry of Urban Development (SEDATU), the Ministry of Environment (SEMARNAT), Senate and state governments on instrumental national urban policy processes
- Producing the world's first major global report Climate Emergency Urban Opportunity laying down six concrete actions for national governments to secure economic prosperity and avert climate catastrophe by transforming cities

Our work has also delivered outcomes beyond the national governments. We have supported the development of an e-mobility calculator, designed to help national and city governments plan policies and investments to promote electric, shared mobility. Before its release, the e-mobility calculator is being tested and refined in partnership with city officials, utility owners and transport operators in Beijing in China, Bogota in Colombia and Delhi in India. The work in Bogota informed the city's new bus tender. Unlike the tender from the previous year, which procured zero e-buses, this new tender required all new buses to be electrified - a dramatic advance in e-bus policy in Latin America. By convincing the city government to replace 379 would-be diesel buses with electric buses, our programme has helped to avoid ~71.8ktCO<sub>2</sub>-e through to 2035.

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## Our plan for 2021-25

Since our launch in 2016, we have done pioneering work to fill the analytical void on the economic case for smarter urbanisation. We have created the rigorous evidence base to show national decision-makers how cities are central to achieving national economic, social, and environmental goals. We have built the inventory of policy, financing, and governance mechanisms that can help governments build thriving cities. We worked in four countries to help national governments take the first steps towards a changed perspective to cities.

We are now ready to build on the ‘think tank’ role that we have played so far and expand the ‘do tank’ where we pivot towards supporting more national governments directly to help them unlock the economic power of cities by placing cities at the heart of their national development strategies. We are well placed to use our analytical and evidence base to help national governments assess the real-world outcomes of their actions rather than merely modelling the

possible impacts and work with them on the preconditions for successfully designing and delivering low-carbon measures in cities.

### HIGHLIGHT OF OUR WORK

In collaboration with the Ministry of Local Government and Rural Development in Ghana, our local coalition called Ghana Urban Think Tank brings together government departments and agencies, academia and civil society to address three critical national risks – inequality, climate change and fiscal instability. It has established cities as key to Ghana’s vision of transforming to an industrialised high-income country by 2057.

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**We will support national governments in at least 15 countries to take concrete steps towards low carbon, resilient and inclusive cities.**

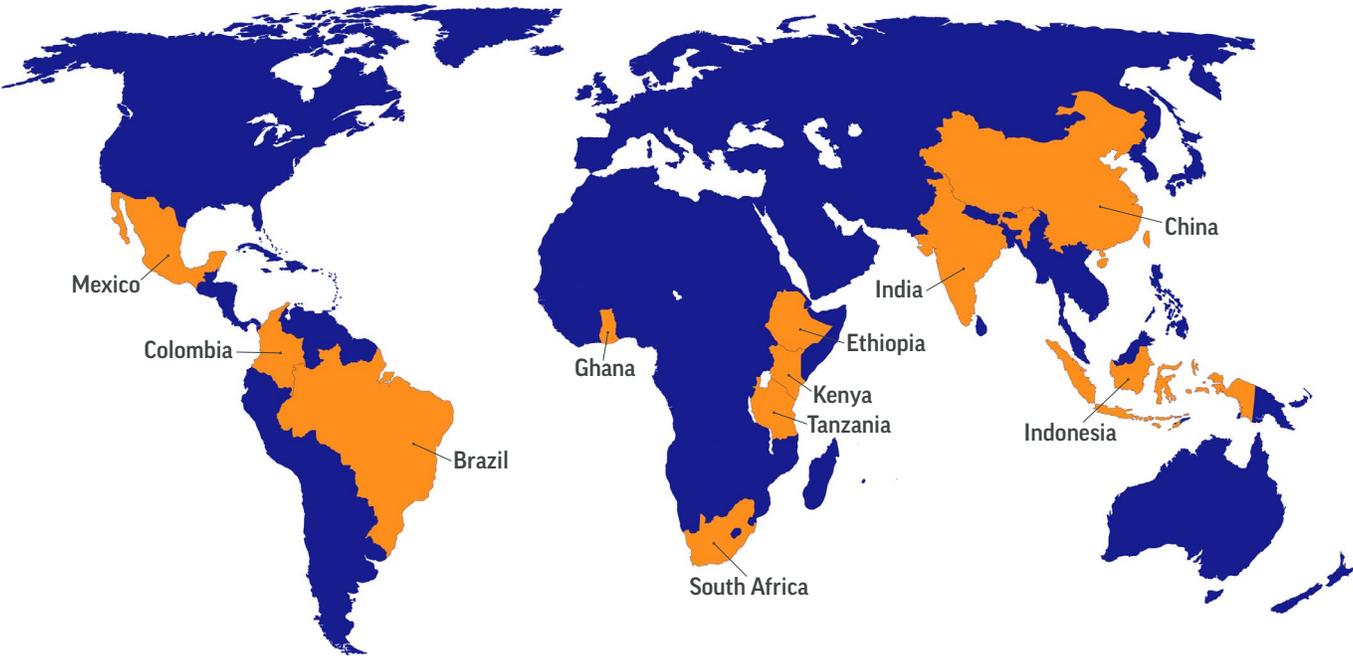
We want to change the way national governments look at the role and importance of their cities. We want them to enable and empower zero carbon, resilient and inclusive cities by 2050. But we understand that getting to the stage of zero carbon cities will not be a one step process for countries. It will involve a transition: a process of change across all sectors as well as institutions and systems. It will start with low carbon measures that make cities compact, connected and clean.

Therefore, in the next five years, we will support national governments in at least 15 countries to take concrete steps towards low carbon, resilient and inclusive cities that provide triple dividends for the economy, health, and the climate. We will focus on countries that account for the largest urban abatement potential, that have rapidly growing or large urbanised populations, and that have strong regional influence. We will use our work in these countries to catalyse climate action at scale across as many countries as we can reach and across the multi-lateral system, and strengthen collaborative climate action across different tiers of government.

We will prioritise work in Ethiopia, Ghana, Kenya, Tanzania, South Africa, China, India, Indonesia, Brazil, Colombia and Mexico, without precluding exploration of other opportunities over time. Collectively representing around half of the world’s urban population and carbon emissions, these countries are incredibly important for our mission. We are well positioned to add value with our work in these countries on the basis of our existing network. They also provide us the opportunity to build on the impact achieved in Ethiopia and India through the legacy NCE cities programme, consolidate the impact of our existing country programmes, pursue a multi-country Africa and Latin America programme, and focus on rapidly urbanising developing countries. To inform this plan

we have undertaken a broad scoping exercise with government officials, current, and potential new partners for each potential country programme to understand emerging priorities and where we can add the most significant value. This will be further refined over time. We are engaging national governments in other countries to establish opportunities of mutual interest.

**Figure 5: Our priority countries for 2021–25**  
*Our chosen countries account for half of the world’s urban population and carbon emissions*



**Note:** Countries highlighted are a preliminary selection. This does not preclude the inclusion of other countries in the future.

**BOX 4 Criteria for choosing countries that we influence**

- The extent of urban abatement potential in a country
- Countries that have rapidly growing or large urbanised populations
- The extent of “lock in” to urban forms and functions (based on urban population growth and established infrastructure stock)
- The extent of regional influence of a country
- The level of domestic appetite for urban and climate issues, including an ability to act as ‘proof’ points
- Demonstrated demand from a national level decision maker with sufficient appetite and seniority for policy reform
- Potential to link to other complementary programmes to amplify impact
- An appropriate window in the policy cycle
- Macroeconomic and political stability

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## Our programmatic priorities: 2021–2025

We will base all our programmes on the six priorities for national action identified in the Urban Opportunity report (see Figure 3), picking out those areas in which we have a comparative advantage, avoiding duplicating the efforts of others. Whilst the emphasis will vary from country to country and for groups of countries, we will support national governments to:

- Achieve economic prosperity through transforming cities
- Develop policies for low carbon, resilient and inclusive cities
- Finance low carbon, resilient and inclusive cities
- Scale up low carbon innovations in cities
- Place cities at the heart of the NDCs
- Accelerate a just transition in cities

Our planned programmes and approach reflect the convergence of this focus and the lessons that we have learnt in the last three years. We have asked ourselves how to overcome barriers to change, how best to reach national level decision-makers, how to communicate for impact, how to define and measure our impact, and more importantly how to expand the ‘do tank’ while continuing to produce the globally focused cutting-edge evidence that is expected of us.

In 2020 and 2021, we will work to encourage national governments to invest in cities as part of their fiscal stimulus packages targeted towards economic recovery. To do this, we have created a ‘building back better through cities’ initiative that will (1) use and build on the economic analysis that we have conducted in the last 3 years that clearly demonstrates how numerous investments in cities have significant economic multipliers, reduce carbon emissions, and enhance resilience and (2) identify investments and measures that can help national governments solve the economic, health, and climate crisis together.

Additionally, our programme design for 2021–2025 will prioritise COVID-19 related responses by:

- Working with national governments to understand the impact COVID-19 has had on the national discourse on cities, addressing and mainstreaming these priorities throughout our work, both in the countries where we work and at a broader global level.
- Continuing to focus on our economics DNA by identifying the policies and investments which can meet the economic, social, health, and climate objectives of policy makers concurrently
- Producing more focused policy proposals and research in the key sectors most impacted by the pandemic, such as transport and mobility, and /or in areas which deserve more prominence such as resilience.

### HIGHLIGHT OF OUR WORK

Our Tanzania Urbanisation Laboratory has proved so successful that it continues beyond the programme and is being used as a platform to deliver additional work to improve the conditions of Tanzanian cities. UNICEF has asked to use the platform for its programme focused on youth in cities.

**Figure 6: Our approach to delivery**



Our programmes already address some of the major questions and imperatives raised by the COVID-19 pandemic. Our work already shines a light on the ever more important issues of affordable housing, security of tenure, mobility, access to basic services, and the case for a just and resilient urban transition. We will emphasise these further by deepening our work in these areas to support national governments as they address challenges such as:

- where people live (housing in at-risk areas and informal settlements)
- how people move (the benefits and case for public transport and active transport)
- the services that urban residents need (access to basic services like water and sanitation, and the importance of digital infrastructure),
- how people live and earn a living (importance of green spaces and ways to improve productivity with changes in ways of working change),
- and the benefits of resilient cities for longer term economic, social, health and environmental performance of countries.

We will continue to support national governments on policy options that build the economic, social, health and climate resilience of cities and address vulnerabilities such as unhygienic living conditions, highlighted by this pandemic.

We have decided that our global policy programmes will be oriented to meet the needs of national level decision makers worldwide. National governments in the countries that we work will be able to draw on the expertise of our global policy programmes. At the same time, we will leverage the breadth of perspectives from across the countries

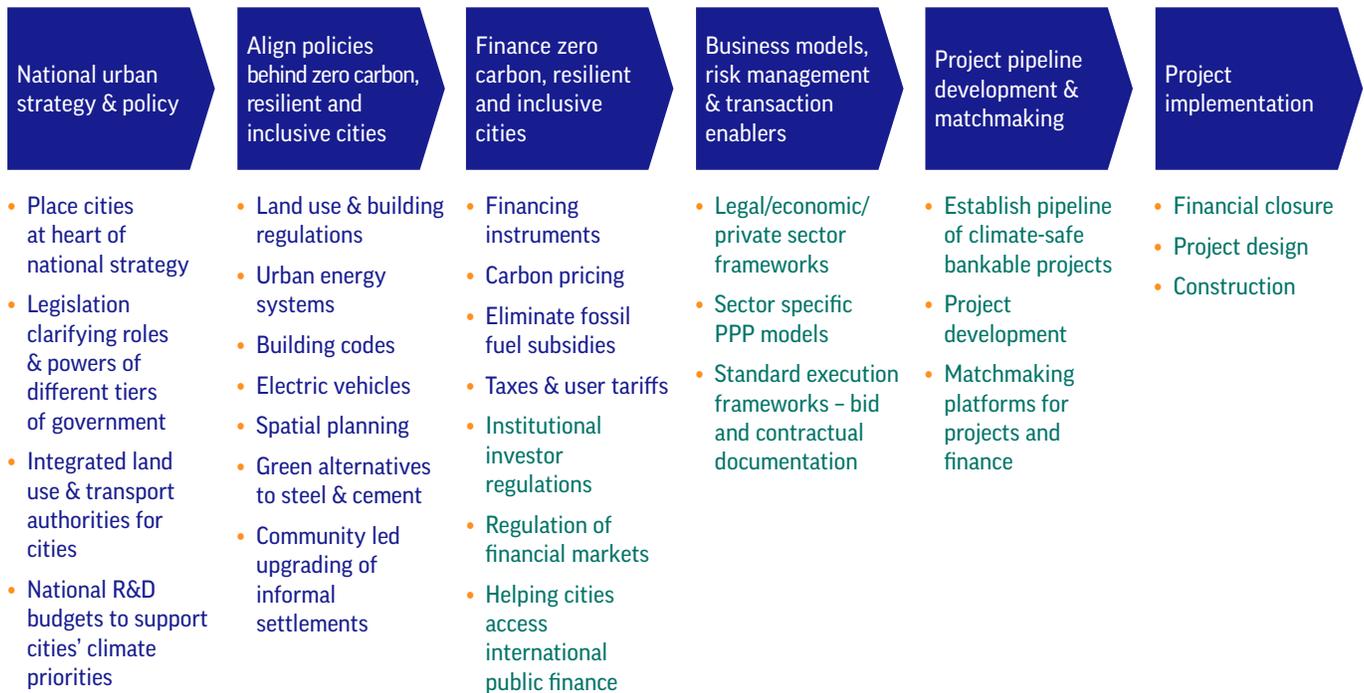
in which we work to bring informed country voices and case studies into our global policy programmes and international diplomacy efforts. We will produce fewer but more cutting-edge global products. Our influencing activities will be done in tandem with our action research rather than as separate and sequenced activities that typically takes place at the end of research. Finally, we will scale our work through a dedicated global diplomacy programme.

Outside our priority country programmes, we will also provide demand-led assistance to other national governments where we have relevant capacity and expertise available. One of the key lessons that we have learnt is that securing high-level political commitment, in line with the change we wish to bring about, often comes with requests for advice on a number of aspects. As national policy makers begin to understand the contribution that cities can make to their climate mitigation and adaptation efforts and national prosperity, they seek assistance on approaches to unlock policy support and to mainstream cities into the national development and climate policies. By creating political appetite and enabling policy frameworks to this end, our programmes will open in the process opportunities for and linking to downstream assistance and investments (see Figure 7).

### HIGHLIGHT OF OUR WORK

*La Coalición por la Transformación Urbana in Mexico is working alongside the State of Mexico on issues of housing, land management, urban planning systems and metropolitan coordination, and mobility and transportation.*

**Figure 7: Position of the Coalition’s strategic advisory in the value chain of measures for zero carbon, resilient and inclusive cities\***



\* Illustrative not exhaustive

**Note:** Blue represents areas within the Coalition's mandate and green represents areas beyond the coalition's scope of work.

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## COUNTRY PROGRAMMES

We are the only global initiative focused exclusively on supporting national governments, particularly in the Global South, to address pressing economic, inequality and climate challenges by making their cities 3C and resilient. Our work targets change in the way countries view and respond to urbanisation by converting the urban development story into an economic transition story.

Between 2021–25, we will build on lessons learnt in the four countries where we have worked (see Box 5) and expand our country programmes to directly assist countries with national macro level urban policy making and developing urban development strategies in line with the priorities for national action identified in the Urban Opportunity report. Depending on the country context, the programmes will evaluate the economic, social, and environmental performance of different urbanisation pathways; appraise policy options to secure the economic and social benefits of compact, connected, clean and resilient cities; and articulate the associated infrastructure and financing requirements, situated in an analysis of each country's capacity to act, local political economy and reform window.

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### BOX 5 Lessons learnt from our country programmes

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We have worked with our programme partners to understand and evaluate the lessons from our programmes in China, Ghana, Mexico and Tanzania. A summary of the main lessons learnt from these programmes is as follows:

- For transformational change to be sustained, it must be nationally owned and achieved. Local coalitions involving national governments, civil society, think tank, academia, private sector organisations, urbanists and cities are therefore critical for success.
- Policy processes are non-linear. An in-depth understanding of the processes and drivers of change for each country is therefore critical to programme success.
- Targeted contribution to specific windows of reform and policy changes or in areas where the government needs support is more effective at bringing change than trying to 'generally' influence the government.
- Programmes have to be framed in broader national developmental priorities. Emissions reduction is not the only factor driving governments to prioritise cities.
- There is no 'one-size-fits-all' model of technical support in country programmes. Yet, the diversity of countries that means that there is much that countries can learn from each other.
- Programmes need to be grounded in the local cultural, social and political context.
- Programmes need to be managed by strong local institutions that are trusted by national governments.
- To support buy-in from national level decision makers, it is important that work products are led by experienced local researchers with deep context- and place-specific knowledge.
- While policy documents are important, strengthening the in-country community of urbanists can add more value over time.

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## What makes our country work different?

What makes our in-country work different is that we galvanise change by bringing national level decision-makers into the process of change. We build political appetite with national level decision-makers through cross-ministerial conversation. We engage heads of state, economic, finance, transport, energy, and other ministries that are charged with aspects of the urban agenda. Our host institutions, the WRI Ross Center and C4o, are constantly learning from cities. We draw on their learnings to make national policies more granular and effective. We consistently engage with both government and political staff to inform national urban policies and strategies, to increase awareness of how countries can extract the most benefits from urbanisation, and to influence policy makers' understanding of challenges around cities.

Our programmes are rooted in the local political economy of countries where we work. We know that the political economy of a country governs the incentives, institutions and feasibility for policy reform and institutional change. The extensive on the ground presence of the WRI Ross Center and C4o, and the vast network of remarkable global and national leaders who we access via them, put us on solid ground to navigate each country's political economy. Together they help us identify opportunities to foster change; to evaluate options for reframing the urban agenda within national developmental objectives; to identify local institutions and actors to engage; and to understand the feasibility of influencing or changing incentives for reform over time and develop appropriate strategies. Our modus operandi of in-country programmes, where we deliver programmes in partnership with leading national institutions that are already drawn upon by national governments for policy advice and via local coalition of stakeholders, then ensures that we always have an accurate picture of the political economy and that we are quick to adapt our approaches to changes in it.

Finally, each of our country programmes come with a dedicated engagement strategy tailored to include local communications platforms and contextually-sensitive forms of engagement. The strategy utilises the best channels of communication available within each country to influence relevant stakeholders and is synergised with our diplomacy and engagement strategy where we share global messages locally and share local achievements and messages globally.

## What will our country programmes offer to national governments?

Our country programmes offer a four-fold approach:

1. *Programme design to meet national priorities and policy cycles*  
Our programmes will be aligned to in-country policy cycles and will respond to national priorities. For example, in China our programme was designed to contribute to the 14th Five Year Plan while in Ghana our programme was aligned to the Government's review of the National urban Policy. To this end,

### HIGHLIGHT OF OUR WORK

Following our contribution to Ethiopia's transport strategy, our partners are working closely with the Addis Ababa City Plan and Development Commission to support transport infrastructure investment and governance in the capital.

we will be flexible and iterative in designing our programmes and will consult extensively with national governments and in-country partners. In that sense, our programmes will be facilitative of change rather than directives of change.

**2. Analytical and policy formulation support through a flexible toolkit of tailored offerings**

The programmes will be delivered using a flexible toolkit of tailored offerings to meet the various priorities identified and agreed with government (see Figure 9). From analytical exercises and in-depth research to support policy formulation to enhancing the capacity of governments to act by plugging critical knowledge gaps and facilitating the exchange of experiences, innovative practices, and lessons learned between country programmes, our approach will be tailored to meet the distinct requirements of each country.

Our capability covers analytical exercises that demonstrate the macro-economic benefits of compact, connected, clean and resilient cities and scenario development for alternate urban economic and spatial development pathways. We review policy and spatial development frameworks and propose policy levers, conduct deep dives in sectors such as mobility, energy, and housing, and articulate the infrastructure and financing requirements for cities to deliver on national development priorities. Additionally, we will link our work to complementary programmes of downstream technical assistance where possible. In many cases, we have found that our programmes can be of significant value to helping shape the downstream TA and funding programmes of bilateral or multi-lateral donors.

**Figure 8: How will we support to national governments?**



**3. Coalition of national stakeholders supported by senior champions to co-design and develop policy options**

We will build in-country national coalitions of relevant stakeholders to collectively identify the challenges that need to be addressed and validate solutions. We will strategically engage ministers and senior civil servants in national government in these dialogues, enabling them to co-design analyses that identify and fill key knowledge gaps, identify the policy and programme options available to them, and to co-produce solutions in partnership with key stakeholders. In doing so, we will nurture local platforms that build political appetite and ambition for national action on climate change, and facilitate healthy debate and alignment among

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planners, local policymakers, researchers, service providers and other key urban actors. We will also support our country programmes by identifying a small number of country-relevant senior champions from within our global and regional ambassador networks.

**4. Programme delivery through leading national institutions supported by national and international experts with multi-sectoral and multi-disciplinary skills**

The programmes will be delivered in partnership with leading national research institutions, who will lead programme delivery, with local experts leading the work products. These institutions will be supported on a needs basis by our network of international experts and partners, allowing our programmes to combine best in-class international expertise with the context of each country's specific challenges and values.

## GLOBAL POLICY AND RESEARCH PROGRAMMES

Our global policy programmes provide policy guidance relevant to all national level decision makers that is grounded in a cutting edge and rigorous global evidence base and that demonstrates to national governments the economic and social case

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**Our programmes demonstrate to national level decision-makers how to implement better urban policies.**

for compact, connected, resilient and clean cities, leveraging global experts from across multiple countries. Our programmes demonstrate to national level decision-makers how to implement better urban policies by helping them to assess diverse policy options and to identify the most powerful levers to drive more compact, connected, resilient and clean urban development.

To this end, we have already released multiple streams of ground-breaking research that have mapped out: transport policies that cost-effectively promote mass transit, cycling and walking rather than car-based transport; housing policies that can simultaneously advance the goals of housing affordability and compact urban development; and fiscal policies that systematically incentivise compact, connected and clean urban development and financing mechanisms that can unlock investment in sustainable urban infrastructure. Our most compelling findings to date were included in the New Climate Economy's 2018 report as well as our own Urban Opportunity report.

We have learnt valuable lessons in conducting this research and placing it in the hands of national level decision-makers (see Box 6). We have assessed the status of our research and the extent to which we have been able to fill the analytical void on existing and emerging issues around the case for zero carbon inclusive cities. We have reflected on the priorities for national action identified in the Urban Opportunity report to understand what others are doing in these areas so as to avoid duplicating the efforts of others and identify the areas that remain critically under-nourished in terms of robust evidence and analytics.

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**BOX 6**    **Learnings from our global policy programmes**

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We have led multiple streams of ground breaking research to build the case for compact, connected, clean and resilient cities. Each work stream has been led by world class institutions. As part of our reflections to support this business plan, we spent time distilling what we have learnt. Some of the lessons learned are as follows:

- Although the call for evidence based policy making is ubiquitous, research and evidence needs to genuinely address a critical knowledge gap facing policy makers.
- Even the most analytically sound and strong evidence and solutions need to be based in arguments that are politically relevant.
- It is easier to move research to practice and to policy when we work with national and provincial governments.
- In the absence of a systematic understanding of what policy makers need, and how the political and policy process works, research is unlikely to influence policy.
- Research gets more traction when conducted by expert and experienced researchers who are willing to listen to national level decision makers, understand the challenges they face, and address these challenges through research.
- Research also needs to be placed in the hands of policy makers by experienced advisors who understand the process of policy making and the levers of influencing policy.

Consequently, we have been in a strong position to identify where we can:

- Leverage existing evidence and research to create ‘how to’ toolkits which provide practical insights and advice as well as easy-to-use tools and practice guidelines to support national governments to develop, manage and implement policies for low carbon, resilient and inclusive cities.
- Support our partners to build on cross-cutting global evidence generated from our research under their own programmes of work
- Interact and collaborate with policy makers to identify critical knowledge gaps they continue to face under the priorities for national action identified in the Urban Opportunity report through robust economic analysis and evidence gathering.

Our global policy programme work streams for 2021–25 have therefore been designed with these three principles in mind and are outlined below.

- *Policy work stream 1 – Achieve economic prosperity through transforming cities*  
This work stream will build the economic case for low carbon, resilient and inclusive cities with a focus on demonstrating (i) how cities can help enhance macro-economic and industrial performance whilst achieving national climate goals, (ii) the costs of inaction and net benefits of building resilient cities

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(looking at the intersection between resilience and climate mitigation) and (iii) how cities can support and stimulate sustainable rural development. It will make the economic case for enhancing the economic, social, environmental, and physical resilience of cities to generate a triple dividend for the economy, health and climate. And will take a strong national systems of cities approach.

- *Policy work stream 2 – Develop policies for low carbon, resilient and inclusive cities*

This work stream will advance our work on national policies to transform housing, transport and urban energy systems by creating toolkits and easy to use practice guidelines to support national governments to prioritise and sequence policies based on their local political economy and their stage of the urban transition. It will delve into how national governments can create strong frameworks for municipal urban planning and spatial planning to ensure liveable density, resilience and inclusivity in cities given the growing primacy of this issue. Finally, it will continue to explore frontier policy and governance reforms that could steer energy infrastructure investment towards cleaner urban development. In addition, we will leverage our existing work to create toolkits and easy to use practice guidelines for national governments and continue to contribute to the global monitoring of the uptake of national urban policies through our work with the OECD, UNHABITAT, and Cities Alliance.

- *Policy work stream 3 – Finance low carbon, resilient and inclusive cities*  
This work stream will support national governments with policy reform proposals that help unlock, direct and facilitate urban finance with the objective of widening cities' access to funding and finance to overcome challenges such as lack of basic services, air and water pollution, transportation gridlock, shortage of affordable housing, inadequate waste collection, and deteriorating infrastructure. We will leverage the taxonomies of national fiscal policies and financial instruments that we have already produced as well as the work that we have done in China and Mexico to create easy to use practice guidelines for national governments. We will also consider how to enhance the financial capacity of a range of countries to steer funding and finance towards low carbon resilient and inclusive cities, linked closely to our country programme.
- *Policy work stream 4 – Scale up low carbon innovations in cities*  
This new work stream will examine the role of national governments in encouraging and scaling climate innovations in cities and on systematically capturing and transferring good practice. Our work shows that, whilst we can get close to net zero with currently available technologies, a tremendous degree of innovation will still be required. The IPCC Special Report on Global Warming of 1.5°C details that all 1.5°C-consistent pathways require action in and by cities, because amongst other things, cities can more easily innovate scalable solutions than other levels of government.

#### HIGHLIGHT OF OUR WORK

Endorsed by the UN Secretary-General at the UN Climate Action Summit 2019, our Climate Emergency, Urban Opportunity report was co-produced with over 200 individuals from 50 organisations.

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- *Policy work stream 5 – Place cities at the heart of the NDCs*  
This new work stream will demonstrate to national governments how to enhance their NDC ambition through cities and how to place cities at the heart of NDCs. It will build on evidence from our flagship report planned for 2020 which is targeted at COP26 and will involve active partnerships with a range of other global institutions actively engaged in the NDCs. Covering China, India, Indonesia, Mexico, South Africa and Brazil, the report demonstrates how these countries can foster resilient, sustainable cities through their NDCs. This workstream will build on our existing partnerships on this topic area with UNHABITAT, the OECD, and others.
  - *Policy work stream 6 – Accelerate a just transition in cities*  
This new work stream will explore how national governments can facilitate a just transition to zero carbon, resilient, and inclusive cities by 2050. In doing so, it will pay close attention to policy measures that can meet the economic, social, health, and climate objectives of policy makers concurrently. And it will give due prominence to issues of equity, tackling informality, and transition plans for stranded works and stranded assets.

In addition to these work streams, we will produce a flagship report in 2023-24, focusing on relevant and cutting-edge topics that raise global ambition on cities and climate change. The report will tackle the critical questions facing policymakers around the world at that point in time, telling a story of opportunity and optimism while supporting national leaders to overcome major barriers to action. It will be accompanied by complementary strategic engagement and communications for high-impact outreach and dissemination.

## **DIPLOMACY AND ENGAGEMENT**

Our experience of working with national governments and within intergovernmental alliances have confirmed that policy reform and institutional change do not lend themselves to technical solutions alone. This is why our work, especially at the country level, places equal emphasis on strategic engagement and building coalitions, alongside policy support and evidence, to support national decision-makers in the process of change. This includes efforts to align sectoral and cross-sectoral policy areas to deliver improved policy coherence and ensure consistent implementation between different levels of government and other actors. This is also why a wide range of national and regional/state government departments are typically involved in our country level work and why city governments and city networks are often heavily involved in our country platforms, as is the case in our existing programmes in China, Ghana, Mexico and Tanzania.

However, we need to go further than this to ensure that our work not only supports change in our focus countries but can also be scaled up globally to a broader range of countries, creating systemic impacts beyond our own boundaries. For this reason,

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we will establish a dedicated diplomacy and engagement programme aimed at catalysing change across multiple countries through measures to raise their levels of ambition, accelerate their decision making and delivery, and address barriers to placing cities at the heart of their NDCs.

The programme will act as a key integrator and interlocutor for our other areas of work in two ways: (i) it will interact with and leverage the work of our country programmes and global policy and research programmes, and (ii) it will act as a key vehicle for external engagement with existing international initiatives and platforms, MDBs and RDBs, the UN and other multilateral processes as well as with our city network partners, building on their work and avoiding duplication of efforts. In the context of a rapidly changing global environment and parallel multilateral processes to deliver action on health, human rights, biodiversity and climate change, among others, we believe that it is crucial that our efforts are aligned to and help enhance what others are doing.

To achieve this, the programme will focus on four – interconnected – strategic pillars:

1. Working with our members and other partners to develop a **major peer to peer learning (P2P) platform** for national government decision makers. We will provide a unique peer to peer learning and exchange platform for senior national government officials, as well as Ministers, underpinned by three or more networks on national strategies for cities, placing cities in the NDCs, and building new urban economies. The platform will include the countries that are part of our country programme as well as other countries. We hope that this will accelerate the pace of policy making and implementation at the national level, as well as paving the way for better and broader global partnerships for network members as well as for the Coalition. This will build on, enhance, or coordinate with other existing networks such as the OECD's Working Party on National Urban Policy and will be at the intersection of all Coalition's programmes, scaling up their impact and reach.
2. Engaging in **multilateral processes and initiatives** to address the barriers that currently prevent national governments fully unlocking the urban opportunity. We will leverage our own convening power and the influence of our members – including four major city networks – to selectively support international processes and intergovernmental alliances that are key to influencing national ambition and action on cities (e.g. NDCP / Mission Innovation / C40 global diplomacy efforts / efforts to support front running countries to transform their cities) and to seek changes in guidelines or regulations established by UN and other multilateral bodies (e.g. UNFCCC on the scope and content of NDCs). Through a stronger engagement with intergovernmental alliances, especially through the P2P Platform, we will open up opportunities to a broader range of countries to engage in our activities and learn from their challenges and experiences.

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3. **Engaging with multilateral, regional and national development banks** that play an important role in supporting national governments on a range of issues – including financing for sustainable urban development – to unlock low carbon, resilient and inclusive cities. We will foster closer dialogues between national governments and the MDBs and RDBs, including through the P2P platform which will act as a vehicle for direct discussions with government officials.
  4. **Supporting the city networks** to engage national governments on behalf of cities and facilitate national to city collaborations to help align national and local approaches. We will leverage the networks of mayors and city level programmes in our Coalition, including our managing partners the C40 Cities and WRI Ross Center, to arm up city leaders and local governments with the economic analysis, national level policy recommendations, and the feedback from P2P platform conversations that they need to help secure national government action on cities.

Influencing national level decision makers requires trusted messengers able to develop strong direct relationships with policy makers at different levels; providing ideas and support at the right time. We will continue to work with our global community of senior experts and senior leaders to co-produce and champion a clear vision for action by national governments (See Box 7) and to actively support governments to make bold commitments and establish good policies. Finally, we will work with like-minded governments who are committed to enhancing ambition between groups of countries.

## **Amplifying our impact through communications**

Communications helps to position the Coalition as the foremost initiative working with national governments to tackle climate change and inequality by transforming cities and to maximise its impact. Through our communications work, we encourage national governments to place cities at the heart of their development and national resilience strategies, inspiring real progress on tackling climate change – the greatest challenge the world faces today.

Our communication team provides strategic leadership on positioning, tone and narrative to achieve our institutional priorities. We use a networked model – integrating local expertise and sectoral knowledge into our strategies to ensure our work is relevant and appealing to target audiences. Our approach is underpinned by a set of robust messages on the unique role national governments play in the development of their cities. Communications shapes the narratives of country, policy and research, and diplomacy and engagement outputs, ensuring they are best-placed to appeal to national government decision-makers and other key stakeholders.

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The communications team will work closely with the policy, country, and diplomacy and engagement programmes to disseminate key outputs in a timely and strategic manner. It will ensure that the outputs reflect wider Coalition priorities, as well as the needs and goals of the individual programmes. Communications will be embedded in all our programmes from the start, leading to tailored outreach plans and products contextualised by our priorities, current geopolitics and the local context; and framed using best practice in our field.

By recognising and mapping barriers that limit the spread of our message, we will find innovative and effective solutions. We will grow our network of communications peers across the partners we work with as a means to drive change and equip them with the materials they need for this purpose.

### **Key areas of focus for 2021–2025 will include:**

1. Producing tailored, relevant, and engaging materials that further organisational goals
2. Creating linkages between the Coalition’s work and wider initiatives
3. Building the Coalition’s reputation as a trustworthy and knowledgeable source of information
4. Socialising wider audiences to the idea that national governments must be involved in their cities

### **Communications priorities:**

- Robust external messaging
- Targeted policy and research dissemination to national decision-makers and interlocutors
- Amplifying the impact of in-country programmes
- Enhancing awareness and positioning of the Coalition
- Building our digital reach
- Improving knowledge sharing within the Coalition and via our external networks
- Special projects or initiatives which focus on new pertinent issues
- Responding to global trends such as the growing use of digital platforms in the wake of COVID-19

### **Our approach will be based on the following principles:**

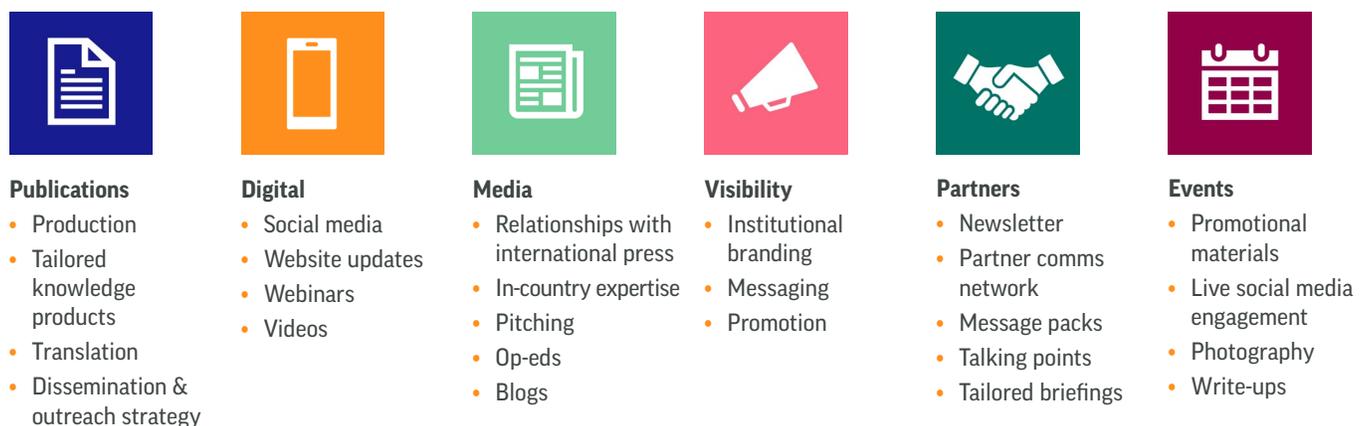
- Focus on target audiences – our outputs will be created with our primary target audiences in mind. We will continually work to improve the targeting of our communications outputs process.

- Robust production process and signature outputs – we will create visually striking, punchy and impactful knowledge products that convey our key messages in an easily accessible manner for policy-makers.
- Strong, consistent messaging – we will maintain and enhance the Coalition’s identity through clear branding and a strong, coherent narrative.
- Decentralised approach in-country – local specialists are best placed to promote our in-country programmes. We will continue to work collaboratively with the relevant partners to support and amplify their efforts, linking them to our global priorities.
- Cross-team partnerships and collaboration – we will continue close collaboration with colleagues in other programmes which leads to more refined and targeted outputs.
- Network of dissemination partners – we will continue fostering an international network of communications experts to aid in the dissemination and impact of our work.
- Promoting success stories – we will provide positive stories of change as this inspires other decision-makers to take action.

## BOX 7 Communicating the Urban Opportunity report

The Urban Opportunity report launch incorporated all the principles of our approach to ensure success. The report was given a distinctive, eye-catching design with a host of supporting materials including briefing notes, slide packs and social media templates. Robust messaging ensured all materials were targeted and on-brand, even when disseminated by other partners. Partner communications calls were held in the run-up to the launch to explain the research and key findings. Upon launch, the report garnered over 150 media hits internationally and in target countries. The full report was translated into three additional languages and the executive summary was translated into six languages to aid local engagement. Within a fortnight of the launch we had almost 380,000 views on Twitter and explanatory videos of the report have been viewed almost 40,000 times to date.

Figure 9: Our communication products



## Measuring success

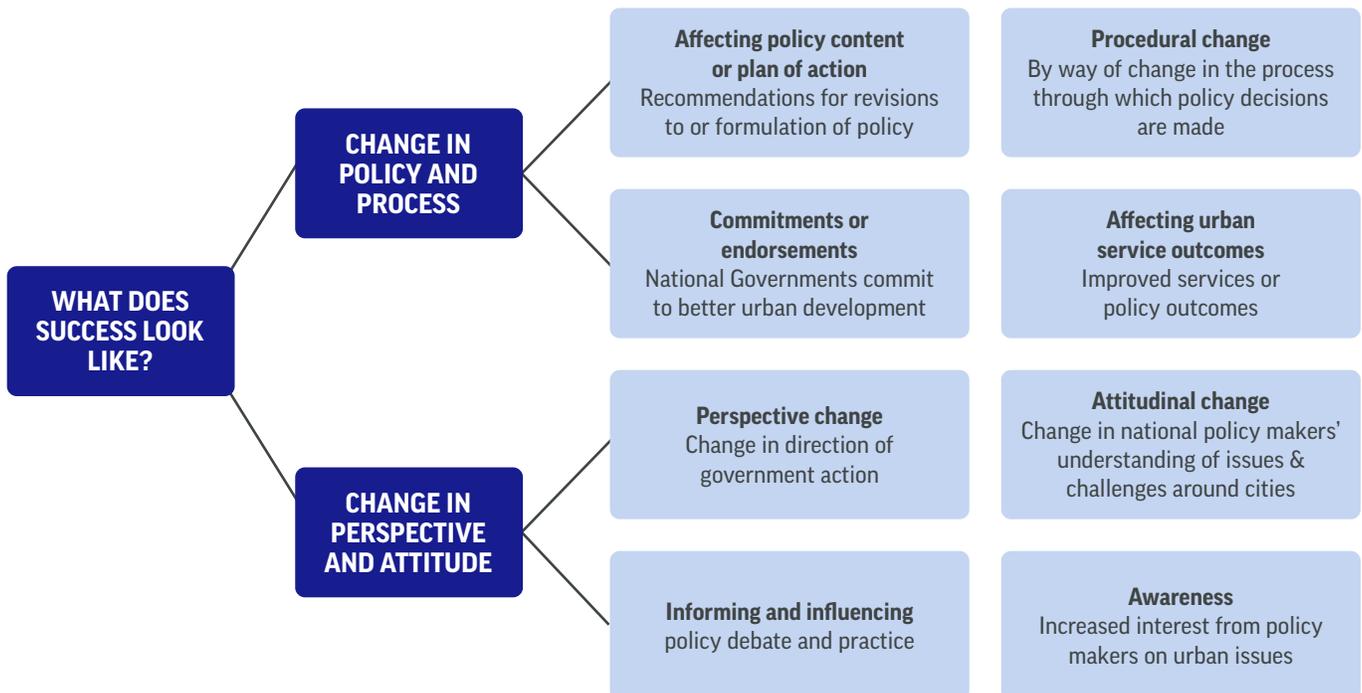
**We will pursue a high impact, outcomes based approach within our programmes and activities to foster the change we wish to bring about.**

We will focus on tracking the results we have achieved and use them to inform improvements in our programmes.

We understand that achieving impact on policy needs time. Policy processes are complex and non-linear. Policy making does not hinge on evidence alone and is heavily influenced by external factors and political and economic structures. In fact, policy itself has many levels and types. It can be strategic, issue specific and multi-programme and can take the form of vision statements, laws, policies, regulations, and codes. Therefore, we believe that the pathway of policy making is as important as the policy itself.

Because policy is a continuum of formulation, implementation, evaluation and adjustment of measures, our contribution to this process goes beyond creating the evidence base and includes navigating complex local political contexts and changing the attitude of national level decision makers towards cities. For this reason, our success lies not only in supporting changes to policies, but also in influencing the process of policy making, contributing to improved institutional arrangements to support better policy making, and generating the political will for change (see Figure 10).

**Figure 10: What does success look like to us?**



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We will measure success in two ways. First, we will systematically monitor and evaluate the change we deliver under our programmes to demonstrate our achievements in a credible way. This evidence will also help us strengthen our engagements in country-level policy processes and to improve the tools we use to influence how countries approach and deliver urbanisation for zero-carbon, climate

**We will pursue a high impact, outcomes based approach within our programmes and activities to foster the change we wish to bring about.**

resilient cities. We will rely on the outcomes harvesting methodology to help assess what changed and why, in order to help understand our contribution, and the causal relationship between our work and the changes achieved. This will be used particularly when there are many different actors who influence change.

Second, we will monitor the global progress on national urban policies and actions taken by governments to promote compact, connected, clean and resilient cities. We will better tap into the work of our founding member, the OECD, including their National Urban Policy Reviews and tracking of national urban policies and find ways to continue to support the ongoing tracking work of the UN Agencies in looking at urban in the NDCs. Such standardised assessments will identify best practice, create benchmarks for country performance, inform policy discussions at the country level, and improve the understanding of policies and financing for compact, connected, resilient and clean cities. It will complement the understanding of achievements on goal 11 of the 2030 Agenda for sustainable Development that commits countries to making “cities and human settlements inclusive, safe, resilient and sustainable”.

## **Delivering Value for Money**

The Coalition’s value for money offering lies in the its ‘modus operandi’, the outcomes it delivers and the breadth and experience of the partnership delivering the initiative. We are trusted advisors who are called upon by governments to support their efforts to develop long-term sustainable urbanisation strategies. We do not merely advocate to national governments a black and white picture on the immense opportunity that cities represent for economic development, jobs and poverty alleviation or on the policies that promote sustainable urban transition. We provide them with the support and assistance they need to do so. Our value for money comes in three forms: financial, programmatic, and institutional.

*Financial value for money:* The Coalition’s operations are managed by the WRI Ross Center, which has robust financial systems and audit arrangements in place to ensure accountability and economy in purchasing and tendering that offers funders excellent value for money. By following these procedures, we ensure cost effectiveness on how our resources are being used and whether the resource is justified for the outcomes delivered. The dedicated staff we hire into the initiative within WRI Ross Center, C40, or other partners adhere to the salary rates of

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these institutions, all of which are periodically benchmarked against similar organisations with comparative staff profiles. Additionally, we keep our own costs low by leveraging the financial and administrative apparatus of WRI Ross Center and C40, including their country apparatus.

We leverage the WRI Ross Center's strong programme management to make sure our own programmes stay on track, achieve the intended results, and are delivered on time and within budget. Where we work through partners, we insist they have the right systems and controls in place to deliver services in the most efficient manner. We have a clear risk management framework for the initiative, supported by WRI guidelines and regulations which ensure accurate forecasting, robust financing accounting and reporting, VfM through procurement, mitigation of currency risk, partner grant or contracts monitoring, and avoid corruption, bribery and conflict of interests. All our funding is spent accordingly to the clear guidelines and policies of our various funders.

*Programmatic value for money:* At the programme level, we deliver value for money by maximising the outcomes and impacts we seek to achieve. Our programmatic impact goes beyond specific reports and policy briefs to helping countries realise longer-term sustainable benefits from urbanisation. We understand that the domestic political process in each country is the key determinant of the outcomes that we achieve in that country. For this reason, we base our work in clear demand from national governments and establish links to policy reform windows. We also work with the grain of the political process in each country and deliver our programmes, where relevant, in close partnership with local organisations under 'ownership' by national governments.

We collaborate with governments to co-design and co-produce high-quality, nimble, decision-maker relevant analyses and evidence to support a strong focus on better

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**We collaborate with governments to co-design and co-produce high-quality, nimble, decision-maker relevant analyses.**

planned urbanisation as well as the solutions to create such a sustainable future. Our work is also designed to deliver a clear pathway to implementation and investment. We also work along the principles of the Paris Declaration on Aid Effectiveness wherein we are guided by the context of countries that we support and are accountable for the results of our work.

Our programmatic work incorporates direct feedback from cities in the C40 network about their main challenges to unlocking sustainable urban development through national government collaboration and partnership. C40 member cities are setting out strong targets and a coherent set of actions to achieve their aims to build 'net-zero', inclusive and climate resilient cities but continue to face significant barriers to delivering ambitious climate action, many of which emanate from national level policy barriers. We incorporate evidence as well as solutions from cities in our research and recommendations to national governments to showcase to national level decision makers where leading cities have already successfully implemented

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solutions that are examples for positive national impact and to ensure that its policy advice to national governments is based in an implementation perspective.

Additionally, we have developed frameworks to improve our attribution and contribution to change. We regularly monitor the risks to outputs and outcomes, and invest in activities that deliver change. Where relevant, we seek co-investments from our downstream partners.

*Institutional value for money:* At the institutional level, our value for money comes from being the national policy arm of WRI Ross Center and from providing C40 the platform for connecting mayors and national governments to enhance multi-level climate action. We leverage the assets and networks of these two institutions to engage the voice of cities in our country and global policy work. We will be strengthening the integration of our programmes with those of the WRI Ross Center (and WRI more broadly) and C40, and will continue to build ever greater synergies with their core in-country work to offer policy advice to national governments from an implementation perspective. As explained earlier, this engagement will:

- strengthen the voice of cities in existing national fora,
- ensure our work directly addresses the barriers faced by cities in delivering climate action,
- allow us to connect national governments to the needs of cities and accelerate multi-level climate action for zero-carbon cities,
- showcase to national level decision makers where leading cities have already successfully implemented solutions that are examples for positive national impact,
- accelerate the collective engagements of the Coalition, WRI and C40 with national governments,
- assure that our recommendations are practical and realistic about how national governments can best enable and empower cities, and vice versa.

Additionally, we link to and leverage the work of our partner organisations including in-kind support and staff resources of these organisations, and the pro bono work of our ambassadors and urban leadership council members. Our ability to leverage the apparatus of WRI and C40, and our members means that we benefit from the guidance of their communications teams, networks, and web-based platforms, enhancing our outreach and engagements.

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## **Building for success**

We understand that realising the ambition that we have laid for ourselves in this business plan will require us to ramp up our delivery capacity.

### **STRENGTHENING OUR TEAM**

We will expand our own team to ensure that we have the skills and experience commensurate for the delivery of this plan. Besides increasing our own research capacity to consolidate our reputation for provision of high quality multi-disciplinary evidence-based research to inform policy making, we will enhance our capacity for donor management, managing partnerships, engaging and influencing national governments as part of our diplomacy efforts, and communications. In particular, we will build reactive capacity to respond to opportunities and to changing situations to create the strongest outputs possible, furthering our impact. We will institutionalise the peer review system we have been following to deliver the highest quality of research. We will facilitate in-house and external training to ensure continuous capacity building of our team, in particular our junior researchers. We will invest in staff well-being to be able to attract and retain the best talent in our field of work.

### **FUND-RAISING**

We will continue to engage our current donors who have gone beyond their role as funders to become partners in our mission and who advise us beyond their funding remit because the value of our work and expertise links directly to their interests, strategies and outcomes. We will expand our fundraising and donor management capacity to bring on board new donors. We will elevate our efforts to attract co-investment into our work. These include co-financing or in-kind from private sector organisations, from national governments that we support via our programmes, and from multilateral development banks. We will actively explore links to development programmes or large scale financial programmes run by multilateral development banks to partner with them in countries where we share common interests.

### **EXPANDING PARTNERSHIPS**

We will expand our membership to include more organisations from developing countries; this will help us to strategically equip ourselves to engage national governments beyond our existing programmes, diversifying the perspectives our partners bring, and truly building the global community of practice that can actively support governments within and beyond our programmes to make bold commitments, establish good policy and overcome barriers to delivery. We will ensure that we build partnerships within our programmes that better serve the priorities of the national governments we support and overcome the barriers posed by the local political economy.

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## **STRENGTHENING OUR NETWORK OF ADVISORS AND CHAMPIONS**

Our Steering Group will continue to oversee the overall delivery of our business plan and advise on the direction of our overall work programme. We will broaden the group to give greater attention to national policy maker perspectives and increase our reliance on the group to guide how to best deliver our programmes as well as to engage with national governments. We will realign the Urban Leadership Council and Senior Ambassadors group to create a smaller group of champions who assist us in gaining enhanced access to national level decision-makers, who champion our work with global and national level decision makers, and who raise political awareness for us. Our experience has taught us that using our team resources to support a smaller number of leaders and champions more intensively is more effective in delivering our mission.

## **IMPROVING MONITORING AND EVALUATION**

We will increase the integration of monitoring and evaluation (M&E) across our work. We will align the M&E framework to those of the WRI Ross Center and C40. We will strengthen mechanisms to share learnings from our programmes to continuously improving the way the way we set up and run programmes. We will seek feedback from stakeholders external to the Coalition and programme teams to get independent perspectives on our work. This will help us improve programme design and management, partner relationships, effectiveness and impact of our work, financial management, and communications. Such a process of feedback will also enhance our efficiency and contribute to transparency and accountability within Coalition members while enhancing our credibility to donors.

## **FACILITATING KNOWLEDGE EXCHANGE**

We will be intentional about learning what works and what does not, and share the learning across the partnership and more broadly to scale our impact. We will leverage the extraordinary learning happening in our diverse country programmes and global policy and research programmes to advance understanding and awareness of the tools and approaches that national level decision makers can take towards making cities low carbon, resilient and inclusive. Our regular meetings between members and our annual meetings will provide for knowledge exchange between our partners. Open events and webinars held along the sides of major international and national fora will provide the stage for discussions on experiences and lessons learned with a broader set of stakeholders.

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## Delivery Plan

The following Annexes form part of our delivery plan and are available upon request.

Annex 1 – Overview of current country programmes

Annex 2 – Legacy country programmes completed under NCE Cities

Annex 3 – Proposed country programmes (Ethiopia, Ghana, Kenya, Tanzania, South Africa, China, India, Indonesia, Brazil, Colombia and Mexico)

Annex 4 – Proposed Policy and Research Programme for 2021-25

Annex 5 – Diplomacy and engagement strategy

Annex 6 – Communications strategy

Annex 7 – Leveraging WRI and C40 networks and programmes

Annex 8 – Managing risks

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## THE COALITION FOR URBAN TRANSITIONS

Launched in 2016 at the Climate Leaders' Summit in New York, the Coalition for Urban Transitions is a major international initiative designed to support decision makers to unlock the power of cities for enhanced national economic, social, and environmental performance, including reducing the risk of climate change. The Coalition provides an independent, evidence-based approach for thinking about 'well managed' urban transitions to ensure that the growth of urban areas, and the accompanying process of economic, social, and environmental transformation, maximises benefits for people and the planet. The initiative is jointly managed by the C40 Cities Climate Leadership Group (C40) and World Resources Institute (WRI) Ross Center for Sustainable Cities.

## COALITION MEMBERS AND PARTNERS

The Coalition's members and partners include over 35 major institutions spanning five continents, including research institutions, city networks, international organizations, infrastructure providers, and strategic advisory companies. Members collaborate to fill key knowledge gaps facing national governments looking to help drive progress towards sustainable cities.

Members, and organisations currently represented on our Urban Leadership Council, include:

- World Resources Institute (WRI)
- C40 Cities Climate Leadership Group
- Stockholm Environment Institute (SEI)
- International Institute for Environment and Development (IIED)
- The Centre for Climate Change Economics and Policy at the University of Leeds, UK
- LSE Cities, at the London School of Economics and Political Science, UK
- Tsinghua University, China
- African Centre for Cities, South Africa
- PwC
- Siemens
- Overseas Development Institute (ODI)
- Indian Council for Research on International Economic Relations (ICRIER), India
- McKinsey & Company

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- McKinsey.org
  - Organisation for Economic Development and Cooperation (OECD)
  - Urban Land Institute (ULI)
  - Climate Policy Initiative (CPI)
  - Policy Studies Institute (PSI), Ethiopia
  - Economic Policy Research Centre, Uganda
  - DWS
  - Global Green Growth Institute (GGGI)
  - Global Covenant of Mayors for Climate & Energy
  - Mission 2020
  - World Economic Forum
  - United Cities and Local Government (UCLG)
  - ICLEI–Local Governments for Sustainability
  - UN Sustainable Development Solutions Network
  - The Climate Group
  - Energy Transitions Commission
  - We Mean Business
  - 2050 Pathways Platform
  - Slum Dwellers International (SDI)
  - New Climate Economy

## **ADVISORY BOARDS AND AMBASSADORS**

### **The Steering Group:**

Aziza Akhmouch (Organisation for Economic Co-operation and Development), Shannon Bouton (McKinsey.org), David Dodman (International Institute for Environment and Development), Dan Dowling (PwC), Andy Gouldson (University of Leeds), Rajat Kathuria (Indian Council for Research on International Economic Relations), Qi Ye (Tsinghua University), Philipp Rode (LSE Cities), Martin Powell (Siemens), Andrew Tucker (African Centre for Cities) and Andrew Scott (Overseas Development Institute).

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## The Urban Leadership Council:

Amanda Eichel (Global Covenant of Mayors for Climate & Energy), Andrew Higham (Mission 2020), Andrew Steer (World Resources Institute), Dominic Waughray (World Economic Forum), Emilia Sáiz (United Cities and Local Governments), Gino van Begin (ICLEI–Local Governments for Sustainability), Guido Schmidt-Traub (UN Sustainable Development Solutions Network), Helen Clarkson (The Climate Group), Helen Mountford (Global Commission on the Economy and Climate), Jeremy Oppenheim (Energy Transitions Commission), Mark Watts (C40 Cities Climate Leadership Group), Nigel Topping (We Mean Business), Richard Baron (2050 Pathways Platform), Sheela Patel (Slum Dwellers International (SDI)) and William Cobbett (Cities Alliance).

## 2019 Global Report Senior Ambassadors:

Lord Nicholas Stern; Laurence Tubiana; Jeffrey Sachs, Angel Gurrá, Naoko Ishii; Sheela Patel; Gregor Robertson; Parks Tau; Naina Lal Kidwai; Dr Debra Roberts; Maimunah Mohd Sharif; Sir Suma Chakrabarti; Sharan Burrow.

## OUR MANAGING PARTNERS

**WRI Ross Center for Sustainable Cities** helps create accessible, equitable, healthy and resilient urban areas for people, businesses and the environment to thrive. Together with partners, we enable more connected, compact and coordinated cities. The Center was established in 2014 following a \$30.5 million contribution from Stephen M. Ross, chairman and founder of Related Companies and a WRI Board member. It expands the transport and urban development expertise of the EMBARQ network to catalyze innovative solutions in other sectors, including water, buildings, land use and energy, combining the research excellence of WRI with 15 years of on-the-ground impact through a network of more than 250 experts working from Brazil, China, Ethiopia, India, Mexico and Turkey. WRI Ross Center focuses on a deep, cross-sector approach in five megacities on three continents, and targeted assistance to 100+ more urban areas, bringing economic, environmental, and social benefits to people in cities around the globe.

**C40 Cities** connects 96 of the world's greatest cities to take bold climate action, leading the way towards a healthier and more sustainable future. Representing 700+ million citizens and one quarter of the global economy, mayors of the C40 cities are committed to delivering on the most ambitious goals of the Paris Agreement at the local level, as well as to cleaning the air we breathe.

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## Endnotes

- 1 Professor Carlos Lopes, High Representative, African Union Commission; Former Executive Secretary, UN Economic Commission for Africa (2012-2016) for the *Climate Emergency, Urban Opportunity* report
- 2 Coalition for Urban Transitions. 2019. *Climate Emergency, Urban Opportunity*. World Resources Institute (WRI) Ross Center for Sustainable Cities and C40 Cities Climate Leadership Group. London and Washington, DC. Available from: <https://urbantransitions.global/urban-opportunity/>
- 3 Cartwright, A. *Better Growth, Better Cities: Rethinking and Redirecting Urbanisation in Africa*. 2015. Working paper. The New Climate Economy. Available at <https://urbantransitions.global/en/publication/better-growth-better-cities-rethinking-and-redirecting-urbanization-in-africa/>
- 4 *Climate Emergency, Urban Opportunity*
- 5 <https://www.globalcovenantofmayors.org/impact2019/>
- 6 *Climate Emergency, Urban Opportunity*
- 7 Three examples include *The Politics of Inclusive Development: Policy, State Capacity and Coalition Building*. Judith A. Teichman. Palgrave Macmillan. 2016, *The Politics of Inclusive Development: Interrogating the Evidence*. Sam Hickey, Kunal Sen and Badru Bukenya (eds). Oxford University Press. 2015, and *Escaping Capability Traps through Problem-Driven Iterative Adaptation*. Andrews, Prichett, Woolcock (2012)
- 8 [http://www.fao.org/docs/up/easypol/756/influencing\\_policy\\_processes\\_202en.pdf](http://www.fao.org/docs/up/easypol/756/influencing_policy_processes_202en.pdf)



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## CONTACT

✉ Nick Godfrey – [nick.godfrey@urbantransitions.global](mailto:nick.godfrey@urbantransitions.global)

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🌐 [urbantransitions.global](http://urbantransitions.global)

🐦 [@CoalitionUrban](https://twitter.com/CoalitionUrban)

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## COALITION FOR URBAN TRANSITIONS

C/O World Resources Institute  
10 G St NE, Suite 800  
Washington DC, 20002, USA

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## WRI ROSS CENTER FOR SUSTAINABLE CITIES

World Resources Institute  
10 G St NE, Suite 800  
Washington DC, 20002, USA

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## C40 CITIES CLIMATE LEADERSHIP GROUP

3 Queen Victoria Street  
London, EC4N 4TQ  
United Kingdom

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## MANAGING PARTNERS

