

2019 ANNUAL REPORT

Cities Alliance
Cities Without Slums

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Cities Alliance
Cities Without Slums

Hosted by  **UNOPS**



ACRONYMS

AFD	Agence Française de Développement
AVSI	Association of Volunteers in International Service
BMZ	German Federal Ministry of Economic Cooperation and Development
CBEs	Community Based Enterprises
CCFLA	Cities Climate Finance Leadership Alliance
CDS	City Development Strategy
CLGF	Commonwealth Local Government Forum
CUF	Community Upgrading Fund
CURB	Climate Action for URban Sustainability
DFID	UK Department for International Development
DG DEVCO	Directorate-General for International Cooperation and Development
DNA	Diaspora Networks Alliance
DRC	Democratic Republic of the Congo
EC	European Commission
EU	European Union
FEPTIWUL	Federation of Petty Traders and Informal Workers Union of Liberia
FNVT	National Federation of Tunisian Cities
FOLUPS	Federation of Liberia Urban Poor Savers
GHG	Greenhouse Gases
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HFHI	Habitat for Humanity International
ICLA	Infrastructure, Cities and Local Action Coalition
IHS	Institute for Housing and Urban Development Studies, Erasmus University Rotterdam
IIED	International Institute for Environment and Development
JWP	Joint Work Programme
KJE	Kampala-Jinja Expressway
LAC	Latin America and the Caribbean
LCP	Cities Alliance Liberia Country Programme
LEAP	Local Economic Acceleration Programme
LIPA	Liberian Institute of Public Administration
LPG	Liquefied Petroleum Gas

MCC	Monrovia City Corporation
MLHUD	Ugandan Ministry of Land, Housing and Urban Development
MMC	Mayors Migration Council
MoU	Memorandum of Understanding
NGOs	Non-governmental Organisations
NHA	National Housing Authority
NUA	New Urban Agenda
NUP	National Urban Policy
OECD	Organisation for Economic Co-operation and Development
PASSA	Participatory Approach for Safe Shelter Awareness
PCC	Paynesville City Corporation
SDC	Swiss Development Cooperation
SDGs	Sustainable Development Goals
SECO	State Secretariat for Economic Affairs
SIDA	Swedish International Development Cooperation Agency
STDM	Social Tenure Domain Model
SWM	Solid Waste Management
TSC	Transaction Support Centre
UCCRN	Urban Climate Change Research Network
UCLG	United Cities and Local Governments
UCLG Aspac	United Cities and Local Governments Asia-Pacific
UCLGA	United Cities and Local Governments Africa
UHPH	Urban Housing Practitioner's Hub
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UN-Habitat	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNOPS	United Nations Office for Project Services
UNRA	Uganda National Roads Authority
USAID	United States Agency for International Development
W2E	Waste-to-Energy
WIEGO	Women in Informal Employment: Globalizing and Organizing

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FOREWORD



2019 was an important year for the Cities Alliance, with both organisational maturity and constant revitalisation equally visible. Important highlights include:

Assembly meeting, and election of new President: Members travelled to Liberia to see firsthand the impact of the Country Programme in Paynesville and Monrovia, and transacted essential business, including the election of Aníbal Gaviria Correa, former Mayor of Medellín as President of the Assembly (2019-2022).

Election of a new Board 2019-2022: Also elected at the Assembly meeting, the new Board unanimously re-elected Clare Short for her second term as Chair. The Board subsequently held a successful induction meeting, hosted by AVSI and Giuseppe Sala, mayor of Milan.

Re-staffing the Secretariat: In 2019, the Secretariat was systematically re-staffed, building on a core of stable, long-term staff members. Both the management of daily business, plus strategic oversight of policy, strategy and results, are handled by a small Management Team.

Financial management has been completely overhauled, as have essential functions. The Innovation Programme dispersed a batch of small grants in record time, while the Cities and Migration team was able to conclude the first full year of operations against very strict deadlines.

One of the substantive highlights of the year was the development of a Cities Alliance policy framework for dealing with Informality, which was presented to United Cities and Local Governments (UCLG) World Assembly in Durban in November. Cities Alliance has been consistent in reinforcing the framework’s key messages, highlighting the importance of secondary cities within the national economy, and the importance of ensuring citywide approaches that address the needs of all citizens, with priority focus on the urban poor in general, and consistently ensuring the empowerment of women in all of its work.

At the time of writing, the world is in unprecedented lockdown as its attempts to overcome the Coronavirus pandemic, and once again throws into stark relief the shocking consequences of the world’s poorest not having secure and acceptable living conditions, and the universal provision of essential services such as water, sanitation, sustainable energy, health and education. All these goals have been adopted by member states in the period 2015-2016 – these are global public goods that require renewed commitment, and unrelenting investment and action.

In this, my final year as Director of the Cities Alliance, I would like to thank the Board for its constant support and guidance. I would like to record a special appreciation for Clare Short, in many ways the ideal Chair: constructive and critical, a real champion for the work of the Cities Alliance and, most importantly, always there. It has been a real pleasure. Finally, I would like to thank all Cities Alliance personnel for their hard work, excellent teamwork, friendship – and for their constant willingness to always look at old problems with fresh thinking.

William Cobbett



EXECUTIVE SUMMARY

2019 was a year of consolidation for Cities Alliance. It marked the midpoint of the partnership's Strategic Plan 2018-21 on Implementing the Sustainable Development Goals (SDGs). The result of the strategic approach is a strengthened organisation that is delivering innovative, effective and long-term operational programmes.

Since the beginning of the current Strategic Plan, Cities Alliance has developed three Country Programmes, and through these is working in 16 cities (two in Liberia, nine in Tunisia, and five in Uganda). In total, including Country, Regional, and Global Programmes, Cities Alliance has provided technical support and grants to 32 cities across 13 countries, with a combined population of nearly 18 million people since 2018.

An independent review undertaken in 2019 highlighted the progress Cities Alliance has made in implementing its strategy:



The evidence clearly indicates that the Cities Alliance of today is able to manage and deliver large, complex and leading-edge development programmes

— Independent Review 2019¹

The three Country Programmes (Liberia, Tunisia and Uganda) are operating under a strengthened Country Programme model² outlined in the Strategic Plan, and it is proving to be an effective approach to pro-poor urban development in a complex urban environment. Global Programmes are targeting priority areas identified in the strategy, including equitable economic growth, migration, gender equality and women's empowerment, and resilience and climate change.

During 2019, Cities Alliance further consolidated its organisational structure and capacity. This included maximising the benefits gained from its position within UNOPS, with revised and more efficient hosting arrangements and the utilisation of UNOPS' significant technical competencies within the Uganda Country Programme. Revised internal processes have made grant management more flexible and efficient, enabling Cities Alliance to respond quickly to current global crises such as migration and climate change. The Secretariat now has a fully staffed Communications team, which is reinforcing external communications and increasing Cities Alliance's visibility at the global level.



Today Cities Alliance acts as both an effective platform for its membership and an institution with a unique value proposition based on its modus operandi, namely mobilising its membership and multi-donor /partner funds to focus on selected key urban development themes and providing both thought leadership through its Global Programmes and related practical advice and action through technical assistance programmes delivered via the City/Country Programmes.

— Independent Review 2019



2019 Key Achievements

1. Delivering impact for the urban poor in Greater Monrovia

The Liberia Country Programme reached operational maturity in 2019 and is supporting the government to deliver results aligned to the SDG's through an integrated, multi-level approach. An independent mid-term evaluation in 2019 concluded that the programme has fostered acknowledgement of the city's vital economic role, increased recognition of slum dwellers as citizens, engaged municipalities, put informal settlements on the map, and leveraged funding for additional projects from the European

Union (EU). Significant results achieved in Liberia include improving the working conditions for informal workers and enhancing livelihood opportunities. As an example, since 2017, 38% fewer petty traders have experienced harassment (such as having their goods confiscated). Service delivery improvements include a 16.2% increase in households in Greater Monrovia benefitting from regular solid waste collection, and a 6.6% increase in households with access to improved sanitation services.

2. Advocating for new thinking with Connecting Systems of Secondary Cities

The book *Connecting Systems of Secondary Cities*, published in 2019, examines how secondary cities can work collaboratively to improve their development prospects, increase prosperity, and leverage public resources to support equitable sub-national economic growth. It argues for more systems-based thinking in how governments support the development of systems of cities, rather than a hierarchical approach. The publication received the *Award for Planning Excellence* from the Planning Institute of Australia, under the category of Cutting-Edge

Research and Training. The book was extensively promoted by the Secretariat and generated a high demand for additional dissemination from various institutions and events including the Ghana Urban Forum, the European Development Bank in Luxembourg, and the European Commission (EC) in Brussels. Following its presentation at a national conference in Chengdu, China, the Chinese Centre of Urban Development also supported the production of a Chinese translation to be launched in 2020.

3. Delivering a road map for local governments struggling with informality

Informality is a key contributor to successful emerging economies, but at the same time it drives socio-spatial inequality. Understanding and addressing the dynamics of informality is therefore strategic. In 2019, following the invitation from the UCLG Secretary-General, the Secretariat formulated the policy paper 'Addressing Informality in Cities' through a collaborative process with members the AVSI Foundation, Habitat for Humanity International (HFHI), Slum/Shack Dwellers International (SDI)

and Women in Informal Employment: Globalizing & Organizing (WIEGO). This paper provides local governments with a road map to address informality through new urban partnerships between city governments, private sector and citizens. It also analyses the actual policy challenges and trends and provides specific policy priorities and recommendations to local and regional governments. 'Addressing Informality in Cities' was presented and discussed at the UCLG World Summit in November 2019.

4. Consolidating the delivery and institutionalisation of Community Upgrading Funds in Liberia

The Cities Alliance CUF is a community-driven development initiative that provides financing for small infrastructure projects selected by the communities themselves. The projects, with budgets ranging from \$5,000 to \$30,000, enable the urban poor to impact their communities by improving basic social and physical infrastructure. The CUF has become institutionalised within Liberia and is delivering results for the urban

poor. In 2019, the Board Charter, Standard Operating Procedures, and Terms of Reference for implementation were finalised, agreed, and signed by local authorities. Nine pilot projects in three slum settlements in Greater Monrovia were completed including six water kiosks, a shower facility, and a kindergarten, for the benefit of over 93,000 people living in informal settlements.

5. Facilitating the implementation of the New Urban Agenda through the Urban Housing Practitioner's Hub in Latin America and the Caribbean

Established with the Secretariat's support, the Urban Housing Practitioner's Hub (UHPH) is an open platform for the exchange, gathering and dissemination of practices among key stakeholders working around housing and urban habitat in the region, with focus on the implementation of global agendas. In 2019, the UHPH became an increasingly important space for urban and international development actors. They engaged regularly through the *Housing Laboratories* (originally called *Laboratorios de Vivienda*, LAVs, in Spanish), in countries including Argentina, Bolivia, Brazil, El Salvador, Jamaica,

Mexico, Paraguay, Peru and Uruguay. The LAVs are workshops, coordinated by the Secretariat, where local governments, researchers and practitioners converge to exchange knowledge and experiences on topics such as sustainable cities and climate adaptation, sustainable development planning and housing, and inclusion of vulnerable groups. LAVs demonstrate the immense potential of innovation at the local level, and the scale achieved by removing legal barriers and designing frameworks more connected to LAC's urban, informal reality at the national level. Twenty-six LAVs have been held since 2018.

6. Generating and coordinating global learning on migration and refugees

The Global Programme on Cities and Migration convened partners and other stakeholders to share experiences and practice in a series of key global events in 2019. At the Global Refugee Forum in December, Cities Alliance highlighted the bold actions that cities and refugee leaders are taking in Arua, Uganda, to integrate migrants and the critical need to take these approaches to scale. In September, the programme convened its first regional peer-learning event for six

partner cities from Ethiopia and Uganda and the Kakuma-Kalobeyi (Kenya) cluster to help them shape and hone their arguments in support of secondary cities and migration at the event itself. The resulting lessons learned report captures the rich peer-learning on the impact of migration on secondary cities, as well as the challenges faced and some solutions to providing basic services to existing and new residents.

A strengthened approach to Country Programmes

The renewed approach aims at increasing the effectiveness and scale of Country Programmes. Its main features are:

- In-country Secretariat presence to facilitate coordination, accountability, and local ownership
- Partner selection based on open competition to maximise quality
- Use of local and regional capacity whenever possible
- Implementation of mechanisms for mutual accountability among members and partners
- Maximisation of the UNOPS platform advantages, and alignment with UN-system members and partners
- Balanced mix between delivery methods of grants, procurement and human resources to safeguard overall programme quality
- Increased exemplary infrastructure work to complement, demonstrate and execute technical assistance

The Kampala-Jinja Expressway (KJE) – No One Worse Off project key facts:

Cities Alliance's role: Implementing the safeguards to ensure that no one is made worse off by the project through four initiatives:

- Low cost housing and urban renewal
- Community assistance to support the most vulnerable
- Wetland restoration & sustainable management
- Small business transition

The partners: Cities Alliance has set up a consortium to implement different elements of the safeguard project. Partners include:

- The Ugandan Ministry of Land, Housing and Urban Development
- SDI/Actogether/National Slum Dwellers Federation of Uganda
- Platform for Vendors in Uganda (PLAVU)
- AVSI
- Kampala Capital City Authority

Country Programmes in 2019

Country Programmes are multi-layered, integrated efforts that target three levels -- national government, local authority, and community -- driven by the convening power of Cities Alliance. Across the board, they are generating results and improving living conditions of the urban poor.

LIBERIA

The Liberia Country Programme, with funding from Comic Relief and the EU, reached operational maturity this year. National-level projects, implemented through members and local partners, focused on laying the foundations for a National Urban Policy with UN Habitat; interventions on affordable housing solutions and housing microfinance viability with Habitat for Humanity international (HFHI); and developing guidelines for a voluntary gender-responsive policy to protect vulnerable relocated communities.

City-level projects featured a city development strategy (CDS) process in Greater Monrovia that moved out of the preparatory phase and into stakeholder consultation, as well as two projects on solid waste management Replace with (SWM) funded by the EU that are helping communities develop lasting capacity to collect primary waste and piloting innovative waste-to-energy approaches.

At the community level, saving groups have expanded and are empowering community engagement; an agreement between petty traders and city authorities in Greater Monrovia has greatly improved working conditions for the traders; and communities are implementing small basic infrastructure projects through Community Upgrading Fund grants.

TUNISIA

The support from the Swiss State Secretariat for Economic Affairs (SECO) provided the basis for restructuring the Tunisia Country Programme and

upgrading it to the new approach. In 2019, the programme moved from inclusive planning to delivering impact for citizens through investments and projects. Eight partner cities began implementing the quick win infrastructure projects identified in their city development strategies, in cooperation with the National Federation of Tunisian Cities. Ongoing projects included the process of formulating a National Urban Policy and an initiative to foster inter-municipal cooperation.

As part of Cities Alliance's strategic plan, the programme increasingly provides a platform to consolidate activities in different fields such as Cities and Migration and Gender Equality and Women's Empowerment.

UGANDA

With support from the EU, the Uganda Country Programme began implementing the *Kampala-Jinja Expressway (KJE), No One Worse Off* project, to ensure that no environmental and social harm is done through the construction of the road. The KJE is a \$1 billion infrastructure investment to

develop a limited access toll expressway in the central and eastern region of Uganda. The road, part of the northern trade corridor from Mombasa in Kenya through to Kigali in Rwanda, is a strategic trade link to the sea for the landlocked countries of the Democratic Republic of the Congo (DRC), Rwanda, and Uganda.

The project, which is demonstrating how government and community stakeholders can work together to find innovative, inclusive and sustainable solutions for infrastructure development, is being implemented in close cooperation with AVSI, SDI and their local partner ACTogether.

The Country Programme also undertook two studies to address secure tenure for relocated households and businesses: the Nakawa Market Accessibility Study and the Slum Upgrading Feasibility Study for Kasokoso and Kinawattaka settlements. The studies are being funded by the UK Department for International Development (DFID) and jointly implemented by the Secretariat in Kampala and UNOPS.



Global Programmes in 2019

Global programmes are mobilising Cities Alliance members around key themes outlined in the Strategic Plan 2018-2021, providing important forums for new thinking on urban issues and filling knowledge gaps.

JOINT WORK PROGRAMME (JWP)³ EQUITABLE ECONOMIC GROWTH

The JWP continued implementing its Campaign Cities programme in Kenya and Ghana and launched the new Local Economic Acceleration Programme (LEAP) in Ghana and Uganda. It released and disseminated four technical publications and knowledge products, including the award-winning *Connecting Systems of Secondary Cities: How Soft and Hard Infrastructure Can Foster Equitable Economic Growth among Secondary Cities* by Prof. Brian Roberts. The JWP was for the first time given a score of A+ in the DFID Annual Review, completed in May 2019.

CITIES AND MIGRATION

With funding from the Swiss Agency for Development and Cooperation (SDC), this programme focused on implementation in 2019, signing grant agreements for migration-related pilot projects in nine cities across five countries (Ethiopia, Guatemala, Kenya, Tunisia, and Uganda). It established a steering committee and participated in key global events to promote the role cities (especially secondary cities) play in managing migration. The Secretariat also supported the University of Oxford Refugee Studies Centre and the World Bank to develop knowledge products on how cities can better manage migration.

GENDER EQUALITY AND WOMEN'S EMPOWERMENT

Cities Alliance laid the foundation for global initiatives in this area to be implemented in 2020, with the consistent support of the Swedish International Development Cooperation Agency (SIDA). They include



outreach and learning on gender equality (two webinars) and publications (a guidance note on "Realising Gender Equality in Cities" for development practitioners). Cities Alliance undertook capacity building to ensure gender mainstreaming in projects, particularly in the Country Programmes and the Cities and Migration programme. At the Secretariat, Cities Alliance hired an Urban Specialist and Gender Focal Point to develop actions on gender-responsive urban development.

CLIMATE CHANGE, RESILIENCE AND INFORMALITY

The initial phase of the JWP on Resilient Cities concluded its activities in 2019. Significant achievements include: a report titled *Realising the Multiple Benefits of Climate Resilience and Inclusive Development in Informal Settlements* by C40; extending the Climate Action for Urban Sustainability (CURB) tool to support five cities in Africa, Asia, and Latin America; identifying tracking and monitoring tools that can support city authorities to improve city resilience, build urban economies, and improve resident well-being; and participating in global policy dialogue.

INNOVATION PROGRAMME

In 2019, the Cities Alliance launched the Secure Tenure in African Cities: Micro Funds

for Community Innovation call for proposals with funding from Omidyar Network. Out of 292 applications, five projects were selected to illustrate how small-scale, short-term incremental solutions can be key to improving tenure security and housing conditions, and to city-building. The grants are up to \$50,000 each with an implementation period of six to 12 months. The five projects began implementation in Côte d'Ivoire, the DRC, Kenya, South Africa, and Tanzania in June 2019.

REGIONAL PROGRAMMES

In Asia, Cities Alliance and the World Bank concluded programmatic advisory and technical support that enabled the government of India to test a new approach to inclusive urban revitalisation that is informing the design and implementation of India's first national heritage-based urban development scheme as well as state- and city-level programmes and investments.

In Latin America and the Caribbean, the Urban Housing Practitioner's Hub has held a series of very successful Housing Laboratories (LAVs)⁴ that are helping to develop direct, pragmatic responses to the region's urgent housing challenges based on practical experiences and innovations.



2

PARTNERSHIP UPDATE

Cities Alliance is the global partnership supporting cities to deliver sustainable development, with a longstanding track record of addressing urban poverty.

Over the past 20 years, Cities Alliance has awarded more than 400 grants in more than 80 countries, addressing a range of consistent and ever-relevant themes including poverty reduction, local governance, and climate change. Since 2010, these investments have leveraged follow up work for 1.7 billion.

Cities Alliance has a unique and diverse membership: multilateral organisations, national governments, international associations of local governments, international NGOs, private sector, and academia. Members provide overall strategic direction, contribute to the financing of the Cities Alliance multi-donor fund, and engage in advocacy and operational activities to achieve sustainable development.

Cities Alliance promotes long-term programmatic approaches to foster inclusive urban development by strengthening local skills and capacity, supporting the development of national urban policies, investing in infrastructure, enabling strategic city planning, and engaging citizens.

Cities Alliance is managed through a Secretariat based in Brussels and is hosted by UNOPS.

What We Do

Cities Alliance provides:

- **Direct operational support** to urban programmes aimed at reducing urban poverty and gender inequality. The partnership focuses on countries grappling with rapid urban growth, particularly in secondary cities, where the needs are greatest and resources the least.
- **An international platform** that convenes countries and diverse organisations seeking to engage, learn, and share technical knowledge, expertise and resources in support of a common vision and goals.

How We Work

Cities Alliance works through two main modalities: Country Programmes and Global Programmes, supported by an Innovation Programme. The partnership's Strategic Plan 2018-2021 highlights four key thematic areas: equitable economic growth; cities and climate change; gender equality and women's empowerment; and cities and migration.

- **Country Programmes** provide technical assistance at the city and national level, with a focus on informal settlements and secondary cities. In 2019 Cities Alliance had operations in three Country Programmes (Liberia, Tunisia and Uganda).
- **Global Programmes** advance new tools, practices and policy dialogues on key emerging themes affecting cities of all sizes, especially in rapidly urbanising countries. The priorities are aligned with the four thematic areas of the Cities Alliance Strategic Plan.
- **The Innovation Programme** is a flexible, effective tool designed for new and non-traditional partners to incubate fresh thinking and approaches to urban challenges, particularly in rapidly urbanising cities.





Partnership Highlights 2019

CITIES ALLIANCE ASSEMBLY
Monrovia, Liberia, 25-27 April

The Assembly is the sovereign body of Cities Alliance and comprises all members. It provides leadership and overall direction to the partnership and deliberates on specific issues. In 2019, the Assembly meeting brought together the members and Secretariat teams to the Liberian capital. The week-long mission achieved three key objectives:

1. **Elect a new President of the Assembly.**

Aníbal Gaviria Correa⁵, former mayor of Medellín, was nominated by UCLG for the position and unanimously elected by members.

2. **Select a new Management Board and Chair.**

Rt. Hon. Clare Short was unanimously re-elected for a second term as Chair of the Board. The Management Board comprises a maximum of 15 members, with each constituency represented. As the United Nations agency with the urban mandate, UN-Habitat holds a permanent seat on the Board. The Assembly elected the following members:

- Commonwealth Local Government Forum (CLGF)
- United Cities and Local Governments
- UN-Habitat
- The World Bank

- AVSI
 - Habitat for Humanity International (HFHI)
 - Omidyar Network
 - Institute for Housing and Urban Development Studies, Erasmus University, Rotterdam (IHS)
 - Germany (The Federal Ministry of Economic Cooperation and Development, BMZ)
 - Switzerland (SECO)
 - Sweden (SIDA)
 - United States Agency for International Development (USAID)
 - South Africa
 - Uganda
3. **Meet with the Liberian government, the local governments of Paynesville and Monrovia, Liberian partners, and citizens to review progress on the Liberia Country Programme.** Through a series of field visits, members witnessed projects being implemented, including a nursery school and water points built in informal settlements in Monrovia.

BOARD MEETINGS

Monrovia, Liberia, 27 April. This was an introductory meeting for new members. The Secretariat presented the reforms undertaken over the last two years to improve Management Board governance and operations, based on recommendations from programme audits, two external evaluations, and a Board survey. The reforms impacted the Board in several ways: greater focus on strategic discussions and specific items for decision; revising membership categories and introducing the sustaining member category; and processes, such as holding two longer meetings per year and facilitating virtual attendance for members unable to attend in person.

Milan, Italy, 8-9 July. The meeting was hosted by AVSI and welcomed by Giuseppe Sala, mayor of Milan and vice-chair of C40. This was an induction meeting for the new members of the Board. Highlights included the introduction of the new Assembly President Anibal Gaviria Correa to the Board; the presentation of the conflict of interest policy, a key governance piece for effective, transparent, accountable decision making; a session around the role of Board members in strengthening Cities Alliance's financial sustainability; and the need to foster collaboration and coherence of effort among the partnership to achieve maximum impact, mainly through improved membership communication.

Durban, South Africa, 12 November. The meeting was hosted by UCLG and took place during its World Congress. It included the presentation of the annual work plan; an operational update of the Country, Global and Innovation Programmes; and highlights for 2020. UNOPS presented a proposal to review the operational support it provides to Cities Alliance in view of leaving the Secretariat the responsibility to directly manage finance, procurement, and human resources, which would allow Cities Alliance to save around USD \$400,000 annually. Cities Alliance also conducted a session on strengthening the partnership to maximise visibility and impact, with communications as a key corporate priority.





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EVENTS

European Development Days 2019, Brussels, Belgium. In partnership with DFID and the CLGF, Cities Alliance participated in the European Development Days 2019 by co-hosting a session on public goods and services as a pathway to more equitable economic development in secondary cities. The well-attended session disseminated key insights from the JWP for Equitable Economic Growth in Cities and featured presentations by local governments and the informally working poor (to whom public goods matter the most) and discussed practical policy paths to reduce inequalities, such as through gender-responsive service provision and affordability in pricing public services.

The International Conference on Climate Action (ICCA) 2019, Heidelberg, Germany. At the invitation of German Development Cooperation, Cities Alliance and the Global Covenant of Mayors jointly organised a session at ICCA 2019. As a preparatory process to the United Nations Climate Action Summit in September 2019, the session focused on how global and local data technologies can be used to address climate change impacts in African cities. Together with national governments, regional and local governments as well as multilateral institutions, the final declaration included a call for “clear and tangible commitments to mitigate the impacts

and improve the resilience to climate change for the most vulnerable urban populations.”

Asia Pacific Housing Forum 7, Penang, Malaysia. The event focused on four thematic issues: urban and territorial planning, urban resilience, data and technologies for smart cities, and urban financing. Cities Alliance delivered a deep-dive session on “Building Economic Resilience of Urban Communities” to share learning from the JWP for Equitable Economic Growth, with case studies from Bangladesh. Cities Alliance also organised several events in collaboration with a range of partners such as UCLG Asia-Pacific (Aspac), the United Nations Development Programme (UNDP), HFHI, the United Nations Educational, Scientific and Cultural Organization (UNESCO) and UNOPS.

Third International Conference on National Urban Policy, Nairobi, Kenya. Cities Alliance, UN-Habitat, and the Organisation for Economic Co-operation and Development (OECD) co-organised a session on “Fostering Innovations for Sustainable and Climate-Resilient Cities.” Attended by national and local governments, the conference discussed how innovative partnerships can be harnessed and fostered for the implementation of national urban policies. The agenda highlighted innovative, climate-resilient

approaches around solid waste management, urban mobility, and housing.

Global Refugee Forum, 16-18 December, Geneva, Switzerland. Cities Alliance participated in this event, organised by UNHCR, to ensure global discussions included the city perspective and its role in refugee management. Through the session “Realising Inclusion with City and Refugee Leaders,” Cities Alliance presented the example of Arua, Uganda and highlighted the bold actions that cities and refugee leaders are taking to welcome and integrate newcomers and the critical need for scaling up local efforts. The session was cosponsored by the Swiss government, the Mayors Migration Council (MMC), the G100 Initiative⁶, and the Diaspora Networks Alliance (DNA).

United Nations Capital Development Fund (UNCDF) Municipal Finance Conference, 3-4 October, Malaga, Spain. Organised by the city of Malaga and UNCDF with support from UCLG, the event brought together local and national government representatives, capital market authorities, development banks, and commercial banks to define what is required for a financial ecosystem that is conducive to finance local government development needs and implementation of the SDGs. Director William Cobbett represented the Secretariat and moderated the National Governments

Roundtable with representatives from Bangladesh, Bolivia, Nepal, Nigeria and Uganda.

UCLG World Summit, 11-15 November, Durban, South Africa. Convened by UCLG every three years, the summit deliberated on themes including gender equality and women’s empowerment, informality, the Right to the City, sustainable urban development, inclusive and accessible cities, and addressing informality. Cities Alliance organised a corporate session on “Transforming Cities through Community-Government Dialogue” that focused on the crucial cooperation between governments and vulnerable communities to tackle urban poverty and ensure that cities serve all citizens. The session was moderated by Management Board Chair Clare Short and include a key address from Cities Alliance President Aníbal Gaviria Correa. In response to a challenge from UCLG Secretary-General, the Secretariat presented and discussed a policy paper on “Addressing Informality in Cities” prepared in close collaboration with the members of its civil society constituency (AVSI, HFHI, SDI, and WIEGO). The Cities Alliance delegation also organised a Board Meeting (see above) and participated in a series of sessions with members and partners including The World Bank and the European Commission (EC).

3

COUNTRY PROGRAMMES

Country Programmes are longer-term programmes tailored to the country's context and needs, delivered through financing a series of key urban initiatives in a coherent, sustained manner to achieve development impact at scale. They typically include activities at three levels: community, local and national.

These programmes are implemented with the national government through members and partner organisations active in the country – particularly those representing the urban poor and women – and through direct implementation of selected activities where necessary. The Cities Alliance Secretariat provides the convening and collaborative design, programme oversight, technical coordination, financial support, fiduciary control and, in some cases, technical execution.



3.1

LIBERIA COUNTRY PROGRAMME

BUILDING MORE RESILIENT COMMUNITIES THROUGH
INCLUSIVE URBAN GOVERNANCE, WASTE MANAGEMENT
AND CLIMATE ADAPTATION

After overcoming a brutal civil war and the devastating Ebola virus, Liberia today seeks to be a resilient, ambitious country that aims to achieve middle income status by 2030. However, the country's severely disrupted economy (inflation rate of 31.3% in August 2019²), significant depreciation of the Liberian dollar, and limited cash inflow greatly affect the government's ability to fully deliver services and meet obligations.

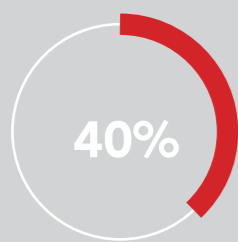
The Cities Alliance Liberia Country Programme (LCP) provides long-term, programmatic support to help Liberia realise its developmental objectives in a way that benefits the majority of the urban poor. Launched in 2016 with funding from Comic Relief, it is an ambitious, (initially) five-year, multi-level urban development programme that aims to improve the lives and opportunities of up to 400,000 slum dwellers in Greater Monrovia. It also includes two projects on primary waste collection (2018–2021) and innovative waste-to-energy initiatives (2018–2020) funded by the EU.

Cities Alliance coordinates the LCP through a Programme Steering Committee, which oversees implementation. International development partners include United Cities and Local Governments Africa (UCLGA), UN-Habitat, SDI, Comic Relief, DFID, International Growth Centre, WIEGO, StreetNet International, HFHI, UNOPS, and the YMCA.

OVERVIEW

LIBERIA IN NUMBERS

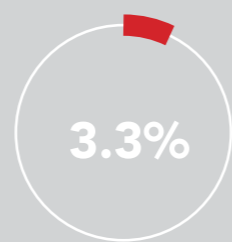
Population predicted to grow from



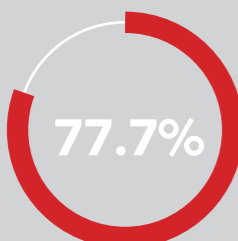
of Liberians live in Monrovia (National Report for HIII, 2016)



urbanisation rate (World Bank 2018)



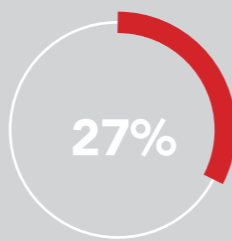
annual urban growth rate (World Bank 2018)



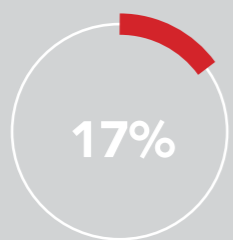
of Liberians face vulnerable employment (HDR 2019)



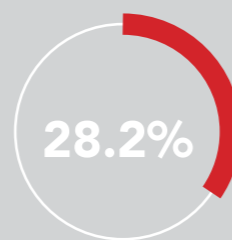
live below the national poverty line (SDG 1.2 HDR 2019)



of the population has no source of basic drinking water (SDG 6.1 HDR 2019)



use at least basic sanitation facilities (SDG 6.2 HDR 2019)



of women have a bank or mobile money account (SDG 5.5 HDR 2019)



The Country Programme in 2019

The Liberia Country Programme reached operational maturity in 2019. An independent mid-term evaluation⁸ in 2019 concluded that the programme has fostered acknowledgement of the city's vital economic role, increased recognition of slum dwellers as citizens, engaged municipalities, put informal settlements on the map, and leveraged funding for additional projects from the EU.

The evaluation found that the programme is closely aligned to the needs and complexities of Liberia's urban challenges and informal settlements, and it provided evidence that the multi-partner approach is generating developmental impact (see infographic). It also noted an unintended impact of the programme: the instrumental use of participatory and negotiated processes is helping to embed peaceful processes for dispute resolution and addressing community needs in Liberia.



During 2019, the Liberia Country Programme has facilitated greater institutional reform, increased community participation in city governance and planning processes by communities participating in relevant planning and decision-making processes, and simultaneously encouraged responsive and participatory action by government and other actors through the settlement, city and national forums.

— Independent mid-term evaluation, 2019

THE LIBERIA COUNTRY PROGRAMME TARGETS SEVERAL SDGS, MOST DIRECTLY:

1 NO POVERTY



SDG 1.4

Ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources and financial services, including microfinance

5 GENDER EQUALITY



SDG 5

Achieve gender equality and empower all women and girls

6 CLEAN WATER AND SANITATION



SDG 6

Ensure availability and sustainable management of water and sanitation for all

11 SUSTAINABLE CITIES AND COMMUNITIES



SDG 11.1

Ensure access for all to adequate, safe, and affordable basic services; upgrading slums

SDG 11.3

Enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management

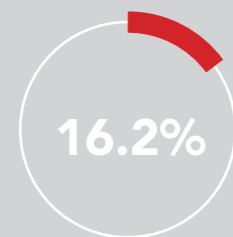


LIBERIA COUNTRY PROGRAMME:

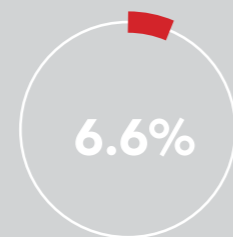
HELPING THE GOVERNEMENT TO DELIVER SDGS FOR THE URBAN POOR

Improving household access to services in slum areas:

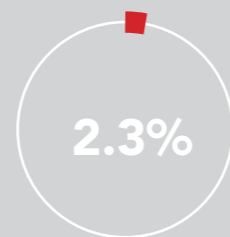
Increase from 2017-2019*



more households have access to regular solid waste collection



use at least basic sanitation facilities (SDG 6.2 HDR 2019)



of women have a bank or mobile money account (SDG 5.5 HDR 2019)



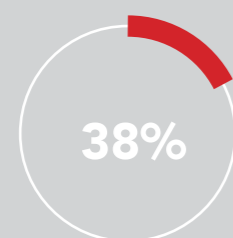
222 communities have access to solid waste collection by CBEs, up from 89 in 2017



14,399 households are served by CBEs as of December 2019, up from 7,600 in 2017za

Improving working conditions for informal workers, enhanced earnings, and livelihood opportunities:

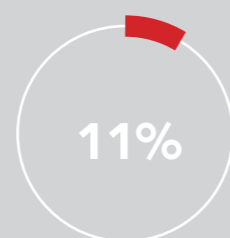
Decrease from 2017-2019*



fewer petty traders experience harassment



fewer petty traders experience theft of business goods



fewer petty traders are working without shelter



4,996 street vendors have been provided with secure trading sites as a result of a negotiated agreement with the local authorities.



A few years back, you would not get a loan to boost your business because you were never certain whether you would go back home with your goods without being confiscated. But now I can confidently get a small loan to expand my business, because my workspace is free from eviction and I can work and repay the loan.

– Street vendor, Monrovia

Mobilising and organising communities, enhancing livelihoods for slum dwellers:



8,246 saving group members (of which 7,204 are women) were supported, increasing their ability to organise and manage savings.

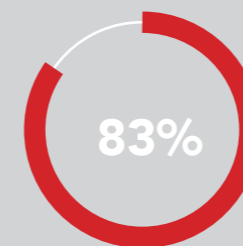


10 new saving groups were established in 2019, bringing the total to over 266.

Influencing city governance and services:



110 settlement forums were active, channelling voices from the communities to settlement forums and ultimately to the city.



of community members engaged in Community Upgrading Funds reported “very high involvement” in identifying community priorities.



After one year of saving I had accumulated LRD 9500 (Liberian dollar), which I used as start-up capital for my business. I have space in Red Light Market where I sell kidswear and have been in business for the past 8 months. My business is growing steadily, now worth LRD 13,000. I have continued to save part of the profits I make into the saving group. In next few years, my plan is to have a bigger business where I can rent a shop and operate.

– Member of the Productive Women saving group in Monrovia

Country Programme Activities

NATIONAL LEVEL

Foundations laid for a Liberian National Urban Policy

In partnership with the Ministry of Internal Affairs, UN-Habitat, with support from the Secretariat in Monrovia, undertook the process of developing a national urban policy for Liberia. In 2019, the project moved from the feasibility to diagnostic phase, with several regional and mayoral consultations taking place despite issues such as data gaps and political transitions. These consultations are designed to provide the groundwork for developing a policy in 2020 that reflects pro-poor agenda issues and provides a sustainable framework to guide urban development.

The second National Urban Forum, held in Monrovia in November 2019, helped consolidate the consensus needed to shape the NUP. Over 250 participants came together to address their common challenges, share their voices, and explore how to ensure the prosperity of Liberia's cities. The Cities Alliance team conducted extensive local media outreach about the forum to engage the general public and raise awareness of urban issues.

To support in-country capacity development and the NUP process, the IHS has been tasked by the Secretariat to design a capacity-building programme, to be implemented with the Liberian Institute of Public Administration (LIPA) in

2020. The capacity building will benefit national- and city-level officers, as well as members of Community Based Enterprises⁹ engaged in city planning and management, solid waste management, and water management at the community level.

Increasing the provision of affordable housing for the urban poor

After establishing a Slum Upgrading Unit in 2017 and adopting a Slum Upgrading and Affordable Housing Framework in close engagement with HFHI, the National Housing Authority (NHA) in 2019 focused its interventions on slum upgrading and constructing affordable housing. It made clear commitments, set ambitious targets, and entered partnerships with the private sector and financial institutions to provide 61,000 affordable housing units by 2022.

In 2019, HFHI and the NHA, with the support of the Cities Alliance, engaged micro finance and building supply firms to pilot and validate innovative affordable housing solutions and housing microfinance viability. These interventions have the potential to scale up and increase the availability of low-cost housing in line with the national agenda.

However, the recent reality in Liberia has seen NHA staff struggling to be paid and not being provided with the necessary resources to perform their tasks. Following staff protests due to the situation, the NHA downsized the team, including five members from the Slum Upgrading Unit trained in affordable housing and slum upgrading

initiatives. This led to a setback within the NHA, the Country Programme, and HFHI.

With support from HFHI, a partnership was established with the micro finance institution Foundation for Women Liberia that will deliver the housing finance products to low income population groups. HFHI also strengthened competencies in disaster risk management, training 30 staff from 11 Liberian agencies as Participatory Approach for Safe Shelter Awareness (PASSA) facilitators. The process identified three main hazards in the slum community of Peace Island and initiated a community infrastructure project comprised of a community social hall for youth and a waste facility.

Proactive voluntary relocation to protect vulnerable communities

Within the Country Programme, the Secretariat in Monrovia supported HFHI to develop a set of guidelines for a Voluntary Gender-Responsive Policy, currently in the process of being adopted by the government. The guidelines embed engagement, coordination, and respect for human rights to ensure a proactive and voluntary relocation process. The tool aims at protecting vulnerable communities, particularly women, from environmental risks and hazards, and preventing the loss of life and property. HFHI led consultations in 12 communities to gather perceptions, experiences, lessons learned, and recommendations from people directly affected by relocation processes. In April 2019, these findings were presented at a two-day roundtable discussion that included 60 participants from government, Cities Alliance partners, and slum communities impacted by sea erosion, flooding, insecure land tenure and extreme poverty.

CITY LEVEL

A city development strategy for Greater Monrovia¹⁰ begins to take shape

The Country Programme is supporting a strategic planning process to provide a long-term, strategic framework for Greater Monrovia. During 2019, the process moved out of the preparatory phase with the launch of an inclusive assessment for a Greater Monrovia CDS. Citizens are closely involved in the CDS through city forums and thematic group discussions, where they exchange views, debate priorities and agree on common actions. A Rapid

City Assessment tool was developed to help collect vital CDS information on five thematic areas (Governance, Citizenship, Services, Economy and Environment) and is guiding the preparation for the CDS.



The impact of organising slum dwellers and the urban working poor as a critical mass to negotiate and advocate for improved quality and access to basic services is yielding great results, with the voice of the urban poor playing a critical role in shaping resilient and inclusive urbanisation.

— Independent mid-term evaluation of the Liberia Programme 2019

Communities develop lasting capacity to collect more primary waste

Now in its second year of implementation, the EU-funded Solid Waste Management project led to improved coverage and effectiveness of SWM through CBEs. It also improved awareness of climate change and climate-resilient SWM in the settlements. In 2019, Cities Alliance completed three feasibility studies that established a baseline and diagnosis of the SWM sector in Greater Monrovia, including the CBE system, and assessed composting and recycling initiatives. By the end of 2019, 30 CBEs in the primary waste collection system were fully operational with reinforced proficiencies in good practice, human resources, and financial management. Since the start of the activity, the number of communities with waste management coverage by CBEs has increased by almost 150%.



The reason for the creation of the National Urban Forum is to bring together policy makers so they can understand the transformation that is taking place to the Liberian economy. It is not only the economy, it is the society and it is politics, and this will change Liberia forever...Africa is changing, so this is not peculiar to Liberia, but we can learn from other countries in terms of how to respond in terms of changing policies.

— William Cobbett, Director, Cities Alliance, in an interview with Truth FM and Real TV, Monrovia, 2019



Cities Alliance is supporting climate-resilient solid waste management solutions in Greater Monrovia, through (CBEs).

Ms. Gertrude Anderson is General Manager at the Organisation for Clean Environment and Neighbourhood Services, a CBE providing household waste collection in Greater Monrovia. She advocates for people to pay for organised waste collection to improve their communities and the environment. Currently, there are no city laws compelling people to pay for this type of service, and without community businesses such as Gertrude's, there would be no organised waste management.

"I want people to not see waste as something unprofitable, it has its own benefits... What really motivates me is that I see waste collection as something that tomorrow I can leave behind, for the younger people and my children."



Raising community awareness of solid waste and the environment

In 2019, the Country Programme organised two clean-up campaigns, four radio programmes, and one live television broadcast as part of outreach activities targeting the general population on solid waste management, the 3Rs (Reduce, Reuse and Recycle), and climate-smart behaviour. The TV broadcast was aired on Liberia's national TV network LNTV, which has an estimated audience of 190,000 viewers.¹¹

To mark World Coastal Clean-up Day on September 21, the Country Programme team, local schools, and communities participated in a beach clean-up activity organised by the EU to make a visible statement in support of the environment. In addition, eight schools have established environmental clubs on climate change and the 3Rs, amplifying Cities Alliance's broad approach to raising awareness of – and resilience to – climate change, especially among youth.

Waste-to-Energy Innovation in Greater Monrovia

Financed by the EU, the waste-to-energy (W2E) project contributes to tackle climate change and its impacts by researching and testing innovative approaches to produce sustainable energy. In 2019, the Cities Alliance completed a feasibility study on W2E that identified small-scale, community-based initiatives to be tested in Greater Monrovia. A pilot initiative assessed the current capacity of selected

CBEs to collect data and identify the most suitable W2E and renewable energy options.

The pilot initiatives have provided valuable information that are informing Cities Alliance's approach to project implementation. They are also providing crucial information to help the Monrovia City Corporation (MCC) and the Paynesville City Corporation (PCC) design and run their own pilot initiatives on waste collection and enumeration at the household level. At the end of 2019, Cities Alliance installed ten eco-friendly, home biogas units and toilets across Greater Monrovia that provide clean energy.¹²



There are tons of waste on the street and charcoal is being exported from Liberia. As a result, there is deforestation and it is affecting our climate. We all have a responsibility to do something about it.

— Christine Tolbert Norman, co-founder of the Isaac David School in Paynesville, at the launch of a state-of-the-art home biogas system for the school in 2019.

COMMUNITY LEVEL

Saving groups empower community engagement in Greater Monrovia

Saving groups build an active, informed citizenry and assist communities by bringing together slum dwellers with a common purpose of saving resources to expand business opportunities. In 2019, as part of the Country Programme, the Secretariat funded SDI and YMCA to support 226 saving groups and strengthen their capacities. Some 798 members received financial literacy training, and 44 savings groups received support to open bank accounts. Savings group membership grew to over 8,000 (of which 87% are women) in 2019, and they have provided the critical mass required for community engagement in governance. The Federation of Liberia Urban Poor Savers (FOLUPS) has played an important role in organising saving groups and mobilising communities. Over the year, FOLUPS convened 110 settlement forums to channel voices from the communities to the city level and ultimately the National Urban Forum.



Where savings groups have been formed, they have been very active and played a critical role in mobilising communities as a critical mass to negotiate, influence policy and governance.

— Independent Mid-term Evaluation of the Liberia Country Programme, 2019

Transforming conditions for urban informal workers and inclusive planning in Greater Monrovia

With the Secretariat's support, WIEGO is implementing a project in Greater Monrovia to engage street and market vendors so they can participate in the decision-making processes of their cities and communities. The Federation of Petty Traders and Informal Workers Union of Liberia (FEPTIWUL) has grown its membership in Monrovia over 400% since 2016 and now represents a critical mass of traders.

The landmark Memorandum of Understanding (MoU) signed between MCC and FEPTIWUL in 2018 has greatly improved working conditions for Monrovia's petty traders, who have experienced much less harassment and merchandise confiscation. The MCC also provides FEPTIWUL with workspace in City Hall to handle issues with the traders. The agreement has worked because all parties involved are engaged in its implementation.

Other cities are now replicating Monrovia's successful approach to petty traders. The mayor of Gompa City initiated engagement with traders and signed an MoU with them that was modelled after the best practice from Monrovia. In addition, five members of FEPTIWUL's leadership visited their sister organisation in Freetown, the Sierra Leone Traders' Union, in order to share the experience of securing and implementing the MoU in Monrovia.

Small Community Upgrading Fund infrastructure projects deliver big impact

The Cities Alliance CUF is a community-driven development initiative that provides financing for small infrastructure projects selected by the communities themselves. The projects, with budgets ranging from \$5,000 to \$30,000, enable the urban poor to impact their communities by improving basic social and physical infrastructure. They are chosen based on information collected through community profiling activities and priorities identified by the communities.¹³ Cities Alliance plans to reach 60 profiled settlements and slum communities with CUF projects, benefiting 400,000 people in Greater Monrovia by 2021.

The CUF has already been institutionalised and is delivering results for the urban poor. In 2019, its Board Charter, Standard Operating Procedures, and Terms of Reference for implementation were finalised, agreed, and signed by local authorities. Nine pilot projects in three slum settlements in Greater Monrovia were completed during the year, including six water kiosks, a shower facility, and a kindergarten in West Point. For the next round of projects, a total of 54 community requests were submitted through YMCA Liberia for consideration, and of these, the CUF Board approved 35 community requests and 60 projects for implementation.



The home biogas system is a low-cost technology that includes an anaerobic digester made of biodegradable materials. It provides up to 6 hours of free, clean cooking gas daily, and produces a nutrient-rich fertilizer.



“

Today, when city authorities or police find our members selling from unauthorised locations, they come to us and inform us, and we go and relocate the traders to gazetted trading places. But this is because of the MoU that we signed with the authorities. Had it been the old times, then traders would have been harassed and their goods confiscated. Today, FEPTIWUL, together with city authorities and the police, convene joint missions and operations, something that never happened in the past.

”

— Comfort Doryen, FEPTIWUL, National Chair



We, as school administrators, teachers, parents and community dwellers, consider the project very important to us. Our students will be in school learning under a safe and healthy environment.



— Gbleh Mason II, Principal, Nathaniel Varney Massaquoi School in West Point, a CUF project in Monrovia



Looking Ahead

In 2020, the Cities Alliance Liberia Country Programme will continue to focus on implementation. At the policy level, both the National Urban Policy framework and the Greater Monrovia CDS process are expected to be completed. Operationally, the programme will scale up the CUF model, further reinforce the saving groups and settlement forums, and expand coverage to other informal settlements within Greater Monrovia. The programme will also deliver capacity-building assistance to government officials and community members. For the waste management component, the programme will roll out credit access schemes (micro-loans) to support CBEs and develop two transfer stations to promote recycling.



3.2

TUNISIA COUNTRY PROGRAMME

PAVING THE WAY TO DEMOCRATISATION,
DECENTRALISATION AND WOMEN'S EMPOWERMENT

Tunisia is undergoing an important transition. After providing the original spark that led to the Arab Spring in 2011, the country has made significant progress towards establishing the foundations of a more open, democratic and prosperous society. Its cities are at the centre of these efforts by necessity; Tunisia is one of the most urbanised countries in the Middle East and North Africa region, with an urbanisation rate of almost 70%.

However, there are important regional disparities. Economic and political progress have been inconsistent, and Tunisia experienced weak economic growth in 2019. Internal constraints, including the fragmented political party system and slow progress on key reforms, have negatively impacted economic recovery and contributed to social tension and frustrations. Women and youth are most affected by unemployment, particularly in the inland areas.

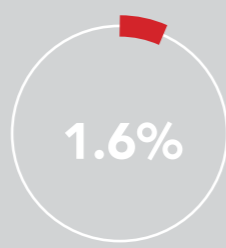
Tunisia's cities have the potential to drive economic growth and social transformation, especially with an active civil society. However, many Tunisian cities, especially those in the lagging regions, face challenges such as unplanned urban sprawl, ineffective land use and urban management policies, and lack of adequate public infrastructure and services. These challenges are likely to significantly hinder economic development and social progress if mitigating actions are not taken. Supporting urban development and local governance in Tunisia is vital for the country to successfully proceed through its current constitutional and institutional transition.

OVERVIEW

TUNISIA IN NUMBERS



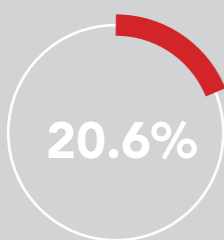
urbanisation rate (World Bank, 2018)



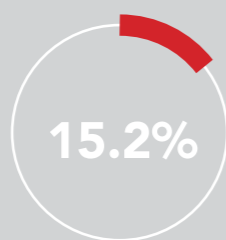
annual urban growth rate (World Bank 2018)



of GDP is generated by the three largest cities, with important regional disparities (World Bank 2016)



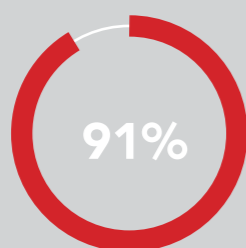
of Tunisians face vulnerable employment (HDR 2019)



of the population lives below the national poverty line (SDG 1.2 HDR 2019)



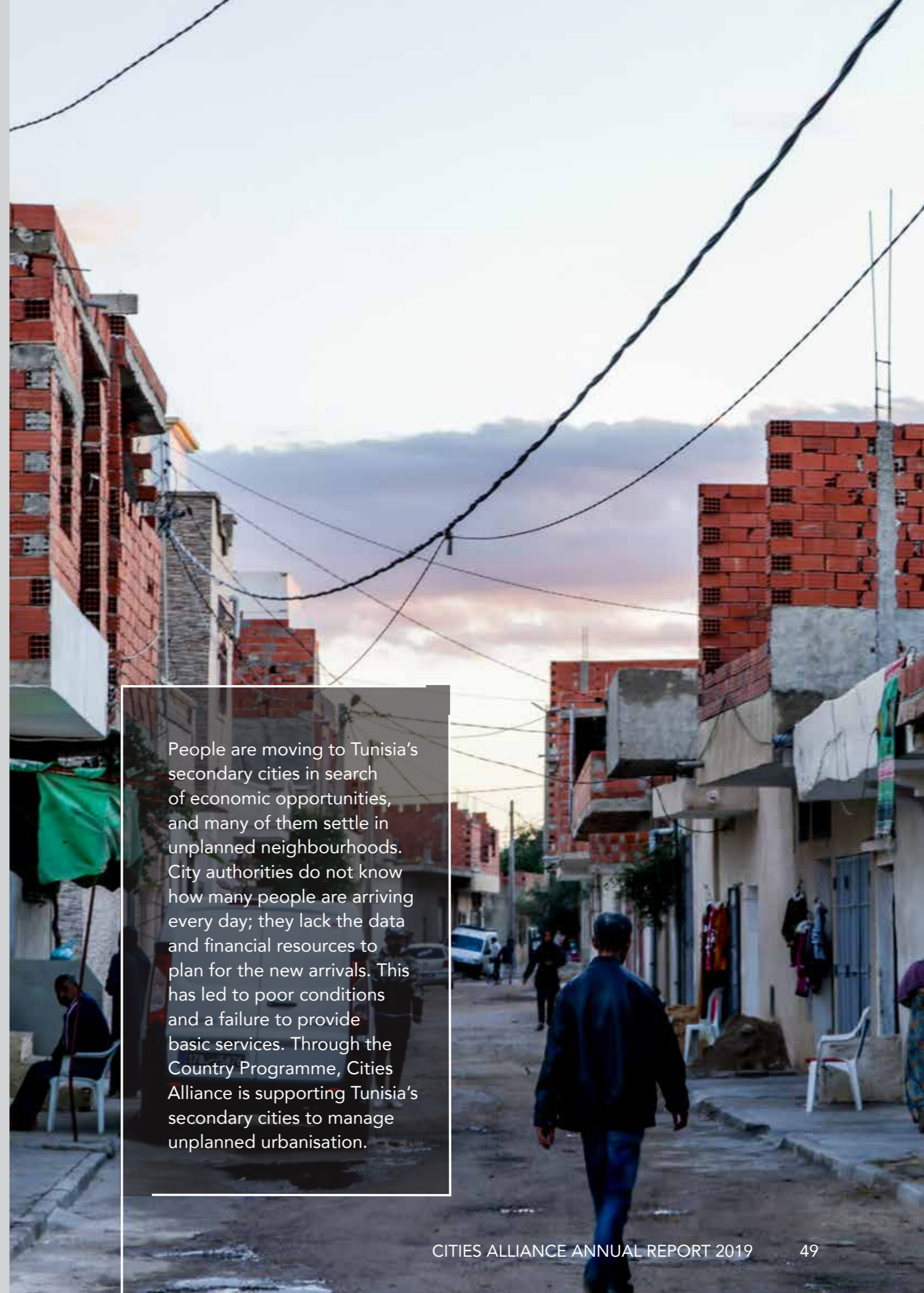
of Tunisians use at least basic drinking water sources (SDG 6.1 HDR 2019)



use at least basic sanitation facilities (SDG 6.2 HDR 2019)



of women have a bank or mobile money account (SDG 5.5 HDR 2019)



People are moving to Tunisia's secondary cities in search of economic opportunities, and many of them settle in unplanned neighbourhoods. City authorities do not know how many people are arriving every day; they lack the data and financial resources to plan for the new arrivals. This has led to poor conditions and a failure to provide basic services. Through the Country Programme, Cities Alliance is supporting Tunisia's secondary cities to manage unplanned urbanisation.

The Tunisia Country Programme (TCP) was first developed in 2015 as a \$2.5 million partnership initiative to promote inclusive and sustainable urban development by fostering strategic and participatory city planning and management over a three-year period. It has since moved on into a second phase financed, as the first phase, by the Swiss State Secretariat for Economic Affairs. The Country Programme is designed to bolster the democratic process and the decentralisation initiatives begun by the national government, strengthen civil society, and position cities as the engine of local democracy and development.

Between 2015 and 2018, the programme financed the UNDP to support eight cities¹⁴ (Béja, Gabès, Jendouba, Kairouan, Medenine, M'saken, Sidi Bouzid, and Tataouine) in the development of city development strategies, a process which integrated active citizen and stakeholder participation into urban planning in each city. The World Bank also developed a spatial analysis and typology of lagging regions that identified priority areas for government action and offered specific recommendations.¹⁵

Cities Alliance coordinates the Tunisia Country Programme through a Steering Committee that represents public institutions, international partners, associations, and civil society. International development partners include the German Cooperation Agency (GIZ), SECO, the

World Bank, and UNDP. Local partners include the Federation of Tunisian Cities (FNVT) and the Tunisian Ministry of Local Affairs.¹⁶

The Country Programme in 2019

The generous support from SECO provided the basis for restructuring the Tunisia Country Programme and upgrading it to the new approach. In 2019, the TCP moved from inclusive planning to delivering impact for citizens through investments and projects. The eight partner cities began implementing the *quick win* infrastructure projects identified in their city development strategies, in cooperation with the National Federation of Tunisian Cities. Ongoing projects included the process of formulating a national urban policy and an initiative to foster inter-municipal cooperation.

As part of Cities Alliance's strategic plan, the Country Programme increasingly provides a platform to consolidate activities in different fields such as Cities and Migration and Gender Equality and Women's Empowerment. For details on these activities, please see the section on Global Programmes in this report.

THE TUNISIA COUNTRY PROGRAMME TARGETS SEVERAL SDGS, MOST DIRECTLY:

1 NO POVERTY



SDG 5

Achieve gender equality and empower all women and girls

11 SUSTAINABLE CITIES AND COMMUNITIES



SDG 11.1

Ensure access for all to adequate, safe, and affordable basic services; upgrading slums

SDG 11.3

Enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management

SDG 11.7

Provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

SDG 11.A

Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning



Country Programme Activities

NATIONAL LEVEL

Laying the foundations for a national urban policy

As part of the Country Programme, UN-Habitat is supporting the Tunisian government to formulate a national urban policy that aims to provide a unified urban development framework to manage urban spread efficiently and coherently at the regional, national, and local levels. In 2019, consultations were held with key stakeholders to gather the necessary political support to develop a joint vision for the future development of Tunisian cities. The Steering Committee produced a road map for developing the NUP, and in late 2019, UN-Habitat completed a stakeholder mapping exercise and the initial strategic outline of a policy.

To make the NUP sustainable, inclusive and relevant, UN-Habitat prepared regional dialogues

across the country. These dialogues were instrumental in helping to collectively identify urban development priorities and challenges and set future development goals. They also provided guidelines for improved articulation between urban planning and the provision of public infrastructures and services and how to optimise the value of local, national and regional investments.

Advancing collaboration among Tunisia's municipalities

The Country Programme is implementing a project to promote inter-municipal collaboration between neighbouring cities in critical areas, such as service provision, in the context of decentralisation reforms. Through the project, three partners – GIZ, SKL International, and UNDP – are working closely with the FNVT and the Ministry of Local Affairs and Environment to operationalise the project.

In 2019, the project designed a diagnostic study and best-practice guide on inter-municipal cooperation that provides practical guidance to stimulate increased collaboration between secondary cities. The production process brought national and local authorities together to jointly reflect and exchange on common challenges and foster coordination across government levels – an emerging concept in Tunisia. Multi-stakeholder discussions on lessons learned, value, and challenges are informing the national debate on how to operationalise inter-municipal cooperation. The guide's recommendations are also contributing to operationalising the provisions governing inter-municipal cooperation in the Local Government Code.

At the local level, three inter-municipal collaborative initiatives were conducted in 2019. These joint projects addressed green waste collection and environmental protection initiatives that are anchored in newly-created planning units.

They include:

- A new green waste composting facility established in northern Tunis, following a feasibility study and conceptualisation of the composting site.
- On the island of Djerba, a new Intermunicipal Planning and Monitoring Unit will formalise current short-term intermunicipal practices in the medium- to long-term and strengthen the strategic planning capacities of Djerba's three main municipalities (Ajim, Houmt El Souk, and Midoun) for integrated development of the island. The municipalities have also developed a joint parking plan to improve access and traffic on Djerba.
- The seven municipalities in Tunis-South have jointly developed a campaign for containing insects to improve public health.



City Level

Institutionalising strategic city planning and implementing CDS-identified municipal initiatives

In 2019, Cities Alliance further strengthened strategic and participatory city planning in its partner cities as a follow-up to the Madinatouna (Our City) CDS initiative. The FNVT is leading the project in the eight Madinatouna partner cities: Béja, Gabès, Jendouba, Kairouan, Medenine, M'saken, Sidi Bouzid and Tataouine. The project focuses on translating the strategic planning exercise that led to the city development strategies into action and impact on the ground that benefit citizens.

To this end, Cities Alliance supports local authorities to adopt strategic planning tools for their territories and participate in the local and national reflection about the implementation of urban and land use planning tools. It also supports the implementation of quick win identified and prioritised by the city development strategies through a participatory, consultative process with local actors. Finally, the project is strengthening FNVT's capacity to provide technical assistance to the municipalities and helping consolidate its position as a representative of municipal issues to the national authorities.

In a crucial step towards institutionalising the strategic planning process at the local level, six out of the eight municipal councils adopted the CDS as a key municipal planning tool in 2019. With the support of FNVT, and after prioritising projects with local stakeholders, the eight partnering municipalities elaborated the design and financing modalities of their projects. They include solar-powered public lighting for greater safety in underprivileged neighbourhoods; (re)developing public spaces, municipal parks, playgrounds and local markets; improving wastewater management and waste recovery for recycling; and a centre for elderly care.

Throughout implementation, the municipal teams of each partner city receive assistance in capacity assessment and tailored training in project management, execution and packaging. The "quick-win" projects are planned, executed and monitored in close partnership with civil society, who will also take a leading role in citizen audits conducted by a CDS monitoring committee. To take strategic planning across Tunisia to scale, FNVT has created a pool of CDS mentors from among the municipal teams who can help peers in other cities initiate their own CDS strategic planning initiative.

In 2019, the Country Programme provided support to FNVT for human and financial resource management – notably, recruiting a finance manager and producing a manual on administrative and financial procedures – and the redevelopment of an open space for municipalities to convene.



Looking Ahead

In 2020, the Tunisia Country Programme will focus on four major components¹⁷ that are inter-related and mutually reinforcing:

1. Municipal investment planning and project implementation;
2. Strengthening city municipal finances and participatory city planning;
3. Gender-responsive municipal planning and management; and
4. Migration governance and labour migration.

It will also support investment and infrastructure financing options in four of the cities that developed a CDS. Cities Alliance will assist them in developing municipal investment plans, preparing and implementing small-scale infrastructure projects on basic services and public spaces, and facilitating local authorities' access to different financing options for medium-scale development projects.

At the national level, Cities Alliance will organise a transdisciplinary, multi-actor forum for Tunisian urban stakeholders and key international partners to advance policy discussions. The forum is expected to convene quarterly.



3.3

UGANDA COUNTRY PROGRAMME

STRENGTHENING INCLUSIVE URBAN DEVELOPMENT
FROM THE MIGRATION, INFRASTRUCTURE AND
GOVERNANCE ANGLES

Cities Alliance has been active in Uganda for over a decade, working with national and local authorities, development agencies and community-based organisations to design and support a variety of urban operations. This wide range of activities lead to Uganda being identified as Cities Alliance's first Country Programme.

One of the reasons for selecting Uganda was the benefit of being able to work with engaged and largely autonomous city governments. The results of this engagement are clear: in 2018, only four out of 53 African countries were rated positively for having an enabling environment to deliver services to their residents. Uganda was one of them; the others were Morocco, South Africa, and Tanzania.¹⁸

The national government has an ambitious development framework, *Uganda Vision 2040*, that underlines its aspiration to become a middle-income country driven by growth and recognises the role Uganda's cities play as drivers of economic development. While Uganda has made significant progress towards an enabling institutional environment and policy framework for cities, the country continues to suffer from high urban poverty and low access to basic services. And, despite noted progress on poverty and various SDGs, vulnerability to falling back into poverty remains very high, demonstrating the fragility of previous gains.¹⁹



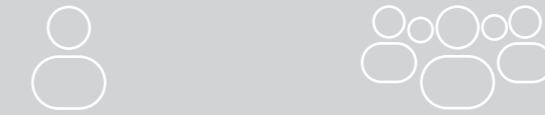
In a recent development, Uganda's refugee population has almost tripled in the past three years, triggering further challenges. The country now hosts the largest number of refugees in Africa, around 1.39 million as of January 2020, with most coming from the Democratic Republic of the Congo, South Sudan, and Burundi.²⁰ For these reasons, Cities Alliance identified Uganda as a priority country in its 2018-2021 Strategic Plan. As part of its Vision 2040, the Ugandan government is developing the country's road infrastructure to improve connectivity for national and local economic development. One such project is the construction of the Kampala-Jinja Expressway, a limited-access, toll expressway through the Uganda's central and eastern region. The expressway is part of a northern trade corridor running from Mombasa, Kenya through to Kigali, Rwanda. The construction of the expressway has potential adverse social, environment and economic impacts; 3,500 households live on land that the government needs to acquire for the project. Mitigation measures are critical to ensure that livelihoods are not lost and the affected people fairly compensated.

Cities Alliance revitalised the Uganda Country Programme in June 2019, building on the partnership's substantial engagements in the country over the last decade.²¹

OVERVIEW

UGANDA IN NUMBERS

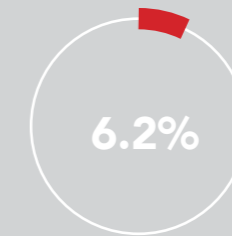
Population predicted to grow from



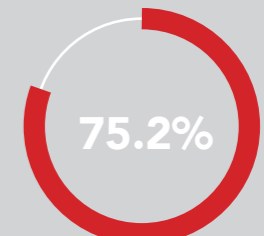
46 million in (2020) → to 67 million in 2035
(UNDESA 2019)



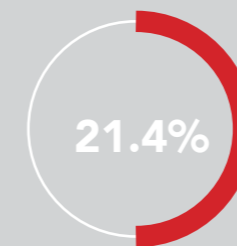
24%
urbanisation rate
(World Bank 2018)



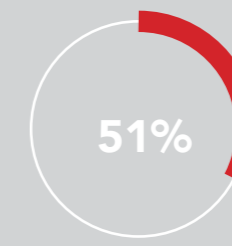
6.2%
annual urban growth rate
(World Bank 2018)



75.2%
of Ugandans face
vulnerable employment
(HDI 2019)



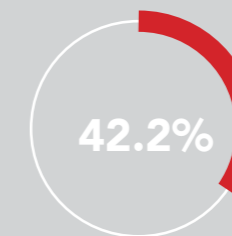
21.4%
live below the national
poverty line
(SDG 1.2 HDR 2019)



51%
of the population has
no basic drinking
water sources
(SDG 6.1 HDI 2019)



18%
use at least basic
sanitation facilities
(SDG 6.2 HDI 2019)



42.2%
of women have a bank or
mobile money account
(SDG 5.5 HDR 2019)

Kasokoso
Kampala
Uganda



My name is Florence, aged 39 and I am self-employed as a tailor. I got some money when AGOA²² (African Growth Opportunity Act) was introduced in Uganda. I used the money to buy a piece of land in Kasokoso and built a small house. I have been living here since 2008. I heard that the road (Kampala Jinja Expressway) was going to be constructed. Officials came and put marks on our house and told us not to do any further developments on our land. We like government programmes, they are good, but we don't know how much they will pay us. Will the amount help us to get a new place where we shall feel comfortable?

The Country Programme in 2019

In 2019, the Uganda Country Programme began implementing a safeguarding project for the Kampala-Jinja Expressway. The in-country team also coordinated activities under two Cities Alliance Joint Work Programmes: Cities and Migration (pilot projects in Jinja and Arua

municipalities), and Equitable Economic Growth (Cities Campaign component²³ and country-level financial modelling). Uganda became a member of Cities Alliance in 2019, further consolidating Cities Alliance's position as a key urban actor and convener in the country. These activities in Uganda are detailed in the Global Programmes section of this report.

THE UGANDA COUNTRY PROGRAMME TARGETS SEVERAL SDGS, MOST DIRECTLY:



SDG 1.4.2:

Ensure that all men and women in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.



SDG 11.1

Ensure access for all to adequate, safe, and affordable basic services; upgrading slums

SDG 11.3

Enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management

SDG 11.6

Reduce the adverse environmental impact of cities; special attention to waste management

Country Programme Activities

During the first year of implementation of the reconfigured Uganda Country Programme, the Secretariat focused on establishing strong relationships with implementing partners and affected communities. A programme governance structure was established with a Steering Committee hosted by the Ministry of Lands, Housing and Urban Development (MLHUD); a technical implementation committee; a project management office; and an inter-ministerial committee. Partners in the Country Programme include AVSI, SDI, MLHUD, the Uganda National Roads Authority, HFHI; Platform for Vendors in Uganda, the Kampala City Council, and the National Housing and Construction Company.

The Kampala-Jinja Expressway: A comprehensive approach to implementing safeguards

With funding from the EU, Cities Alliance is working with partners – including AfD, the African Development Bank, the International Finance Corporation, and the Ugandan government – to implement the *Kampala-Jinja Expressway, No One Worse Off* project, which supports social and environmental safeguards for the KJE. The urban poor are frequently displaced by development, and this project provides a unique opportunity to demonstrate how government and community stakeholders can work together to find innovative solutions for infrastructure development that leave no one worse off.

The MLHUD and the Uganda National Roads Authority are the lead agencies for the project. Cities Alliance is implementing four initiatives which aim to:

- Improve security of tenure;
- Enable the affected people to invest more in their housing and livelihood initiatives;
- Stimulate enhanced dialogue and improved cooperation between the settlers, the government of Uganda, and the landowners; and
- Strengthen skill development to enable self-employment, tackle environmental degradation, and improve housing conditions.



The Kampala-Jinja Expressway (KJE) – No One Worse Off project key facts:

Our role: Implementing the safeguards to ensure that no one is made worse off by the project through four initiatives:

- Low cost housing and urban renewal
- Community assistance to support the most vulnerable
- Wetland restoration & sustainable management
- Small business transition

Our partners: Cities Alliance has set up a consortium to implement different elements of the safeguard project. Partners include:

- The Ugandan Ministry of Land, Housing and Urban Development
- SDI/ACTogether/ National Slum Dwellers Federation of Uganda
- Platform for Vendors in Uganda (PLAVU)
- AVSI
- Kampala Capital City Authority

Our funding: The safeguarding project is funded by the European Union (2M EUR investment). The Feasibility Studies that inform the safeguarding project are financed by DFID's Cities and Infrastructure (CIG) programme (540,000 EUR).

Identifying vulnerable households and strategies for resettlement

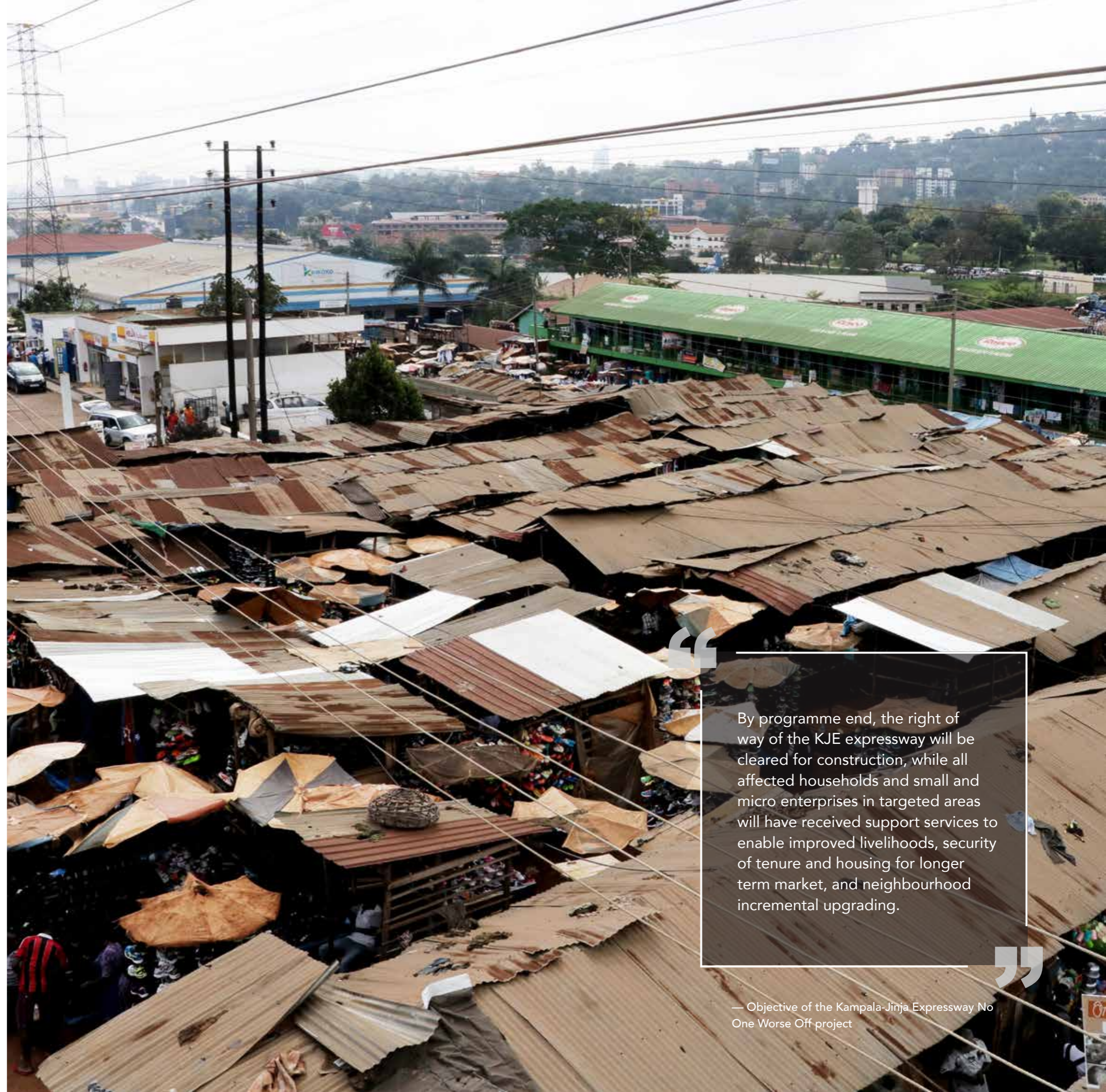
The project aims to ensure that households impacted by relocation who depend on the informal economy for their livelihoods are empowered with new space, skills and financing to either continue their enterprises or adapt to a new opportunity.

The initial phase in 2019 focused on identifying the most vulnerable households. The Cities Alliance country team and AVSI developed an index that provides an agreed-upon definition of, and methodology for, categorising vulnerability among households. The index identified the households impacted by the KJE project and broke them down into four levels of vulnerability. A relocation strategy was finalised for the most vulnerable in three affected settlements, and it will guide implementation in 2020. AVSI completed an assessment of household relocation needs and began formulating a support package for the households to be relocated. A tailored resettlement housing strategy will target the needs of the most vulnerable households in two of the informal settlements, Kasakoso and Kinawattaka.

Community mobilisation and engagement began in mid-2019 in Kasokoso and Kinawattaka, and by the end of the year, seven settlement forums had been established at the parish level and 23 savings groups created to serve as a vehicle for economic empowerment.

Two studies address secure tenure for relocated households and businesses

A central part of the No One Worse Off project is reintegrating relocated households and businesses into the broader city in communities with secure tenure and plans for long-term, incremental upgrading. As part of the Country Programme, DFID – through its Uganda Cities and Infrastructure for Growth Programme – is funding two key studies initiated by UNOPS technical teams in 2019. The Nakawa Market Accessibility Study will identify land for the relocation of the Nakawa Market. The Slum Upgrading Feasibility Study for Kasokoso and Kinawattaka settlements will serve as a basis for an *in-situ* upgrading plan based on secure tenure (with the approval of relevant authorities) and identify suitable green field land to resettle the households impacted by the expressway's right of way.



By programme end, the right of way of the KJE expressway will be cleared for construction, while all affected households and small and micro enterprises in targeted areas will have received support services to enable improved livelihoods, security of tenure and housing for longer term market, and neighbourhood incremental upgrading.

— Objective of the Kampala-Jinja Expressway No One Worse Off project



Looking Ahead

In 2020, partners will continue working to strengthen and mobilise the most vulnerable people affected by the KJE and undertake negotiations on securing tenure rights in the informal settlements to support in-situ upgrading. The feasibility studies, which are essential for preparing the safeguard implementation, are expected to be completed by December 2020.

The Nakawa Market impact study will guide the project's small business transition component, which will identify viable solutions for businesses. The organisation Platform for Vendors in Uganda will profile the affected businesses and hold stakeholder engagements for sensitisation on the Nakawa market options. Finally, the Kinawattaka Sustainable Wetland Management initiative will pilot a bio-toilet system in 2020.

The comprehensive design of the KJE project is intended to overcome the limitations of cash-only compensation schemes, which have been proven ineffective in restoring livelihoods.²⁴ A baseline study to be completed in early 2020 will provide a comprehensive approach to help measure the initiative's effectiveness.

“

This project is going to be okay, if the people who are affected will be paid. If the project affects somebody, let him go away and buy somewhere else. The worst part of it is to leave the place without anything in your pockets. The life here is so economically poor, the income is very low. We have single mothers, at least 60% single mothers, with the children suffering, the father left them. It is very difficult to move from here. When you settle somewhere else, I will face another life. Which is very difficult. I am familiar with the population and the population is familiar to me.

”

— Lugiza Salongo, Chairman, Kinawattaka Settlement

4

GLOBAL PROGRAMMES

Global Programmes promote new analytical and collaborative approaches to tackle key policy issues. They include Joint Work Programmes and Regional Programmes, which focus on regional issues, opportunities and partnerships.

Joint Work Programmes are multi-year programmes driven by Cities Alliance members and facilitated and managed by the Secretariat. They provide a coordination platform, knowledge hub, and think tank to advocate new thinking on key urban issues. They also analyse and disseminate key lessons from Cities Alliance's operational activities. In some cases, JWPs may develop city pilot projects to support pioneering or mainstreaming their thematic approaches within country operations.

COMPONENTS OF GLOBAL PROGRAMMES



**EQUITABLE ECONOMIC
GROWTH IN CITIES**



CITIES AND MIGRATION



**CLIMATE CHANGE,
RESILIENCE AND
INFORMALITY**



**GENDER EQUALITY AND
WOMEN'S EMPOWERMENT**





4.1

JOINT WORK PROGRAMME FOR

EQUITABLE ECONOMIC GROWTH IN CITIES

While increasing attention is being paid to the challenges of rising inequality and unsustainable growth patterns in development, an important area remains unexplored: the potential of cities to foster sustainable, equitable economic growth. With its diverse membership and wide network of partners, Cities Alliance is uniquely positioned to fill this knowledge gap.

The JWP for Equitable Economic Growth in Cities is a four-year programme (2016 – 2020) which aims to better understand and address the links between public service provision and equitable economic growth, especially in secondary cities. To accomplish this goal, the programme works with local governments, city stakeholders and development partners to produce global knowledge, facilitate policy dialogues, and support city-level diagnostics and policy recommendations. The JWP is funded and chaired by DFID and includes all six membership constituencies of Cities Alliance.



Activities in 2019

In 2019, the JWP continued to perform strongly, primarily through the Campaign Cities programme, the new Local Economic Acceleration Programme, as well as the release and dissemination of technical publications and knowledge products. The JWP was for the first time given a score of A+ in DFID's Annual Review, completed in May 2019, signifying that it exceeded donor's expectations.

Campaign Cities

In the Campaign Cities initiative, JWP members work with cities in partner countries to support local initiatives that promote equitable access to public goods and services. The focus areas are based on substantial diagnostic work, including an Institutional Enabling Environment Report and a Local Assessment Report, which both feed into city-level policy recommendations. The process allows local partners to assess their existing resources and identify priority actions to enhance the provision of public services. It is an adaptable approach that can be tailored to a city's needs.

The methodology helps cities see their role as service providers in a new way. In most countries, local governments have been viewed as administrative arms of higher tiers of government rather than agents of local economic development. This approach helps them recognise what

they already are: deliverers of services that are important levers of economic development.

Campaign City programmes have been launched in eight secondary cities across four countries: Bangladesh, Ghana, Kenya, and Uganda. The programmes in Bangladesh and Uganda successfully concluded in 2018, and local authorities and central government ministries have already begun developing action plans to implement the evidence-based recommendations. City focal points indicated high satisfaction with their engagement and the high likelihood of follow-up action by the municipalities in implementing the campaigns' key findings. In 2019, substantial progress was made on the programmes in Kenya and Ghana.

Kenya

Activities in Kenya are being implemented in the counties of Kajiado and Nyandarua, with UN-Habitat as the implementing partner. The work in both counties focuses on market development as well as the management of infrastructure and urban development, including producing feasibility studies and funding strategies.

In Kajiado County, which stretches from Nairobi to the Tanzanian border, the campaign focuses on retail market development to tap into the county's proximity and economic ties to Nairobi, notably the fast-growing towns of Ngong, Kitengela

and Kajiado Town. In mainly rural Nyandarua County, the campaign is carrying out diagnostics and analysis to support the development of a wholesale market hub and logistics centre, which will benefit from the county's agricultural economy and strategic location in central Kenya along major transport routes.

In 2019, Local Assessment Reports were drafted for both counties and mid-term workshops were held to validate the findings and diagnostics. The workshops were well-attended by various stakeholders, including national government officials, county officials, representatives from the local community and senior political leadership from the county.

Ghana

In Ghana, campaigns concluded activities in the two participating cities, Cape Coast and Agona Swedru. Cape Coast focused on how strengthened solid waste management and sanitation services could improve the tourism sector, while Agona Swedru studied the local agro-processing sector to see how facilities, support services, and goods could be improved to benefit local economies and strengthen regional value chains.

Both cities held closing workshops in August 2019 that presented and validated the policy recommendations. They were well-attended by stakeholders and senior political leadership; the Deputy Minister for Local Government and Rural

Development attended both workshops and underscored the government's commitment to implementing the project recommendations.

Launch of the Local Economic Acceleration Programme

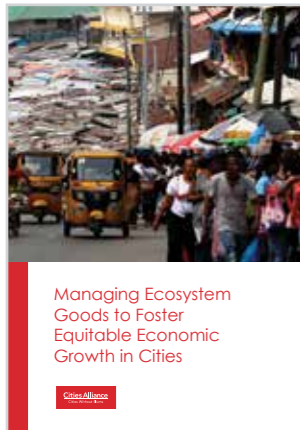
This programme complements the Campaign Cities initiative by enhancing the capacities of local governments to manage and mobilise finances for the provision of public services that foster equitable economic growth. In October 2019, LEAP was launched in Ghana (Agona Swedru and Cape Coast), in partnership with the United Nations Capital Development Fund (UNCDF), and in Uganda (Gulu and Mbale), with both UNCDF and Makerere University Business School.

The programme is currently reviewing the major drivers of revenues and expenditures at city levels, as well as developing a financial model to enable financial diagnosis using data from audited financial statements, reports, and key informant interviews. The financial models and associated outputs will enable the four cities to better plan and mobilise for their investment and borrowing needs to foster equitable public service provision. The project is organising national forums in both Ghana and Uganda to stimulate high-level policy dialogue. Several government ministries and key private sector actors have been engaged on the planned forums, and a steering committee has been formed.

The programme also provides an opportunity for JWP members to learn about enhancing the effectiveness of financial resources for public services, and its outcomes will inform a global knowledge product with guidelines for investments to foster equitable economic growth in secondary cities in Africa.

Knowledge products

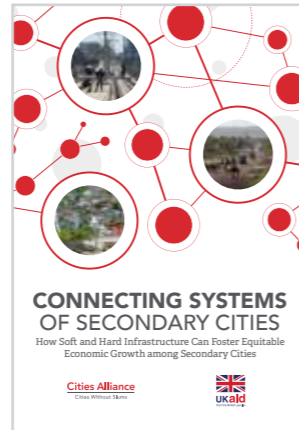
The JWP produced four publications in 2019 to advance understanding on key urban economic development issues. An independent review commissioned by the Cities Alliance in 2019 concluded that the JWP delivers robust products which are valued by their intended audiences. At the global level, many of the knowledge products have influenced, and are being used by, development partners.



Managing Ecosystem Goods to Foster Equitable Economic Growth in Cities

The publication explores the causal links and pathways between ecosystem goods and services, their conservation through public services, and the

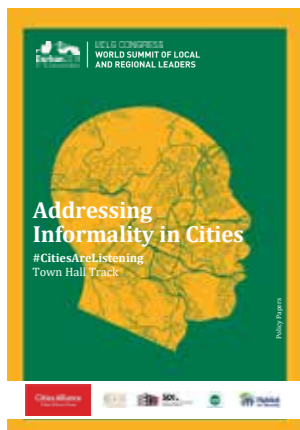
promotion of equitable economic growth in cities. It finds that local governments can play a leading role in promoting better economic and health outcomes by managing both the supply of, and demand for, ecosystem services.



Connecting Systems of Secondary Cities: How Soft and Hard Infrastructure Can Foster Equitable Economic Growth among Secondary Cities

The book examines how secondary cities can work collaboratively to improve their development prospects,

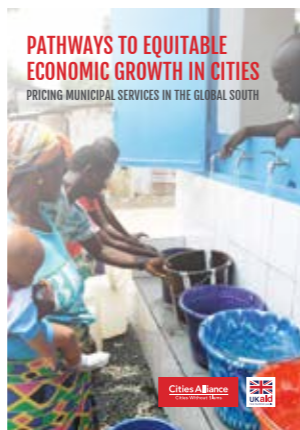
lift prosperity, and leverage public resources to support equitable sub-national economic growth. It argues for more systems-based thinking in how governments support the development of systems of cities, rather than a hierarchical approach.



Addressing informality in Cities

This policy paper provides recommendations to national and local governments on how to address informality in cities, with a focus on informal settlements and the informal sector. The paper,

prepared in partnership with AVSI, SDI, HFHI and WIEGO, was tabled for discussion during the World Summit of Local and Regional Leaders and UCLG Congress in November 2019 in Durban.



Pathways to Equitable Economic Growth in Cities: Pricing Municipal Services in the Global South

This report examines the relationship between pricing principles and policy, and more equitable approaches to economic development in the Global South. It also explores how local governments of

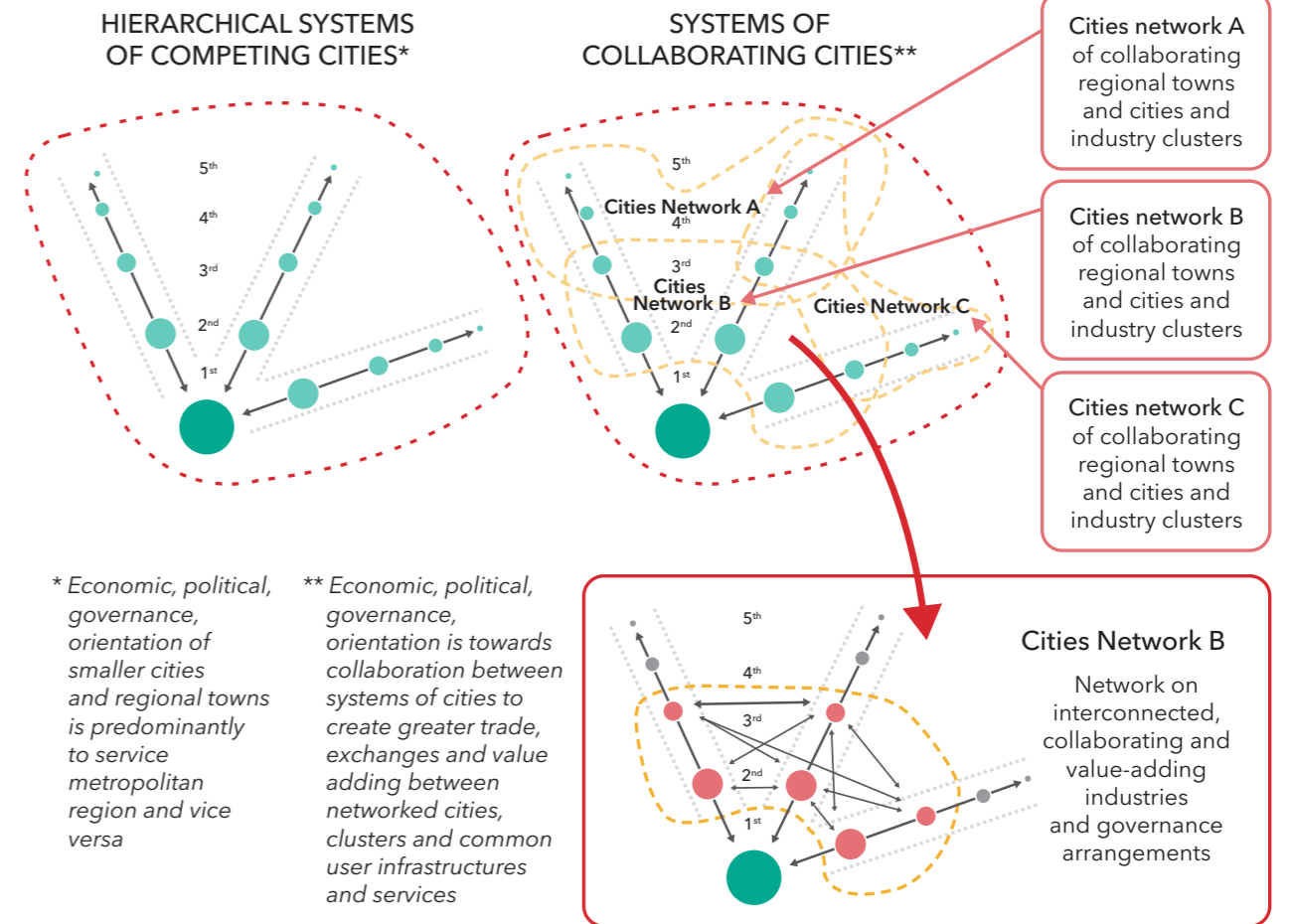
secondary cities in rapidly urbanising countries can use price setting to support more equitable economic growth at the local level.

Disseminating the messages of Connecting Systems of Secondary Cities

In rapidly urbanising countries with one or more dominant megacities, many secondary cities have a high dependency for access to markets, goods, supply chains, transport, business and community services. They also often have low levels of lateral connectivity and trade between transportation corridors, making it hard to attract investments, jobs, or add value to exports.

Connecting Systems of Secondary Cities sparks a new way of thinking on approaches to lift prosperity and leverage public resources to support equitable sub-national economic growth. It argues for more systems-based thinking in how governments support the development of secondary cities, with networks and collaborative strategies that can improve the level of communication, exchange, and movement among systems of secondary cities. This message is at the heart of Cities Alliance's work on secondary cities.

Cities Alliance disseminated and promoted *Connecting Systems of Secondary Cities* extensively, including a presentation at DFID in London, a launch event at the Cities Alliance Assembly in Monrovia, and a presentation to the Ministry of Local Government and Rural Development in Ghana. There is high demand for additional dissemination activities, particularly in Asia. The book was presented at a national conference in Chengdu, China organised by the Chinese Centre of Urban Development, which requested a Chinese translation. It also received an Award for Planning Excellence from the Planning Institute of Australia under the category of Cutting-Edge Research and Training.



Events

Global Policy Dialogue

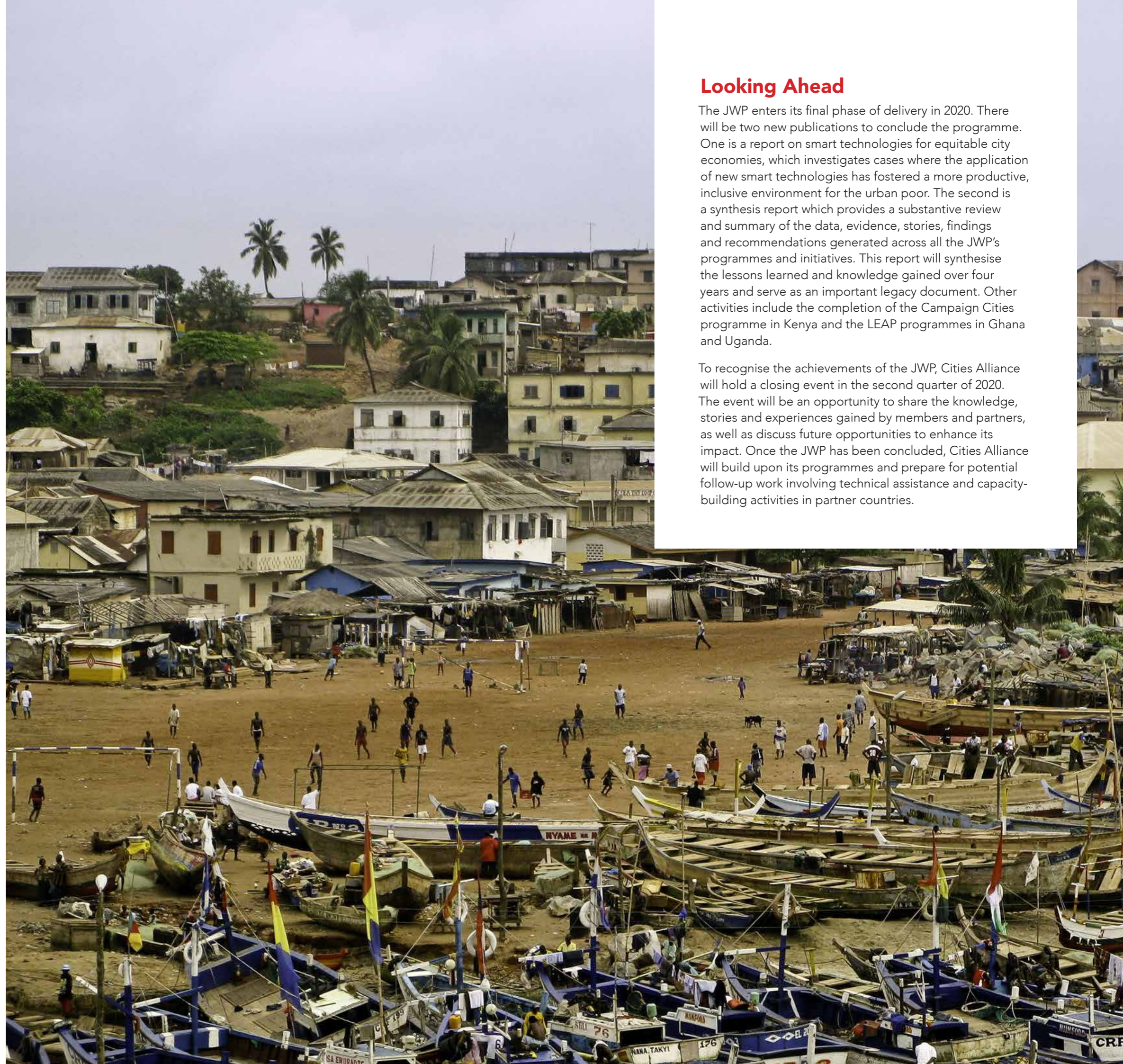
As part of its commitment to facilitate global policy dialogue, the JWP organised a well-attended Project Lab at the European Commission's European Development Days 2019 in Brussels. The session addressed the equitable growth challenge based on insights derived from the JWP, with an emphasis on two essential dimensions of public service provision: municipal service pricing, and access to public space and land. The session featured presentations by local governments and informal workers.

Webinars

The JWP disseminated its knowledge through four webinars in 2019, generally based on the knowledge products generated throughout the year:

- Exploring how gender responsive public services benefit equitable economic growth in cities, 27 March 2019
- Managing ecosystem goods to foster equitable economic growth in cities, 12 July 2019
- Pathways to pricing municipal services in the Global South, 7 October 2019
- Climate policy for all: Equity and growth in light of the climate crises, 17 December 2019

The Equitable Economic Growth in Cities is a four-year programme which aims to better understand and address the links between public service provision and equitable economic growth, especially in secondary cities.



Looking Ahead

The JWP enters its final phase of delivery in 2020. There will be two new publications to conclude the programme. One is a report on smart technologies for equitable city economies, which investigates cases where the application of new smart technologies has fostered a more productive, inclusive environment for the urban poor. The second is a synthesis report which provides a substantive review and summary of the data, evidence, stories, findings and recommendations generated across all the JWP's programmes and initiatives. This report will synthesise the lessons learned and knowledge gained over four years and serve as an important legacy document. Other activities include the completion of the Campaign Cities programme in Kenya and the LEAP programmes in Ghana and Uganda.

To recognise the achievements of the JWP, Cities Alliance will hold a closing event in the second quarter of 2020. The event will be an opportunity to share the knowledge, stories and experiences gained by members and partners, as well as discuss future opportunities to enhance its impact. Once the JWP has been concluded, Cities Alliance will build upon its programmes and prepare for potential follow-up work involving technical assistance and capacity-building activities in partner countries.



4.2

JOINT WORK PROGRAMME

CITIES & MIGRATION

Cities are the first point of entry for most migrants seeking work and shelter, and it is in cities where these migrants will attempt to integrate into existing settlements and realise their aspirations for a better life. Whether they do so, or live excluded from opportunities in the city, depends on how a city responds to migration. It also depends on the city's ability to develop practical solutions that take into account how migration transforms, expands and diversifies urban areas. This is a complex task, as solutions and policy approaches to migration often need to be found in very difficult circumstances.

The Cities Alliance JWP on Cities and Migration aims to generate new knowledge, promote analytical and collaborative approaches, and improve urban practices and policies related to cities and migration. It also aspires to become a local, national, and international coordination platform, knowledge hub and think tank for advocating new thinking on migration. It seeks to achieve its objectives by supporting pilots for evidence-based approaches and policies, facilitating partnerships and dialogues to advance practice and policy, and generating policy-relevant data and knowledge. The programme is funded by the Swiss Development Cooperation.



“ We need to have planned migration, not unplanned migration. We are talking about refugees because normally they are not captured in our budgets, which limits the services we can provide to the refugees and the host communities. A lot is being done for refugees in districts but we are forgetting the refugees in cities. ”

— Isa Kato Afeku, Mayor of Arua

Activities in 2019

Grant agreements for pilot projects

After becoming operational in December 2018, the Cities and Migration programme focused on implementing its activities in 2019. Grant agreements were signed with nine cities in five countries to partner with the JWP for pilot projects. These cities are Adama and Jigjiga, Ethiopia; Amatitlán and San Marcos, Guatemala; Kakuma-Kalobeyei in Kenya; Jendouba and Kairouan, Tunisia; and Arua and Jinja, Uganda. A qualitative baseline survey was conducted for all cities to capture the perceptions, knowledge, and approaches on labour migration management of key city stakeholders.

Global advocacy and partnership

The programme established a Steering Committee, represented by 14 out of 29 Cities Alliance members, for joint advocacy around the important role cities – especially secondary cities – play in managing migration. It participated in key global events, including:

- **The Intergovernmental Authority on Development (IGAD) High-Level Thematic Meeting on Jobs, Livelihoods and Self-Reliance for Refugees, Returnees and Host Communities** in March 2019 in Kampala. Although the topic of cities and migration was not on the agenda, once Cities Alliance introduced questions on how cities deal with migration, participants engaged in intense discussions. Follow-up discussions with IGAD strategised how to strengthen the city focus in regional dialogues in the Horn of Africa.
- **The Global Refugee Forum** in December 2019 in Geneva. Cities Alliance highlighted the bold action that cities such as Arua in Uganda are taking to welcome and integrate newcomers, demonstrating the critical need for local level buy-in and mayoral commitment to the success of the Global Compact for Refugees. It also explored challenges for accelerating and scaling up local efforts – the need for national support of local action, local access to international development financing, local capacity building and technical assistance, and sustaining community dialogues, among others.

- **The SDC Global Event on Cities as Drivers of Sustainable Development** in September 2019 in Zürich. In the days leading up to the Global Event, the JWP convened its first regional peer-learning event for six partner cities and the Kakuma-Kalobeyei cluster to help them shape and hone their arguments in support of secondary cities and migration at the event itself.

Knowledge on cities and migration

The JWP established a partnership with the University of Oxford Refugee Studies Centre and the World Bank to advance knowledge on how secondary cities in low income countries can improve the management of involuntary and voluntary migrants coming to cities to seek refuge or better livelihoods. Grant agreements were signed with both organisations to produce the two knowledge products.

Pilot Projects in Partner Cities

The Cities and Migration programme is engaging in nine pilot cities in the Horn of Africa, Northern Africa, and Latin America and the Caribbean. Its activities are designed to benefit both migrants and host communities and centre around three focus areas: cities and inclusive migration governance, cities and labour migration, and cities and forced migration. While the activities are tailored to the needs and contexts of each city, they typically aim to:

- Build more evidence-based knowledge on urban migration;
- Collaborate with local authorities, civil society and private sector to test approaches for the improved management of migration; and
- Promote dialogue among all stakeholders to discuss and address migration issues.

The programme will invite two cities from Somalia, tentatively Gebilay and Borama, to participate in knowledge events on improved migration management at the city level. Each project will run for two years.



Horn of Africa

ETHIOPIA

Adama: Improving the Reception, Management and Integration of Rural-Urban Migrants with a Registration Scheme, Resource Centre, Networking, and Infrastructure Development

Objective: To enhance the Adama city administration's capacity to respond to migration.

Activities: Registration and resource centres to help the city collect information on migrants and give them guidance on available services; a networking group to create the space for discussion and cooperation among all stakeholders; and basic infrastructure development in migrant settlements to improve their living standards and economic opportunities.

Partners: The Adama Science and Technology University (ASTU) and the Adama City Administration, Labour and Social Affairs Office.

Project: Jigjiga: Diaspora Engagement for City Development: Institutionalising the Concept of Migration and Development into Plans and Actions

Objective: To help the Ethiopian Somali regional and local governments to mainstream diaspora engagement in policies, development plans, and approaches to better leverage the important role the diaspora plays in local development.

Activities: A comprehensive profile of the diaspora, strategies for engagement, and capacity

building for local governments to implement the strategies.

Partners: Jigjiga University and the Regional Investment and Diaspora Affairs Bureau of the Regional Government Council of the Ethiopian Somali Region.

KENYA

Kakuma-Kalobeyei: Sustainable Economic Development Along the Turkana West Development Corridor Through Enhanced Connectivity

Objective: To improve connectivity and networks that enable businesses, local governments and individuals to gain access to a wider choice of goods, finance, employment, and investment opportunities, leading to a sustainable local economy in the region.

Activities: Organising development forums for cities along a major Kenyan transport corridor, expanding a network of cities for knowledge exchange and cooperation, establishing an Economic Enterprise Zone to promote the local economy, building hard and soft infrastructure to support a city network, and strengthening capacity at the local level to integrate migration into city development.

Partners: UN-Habitat; the Ministry of Transport, Infrastructure, Housing and Urban Development; the Turkana County Government; the Lamu Port-South Sudan-Ethiopia-Transport (LAPPSET) Corridor Development Authority; and the Refugee Affairs Secretariat.

UGANDA

Arua: Strengthening Mechanisms for Receiving, Managing and Integrating Involuntary Migrants Within the Arua Municipal Council

Objective: To strengthen the structural and institutional mechanisms for reception, management and integration of involuntary migrants in Arua Municipal Council.

Activities: Collecting accurate data on Arua Municipality's population to inform planning; using mechanisms such as municipal and division development forums to promote dialogue and build capacity among all stakeholders; and partnering with financial institutions to help migrants and host communities become more self-reliant and improve their livelihoods.

Partners: AVSI Foundation, Arua Municipal Council, and the Uganda Bureau of Statistics.

Jinja: Strengthening Capacity for Urban Migration Management and Improving Migrant Livelihoods in Jinja City, Uganda

Objective: To build knowledge on rural-urban migration in Jinja and its effects on poor host communities.

Activities: Designing and implementing a participatory migration management strategy that focuses on the economic inclusion of poor migrant and non-migrant households through financial inclusion and investment in viable enterprises, asset building, housing upgrading, and access to basic urban infrastructure, utilities and services.

Partners: The Jinja Municipal City Council, Makerere University, and the slum dweller organisation ACTogether.



Uganda has been applauded for its open door policy, welcoming refugees who often settle in cities and rely on city services such as the provision of healthcare. As a consequence, health centres in Arua, such as the Oli Health Centre, are overcrowded and running short on supplies. This nurse stands in front of the hospital's only remaining supplies. "We get medicines from our national medical stores, which come only every two months, but because of the influx of the urban refugees, the medicines actually end up in short supply within a period of ten days," says Dr Chandi Fred Opeli, Acting In-Charge, Oli Health Centre IV.



What I want to say about migration is that it created opportunities. In Jinja it has attracted investment, cultural diversity, and lots of talent which has enriched our municipality and the entire region.



— Majid Batambuze, Mayor of Jinja

Northern Africa

TUNISIA

Jendouba and Kairouan: Promoting Responsible Tourism for Better Economic, Social and Cultural Integration of Migrants

Objective: To enable the city stakeholders to work together to receive, manage, and integrate labour migrants and, at the same time, promote responsible tourism in both cities.

Activities: Training and guiding young labour migrants through tourism-related activities to improve their economic situations; and establishing an urban forum and dialogues at the regional and national levels to inform citywide strategies to integrate labour migration into local policies.

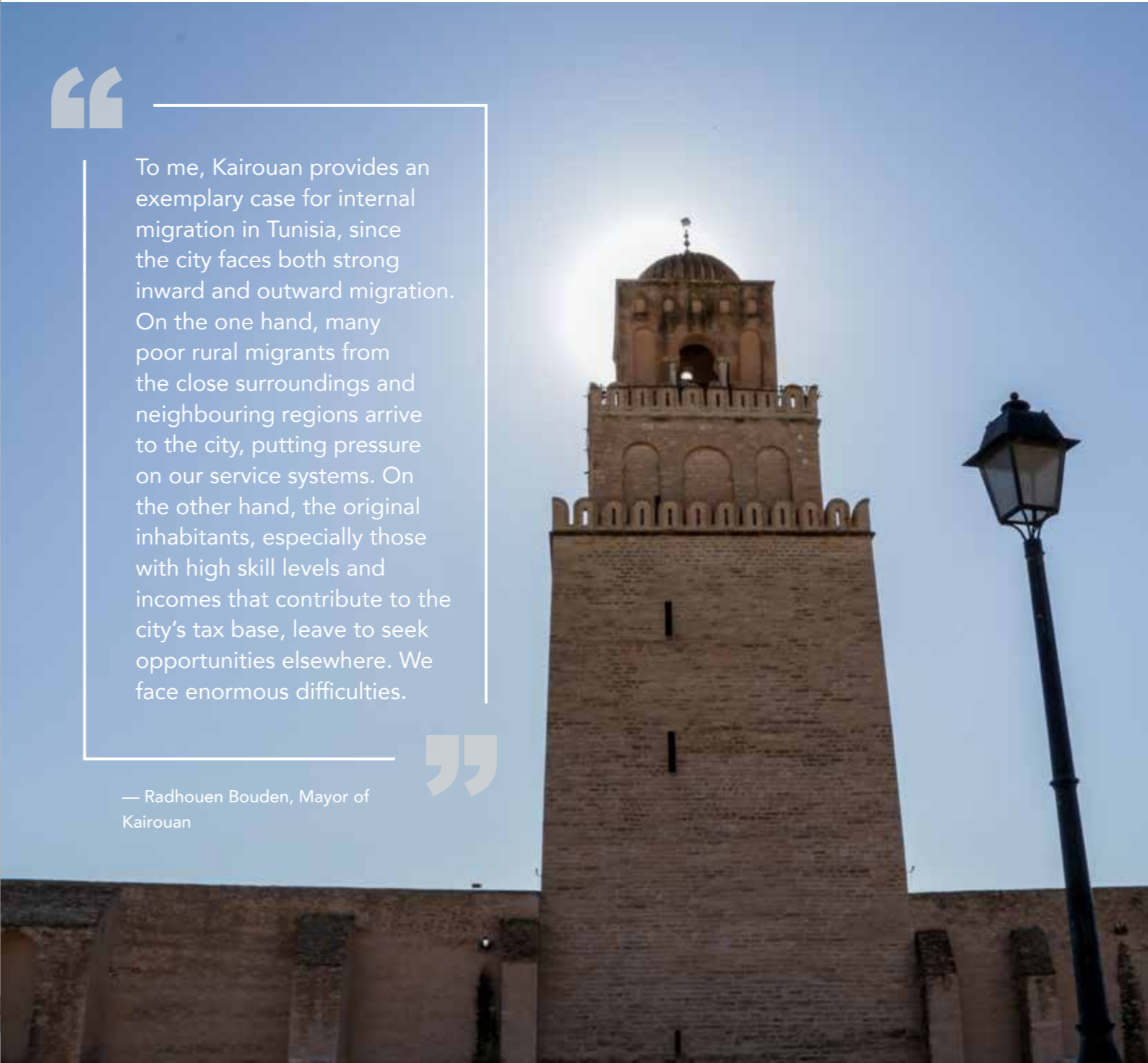
Partners: The National Union of Tunisian Women in Kairouan and the Association of Women, Youth and Children in Jendouba, in collaboration with the tourism sector.



To me, Kairouan provides an exemplary case for internal migration in Tunisia, since the city faces both strong inward and outward migration. On the one hand, many poor rural migrants from the close surroundings and neighbouring regions arrive to the city, putting pressure on our service systems. On the other hand, the original inhabitants, especially those with high skill levels and incomes that contribute to the city's tax base, leave to seek opportunities elsewhere. We face enormous difficulties.



— Radhouen Bouden, Mayor of Kairouan



Latin America and the Caribbean

GUATEMALA

Amatitlán: Amatitlán Includes You: Reception, Management and Integration of Labour Migrants in the City

Objective: To integrate the management of labour migration into the city's plans for sustainable territorial development.

Activities: Building the capacity of local authorities to capitalise on the opportunities of labour migration; developing municipal government mechanisms so that city stakeholders can build partnerships, engage in participatory dialogue, and establish a shared vision for their city; and producing analysis to help the city develop a labour integration strategy.

Partners: The AVINA Foundation, the Municipality of Amatitlán, and the Municipal Development Council (COMUDE).

San Marcos: Thriving in San Marcos (Prosperando en San Marcos)

Objective: To introduce an innovative two-year strategy to leverage remittances for local economic and human development.

Activities: Building new partnerships with banks and credit cooperatives to provide formal financial services for remittance-receiving households, so that formal savings can be generated and transformed into credits for local businesses; and improving educational performance among middle-school students in San Marcos.

Partners: The Inter-American Dialogue, banks and credit cooperatives.

Looking Ahead

In 2020, the Cities and Migration programme will undertake projects in all nine cities with the active participation of local, regional and national governments. It will continue to ensure the city perspective is included at major global events, such as the Global Forum on Migration and Development in Quito in January and the World Urban Forum in Abu Dhabi in February. Cities Alliance will also co-organise a second regional peer-learning event for the Horn of Africa together with Jigjiga University in Ethiopia.





4.3

CLIMATE CHANGE RESILIENCE & INFORMALITY IN CITIES

Cities around the world are increasingly becoming the main drivers of trade, investment and local economic development. They generate more than 80% of global GDP, but they are also a key contributor to climate change, responsible for nearly 70% of greenhouse gas emissions and 60% of global energy consumption.²⁵

Not only contributors, cities are also greatly affected by the impacts of climate change. The urban poor, living in informal and unplanned settlements with little or no access to basic services, are often the most at risk. Considering that 50% of the population is living in cities, and that by 2050 this figure is expected to reach 70%, there is a critical need for new tools and approaches to strengthen the capacity of local governments and citizens, especially the most vulnerable, to face these challenges.

Cities Alliance's commitment to building climate-resilient communities and cities is at the core of our corporate priorities. The restructured Climate Change, Resilience and Informality in Cities programme was launched in 2016. The activities of this initial phase were successfully achieved in 2019, thanks to the strong and valuable engagement of members and partners to promote resilient and resource-efficient urban planning.



Activities in 2019

Upgrading informal settlements and interventions for resilient cities

Published in 2019, the report *Realising the Multiple Benefits of Climate Resilience and Inclusive Development in Informal Settlements*²⁶ by C40 identified ten priority upgrading interventions that can yield multiple social, economic, climate and environmental benefits for more sustainable, resilient cities. The report outlines interventions to achieve climate resilience through upgrading informal settlements that also lead to improved living conditions and inclusive city management. The interventions explored in the report range from basic service projects to larger programmes, and they are all based on including communities in decision making.

Extending the CURB tool for climate action planning in informal settlements

To accelerate the transition towards a low-carbon urban development in cities, Cities Alliance supported C40 to extend the Climate Action for URban Sustainability tool (CURB), an interactive scenario planning instrument to help cities take action on climate change. The project allowed five cities in Africa (Accra and Dakar), Asia (Quezon City), and Latin America (Quito and Santiago) to set meaningful greenhouse gas emissions targets and to develop energy management plans that also include informal settlements into the context of broader climate change action plans. The new tool provides a structured analysis of informal household income, energy use and cost and energy-related health and social equity impact. It was tested in targeted cities to support the inclusion of informal settlements into citywide climate action planning activities and is now available as an independent extension to the CURB platform.²⁷ The Secretariat and C40 organised a webinar in July 2019 to disseminate the tool.

THE CURB INFORMAL SETTLEMENT TOOL

DEVELOPED FOR CITIES ALLIANCE BY C40

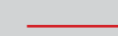
CITIES

Accra, Dakar, Quezon City, Quito, and Santiago

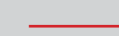
THE PROBLEM



Most citizens use biomass and kerosene to meet major household energy needs.



While traditional development approaches focus on the air quality improvements from fuel switching to liquefied petroleum gas (LPG), they often overlook the implications for GHG emissions.



These fuels can create significant air pollution and health problems for household occupants and for the community/region.



Low-emission development approaches conceptually provide a way to improve air quality and health outcomes and reduce GHG emissions, but community contexts (such as costs, service infrastructure, and grid emission factors) need to be considered to make sure the approach is feasible or beneficial, even from a carbon perspective.

FINDINGS



The Informal Settlement Tool (as a CURB extension) allows analysis of these impacts and can support evidence-based design of projects or initiatives.



In many cities, major data gaps exist regarding informal settlement population, energy use, energy prices, air pollution levels and other factors critical to rigorous impact analysis.

The Informal Settlement Tool identifies the impacts of household fuel-switching initiatives. C40 aims to use the tool to evaluate the potential for fuel-switching efforts in its member cities as part of their climate action planning efforts. It is expected to identify opportunities and challenges for these types of actions, which in turn will identify the need for additional action in other policy domains, such as service and infrastructure expansion, price regulation, and electricity generation.



“

My name is Michelle and I am 34 years old. I have lived here for a long time. And my house here was far from the sea but each time we get into the rainy season we face problems from the sea. It enters with force. If we are not around, we can face problems with our children or with our things. We are thinking about moving because the rainy season will be too bad for us. We are not even in the rainy season yet and we are already facing problems. When the sea rises, we cannot sleep in the house. Our hope is that the government has promised to put rocks, but we are already in the rainy season now so some of us are losing hope.

”

— Michelle, 34, Resident, West Point, Monrovia, Liberia

Localising the implementation and tracking of progress towards resilient urban development

This project supported city authorities and other urban stakeholder groups to help make cities more sustainable and resilient, build urban economies, and improve well-being for urban residents by identifying tracking and monitoring tools that are accessible and operational. Through desk-based research, consultation and peer learning, the International Institute for Environment and Development (IIED) and the United Nations Environment Programme (UNEP) worked with selected city stakeholders – including municipal governments, practitioners, academics, and civil society – to identify usable frameworks that secondary cities could use to track and implement progress towards environmentally sustainable, resilient urban development. The project reviewed the existing indicator frameworks for measuring resilience at the city and local level, and it conducted two regional workshops (Kuala Lumpur in Malaysia and Kigali in Rwanda) with key urban stakeholders from municipal government, urban planners, academia and civil society.

The resulting policy brief and webinar explored the core challenges for localising the New Urban Agenda (NUA): the general weakness in resources and capacity to collect and analyse the data required for most existing indicators assessing urban environmental sustainability and resilience in secondary cities. As the implementation of the NUA moves forward, the issue of informality and how to integrate informality into implementation frameworks will be essential to achieving its objectives of inclusive, resilient and sustainable urban growth.

Global Policy Dialogue

At the Climate Action Summit in New York in September 2019, Cities Alliance actively participated in various side events on local climate action organised by members UN-Habitat and SDI, as well as other international organisations and networks including the Urban Climate Change Research Network (UCCRN), the Infrastructure, Cities and Local Action (ICLA) Coalition, the Cities Climate Finance Leadership Alliance (CCFLA), and UNEP.

To ensure that the transformative actions in the real economy are impactful, the Secretary-General has prioritised “Cities and Local Action” as one of six action portfolios recognised as having high potential to curb GHG emissions and increase global action on adaptation and resilience. During the summit, UN-Habitat, in collaboration with SDI and the governments of Brazil and Kenya, successfully presented the Building the Climate Resilience of the Urban Poor initiative, which Cities Alliance has explicitly endorsed and supported through substantive help in conceptualisation and the provision of communication materials and visibility.²⁸ The initiative aims to address and empower the urban poor through community-based adaptation and livelihood and tenure security and to incorporate community-level efforts into broader city-wide planning processes and climate resilience plans.



Looking Ahead

In 2020 Cities Alliance will recalibrate the focus of its work on climate change and resilience to align it strongly with country operations and the corporate vision of improving the lives of the urban poor. Addressing climate change impacts, especially in informal settlements, will remain a key Cities Alliance priority for learning and action. Two projects are in the planning stage, to begin implementation in 2020:

Social and environmental safeguards and the informal sector

Climate change is increasingly affecting cities and their infrastructure, and it is often the urban poor, living in informal housing in precarious locations with little or no access to basic services, who are most at risk. Given the large infrastructure investments anticipated over the next decade, such as the KJE in Uganda, there is a significant need to deepen the discussion around existing practices, challenges, and reforms needed for the social and environmental safeguards that will accompany these investments. Cities Alliance has begun work on a preparatory study to identify gaps and shortcomings in environmental and social safeguarding for infrastructure projects, with repercussions for the informal sector. The study is expected to be completed in 2020.

Global Programme on Resilience and Climate Change in Cities in 2019

Cities Alliance has conducted strong analytical work on the issue of resilience and climate change. To keep the momentum moving forward, the Secretariat began conceptualising a Global Programme on Resilience and Climate Change in Cities in 2019. The new programme will continue to mainstream resilience and climate change throughout Cities Alliance's portfolio and ensure that results and outcomes of its work feed global discussions. To focus the debate, the Secretariat sees a clear need to further broaden the issue of climate change into all aspects of urban planning, including sustainable construction (mitigation), as well as resilient and climate-proofed infrastructure (adaptation). Based on previous analytical and operational work, there will be a need for even stronger collaboration between practitioners and academia, as well as improved coordination and streamlining between global and country activities.



4.4

GENDER EQUALITY & WOMEN'S EMPOWERMENT

The preamble of the 2030 Agenda for Sustainable Development states that the main goal of the SDGs and targets is to “realise the human rights of all and to achieve gender equality and the empowerment of all women and girls.” The NUA, in its role of guiding the localisation of the SDGs, follows suit by strategically supporting the mainstreaming of gender equality and women’s empowerment across all the SDGs. When it comes to the issues addressed by the SDGs, social, political and economic differentiation based on gender is the most entrenched and universal. And women, who often carry the greatest burdens in development, are generally the last to benefit from its dividends.

Cities Alliance envisions a world where all women and girls can live in inclusive, equitable cities and communities. Following a lively debate with its membership, and the consistent drive of a number of members, the partnership has mainstreamed gender throughout its programmes and engaged in city development activities focused on women. In this way, Cities Alliance supports women’s access to city resources, increases the commitment of local governments and key stakeholders to create cities which are more inclusive for women and girls, and fosters gender-awareness and competence in the political arena and planning practice.



In order to achieve its vision and objectives, Cities Alliance in 2018 established a Global Programme on Gender Equality and Women's Empowerment that aims to become a local, national, and international platform, knowledge hub and think tank for advocating new thinking on gender equality in cities. The programme also aims to develop analytical and collaborative approaches to create inclusive cities. Many Cities Alliance members are active in advancing gender equality and women's empowerment within their own respective mandates and programmes. Building on the expertise and efforts of its members, Cities Alliance adopts a citywide approach to gender equality, focusing simultaneously on political participation, urban governance, spatial planning, public spaces and economic equality.

Cities Alliance's Commitment to Gender Equality

Cities Alliance's commitment to advancing gender equality in cities is enshrined in its Charter²⁹, and the Strategic Plan 2018-2021³⁰ identifies gender equality and women's empowerment as one of four thematic areas to guide the partnership's work across its Country and Global Programmes.



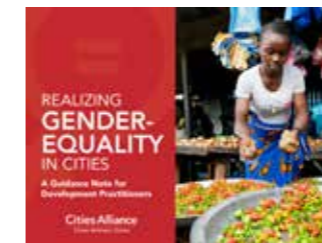
Cities Alliance has taken concrete steps to turn its commitment into reality, making significant progress in mainstreaming gender equality in staffing, grant monitoring, and organisation capacity and awareness. It has built a significant portfolio around women's empowerment through Catalytic Fund and Innovation Programme grants and filled important knowledge gaps. It has undertaken a systematic review and report on grant-making procedures in relation to gender equality and women's empowerment, including applying a gender marker to ensure that no grant can be approved without a minimum threshold regarding gender mainstreaming. Cities Alliance has also created baselines on gender-responsiveness throughout the work of the Secretariat.

Activities in 2019

Over the course of 2019, Cities Alliance consulted with its constituencies on common priorities or knowledge gaps in the area of gender equality in cities. These consultations laid the foundation for a series of global initiatives to be implemented in 2020, as outlined below.

Outreach and learning on gender equality

Cities Alliance hosted two webinars on gender equality in cities that reached 80 direct participants and 300 web visitors. The first webinar on "Exploring how Gender-Responsive Public Services Benefit Equitable and Inclusive Economic Growth in Cities," with speakers from Mobile Crèche Delhi, analysed the broader impacts of quality childcare services on social inclusion and equitable economic development in Delhi. In the second webinar, "Building Cities for Women," two representatives from the European Commission Directorate-General for International Cooperation and Development (DG DEVCO) discussed the EU's Gender Action Plan in external relations and stressed the importance of collaborating with cities in advancing gender equality worldwide.



Publications

In 2019, Cities Alliance published a guidance note for development practitioners on "Realising Gender Equality in Cities"³¹

that illustrates how results of gender-responsive programming for and in cities can be realised. The note provides a simple but holistic framework for gender mainstreaming in cities and gives examples of projects.

Staffing

In November 2019, the Cities Alliance hired an Urban Specialist and Gender Focal Point in order to enhance the Secretariat's capacity to develop actions on gender-responsive urban development. All recruitment undertaken by the Secretariat in

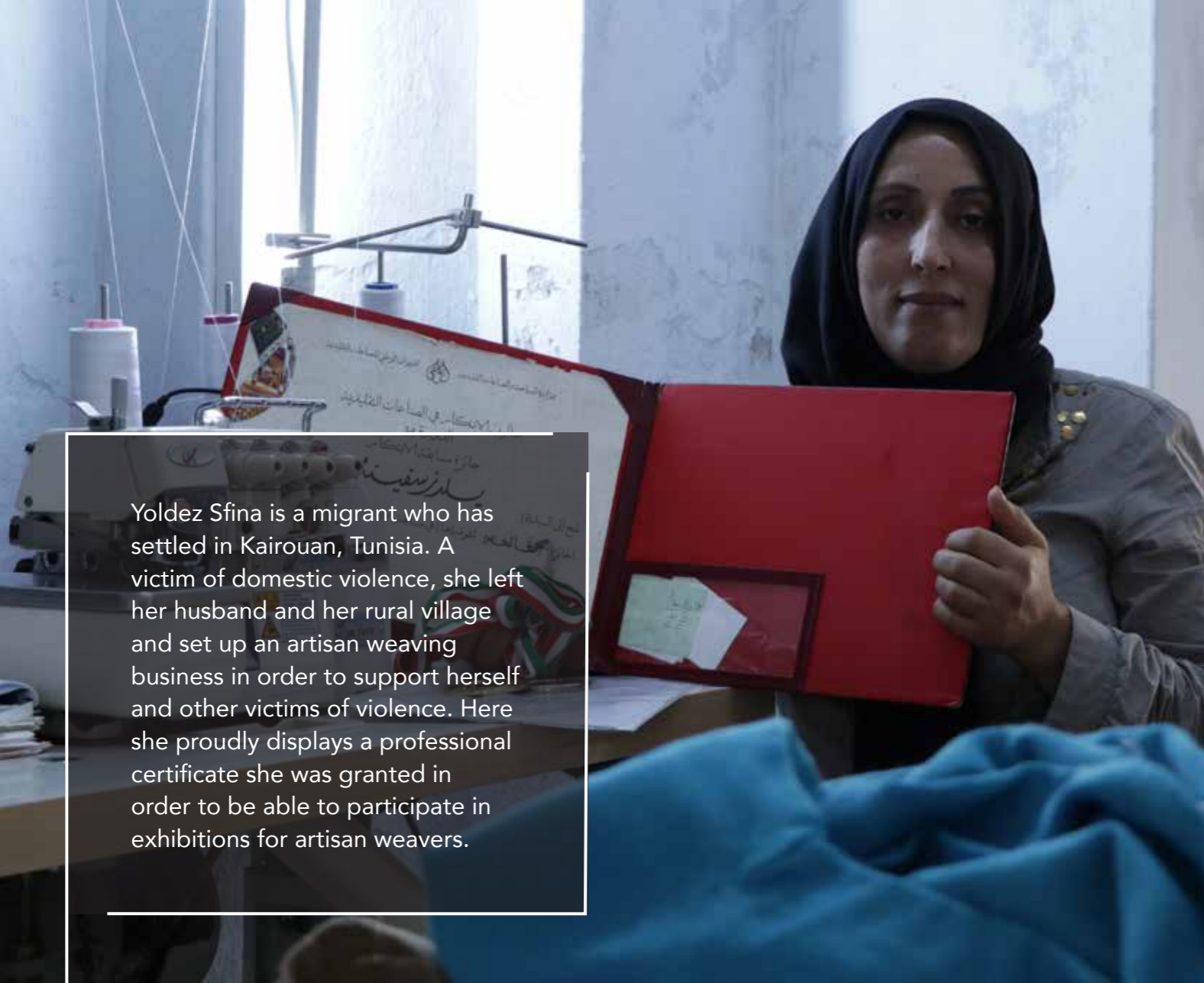
2019 ensured the parity of women in all stages of the recruitment and selection process, in line with the UNOPS Gender Parity Strategy (2018).

Capacity building on gender mainstreaming in projects

In 2019 the Cities Alliance Secretariat assessed each project according to specific gender indicators. In collaboration with the Innovation Programme, a series of dedicated trainings on gender mainstreaming in projects and peer-to-peer sessions were delivered to support grantees to effectively address gender when planning, implementing and monitoring their project activities. A handout on gender mainstreaming in projects was prepared that included guidance for gender analysis, gender action planning, gender profiles and gender in project monitoring and evaluation.

Gender mainstreaming in municipal finance

In the framework of the Tunisia Country Programme, a capacity-building project on gender-sensitive municipal budgeting was launched in 2018, implemented by the local non-governmental organisation Aswat Nissa. In 2019, the project undertook a preliminary analysis of the budget envelope of the municipalities of Béja and Médenine (two Country Programme partner cities), which revealed that women's specific needs are not systematically considered in the allocation of annual budgets and that there is no strategy for gender-responsive budgeting. The project aims to close this gap and support the allocation of public resources for specific policies aimed at the advancement of women. It will move into the implementation phase in early 2020 and analyse the budgets of Béja and Médenine in order to define a flexible strategy for implementing gender-responsive budgeting that considers the specific context of each municipality. The initiative will be replicated in four other cities in cooperation with the National Federation of Tunisian Cities. In addition, a series of trainings on gender-sensitive budgeting for elected officials will be organised in all municipalities through FNVT and led by Aswat Nissa.



Yoldez Sfina is a migrant who has settled in Kairouan, Tunisia. A victim of domestic violence, she left her husband and her rural village and set up an artisan weaving business in order to support herself and other victims of violence. Here she proudly displays a professional certificate she was granted in order to be able to participate in exhibitions for artisan weavers.



“

Tunisia is a pioneer in the Middle East and North Africa region on gender equality and women's rights and has one of the most progressive gender parity laws in the world. Despite this progress, much remains to be done: 60% of the women in Tunisia are victims of domestic violence and 70-90% have experienced sexual harassment in public spaces.

Gender sensitivity in Cities and Migration pilot projects

When formulating and planning the scope of nine city pilot projects, the Cities and Migration programme applied gender-sensitivity guidelines and the Cities Alliance gender marker to ensure that the projects would equally reflect the needs of women, men, girls and boys. The projects also include interventions that support gender equality and/or women's empowerment, with four of the nine projects specifically designed to promote women's empowerment. In Tunisia, the two pilot projects in Jendouba and Kairouan are implemented in partnership with civil society organisations fully dedicated to women's empowerment. In Uganda, projects in Arua and Jinja will produce analytical work with a gender perspective to help the cities better meet the needs of their women migrant populations.

“

Despite the liberty of women in policy, Tunisian women are facing numerous obstacles. The male society is in control. When a woman wants to set up projects, she is always rejected. They always say 'No, she is not able to do that.' Women here are continuously defending their rights and achievements.

— Sonia Gharbi, Vice-President, Municipality of Béja

”

Women's empowerment results in Liberia

In addition to mainstreaming gender in its projects, the Liberia Country Programme is modelling gender equality through its grants and partners. One of the CBEs participating a project to strengthen primary waste collection is female-led, as is the Federation of Liberia Urban Poor Savers. At the Country Programme's midpoint, results of its approach to gender mainstreaming included more women becoming empowered with representational skills (women made up 58% of people trained in these areas), and 87% of community group members with increased abilities to organise and manage savings were female.

Communications

The Cities Alliance Communications Strategy explicitly addresses streamlining gender equality across all communications products and initiatives, including social media and knowledge products. As part of that effort, Cities Alliance created a web page dedicated to the Global Programme on Gender Equality and Women's Empowerment, which will support communications for the strengthened programme in 2020.



Looking Ahead

In 2020, the Gender Equality and Women's Empowerment programme will focus on project implementation and operational capacity building. The programme has three components:

- A series of international dialogues and workshops aimed at raising awareness of gender-based inequalities in urban areas and highlighting how cities can take action;
- A series of specific actions on inclusive planning and public spaces, women's leadership at the local level, and gender-sensitive municipal budgets in Tunisia; and
- The implementation of gender mainstreaming throughout Cities Alliance operations and activities.

Together, these components will work to increase the gender responsiveness of local municipal authorities, increase women's leadership at the local level, and foster gender responsiveness in urban planning and development. They are also expected to increase the profile of Cities Alliance as a premier global partnership working on gender equality in cities. Cities Alliance will lead and implement the activities in close cooperation with its members.



Cities Alliance envisions a world where all women and girls can live in inclusive, equitable cities and communities.



5

INNOVATION PROGRAMME

The Cities Alliance Innovation Programme was established by its members to incubate fresh thinking on urban challenges, particularly in rapidly urbanising cities.

The programme focuses on innovation in the context of activities and work methodologies. It develops new approaches to grant making and provides access to networking and learning that helps grantees transform their cities and communities. It is also a flexible instrument designed for new and non-traditional development actors, especially in those cities and communities that are typically left behind.

The programme is designed to promote comparisons between different approaches to solving a specific problem or challenge. It enables Cities Alliance to analyse different project experiences, identify best practices and lessons learned, and disseminate them at the global level.



KEY TAKEAWAYS

Multi-stakeholder engagement is key to the sustainability of urban interventions and achieving changes at scale. Connecting communities, civil society, academia, different government levels, private sector and other relevant stakeholders from the beginning of the project is essential to strengthening the intervention's impact and reach. Creating partnerships and ensuring institutional involvement of third parties demand a significant coordination effort, however, and adversities including political changes and lack of capacity from stakeholders to commit resources (human, technical, or others) can impact project implementation.

Call for Proposals 2019

Five projects promoting tenure security in African cities

In 2019, the Cities Alliance Innovation Programme launched the *Secure Tenure in African Cities: Micro Funds for Community Innovation* call for proposals. Funded by Cities Alliance member Omidyar Network, the call sought to stimulate the creation and use of simple, affordable and accessible innovations designed to improve tenure security, land, and property rights in African cities at the local level.

The call targeted national and local organisations and constituencies typically regarded as high-risk and/or hard to reach; social entrepreneurs, micro enterprises, innovators, community-based organisations, and NGOs were invited to apply. Out of 292 submissions, five project proposals were selected for funding. In June 2019, the projects began implementation in Côte d'Ivoire, the DRC, Kenya, South Africa, and Tanzania. The grants are up to \$50,000 each and have an implementation period ranging from six to 12 months.

The selected projects aim to illustrate how small-scale, short-term incremental solutions can be key to improving tenure security and housing conditions, as well as city-building. To fight urban poverty and unequal access to land and resources in the targeted communities, the projects are addressing the root causes of the problem. As reported by grantees, recurrent issues leading to tenure insecurity in cities include lack of accurate information on land use, cumbersome and sometimes unclear procedures for land regularisation, and the inability of conventional planning tools to address informal tenure and include the urban poor.

After an initial implementation phase characterised by substantial stakeholder engagement and partnership-building, projects are now piloting the solutions developed and advocating for them to be scaled up and/or institutionalised.

In addition to seed funding for innovative projects, the Innovation Programme is committed to providing access to networking and learning so that grantees can transform their communities and cities. In 2019, Cities Alliance provided learning on communicating with local and international audiences and gender mainstreaming in projects.

DRC: Strengthening tenure security and empowering women

Project: Drones pour la clarification foncière et l'autonomisation de la femme

Duration: Ten months

The city of Kasangulu faces the outbidding of land transactions caused by growing land pressure on a population composed mostly of poor farmers whose property rights are not secured. It is also struggling with a lack of data and unclear land relationships that create conflict.

Cities Alliance support is facilitating a participatory process to formalise property and customary land rights for communities which are members of RADEKAS, a network of community-based development associations in Kasangulu. Implemented by IRDAC SARL, a start-up organisation with expertise in participatory mapping and remote sensing in the DRC, the project reduces land conflict by integrating technology with community engagement and capacity building.

The project implemented a three-day dialogue on land governance that brought together community members, customary leaders, concessionaires and land authorities to discuss land insecurity in Kasangulu and explore possible solutions. The dialogue, the first of its kind in the city, has provided a space for open discussion and collaboration among actors who were rarely coordinating efforts, often due to a lack of clarity over procedures or awareness of the importance of securing land tenure. For instance, a customary chief affirmed that the dialogue has allowed him to learn about the land registry office and meet the land title custodian for the first time. Participants in the dialogue have made a commitment to maintain the initiative on an ongoing basis.



Kenya: Giving voice and creating space for the urban poor

Project: Capitalize Social Tenure Domain Model (STDM) to promote integrated and sustainable urban land use

Duration: 12 months

Kenya has experienced rapid urbanisation, but without the required planning and investments in infrastructure and services, informal settlements have proliferated and their residents left without proper access to basic services, resources and rights.

With funding from Cities Alliance, the Nairobi-based NGO Pamoja Trust is upscaling the STDM³² to promote integrated and sustainable land use in informal settlements in Nairobi and Mombasa counties.

During implementation, Pamoja Trust identified an opportunity to shape young people to be

the ambassadors of innovative, inclusive land management tools in their communities. The organisation created youth teams, taking gender and tribal balance into consideration to ensure engagement and inclusiveness. The teams will advocate for STDM within their settlements, interact with the databases, and coordinate with leadership on related matters. Involving the new generation is expected to contribute to enhancing the discussion of tenure security in the settlements and the sustainability of the project over time.

Investments in the new generation have a strong potential to drive positive, long-lasting urban changes. In addition to contributing to their social and economic inclusion, integrating youth in project activities can help shape the future of urban development. With Africa's demographic trends pointing to high rates of population growth over the next decades and the increasing availability of (and accessibility to) new technologies, young people will play a crucial role in deploying and developing innovative solutions to urban challenges and should be at the core of urban interventions. In 2015, 226 million youth aged 15-24 lived in Africa, accounting for 19% of the global youth population. By 2030, it is projected that the number of youth in Africa will have increased by 42%. Africa's youth population is expected to continue to grow throughout the remainder of the 21st century, more than doubling from current levels by 2055.³³ By offering training or mentoring and fostering young people's participation in project activities, grantees are harnessing youth potential, contributing to the social and economic inclusion of the new generation, helping narrowing the digital divide and supporting the development of new leadership.



All projects selected in 2019 have a high potential to be expanded or adapted, but financial sustainability remains a challenge. Seed funding is essential to tackling development challenges, because it allows innovations to emerge and new concepts and approaches to be tested. However, securing follow-up investments and developing alternative funding schemes are also crucial to validate learning, ameliorate the concept being implemented, and deepen and expand the intervention.

South Africa: Securing tenure and building wealth

Project: A Transaction Support Centre to support secure tenure in functioning property markets in Khayelitsha, South Africa
Duration: Six months

South Africa has delivered some 3.5 million subsidised houses since 1994. While these interventions have met the shelter needs of many, the security of their tenure remains compromised due to inefficiencies in the administrative and policy frameworks governing the market. For example, in some cases title deeds have not yet been transferred, or households have traded their homes informally.

The Transaction Support Centre (TSC) is an action-research pilot project in a low-income township of Cape Town that engages at the community level to help households undertake formal residential property transactions in the affordable housing market. It also builds an evidence base that

feeds policy reform and the development of new products and services by the private sector.

Cities Alliance funding is helping TSC strengthen its operations and document its approach. The initiative has proven that it is possible to overcome the challenges faced by low income property owners to obtain title deeds and has achieved strong support from the community, the government, and the private sector. The team is now reviewing current funding arrangements and operational requirements to ensure the sustainability and scalability of the TSC.



New technologies can be a great ally in improving urban dwellers' access to resources and services, but tailoring is essential to ensure ownership. New technologies can allow for the implementation of simplified procedures and faster treatment of demands and services delivery by governments. However, regardless of the methodology or tools chosen, processes always need to be tailored to the local context and capacity.

Ivory Coast: A tool for street vendors to access public space

Project: eServicesTechniques: An open source software to speed up issuance of permits for the occupation of public space for informal vendors and small businesses
Duration: Eight months

In Ivory Coast, people who wish to engage in commercial activities in the public space must apply for an administrative authorisation from the municipality for temporary occupation. The process is cumbersome and lengthy, but without this authorisation, informal vendors and small businesses are at risk of constant eviction.

To promote a more diverse and inclusive use of public space in the country, the organisation Association 3535 conceived eServices Techniques,

an open-source web application that reduces the processing time for a municipal permit from eight weeks to 14 days. The team spent six weeks doing field research to develop the application in various Ivorian cities. This immersive experience helped the team pinpoint key struggles informal vendors face and tailor the tool's features and interface accordingly. Cities Alliance funding is allowing the platform to be piloted in Cocody City, with the goal of expanding it throughout the country.

Zanzibar: Creating a new methodology for collecting land data

Project: Secure Tenure on Zanzibar
Duration: Eight months

In recent years, the Revolutionary Government of Zanzibar (RGoZ) has struggled to provide title deeds to its growing population, partially because complete records of how many properties there are do not exist.

Spatial Collective, a Nairobi-based Geographic Information Systems and technology consulting company operating primarily in East Africa, is

supporting the RGoZ Commission for Lands in setting up new methodology to digitally collect information on land use. The simplification of tools and methods is expected to make the data collection and management process more efficient, allowing RGoZ to adjudicate for owners in Zanzibar Archipelago in a fraction of the time currently required.



Looking Ahead

All five projects selected under the 2019 call for proposals will close in the first half of 2020. An evaluation will be conducted to identify key achievements, challenges and lessons learned. The findings of the evaluation – linking learning from small-scale, incremental solutions to a wider narrative on improving secure tenure in African cities – will inform a publication and a webinar.

Within the framework of the Global Programme on Climate Change, Resilience and Informality in Cities, and aligned with the Year of Action on Adaptation, Cities Alliance will launch a new call for proposals in 2020 on the topic of adaptation to climate change at the community level, with a focus on countries in the Greater Horn of Africa and the Bay of Bengal. The call will be financed by SIDA and supported by BMZ.

The background of the page is a light gray aerial map showing a dense network of streets and building footprints. A large, semi-transparent number '6' is positioned in the upper right corner. The text 'REGIONAL PROGRAMMES' is centered in the lower right area.

6

REGIONAL PROGRAMMES



Asia

From 2012 to 2019, the World Bank and Cities Alliance provided programmatic advisory and technical support to the government of India to test a new approach to urban revitalisation. The technical assistance for the government's Heritage City Development and Augmentation Yojana (HRIDAY) initiative strengthened cities' institutional capacity to undertake governance reforms and implement planning and programmes aimed at achieving sustainable and inclusive cities, with a focus on integrated city development planning and urban revitalisation.

The programme promoted inclusive urban development by integrating urban planning, service delivery, and heritage stewardship. It filled important knowledge, policy and implementation gaps in urban revitalisation at a critical moment in India's urbanisation, supporting shifts in governance, decision-making processes, approaches, capacities and financial allocations. The HRIDAY programme is informing the design and implementation of a national Heritage-Based Urban Development Scheme in India, the first of its kind, as well as state- and city-level programmes and investments. Two main results are as follows:

An institutional structure for urban revitalisation in India

Building on lessons from the Indian government's Jawaharlal Nehru National Urban Renewal

Mission (JNNURM) and the World Bank's Inclusive Heritage-Based City Development Program (IHCDP), HRIDAY refined and institutionalised a governance framework for urban revitalisation in India at the national and city levels. This institutional structure represents an advance in India; it has brought together different sectors and parts of the government that previously worked in isolation, and it has increased cities' role and voice in the allocation of funds from centrally sponsored schemes.

Improved tools and increased city capacity in urban revitalisation planning

Informed by the results and experience of the IHCDP, HRIDAY provided cities with a range of tools for the planning of heritage-sensitive investments. These tools contributed to enhancing cities' confidence and capacity to define their own development vision and investments.

Ultimately, HRIDAY's geographical spread provided the Ministry of Housing and Urban Affairs with a rich and representative experience to apply in states throughout India. Plans prepared and investments identified (and under implementation) focused on the rehabilitation of heritage structures and buildings as well as the historic landscapes where they are located, which is a result of better integrating heritage conservation into citywide planning. Other achievements include proposed improvements in services – such as drainage,

sewage, and water provision within historic sites and their surroundings – and an emphasis on quality of public areas and aspects, including walkability. Together, these achievements show the range of impact that a heritage-based approach to urban development can have, from valuing and revitalising city assets to improving urban design and allowing for a more rational approach to service provision.

Urban Housing Practitioner's Hub Asia Pacific (UHPH AP)

The Secretariat is partnering with HFHI to establish an Urban Housing Practitioner's Hub in the Asia Pacific region, drawing on the experience of the partnership-driven UHPH in Latin America. In 2019, Cities Alliance supported HFHI to mobilise key regional stakeholders for discussions at the Urban Thinkers Campus in Bangkok in September 2019 and the Seventh Asia-Pacific Urban Forum in Penang, Malaysia in October 2019. In 2020 the Secretariat will continue working closely with HFHI's Asia team to design the institutional structure, work plan and community of interest for the new hub.

Strengthening resource mobilisation and creating new opportunities

The Secretariat engaged with partners and governments in different countries to explore new project opportunities in the region. In Indonesia,

together with UCLG ASPAC and UNOPS Indonesia, a technical assistance programme in the fields of water and sanitation and urban heritage has been proposed to the Ministry of Public Works and Housing and is currently under discussion. In Papua New Guinea, the Secretariat and UNOPS Asia responded to a technical assistance request for a slum upgrading programme in Port Moresby, and discussions are ongoing to fund the project. In Bangladesh, Cities Alliance has engaged with potential donors to explore the possibility the possibility of designing a country programme with a focus on health and environmental issues, both in rural and urban areas.

“The HRIDAY initiative shows the impact that a heritage-based approach to urban development can have, from valuing and revitalising city assets to improving urban design and allowing for a more rational approach to service provision.”



Latin America and the Caribbean

Facilitating the implementation of the New Urban Agenda through the Urban Housing Practitioner's Hub Housing Laboratories

In Latin America and the Caribbean, the Urban Housing Practitioner's Hub has become an increasingly important space for stakeholders to address complex housing challenges. Established with Cities Alliance support, the UHPH is an open platform for the exchange, gathering and dissemination of practices, knowledge, and stakeholders working around housing and urban habitat in the region, especially in terms of implementing the New Urban Agenda. It combines digital space with face-to-face interactions so that those working in the sector can connect with each other and access information and practical solutions in real time.

Among the UHPH's most effective components are the Housing Laboratories, known as LAVs, or

Laboratorios de Vivienda.³³ They are workshops where the research and practice of different sectors (public, private, social, academic) and levels (subnational, national, regional) converge to discuss knowledge and experiences on issues related to housing and habitat in the region. Based on stakeholder demand and informed by the global agendas, the LAVs have created space to develop direct, pragmatic responses to the region's urgent housing challenges centred on practical experiences and innovations.

Since the 3rd Latin America and the Caribbean Housing and Habitat Forum in June 2018, 26 LAVs have been held. They represent a robust collective effort to support the process of reorienting government policies and programmes to the parameters and challenges of international agendas. They are also mobilising strategic actors with theoretical and practical knowledge and identifying trends and case studies at various levels to shape this mobilisation.

The LAV process is helping participants better understand the ecosystem and value chain of housing in various ways, including:

- The national government's power to leverage scale processes through subsidies, guarantees and investments;
- Mechanisms available from the local government as regulatory incentives (construction and standards);
- The capacity and potential of prioritising fiscal resources and land-based financing mechanisms;
- Investor appetite and the high-delivery capacity among the private sector; and
- The potential of organised groups to generate more sustainable projects from the social point of view.

The LAVs are clearly demonstrating the immense potential of innovation at the local level, and the scale achieved by removing legal barriers and designing frameworks more connected to LAC's urban, informal reality at the national level.



The LAVs are workshops, coordinated by the Secretariat, where local governments, researchers and practitioners converge to exchange knowledge and experiences on topics such as sustainable cities and climate adaptation, sustainable development planning and housing and inclusion of vulnerable groups

Housing laboratories hosted from June 2018 through 2019

THEME	OBJECTIVE
HOUSING AND INCLUSION OF VULNERABLE GROUPS IN MEXICO AND LAC	Generating inputs to understand the problems and alternatives for the inclusion of vulnerable groups to housing access, and exchange national and international practices on this topic
INTEGRATING HOUSING IN THE BOLIVIAN NATIONAL POLICY OF INTEGRAL DEVELOPMENT OF CITIES	<ul style="list-style-type: none"> Raising awareness of the relevance of articulating housing and urban development policies in Bolivia Identifying alternative solutions and specific programmes to promote normative and institutional articulation
TRANSMEDIA NARRATIVES: EXPANDING LEARNING OF INSPIRING UPGRADING PRACTICES AND METHODS	<ul style="list-style-type: none"> Exploring how transmedia narratives can contribute to strengthening social participation, enhanced learning, and co-production of knowledge Developing the use of information technologies in the context of neighbourhood upgrading and the UHPH in general
SUSTAINABLE CITIES AND CLIMATE ADAPTATION IN URUGUAY	Exploring processes, methods and tools related to planning, management and financing for the construction of sustainable cities through mitigation and adaptation to climate change, particularly events such as heavy rains and high temperatures in coastal cities
ADVANCING LOCAL SUSTAINABLE DEVELOPMENT PLANNING IN JAMAICA	Consolidating the methodology of Local Sustainable Development Plans, including preparation and implementation in the context of Jamaica's Vision 2030

THEME	OBJECTIVE
LEGAL FRAMEWORKS FOR DEVELOPING INTEGRAL AND PARTICIPATORY OPERATIONS TO STRENGTHEN RESILIENCE OF INFORMAL SETTLEMENTS	<ul style="list-style-type: none"> Identifying the possible paths and incidence in Peru with respect to the legal frameworks in planning to develop the resilience of informal and precarious settlements Sharing inspiring experiences in Peru and other countries in the region to expand the understanding of the context and participation of key regional actors
URBAN RENOVATION FOR SUSTAINABLE URBAN DEVELOPMENT IN HISTORICAL CENTRES: LIMA CASE	Deepening the debate on living conditions and urban renewal in historic centres, taking realities of Peru and Lima as the main reference
DENSIFICATION IN MEXICO AND LAC CITIES	Discussing needs and alternatives to promote sustainable urban growth and densification processes for LAC in support of a new urban and housing policy in Mexico
URBAN AND CITY PLATFORMS IN LAC	Contributing to the design and development of an urban platform and cities of LAC, understanding the roles of the organisations involved, and setting up the coordination process
METROPOLITAN GOVERNANCE IN MEXICO	Exploring successes and challenges of diverse metropolitan governance approaches in different contexts in Mexico and LAC to contribute to the implementation of the Agenda 2030



7

**THE CITIES
ALLIANCE
SECRETARIAT**



1 JANUARY TO 31 DECEMBER 2019

Brussels

Baskin, Julian	Special Advisor
Bhardwaj, Purna	Intern (from 14/01/2019)
Bruhn, Fredrik	Urban Programme Analyst (to 30/06/2019)
Capelle-Manuel, Sandrine	Lead Urban Specialist (to 31/05/2019)
Castro, Yamila	Communications Officer (from 12/08/2019)
Christen, Tutut	Online Communications (to 10/10/2019)
*Cobbett, William	Director
Drake, Joshua	Urban Economic Development Specialist (from 25/11/2019)
Fasano, Anais	Office Assistant
Hallqvist, Charlotte	Communications Analyst (from 28/01/2019)
Herroelen, Pieter	Programme Assistant
Hoermann, Brigitte	Senior Specialist on Migration
*Hohmann, Rene	Head of Global Programmes
Ingabire, Lamberte	Executive Assistant (from 15/03/2019)
Janssen, Arne	Urban Environment Specialist (from 01/07/2019)

1 JANUARY TO 31 DECEMBER 2019

Brussels

Kariba, Felix	Intern (from 20/05/2019)
Kraemer Goes, Andre	Intern (from 07/01/2019)
Ko Ko, Aye Chan	Grants and Finance Analyst
Lozet, Florence	Programme Analyst
Maci, Giulia	Urban Specialist, Gender Focal Point (from 21/10/2019)
Mariani, Pablo	Intern (to 30/11/2019)
Mudadi, Keith Tatenda	Programme Analyst (from 04/03/2019)
*Puspa, Erika	Head of Portfolio and Operations
Rowley, Alice	M&E Officer (from 02/09/2019)
*Silva, Federico	Head of Strategy and Results
Tekie, Alemu Kidane	Financial Management Specialist
*Venkat, Chitra	Head of Finance
Violim Mercurio, Gabriela	Programme Analyst (from 04/03/2019)
Von Schlieben, Hendrik	Intern (to 15/07/2019)
Yang, Shuo	Programme Analyst

* Member of the Management Team



Regional Offices

Rosbach, Anaclaudia	Regional Manager, Latin America and the Caribbean Mexico City, Mexico
Suri, D. Ajay	Regional Manager, Asia Bangkok, Thailand

Country Programmes LIBERIA, MONROVIA

Abankwa, Fred	Project Manager
Andrew, Senjovo	M&E Analyst
Dolluy, Mohammed	Receptionist/Driver
Juarez Lopez, Francisco	Country Project Manager, Waste Management
McClain Edward	Driver
Moore, Yondeh	Outreach & Capacity Building Specialist (from 14/03/19)
Nyei, Abdulai	Finance Analyst
Paivey, Patmillia Doe	Communications and Visibility Officer (from 11/04/19)
Yeakula, Christian Nya	Solid Waste Management Specialist (to 25/12/2019)

TUNISIA, TUNIS

Ben Jemaa, Abir	Programme Assistant (from 07/01/2019)
Rhaim, Touhami	Country Programme Manager
Von Schlieben, Hendrik	Programme Analyst (from 19/08/2019)

UGANDA, KAMPALA

Asikeit, Deborah	Project Manager (from 17/06/2019)
Bwabye, Mary	Project Management Support - Senior Assistant (from 04/11/19)
Mabala, Samuel	Country Urban Adviser (from 15/03/19)
Mukuye, Ronard	Country Programme Support Officer (from 17/06/19)

UNOPS Geneva

Jindapraneekul, Pattana	Associate Portfolio Support Officer
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8

FINANCIALS

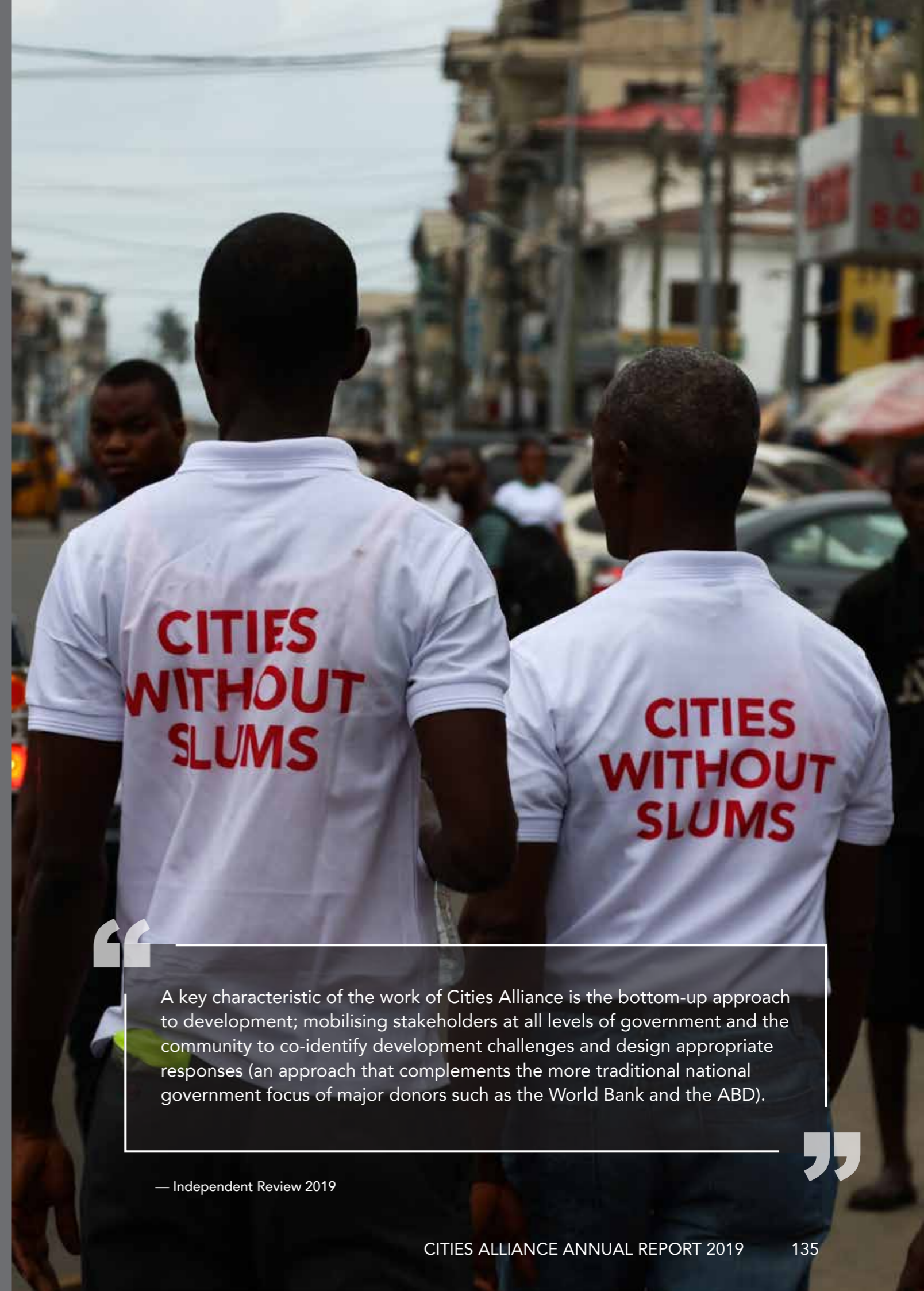
2019 Income and Expenditure Statement¹

(all amounts in thousand US\$)

	CORE	PROJECTS	TOTAL
A. INCOME			
Income	4,008	13,111	17,119
Interest	152	144	296
TOTAL	4,160	13,255	17,415
B. EXPENDITURE			
Programmes 2019			
Joint Work Programmes	419	3,596	4,015
Regional Strategies	607	-	607
Country Programmes	-	3,162	3,162
Catalytic Fund/Innovation Programme and Other	-	328	328
Operations 2019			
Secretariat Cost	2,315	-	2,315
UNOPS Management Fee	264	443	707
Net Exchange Gain/Loss	-	(14)	(14)
TOTAL	3,605	7,515	11,120
C. BALANCE OF INCOME OVER EXPENDITURE	555	5,740	6,295
D. FUNDS BROUGHT FORWARD FROM FY 2018	6,593	5,749	12,342
E. INTERPROJECT TRANSFER	4	(4)	-
F. PROJECT ADVANCE AND ASSETS	12	23	35
G. COMMITMENTS²	2,355	3,572	5,927
H. BALANCE OF FUNDS CARRIED FORWARD TO FY 2020	4,785	7,890	12,675

1. UNOPS financials for FY 2019 are currently being audited by UN Board of Auditors. Hence above figures are interim and not final.

2. The Commitments include HR projections for 2020.



“

A key characteristic of the work of Cities Alliance is the bottom-up approach to development; mobilising stakeholders at all levels of government and the community to co-identify development challenges and design appropriate responses (an approach that complements the more traditional national government focus of major donors such as the World Bank and the ABD).

”

— Independent Review 2019

REFERENCES

1. Executive Summary

- ¹ Independent review by Dr Nicholas Miles. MSC – Miles Strategic Consulting, on behalf of Cities Alliance, Equitable Economic Growth programme. 2019.
- ² See graphic on page 3: Country Programme strengthened approach.
- ³ Joint Work Programmes (JWPs) are a coordination platform, knowledge hub and think tank for advocating new thinking on key urban issues. They also absorb, analyse and disseminate key lessons from Cities Alliance's operational activities.
- ⁴ Housing Laboratories, in Spanish Laboratorios de Vivienda (LAVs)

2. Partnership Update

- ⁵ Since January 2020, Anibal Gaviria is the new Governor of Antioquia, Colombia's richest region and one of the main economic engines of the country.
- ⁶ G-100 is a workshop where around 100 newcomers, former refugees who share the same experience, European experts, and decision makers meet to discuss and deliberate about different challenges that they are facing. These meetings take place in different European cities where these challenges exist. <http://www.g-100.org/>.

3. Country Programmes

- ⁷ World Bank Liberia country profile: <https://www.worldbank.org/en/country/liberia>.
- ⁸ The independent evaluation of the Liberia Country Programme was led by an independent external consultant, Jonathan Miyonga, with support from the Cities Alliance team in Liberia.
- ⁹ Community based enterprises use business to improve life in a community, and their business activity is undertaken as a means of achieving community benefit, not private gain. In Liberia, CBEs licensed by the city perform an important waste collection service.
- ¹⁰ Greater Monrovia is a composition of two cities - Monrovia and Paynesville, one borough (New Kru Town township) and 9 townships: Dixville township, Congo township, WestPoint, Barnersville, Gardnersville, Johnsonville, Garwolorn township, Caldwell township and New Georgia township.
- ¹¹ Numbers for LNTV viewership were sourced from a 2018 report on Liberia's media ratings organised by Internews and funded by USAID.
- ¹² Biogas is an eco-friendly, low-cost technology that includes an anaerobic digester made of biodegradable materials. It provides six hours of free, clean, cooking gas daily, and produces a nutrient-rich natural liquid fertilizer.
- ¹³ The selection process for CUF projects typically takes place at the settlement forums, ensuring participation, transparency, and projects that can deliver high-quality services with tangible benefits for slum dwellers.
- ¹⁴ A ninth city, La Soukra, used its own resources to participate in the CDS programme.
- ¹⁵ The World Bank report identified three priority areas for national government action: (1) Strengthening the institutional environment by operationalising the Local Government Code; (2) Enhancing economic connectivity, such as through the promotion of development corridors across administrative boundaries (inter-municipal cooperation); and (3) Improving conditions in specific lagging areas through targeted interventions that leverage each region's differentiated territorial assets, such as promoting the key economic sectors identified in the respective region.
- ¹⁶ Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Federation Nationale des Villes Tunisiennes (FNVT).
- ¹⁷ For more information about gender-responsive municipal planning and management as well as migration governance and labour migration, please refer to the Global Programmes section of this report.
- ¹⁸ The countries are assessed through the City Enabling Environment (CEE) initiative, a joint UCLG Africa-Cities Alliance initiative that provides a framework for cities and countries to relate to each other and take action to create an environment conducive to sustainable urban development. Findings are detailed in the report *Assessing the Institutional Environment*

of Local Governments in Africa, 3rd Edition (2018). <https://www.citiesalliance.org/resources/knowledge/cities-alliance-knowledge/assessing-institutional-environment-local-0>.

- ¹⁹ World Bank Country Overview, Uganda. <https://www.worldbank.org/en/country/uganda/overview>.
- ²⁰ The UNHCR Uganda portal <https://data2.unhcr.org/en/country/uga>.
- ²¹ Cities Alliance's first phase of engagement in Uganda was initially implemented through the Transforming the Settlements of the Urban Poor in Uganda (TSUPU) programme. The TSUPU framework supported national and local government working directly with urban poor communities to collaboratively manage urban growth, improve residents' access to services, and formulate inclusive urban development policies. One of the programme's greatest achievements to date is the creation of the Municipal Development Forums (MDF), a platform to foster dialogue and cooperation between slum dwellers and city stakeholders to exchange views and ensure effective inclusive urban development. Launched in 2010 in five secondary cities (Jinja, Arua, Kabale, Mbarara and Mbale), the MDFs have since then been institutionalised by the national government and replicated in 14 other cities throughout the country and the five divisions of Kampala.
- ²² AGOA is an agreement to support exports from Africa to the United States.
- ²³ The Campaign Cities component of the JWP for Equitable Economic Growth in Cities supported the promotion of equitable access to public goods and services through focus areas adapted to the city's specific needs and context. Each campaign city produced an Institutional Enabling Environment Report, a Local Assessment Report and city-level, evidence-based policy briefs and recommendations.
- ²⁴ Syed Al Atahar. "Beyond financial compensation for People Affected by development-driven forced displacement" in the *Development Policy Review*, December 2019.

4. Global Programmes

- ²⁵ Figures from the World Bank, urban development overview, 2019 <https://www.worldbank.org/en/topic/urbandevelopment/overview>.
- ²⁶ <https://www.citiesalliance.org/resources/knowledge/cities-alliance-knowledge/realising-multiple-benefits-climate-resilience-and>.
- ²⁷ <https://www.worldbank.org/en/topic/urbandevelopment/brief/the-curb-tool-climate-action-for-urban-sustainability>.
- ²⁸ <https://www.youtube.com/watch?v=BBdydD8KOJ4>.
- ²⁹ Cities Alliance, 2010. Charter. As amended 2014. Paragraph 5.
- ³⁰ Cities Alliance, 2018. 2018-2021 Strategic Plan. Implementing SDGs, p. 4.
- ³¹ The publication can be downloaded here <https://www.citiesalliance.org/resources/knowledge/cities-alliance-knowledge/realizing-gender-equality-cities>.

4. Innovation Programme

- ³² STDM is an innovative land information management system that integrates formal, informal and customary land rights – reflecting the realities on the ground in many poor communities. It can relate personal identifiers, such as fingerprints, to a coordinate point inside a plot of land or dwelling. It is flexible, affordable and easy to share. Communities can use the system to easily collect accurate, reliable information about themselves, analyse the data and generate quick reports. They can also easily update the information as needed and share it with other stakeholders to assist in development.
- ³³ According to UN DESA Population Division May 2015 <https://www.un.org/esa/socdev/documents/youth/fact-sheets/YouthPOP.pdf>.

5. Regional Programmes

- ³⁴ The other components of the UHPH are a regional housing forum, a best-practices competition, a members' network, and intelligent housing resources.

