



ANNUAL REPORT 2018

Cities Alliance

Cities Without Slums

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Our Members

LOCAL AUTHORITIES

C40 Cities Climate Leadership Group, Commonwealth Local Government Forum (CLGF), ICLEI - Local Governments for Sustainability, Metropolis, United Cities and Local Governments (UCLG)

GOVERNMENTS

Brazil, Chile, Ethiopia, France, Germany, Ghana, South Africa, Sweden, Switzerland, United Kingdom, United States

NON-GOVERNMENTAL ORGANISATIONS

The AVSI Foundation, Habitat for Humanity International, Slum Dwellers International (SDI), Women In Employment: Globalising and Organising (WIEGO)

MULTI-LATERAL ORGANISATIONS

The World Bank, United Nations Capital Development Fund (UNCDF), UN Environment, UN-Habitat

PRIVATE SECTOR/FOUNDATIONS

Ford Foundation, Omidyar Network

UNIVERSITIES, RESEARCH CENTRES AND KNOWLEDGE NETWORKS

The Institute for Housing and Urban Development Studies (IHS) of Erasmus University Rotterdam, International Institute for Environment and Development (IIED), Sustainable Development Solutions Network (SDSN)

ASSOCIATE MEMBERS

Avina Foundation, Inter-American Development Bank (IADB), United Nations Development Programme (UNDP)

Introduction



In 2018, the Cities Alliance Secretariat celebrated its fifth anniversary in Brussels. It has been a full and very productive five years for the Cities Alliance, with fresh opportunities, a new home at the centre of Europe on a United Nations Office for Project Services (UNOPS) platform, and far-reaching changes to the way the partnership does business. Comprehensive external and independent evaluations, assisted by a constant internal drive to improve development impact, have underscored the relevance of the Cities Alliance and commended its results.

When the Secretariat arrived in Brussels in September 2013, one of its first actions was to join and actively participate in an effective campaign for a standalone global urban goal in the United Nations plan of action. Five years later, Cities Alliance's Strategic Plan 2018-2021 provides an excellent platform to contribute to the implementation of the 2030 Agenda for Sustainable Development and other major agreements such as the Paris Agreement and the New Urban Agenda.

This has been evident in the Cities Alliance's 2018 work programme.

Country Programmes in Liberia and Tunisia are showing promising initial results, including greater support for cities in implementing the global agendas, the development of inclusive governance and policy approaches, infrastructure projects to improve access to basic services, leveraging additional funding, and strengthening partnerships across the board.

The Joint Work Programmes (JWPs) are providing knowledge and support to help cities determine how they can play a role in implementing the global agendas in a way that emphasises gender equality, resilience, and equitable economic growth for all. In response to requests from members, Cities Alliance has established a new JWP to explore the critical issue of migration in cities, especially secondary cities.

The Cities Alliance in 2018 also completed a series of significant and comprehensive internal reforms to more effectively implement our work. Several years in the making, these reforms included adopting a new organisational structure and strengthening the financial, grant-making and fiduciary side of the Secretariat. Building on previous reforms in a constant search for improved coherence and development effectiveness, they set the stage for further real progress on the Cities Alliance's country and global work programme in 2019, and new and varied forms of engagement with members.

Finally, with its hosting agency UNOPS, the Secretariat was delighted to end 2018 by joining the UN family at the new UN House in central Brussels. The Cities Alliance team looks forward to welcoming visitors to its new offices in 2019.

Cities Alliance's Strategic Plan 2018-2021 is an excellent platform to contribute to the implementation of global development agendas.

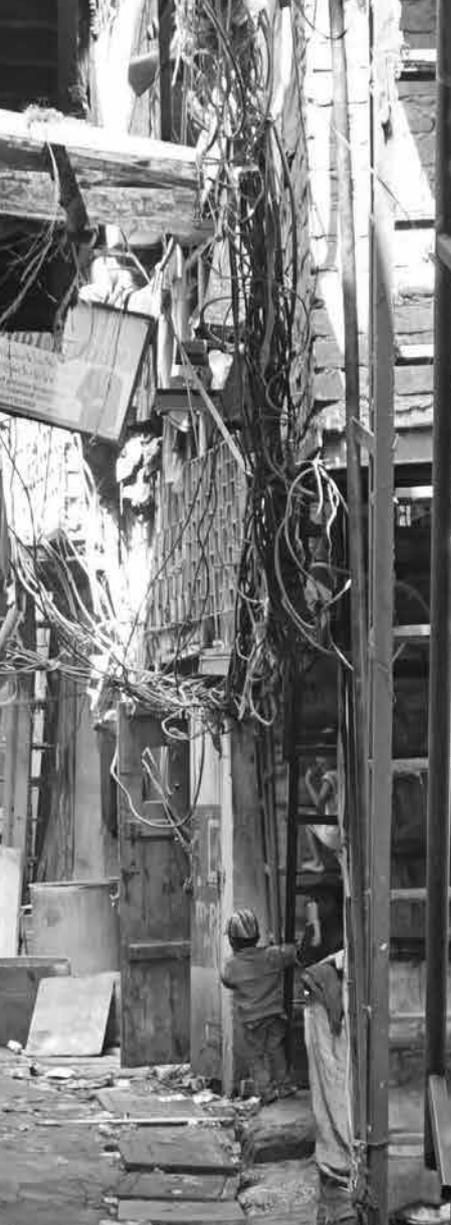
The Cities Alliance Partnership

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

Over the past 19 years, Cities Alliance has awarded more than 400 grants totaling over US \$110 million in more than 80 countries, addressing a range of consistent and ever-relevant themes including poverty reduction, local governance, and climate change.



The global partnership supporting cities to deliver sustainable development



Cities Alliance has a unique and diverse membership: multilateral organisations, national governments, international associations of local government, international NGOs, private sector, foundations, and academia. Members of the Cities Alliance provide overall strategic direction, contribute to the financing of the Cities Alliance Multi-Donor Fund, and engage in normative and operational activities.

Cities Alliance works in cities where it matters most. It promotes long-term programmatic approaches that are designed to foster new approaches to urban development and cities by strengthening local skills and capacity, supporting the development of national urban policies, investing in infrastructure, enabling strategic city planning, and engaging citizens.

The Cities Alliance is managed through a Secretariat based in Brussels and is hosted by UNOPS. Through UNOPS, the Cities Alliance operates a Multi-Donor Fund supported by an efficient, flexible grant-making mechanism with global reach.

WHAT CITIES ALLIANCE DOES

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.
- **The international platform** that convenes countries and diverse organisations seeking to engage, learn and to share their specialised knowledge, expertise and resources in support of a common vision and advocacy.

HOW CITIES ALLIANCE WORKS

Cities Alliance works through two main funding windows: A Country/City window and a Global window, augmented by an Innovation Programme. Our work programme through 2021 highlights four main themes - equitable economic growth; resilience, cities and climate change; gender equality and women's empowerment; and cities and migration.

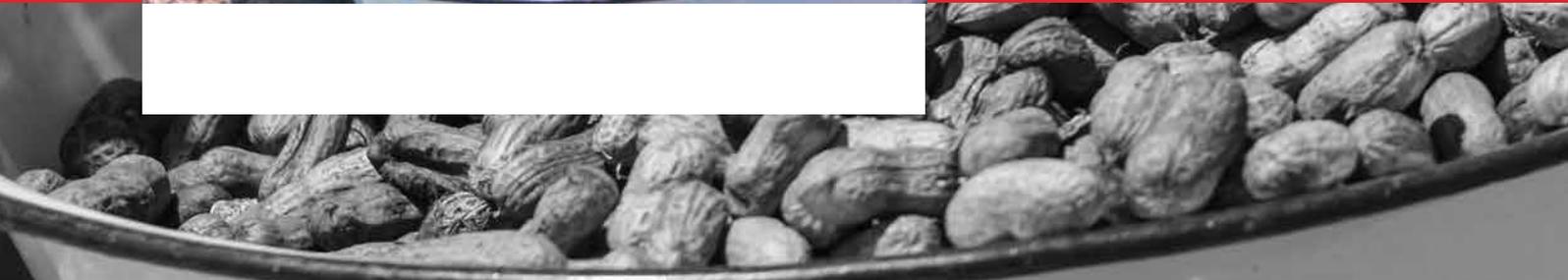
- **The Country/City window** provides technical assistance at the city and national level across multiple countries. Our established Country Programme model is at the core of this window.
- **The Global window** promotes new analytical and collaborative approaches to tackle key policy issues. It comprises our Joint Work Programmes and Regional Programmes.
- **The Innovation Programme** is a flexible and effective grant-making instrument able to disburse, monitor, and analyse grants in support of a particular theme or agenda. It can operate at the national, regional or global level.



Country/ City Window

This window provides technical assistance at the city and national level across multiple countries and cities. Our established Country Programme model is at the core of this window.

Country Programmes have been successful, thanks to their integrated and systemic approach, ability to bring a range of development actors together, and, above all, their impact on the ground.





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.

In 2018, Cities Alliance had active Country Programmes in Liberia and Tunisia. Implementation for both programmes is ongoing, and both are on track to meet their objectives.

Plans are also underway to expand the Uganda Country Programme, which has been active to a varying degree since 2010. The new programme aims to support the construction of the expressway between Kampala and Jinja. Cities Alliance will develop a set of social, economic and environmental activities at the community level to complement and reinforce the global environmental and social safeguards that apply to the main infrastructure project. The intended programme has four components: low cost housing and urban renewal, a community assistance initiative, small business transition, and sustainable wetland management.

Introducing the Country Programme 3.0

Since the launch of the first Cities Alliance Country Programme in 2010 – the Transforming the Settlements of the Urban Poor in Uganda (TSUPU) programme – the Country Programmes have become the Cities Alliance's flagship business line.

They have demonstrated that greater development impact can be achieved by shifting towards longer-term programming with a focus on a coherence of effort and alignment. Various independent evaluations and internal assessments have found that the Country Programmes have been successful, thanks to their integrated and systemic approach, ability to bring a range of development actors together, and, above all, their impact on the ground.

The evaluations have also suggested ways to further strengthen the Country Programme model. These include providing for excellence in programme management, coordination and mechanisms; systematically providing for sustainability and follow-up investments; exploring the potential to move beyond technical assistance; and broadening the range of implementing partners and financing modalities, with priority for local and national partners.

Based on the lessons learned and a clear set of recommendations, the Cities Alliance Management Board has endorsed an enhanced approach to the Country Programme model, the 'version 3.0'. The new approach is at the centre of the partnership's Strategic Plan 2018-2021, which aims to strengthen the Country window and scale up operations on the ground.

Some of the defining features of the Country Programme 3.0 are:

- An in-country Secretariat presence to facilitate coordination, mutual accountability, and ownership by national and local partners;
- Partner selection based on open competition to maximise quality;
- Increasingly prioritising the use of local and regional capacity;
- Mechanisms for mutual accountability among members and partners;

- Embedded sustainability and safeguard mechanisms;
- Minimum quality and competence requirements for partner organisations to implement projects and programmes; and
- Stronger reporting, accountability and output-driven requirements for implementing organisations.

The Country Programme 3.0 has been applied to the Liberia Country Programme and to the second phase of the Tunisia Country Programme, and is guiding the next phase of the Uganda Country Programme. Cities Alliance believes that this approach, as well as further refinements, will greatly benefit the Country Programme's impact, significantly strengthen local ownership, and improve prospects for additional funding and follow-up investment.

Slum dwellers are increasingly recognised as citizens who need to be fully engaged in city planning and development. An indication of this shift is the National Housing Authority's establishment of a dedicated Slum Upgrading Unit, which is a direct result of work spearheaded by Habitat for Humanity International.

Liberia

OVERVIEW

Emerging from the combined ravages of a brutal civil war and the Ebola virus, the people of Liberia embody the concept of resilience. In January 2018, the country underwent a peaceful and orderly transfer of power with the inauguration of President George Weah.

Despite the burdens of many developmental and other challenges, the Liberia of today is a country with ambition, aiming to achieve middle income status by 2030. The Cities Alliance Country Programme is designed to provide long-term, programmatic support to help Liberia realise these developmental objectives, in a way that benefits the urban poor. Programme activities aim to improve the lives and opportunities of up to 400,000 slum dwellers in Greater Monrovia, with interventions at the community, municipal and national levels.

In many ways, the original decision by Comic Relief and National Lottery to not only make a significant financial contribution, but also to offer a five-year funding-commitment, laid the essential conditions for a comprehensive developmental approach. Now in its third year of implementation, the Country Programme is achieving concrete results and changing the discourse on urban issues.

At the national level, there is a growing recognition that efficient, effective cities are critical to developing the national economy, along with mechanisms for mobilising capacity and engaging citizens. Slum dwellers are increasingly recognised as citizens who need to be fully engaged in city planning and development. An institutional indication of this shift is the National Housing Authority's establishment of Liberia's first dedicated Slum Upgrading Unit - a direct result of work spearheaded by Habitat for Humanity International.

Cities and townships are building capacity and engaging with citizens on urban planning. Thanks to the active role played by WIEGO as part of the Country Programme, they are also increasingly viewing petty traders as economic contributors instead of nuisances, even reaching formal agreements with the traders so they can practice their livelihoods without fear of harassment.

Through the mentorship of SDI and the commitment of the local YMCA, community profiling, verification and settlement forum activities that identify community priority needs have helped informal settlements become acknowledged as an integral part of the city and are informing small infrastructure projects.



CUF water kiosk
in Popo Beach,
Monrovia, Liberia.

Photo: Cities Alliance

THE COUNTRY PROGRAMME IN 2018

In 2018, the Country Programme comprised four main lines of work:

- Two solid waste management projects funded by the European Union (EU) – on Primary Waste Collection and Waste to Energy – which were mostly in the inception stage in 2018.
- A Community Upgrading Fund (CUF) under implementation, with projects identified, designed and initiated.
- A City Development Strategy for Greater Monrovia, which was largely in a building phase this year. It is expected to coalesce at and after the next city forum in April 2019, with the formation of five thematic groups on governance, citizenship, economy, service and environment to move the process forward.

In parallel, the Country Programme is running grant-based projects implemented through our partners HFHI, SDI, WIEGO, and UN-Habitat which are all designed to support the Country Programme.

COUNTRY PROGRAMME ACTIVITIES

Profiling Greater Monrovia's slums to empower communities

In partnership with the YMCA, Slum Dwellers International has used the Country Programme to support slum communities in Greater Monrovia to profile over 84 slum settlements. As of the end of 2018, it has mobilised 179 saving groups with over 4,970 registered members in 35 slum communities.

This partnership has also trained over 1,212 slum dwellers in the profiling and mapping of communities. These trainees have learned how to collect data on their settlements using various techniques, including digital coding of structures and households, questionnaires, and GPS to capture boundaries and service points.

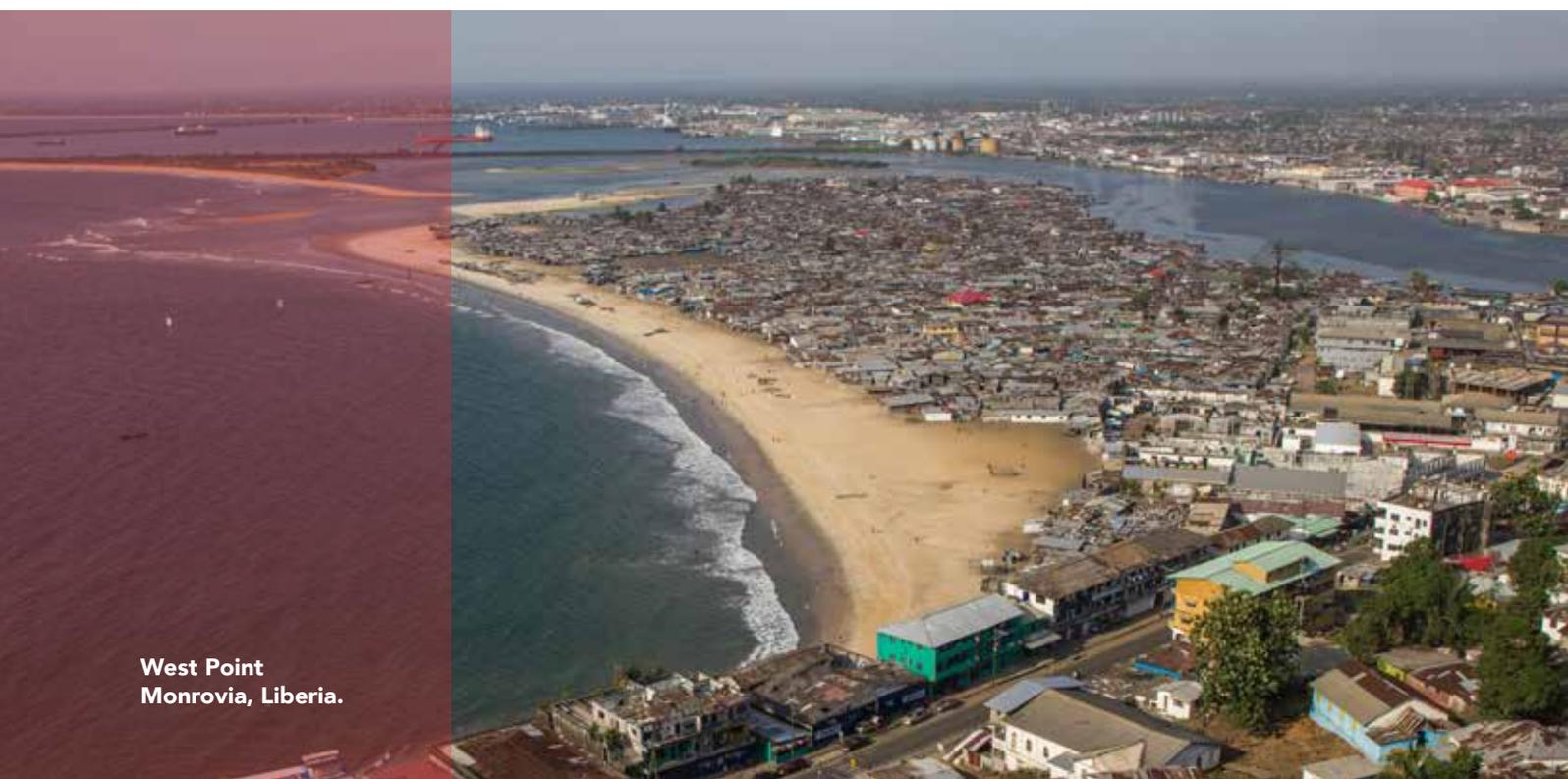
Communities can share this data with local authorities when calling for improvements in their living conditions and in identifying priority interventions. As is essential in a data-starved environment, this primary information is also being used to inform other Country Programme activities, particularly the Community Upgrading Fund projects directly implemented by the Cities Alliance Secretariat team in Monrovia.

Mainstreaming a framework for slum upgrading and affordable housing

Led by HFHI, the Country Programme worked with the Liberian government to finalise the Slum Upgrading and Affordable Housing framework, which identifies some of the key steps needed to upgrade slum communities. It explores issues such as decongestion and densification, and how to upgrade slums in a way that doesn't negatively impact the livelihood of slum dwellers.

The framework has been adopted by the National Housing Authority, which in 2017 set up a Slum Upgrading Unit to guide work in slums, provide housing solutions to low-income families, and take the needs of the urban poor into consideration in national planning. The Unit was established with guidance and advice provided by the Country Programme through HFHI.¹

¹ *The establishment of Liberia's Slum Upgrading Unit is a very significant result for the Country Programme. The press release can be accessed at: <http://solidgroundcampaign.org/blog/establishment-slum-upgrading-unit-signals-positive-housing-policy-shift-liberia>*



West Point
Monrovia, Liberia.

The framework marks a shift in the government's approach to slum upgrading. Previous attempts at relocation failed because the slum dwellers, unable to earn a living, returned to their previous settlements. The framework addresses this issue by focusing on livelihoods in addition to housing and infrastructure needs. Once again, these initiatives demonstrate the importance of the Cities Alliance's focus on the provision of land, services and citizenship as the cornerstone to citywide upgrading programmes.

For the second phase of the affordable housing initiative, HFHI will work on developing gender-sensitive relocation guidelines so that there will be a mechanism the government can use to relocate slum dwellers with their knowledge and consent, consistent with the framework's principles and the established practice of the Cities Alliance through members such as SDI and HFHI.

Building capacity on affordable housing with the National Housing Authority and key housing actors

As a vital component of the Country Programme, Habitat for Humanity International is building the capacity of Liberian institutions to increase access to affordable housing for low-income households, complementing the work of SDI and YMCA. In 2018, HFHI finalised a hazard, vulnerability and risk assessment to detect the housing challenges for people living in slum communities. Using its Participatory Approach to Safe Shelter Awareness (PASSA), HFHI has been working directly with communities to identify the risks they face and come up with housing prototypes that are more resistant to the identified hazards.

In the second phase of the project, HFHI will use the Country Programme and the support of government and active members to implement the recommendations outlined in the assessment.

A formal agreement between the Monrovia City Corporation and the Federation of Petty Traders and Informal Workers Union of Liberia (FEPTIWUL)

Petty traders in Monrovia have long complained of police harassment and its impact on their ability to earn a living, and addressing this issue was an agreed priority to be addressed through the Country Programme. WIEGO has been working with the Federation of Petty Traders and Informal Workers Union of Liberia to negotiate improved working conditions with the city and national police, Ministry of Internal Affairs, and local government authorities.

In 2018, Monrovia City Corporation and FEPTIWUL signed a Memorandum of Understanding (MoU) that stipulates a mapped area for traders to tend their stalls and trade without harassment. So far, 529 secure trading sites have been allocated for informal workers where they can operate without harassment.

This agreement is a clear sign of a new and positive approach from the city authorities towards the petty traders, viewing them as contributors to the economy rather than nuisances to be managed and moved on.

Through WIEGO, the Country Programme worked directly with street traders, local authorities and the national police to provide a platform where they could discuss their issues. As part of the negotiation process, WIEGO helped FEPTIWUL establish a solid waste unit to ensure that the trading sites are kept clean, which was a concern of the city. The unit works with traders to make sure they place their solid waste in skips, where it can be regularly collected.

Given the predominance of the informal economy in thousands of cities throughout Africa and the Global South, the pioneering work undertaken by WIEGO and FEPTIWUL in partnership within the Monrovia City Council has a much wider significance. As with other advances delivered through the partnership approach of the Country Programme, in 2019 the Cities Alliance will prioritise the dissemination of these lessons.

With the informal economy dominant in thousands of cities across Africa and the Global South, the pioneering work undertaken to improve working conditions for informal traders by WIEGO and FEPTIWUL in partnership within the Monrovia City Council has a much wider significance.

The Country Programme also supported FEPTIWUL by developing a fact sheet with information about who they are, where they operate, and their leadership structure. The fact sheet helped FEPTIWUL establish itself as a known presence negotiating for informal traders in Liberia.

Engaging stakeholders to develop a National Urban Policy for Liberia

Through the Country Programme, UN-Habitat is facilitating the development of a National Urban Policy in partnership with the Ministry of Internal Affairs. The policy aims to integrate the urban economy into national development policies and help create the conditions for Liberia to achieve its long-term development goal of reaching middle-income status by 2030.

In 2018, the National Urban Policy discussion paper was finalised with stakeholders. The second phase of the activity has already started, which involves engaging with a wide range of stakeholders for a more participatory approach. This engagement will be countrywide through mechanisms including the National Urban Forum, regional visits, and roundtable discussions to ensure ownership of the policy.

Implementing the Community Upgrading Fund (CUF)

In 2018, the Country Programme team in Monrovia began implementing the Community Upgrading Fund, which provides financing for small infrastructure projects selected by the communities themselves. Using the data collected by SDI and YMCA during the profiling activity, communities were placed at the centre of the Country Programme to convene settlement forums and identify their priority needs, such as building toilet facilities, renovating a school, or establishing water points.

Once communities have agreed on priority projects, they are submitted to the CUF steering committee for approval and vetted for feasibility. The steering committee comprises representatives from all stakeholders: The Cities Alliance Liberia team, the Ministries of Internal Affairs and Public Works, the Slum Upgrading Unit, local governments, non-governmental organisations, slum dwellers and street vendors. The CUF then provides funding for the projects, which are managed and implemented by the community. The Liberia Country Programme team has engaged a local construction firm, which will in turn hire community members to do the work. For the water projects, the team helps the communities interact with the Liberia Water Corporation to approve the sites and ensure adequate water pressure.



Construction of school in West Point Monrovia.

Photo: Cities Alliance

An extremely important component of the Country Programme's solid waste activities involves raising awareness around solid waste management, both in Greater Monrovia's schools as well as among the general public.

By the end of 2018, the first 10 projects had been identified to build schools, water points, and community meeting halls. In the first phase, the Cities Alliance Liberia team is currently implementing four of these projects: a kindergarten in West Point community (NV Massaquoi School), construction of a classroom block in New Kru town (Tomorrow Children School), three water kiosks in the King Peter community, and three water kiosks in the Popo Beach community. By 2019, the Monrovia team expects to have 20 CUF projects up and running.

Focusing on solid waste collection, management, and waste-to-energy

The Liberia Country Programme has focused on services as a means of generating work and energy within Monrovia's economy. Based on the programme's initial successes, the European Union provided €5.9 m (US \$7 million) in funding for two projects on Primary Waste Collection, Solid Waste Management, and Waste-to-Energy options for Greater Monrovia. These projects are implemented directly by the Cities Alliance in-country team.

Producing analysis to inform the solid waste projects

The Country Programme will initially undertake three studies to inform the solid waste activities. The first will address recycling and composting, looking at issues such as what percentage of the waste can be composted or recycled, and construction feasibility of sorting stations. A second study will focus on vertical and horizontal expansion of Community-based Enterprises engaged in the primary waste collection beyond Monrovia to Paynesville and the townships of Greater Monrovia. A third will study waste-to-energy initiatives that can be applied to Liberia.

Building capacity for solid waste management

One of the key focus areas for the Country Programme is building the capacity of local and national government officials in solid waste planning and management. Urban practitioners in Liberia's cities have highlighted the need for capacity building to address and effectively manage solid waste and urban issues in Greater Monrovia. In 2019, Cities Alliance will engage a Liberian institution to jointly design and develop a training programme.

Raising awareness of solid waste in the community

To have a sustainable solid waste management system, all stakeholders must be aware of the dangers of dumping their waste, how manage it effectively, and where to dispose of it. Therefore, an extremely important component of the solid waste activities involves raising awareness around solid waste management, both in Greater Monrovia's schools as well as among the general public.

In 2018, five schools were selected for the initial intervention, and an assessment was completed to understand waste management gaps in schools. The next step is to develop training modules to educate the students on solid waste issues, and ultimately develop and implement projects based on the experience.

Support for the Association of Mayors

As agreed with United Cities and Local Governments of Africa (UCLGA), Cities Alliance Country Programmes always seek to support and strengthen national associations of local governments. The Liberia Country Programme has therefore been a staunch supporter of the Association of Mayors and Local Government Authorities of Liberia (AMLOGAL), helping to launch and establish the association in 2017. In 2018, the Cities Alliance funded a knowledge exchange trip to Rwanda and supported AMLOGAL in developing a five-year strategic plan.

Through AMLOGAL, Cities Alliance has also sought to bring all local government stakeholders together for increased dialogue and learning. This space allows the local governments to learn about Country Programme activities – such as the CUF, profiling, and engagement with traders – and replicate them. For example, when Buchanan city learned that street traders and the Monrovia City Council had entered into an MoU, it expressed interest in engaging its own street traders in a similar agreement.

BOX 1: A Pilot to Help CBEs Improve Primary Waste Collection in Rainy Monrovia

Even on a day with perfect weather, primary waste collection is a challenge for the local authorities and residents of Monrovia. The MCC and the Paynesville City Corporation lack the funding and capacity to collect all the garbage from households, so it has placed large dumpsters known as skips in some areas of the city. Residents either dispose of their waste wherever they can, or they hire someone to take it to the nearest skip – typically a Community-based Enterprise (CBE) licensed by the city to collect waste from households.

The situation becomes nightmarish when it rains, which it does often. Monrovia is one of the wettest capital cities of the world, with an average annual precipitation exceeding 5000 mm, according to the Liberia Hydrological Services. Wet waste is much more difficult to collect and maneuver, and the city is often unable to empty the skips on a regular basis. And when the skips are full, the CBEs that do make it through their rounds are unable to place any additional waste in the skips. The trash piles up, putting residents at greater risk of diseases and exacerbating flooding. Built-up waste also has a detrimental impact on the quality of soil, affecting the composition and what can grow.

As it implements and oversees the Country Programme's solid waste management projects, the Cities Alliance team is listening closely to what communities, CBEs and local authorities are saying about their challenges with waste collection on the ground. One issue frequently raised by the CBEs was the difficulty they had collecting waste in the rainy season.

The Cities Alliance team hosted a capacity-building workshop with CBEs to help them explore practical ways to do their jobs better in the tropical rain. The starting point was to make sure they have the equipment they need. Through the Country Programme, local donors agreed to provide "starter kits" for the CBEs with gear including rain garments, boots, and motorised tricycles to transport the waste.

Participants at the workshop tested the gear to find out which would be the most useful. They tried on rain jackets, gloves, and gumboots, and tested tools and transport such as motorised tricycles. The items were provided by local vendors, who were able to present and discuss their products.

The pilot workshop included three CBEs – from Clara Town, Red Light Market, and West Point – and plans are underway for a second workshop to reach more CBEs. Ultimately, the idea is to roll out a capacity building programme to reach 30-40 CBEs.

The workshop also highlighted the need for an overall shift in how waste collection is viewed in Liberia. As one participant remarked at the end of the workshop, the country is still in post-conflict mode and – as is the case in most of the world – there must be some level of cultural change in Liberia where everyone takes responsibility and understands the importance of waste collection. People need to realise that waste can be dangerous, how it can be recycled and even monetised and what they can do to support the CBEs.

A CBE in Monrovia receives a motorised tricycle as part of a Cities Alliance-EU starter kit to help CBEs collect solid waste better in the rainy season.

Photo: Cities Alliance



Tunisia

OVERVIEW

The urgency of urban development in Tunisia

Tunisia provided the original spark that led to the Arab Spring in 2011, and since then, significant progress has been made towards establishing the foundations of a more open, democratic and prosperous society. Cities are at the heart of these changes. They are the engine of economic growth and social transformation, with active civil society presence.

However, many 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.

If actions are not taken to address these challenges, they will impede economic development and social progress. Supporting urban development and local governance in Tunisia is vital for the country to successfully move through the constitutional and institutional transition. It is also critical to assist Tunisia through the economic and social turmoil that has pushed thousands of young Tunisians to look north for illegal immigration to Europe or, worse, turn to radicalism and violence.

A year of steps towards greater decentralisation

Tunisia has been undergoing a process of decentralisation since adopting a new constitution in 2014 that laid the groundwork for shifting power from the national to the local level, and the country took a major step forward in 2018.

The national government established a Local Government Code (Code des Collectivités Locales), which sets out the responsibilities and jurisdictions of the municipalities and governorates. It aims to lessen inequality by devolving the fiscal and operational management of local affairs to elected local governments, including the preparation and implementation of development plans and projects in collaboration with the relevant ministries and institutions.

In May 2018, Tunisia also held municipal elections with overall positive results. During the election process fairness and transparency rules were largely respected, and local civil society organisations mobilised to monitor the elections. The newly elected municipal governments have a greater representation of youth and women, and local leaders emerged at the head of non-partisan and independent lists.

THE COUNTRY PROGRAMME IN 2018

The Cities Alliance Tunisia Country Programme is a clear commitment to helping bolster the democratic process and the decentralisation initiatives begun by the national government, strengthening the new civil society, and positioning cities as the engine of local democracy and inclusive urban development.

In this context, the Country Programme has been designed to support the cities and build their capacity to meet the new requirements for strategic urban planning and city management, with support from the Swiss State Secretariat for Economic Affairs (SECO). It places special emphasis on Tunisia's lagging inland cities, which have not received the same level of investment over the years as its coastal cities.



Gabès, Tunisia



The Tunisia Country Programme has been structured around three main pillars:

1. *Strategic city planning*

The programme assists nine secondary cities to engage in city development strategies with the goal of strengthening and disseminating strategic urban planning in Tunisia. The National Federation of Tunisian Cities (FNVT), working closely with the Ministry of Local Affairs and Environment (MALE), provides a platform for consultation so cities can exchange views, learn from each other, and inform the national urban debate.

2. *Setting up participatory approaches to city management*

Local governments are required to produce five-year municipal investment plans and provide evidence that they are building transparent, participatory mechanisms to receive funding for key infrastructure projects. The Country Programme brings resources at the city level to help cities engage with civil society organisations in local development projects. At the same time, the process builds capacity, know-how, and the possibility to scale up projects.

3. *Informing the national urban debate*

The Country Programme helps Tunisia prepare to deal with key issues related to cities that it will likely confront soon, building on the experience of national and international partners. These issues include reflection on urban topics such as regionalisation and the role of cities, intercity collaborative governance, gender equality in city development, and city management.

COUNTRY PROGRAMME ACTIVITIES

Strategic city planning with the Madinatouna initiative

The Country Programme has been working to support nine mainly inland secondary cities adapt to decentralisation. The nine cities are: Béja, Gabès, Jendouba, Kairouan, Medenine, M'saken, Sidi Bouzid, Tataouine, and La Soukra, which is using its own resources to participate in the programme. The programme is also informing public debate and scaling-up participatory strategic planning through the Madinatouna (Our City) strategic city planning initiative led by UNDP.

All nine cities now have city development strategies that can serve as initial roadmaps for long-term development planning. The newly elected local officials understand the importance of strategic planning for their cities, and municipal technical teams have been trained in participatory planning approaches.

The CDS process has strengthened the nine cities' approaches to urban management, strategic planning, and service delivery. It has helped them better identify priorities and use a strategic planning process that aligns urban planning with the provision of public services. Most importantly, the process has been participatory and actively involved women, helping to make the planning more gender responsive.

In 2018, the city diagnostics were finalised, strategic frameworks elaborated, CDS action plans launched, and the strategies formulated. These activities were accompanied by an extensive participatory process, in which relevant stakeholders were involved in each step and citizens could give their inputs to their vision for the city.

Overall, the project has trained 40 municipal staff in strategic urban planning, of which 37.5 per cent are women. Over 80 per cent of training participants have expressed satisfaction with the training and that it has increased their capacities. All nine cities met for a second knowledge exchange, where they shared experiences and lessons learned, increased awareness of the next steps in the process, and discussed key challenges/questions.

CILG VNGi, the project implementation partner for the Country Programme, has started collecting lessons learned from all project stakeholders, which will be used to improve the methodology and support institutionalisation.

Expanding the Madinatouna CDS initiative to 365 cities nationwide

The Madinatouna CDS initiative has been so successful that the Tunisian government has decided to expand it to all 365 municipalities in the country, and Cities Alliance has been asked to provide advisory support to this process.

Cities Alliance is working with the FNVT, the Ministry of Local Affairs, and the Ministry of Habitat to establish a national task force to coordinate the implementation of city development strategies and infrastructure projects throughout Tunisia with input and funding from partners, notably the World Bank. The Cities Alliance will be an active member of the task force, working and overseeing with partners the countrywide implementation of the CDSs.

To support the CDS process nationwide, the Tunisian government is developing a guide for local development plans with investment plans and a capital budget, based on the Madinatouna CDS approach.

Follow-up funding for three partner cities

At the end of 2018, UNDP launched its "Goal 16 Integrated Programme," which has committed US \$3 million in follow-up funding to the Madinatouna project to promote strategic city planning and the implementation of CDSs in three of the Country Programme's nine partner cities (Gabès, Medenine, and Tataouine). Municipal development projects identified within the CDSs are being funded through other UNDP programmes, such as its youth and civil society support programme and the programme against violent extremism.

Other implementing partners have also transitioned to the implementation phase. MedCities is financing a CDS-prioritised project on the recovery of rainwater and recycling of grey water in Gabès in collaboration with the USAID-supported TADAEEM (Tunisia Accountability, Decentralisation, and Effective Municipalities) Programme. CILG VNGi has initiated the implementation of CDS action plans in Béja, Sidi Bouzid and Medenine.

BOX 2: Results from the Madinatouna CDS initiative

- The nine cities have technical teams trained in participatory approaches to planning for their cities.
 - For the first time, the nine cities have a CDS as a foundation and initial roadmap to guide future development.
 - The cities are better able to optimise choices in matters of local development and identify and prioritise projects.
 - The nine cities have operationalised participative, gender-friendly democracy by involving citizens and local stakeholders in economic, social and local governance planning.
 - Elected local officials in the nine cities understand the importance of strategic planning for their cities.
 - Cities Alliance has facilitated the decision of the government of Tunisia to develop a guide for local development plans with investment plans and a capital budget, based on the CDS approach.
 - A task force is currently being established to coordinate and supervise the implementation of the CDS and infrastructure projects across the country.
 - Based on the CDS experience, UNDP has dedicated US \$3 million in follow-up funding to strengthen the planning capacities of municipalities and implement the CDSs in three partner cities (Gabès, Medenine, Tataouine).
- Examples of projects already identified for implementation:**
- Medenine plans to organise an annual investment and economic development fair. In the medium-term, it intends to establish a “Maison de l’entrepreneuriat” (House of Entrepreneurship) to offer support programmes for women entrepreneurs in areas such as the manufacturing of traditional carpets, among others.
 - In Sidi Bouzid, the municipality has already identified Tunisian partners to broaden and promote a fruit and vegetable market to support organic food production. The market will serve as a platform for producers to discuss value maximisation, such as for export. The city government also wishes to develop a waste management plan for improved waste collection and revenue.
 - Local authorities in Béja have prioritised cleaning up the city’s surrounding wadis (semi-dry riverbeds). Pollution currently poses significant threats to farmers and their cattle, and so cleaning up the wadis should benefit their health and socio-economic situation substantially.

A spatial analysis of the potential of lagging areas for regional economic development

In 2018, the World Bank finalised a study that systematically identifies and analyses development constraints and opportunities for improving outcomes for residents of Tunisia’s lagging regions. The study also addresses reducing regional disparities by focusing on the role of cities and local economic development. Undertaken in support of the Ministry of Investment, Development and International Cooperation, the World Bank assisted in closing knowledge gaps and informing and prioritising key investments, policies and programmes for future interventions.

To this end, “deep-dive” analyses of three Tunisian lagging governorates (Kasserine, Le Kef, and Tataouine) were undertaken and concrete recommendations formulated. The economic potential analyses and the policy note suggest the following 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.

Advancing inter-municipal cooperation in the context of decentralisation reforms

Through the Country Programme and in partnership with SKL and GIZ, UNDP is collaborating with the FNVT and the Ministry of Local Affairs and Environment to explore, elaborate and operationalise inter-municipal cooperation between neighbouring cities in urban service provision, such as waste management. In 2018, a variety of national and local dialogues between the Ministry of Local Affairs, the FNVT and the participating municipalities have advanced a common understanding and way forward.

As part of the project, three participating municipalities in Northern Greater Tunis and the island of Djerba have already laid the foundation for inter-municipal cooperation. The municipalities of Northern Greater Tunis have decided to jointly improve green waste management across their territories. With the support of a waste management expert, municipal officials have developed an action plan and a pre-diagnostic study has been undertaken. The Djerba municipalities have agreed to establish an inter-municipal planning and management body with a joint budget, an important step towards institutionalising cooperation across various sectors including waste management and public transport.

LOOKING AHEAD

In 2019, the Tunisia Country Programme will enter a second phase, also supported by SECO. Phase II will be used primarily for city-level activities across four lagging inland cities that participated in Phase I of the programme.

The overall intention of Phase II is to develop a programme that can move further downstream from the technical assistance and engagement framework built during Phase I and translate the planning into follow-up investments. This downstream work covers institutionalising the CDS-based urban planning process across partner cities, ensuring that the CDS process leads to municipal investment plans, and financing for those plans.

INNOVATION PROGRAMME

OVERVIEW

The Cities Alliance Innovation Programme aims to incubate fresh thinking and approaches to urban challenges, particularly in rapidly urbanising cities. Building on its role as a United Nations Multi-Donor Fund with global grant-making capacity, the Cities Alliance can use the Innovation Programme to provide seed funding for projects as well as access to networking and learning that helps grantees transform their communities and cities. It is a flexible instrument designed for new and non-traditional partners, especially in those communities and cities typically left behind.

With its flexibility, the Innovation Programme can address relevant themes and/or geographical areas and assess different responses to common developmental challenges in real time. This enables the Cities Alliance to analyse different project experiences, identify best practices and lessons learned, and disseminate them at the global level.

The Cities Alliance Innovation Programme provides seed funding for projects as well as access to networking and learning that helps grantees transform their communities and cities.

ACTIVITIES IN 2018

The bulk of Innovation projects from the Migration and the City call closed in 2018, except for two projects (one in Argentina, the second in Jamaica) which will close in 2019.

In September 2018, Cities Alliance hosted a web-based knowledge exchange for the grantees of the Migration and Inclusive City. The exchange allowed Cities Alliance to gain a thorough understanding of the funded activities and their results, and the comparative approach made it possible to identify common challenges, best practices, and lessons learned. For the grantees, the webinar was an excellent opportunity for learning and networking. Cities Alliance also organised a professional training on project sustainability to help the grantees learn how to secure follow-up funding.

Preparations were also finalised for the 2019 Call for Proposals on Secure Tenure in African Cities, funded by the Cities Alliance member Omidyar Network. The proposed Call will focus on African cities and aims to reach local NGOs and social entrepreneurs - a vital role players often overlooked in traditional development assistance programmes.

BOX 3: Promoting Innovation: From the Catalytic Fund to the Innovation Programme

In 2018, the Catalytic Fund transitioned into a broader innovation programme and Fund. The Innovation Programme marks the Catalytic Fund's ultimate transition into a truly innovative, flexible funding window. Its Call for Proposals can be tailored to different target groups and grant sizes to support innovative approaches to urban transformation.

Between 2011 and 2018, the Catalytic Fund supported 31 innovative projects in 48 cities across 32 countries with an overall investment of US \$6.1 million. It focused on various themes: Urban Development and Slum Upgrading, Youth and the City, Know Your City, and Migration and the Inclusive City.

These investments promoted innovation across a range of technology, new partnerships, sports and culture,

information for transformation, innovative policies, and capacity building and empowerment

Many of our funded projects demonstrate a long-lasting impact beyond project closure as their approaches were upscaled or institutionalised. Others changed government policy in the long run, led to follow-up funding, or became the starting point for new programmes. Additionally, Catalytic Fund projects established partnerships that opened doors for new Cities Alliance projects or programmes, such as a grant to the municipality of Monrovia that led to the Liberia Country Programme.



Market vendors,
Debarq, Ethiopia

“
For the first time
planners were
thinking about what
migration means
for them. They were
particularly moved
by the human face,
of stories about
mothers not being
allowed into clinics
with sick children,
and they asked
themselves what
they could do as
planners in the city.
”

- Sogendren,
audience participant
of the Last Country
theatre production

PROJECTS CLOSED IN 2018

Migration and Shaping the Inclusive City: The Case of Durban, South Africa

Although South Africa has a history of migratory flows, in recent years levels of xenophobia and violent attacks against foreigners have been rising. In Durban, Cities Alliance supported the Democracy Development Program in developing a network of partners who can inform a city-led response to migration centred on social inclusion, integration and participation.

Based on the perspective of Durban’s migrant women, the project has three components: research, advocacy and public education. It used oral history research from 30 migrant women (including internal migrants from South Africa), as well as interviews and public dialogue sessions to develop a strategy report for the city.

A theatre production telling the migrant women’s stories was especially successful. Called “The Last Country,” the production attracted the attention of numerous media platforms and led to interactions with renowned scholars and government officials.

The project demonstrates how a creative angle can be an innovative, powerful way of reaching wide audiences and facing them with issues related to migration and xenophobia.

“
Before there was
only us playing here
but now there are
other people who
come from other
neighbourhoods to
come play with us.
”

- Clement,
resident of Yopougon

Côte d'Ivoire: Migrants' Junior Basketball League of Yopougon – Social Integration Through Basketball

In Yopougon, one of the most populated and disadvantaged neighbourhoods of Abidjan, bullying and gang violence are frequent in schools, continually weakening the social fabric.

With support from Cities Alliance, the local NGO Leading Youth, Sport & Development (LYSD) established a basketball training programme to foster the integration of migrants and social cohesion and instill values such as fair play, solidarity, teamwork, and tolerance. The programme covered three schools and two neighbourhood clubs in Yopougon. Twenty-five coaches were trained, who then taught more than 400 young boys and girls how to play basketball. The programme also provided mentoring for the youth, including some scholarships for education.

This novel approach to promoting integration proved to be very successful. In an impact study, around 90 per cent of participants reported that they felt more secure in their respective neighbourhoods and that they took part in activities more frequently. A third of the programme's participants were female, and they said that basketball helped raise their self-esteem and made them recognise and develop their potential.

What began with a modest grant from the Catalytic Fund has transformed into an annual programme running from October to June each year. LYSD is continuing its work across Côte d'Ivoire and Togo, organising basketball sessions for some 3,000 participants and providing scholarships.

CityWorks - Enhancing Incomes, Empowerment and Opportunities for Domestic Workers in Bangladesh

Dhaka receives approximately 350,000 migrants each year from different regions of Bangladesh. Most of them lack education and the skills essential for city life and are generally unfamiliar with their rights. Many of these migrant women end up working as domestic workers, who are among the most vulnerable and poorly paid working classes in Bangladesh.

The CityWorks project is active in 13 of Dhaka's slum communities to help women domestic migrant workers overcome economic and social exploitation, gender-based violence, and a lack of access to resources. The project provides training for the women to improve their livelihood skills and awareness of social safety and financial services. It has established three enterprises which match domestic workers with employment, ensuring decent working conditions and payment. Thus far, approximately 500 domestic workers have received skills training or were placed in jobs through the project, and they have consequently seen their wages increase on average by 20-50 per cent.

CityWorks is at the forefront of advocating for domestic workers' rights, together with Bangladesh's Domestic Workers Rights Network. A major success has been the adaptation of the national Domestic Workers Protection and Welfare Policy 2015, which holds the government accountable for providing financial and legal support to domestic workers who are victims of exploitation. Through their campaigns, knowledge products and dialogue sessions, CityWorks continues to mobilise stakeholders and be a champion for domestic workers rights in Bangladesh.

“
I never
understood that I
had the capacity
to lead a group ...
Presently, I perform
as co-facilitator of
a life skills session.
I think the capacity
positively influenced
my life.
”

- Mahmuda,
CityWorks
group leader

“
We previously had no actions in support of entrepreneurial projects from returned persons. Since the project from Avina Foundation began, we have been able to have this approach and understand the dynamics of the population that returns to the country forcefully.”

- Boris Lemus,
President of the
Guatemalan Association
of Entrepreneurs

“
I was arrested on my way trying to buy drugs for my baby. A lot of us were picked up by the Task Force that day. What they are doing is very bad. There are a lot of people at Kirikiri [prison]. I spent two weeks there. Now, today, I thank God for JEI – they brought me out. A lot of people need this same assistance.”

- Helen, a migrant in an informal settlement who received support from paralegals through Inclusive Lagos

Integration of Migrants in the Labour Market and the Local Economy of Cities in Guatemala

In recent years, deportation rates from the U.S. to Guatemala have increased due to the more rigorous enforcement of anti-migrant legislation. Many end up in Guatemala City, which receives almost 100,000 deportees each year. The government of Guatemala has struggled to generate enough work-related opportunities for deportees, and support for them upon arrival is limited.

This project, implemented by the Avina Foundation, helps integrate deported migrants into the labour market and local economy in Guatemala through various activities. With Cities Alliance funding, it established an Intersectoral Committee of more than 27 different stakeholders from the municipality, civil society, private sector, academia and international organisations which meets regularly to better use the actions and resources available to support returned migrants.

The project also provides language courses and professional skills training to deportees to complement competencies they acquired abroad, including establishing an innovative certification scheme to ensure that these skills are recognised externally. Job matching in collaboration with the private sector has so far linked more than 100 people with formal employment.

Inclusive Lagos Project: Embracing Diversity in the Megacity

With a population estimated at up to 23 million, Lagos is the largest city in Africa, due in no small part to steady migration from across Nigeria and beyond. Recent megacity development has prioritised the wealthy and used non-citizenship to justify excluding migrants and immigrants in informal settlements.

The Inclusive Lagos project aims to empower migrant communities living in the city's informal settlements to advocate for addressing their needs and having their voices heard in city planning and governance. Implemented by the Justice & Empowerment Initiatives (JEI), the project takes a three-pillar approach: data collection, advocacy work, and legal training and consultation.

JEI consistently draws attention to forced evictions and trains selected members of the migrant communities as community paralegals to offer free legal education and legal aid to their peers. So far, 79 community paralegals have received training and offered crucial support against the discriminatory practices of the government. They visit the community courts each day and give presentations to their communities on legal issues. For example, one paralegal is helping over 100 migrants from Benin acquire Economic Community of West African States (ECOWAS) travel certificates and regularise their stay in Nigeria.

JEI is affiliated with SDI, and the project also supports communities in collecting demographic data to better understand the unique challenges migrants and ethnic minorities face. Slum enumerations and household surveys in two settlements have been essential to inform the project's advocacy efforts for a more inclusive Lagos across ethnic and migrant lines.

Migration Impact Profiling for Lebanese Cities

With an influx of 1.2 million Syrians fleeing a brutal civil war, Lebanon has become host to the world's highest concentration of refugees compared to residents. This project helps cities to understand the risks and vulnerabilities caused by the influx of refugees and assist local authorities with developing urban crisis response plans.

The project is unique in Lebanon. While many in the humanitarian community are focusing on the needs of refugees, very few stakeholders plan and coordinate activities with local governments – leaving the emerging crisis of unplanned urban expansion in Lebanon unaddressed.

“
Promoting the Urban Crisis Response was by itself a new concept that provoked a rich debate on targeting mechanisms in cities and the need to apply innovative approaches.”

”
Tarek,
Project Manager for
the Migration
Impact Profiling for
Lebanese Cities project

“
The project was the first organised effort to introduce the ‘right to the city,’ the ‘human rights city’ and related concepts in the Middle East/North Africa region. It produced the first right-to-the-city charter in the region.”

”
- Joseph,
Project Manager
for the Sanctuary in
the City project

Through UN-Habitat, city profiles for Beirut, Saida, Tripoli, and Tyre provided spatial information on crisis impact across sectors and identified specific neighbourhoods in need of support. This information is being compiled into a State of Lebanese Cities Report, which will provide valuable analysis for the government, humanitarian actors and other stakeholders in prioritising and better coordinating their efforts. The data is updated frequently and will provide the basis for city strategies.

Sanctuary in the City: Beirut

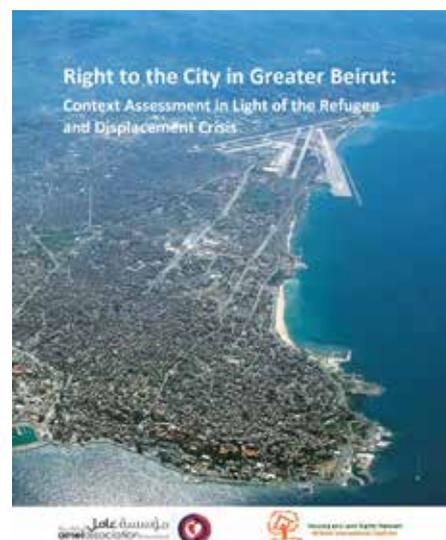
The influx of Syrian refugees since 2011 has had significant demographic, economic, security and political implications for Lebanon’s cities. Limited data on the location of refugees within cities has made it difficult to formulate a coherent response to the crisis.

The project explored, documented and analysed the experiences, challenges and priorities of refugees and municipalities coping with the displacement crisis in Greater Beirut. Syrian refugees are now spread all around the six governorates of Lebanon in 980 localities. Despite the initial positive humanitarian posture of the Lebanese authorities, municipalities and local authorities in Greater Beirut do not share a common policy toward the Syrian residents. Some have attributed differences in dealing with the crisis and the newly arrived Syrian inhabitants in front of the country’s diverse political affiliations.

The project was managed by the Habitat International Coalition and the Amal Association, with support from UCLG’s Committee on Social Inclusion, Participatory Democracy and Human Rights. It engaged civil society partners to apply human rights criteria in the urban context, drawing on the experiences of other self-acclaimed human rights cities.

Through workshops, focus groups, consultations, interviews, institutional mapping and an extensive literature review, the project partners produced two outcome documents as a basis for further efforts to advocate participatory local governance. The first is a model charter, titled *The Right to the City Charter of Greater Beirut*.²

The second is a report on *The Right to the City in Greater Beirut*,³ a corresponding context assessment of current migration and governance challenges and actionable human rights-based recommendations. The report concludes with a comprehensive set of recommendations made to the local governments of Greater Beirut, the national government, civil society organisations, private sector, and the international community.



² The Beirut Charter on the Right to the City is accessible at https://www.hln.org/img/documents/Beirut_Charter_FINAL_EN.pdf

³ The *The Right to the City in Greater Beirut* is accessible at http://www.hln.org/img/publications/Assessment_FINAL_EN_web.pdf

“
We were surprised to find out that several representatives of local firms accepted with enthusiasm to participate in the event and showed themselves totally open on the question, acknowledging the great positive contribution of newcomers for the economy.”

- Flore,
Project Manager

“
Niamey has become the place of refuge for about 5,000 refugees and asylum seekers driven out of their country by conflict and political upheaval. These men, women and children are often stigmatised rather than recognised for the energy they could bring to the country's development.”

- Grégory,
Project Manager
for the Niger
inclusive city activity

Welcoming Bologna – a Pilot Experience of European Welcoming Cities

In Europe, cities are facing the challenge of integrating a growing number of migrants while dealing with reluctant long-term residents afraid of radical change. As the first European entry country on the Libyan migration route, Italy has been particularly affected by this trend. The funding of this project was the result of a rare decision by the Cities Alliance to make a small investment in the Global North, underscoring the universal nature of Agenda 2030.

Welcoming Bologna seeks to promote and communicate innovative, replicable urban policies responses and practical approaches for the inclusion of migrants in all aspects of the city life. The project's main driver is an urban task force, including both long-term residents and newcomers, which co-plans a cycle of 15 city initiatives.

These initiatives have brought together actors from all parts of the city and sectors around topics of interest for everyone, such as job insertion and entrepreneurship, women's empowerment, neighbourhood upkeep, digital innovation and inclusion. Through a social media campaign that has reached more than 185,000 people, the project is changing the narrative on migrants and showcasing the positive impact migration can have on any community.

To have an even wider impact, UCLG, the sponsor of the project, will report on the results and disseminate a toolkit for easy replication on the Welcoming model in other European municipalities.

Niger: Initiatives avec les réfugiés à Niamey pour une ville plus inclusive

Niger has long been a transit country for migrants on their way to (or returning from) Europe. Recently, it has seen a particularly large influx of Malian refugees fleeing from the terrorist group Boko Haram.

This project aims to improve refugees' access to basic services and social inclusion in Niamey, Niger's capital, which is host to 10 per cent of the country's entire refugee population. Its approach comprises research, capacity building, and support systems.

As an initial step, two baseline studies were conducted on access to basic services and schooling. The studies helped demonstrate the precarious living situation of many refugees and identify priority areas.

The project has introduced the first personalised support system for refugees in Niger. Working mainly through a one-stop shop, each beneficiary receives individualised help to identify ways to improve their livelihoods. In addition, community leaders and volunteers with a refugee background receive training on key issues, such as conflict mediation, advocacy, communication, identification of (or support for) victims of gender-based violence, and children at risk. These volunteers transfer the knowledge they gained to their community and consult with the most vulnerable on access to basic services.

In two years of project implementation, the volunteers have reached many of their communities. More than 4,000 people participated in community sensitisation sessions, 150 victims of gender-based violence were referred to support systems, and 1,000 children are being closely monitored in their education.



Global Window

This window promotes new analytical and collaborative approaches to tackle key policy issues. It comprises our Joint Work Programmes and Regional Programmes, which focus on regional issues, opportunities and partnerships.



Joint Work Programmes are a coordination platform, knowledge hub, and think tank to advocate new thinking on key urban issues.



JOINT WORK PROGRAMMES

Joint Work Programmes are multi-year programmes driven by Cities Alliance members and facilitated and managed by the Secretariat. They are 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, Joint Work Programmes may develop city pilot projects to support pioneering or mainstreaming their thematic approaches within country operations.

In 2018 the Cities Alliance had four active JWPs: Cities in the Global Agendas, Promoting Equitable Economic Growth in Cities, Resilient Cities, and Migration and Cities.

Cities in the Global Agendas

In its second and final year of implementation, the Cities Alliance Joint Work Programme on Cities in the Global Agendas continues to embody the partnership's clear commitment to the global agendas and their implementation in cities.

The JWP raises the flag for inclusive urban development and helps members learn from each other. It taps into new spaces (such as the High-Level Political Forum, which tracks the SDGs for the United Nations) and reaches out to new partners. Throughout, it aims to sustain the momentum for directly influencing the partnership's advocacy campaigns and messages.

The JWP engages in four areas: 1) Follow-up and review (FuR) of the New Urban Agenda and the 2030 Agenda; 2) Promoting national urban policies; 3) Integrating the global agendas for a coherent localisation; and 4) Advocacy and awareness-building around the implementation of the New Urban Agenda.

KNOWLEDGE TO HELP CITIES NAVIGATE THE GLOBAL AGENDAS

In 2018, the JWP focused on producing and disseminating knowledge. A suite of knowledge products undertaken with IIED assessed and unpacked six of the major global agendas and what they mean for cities. Others addressed the Follow-up and Review process for the agendas and the important role cities and local governments play in it.

To draw and maintain attention to this knowledge, the JWP made effective use of major global events. For example, the report *Local and Regional Governments in the Follow-Up and Review of Global Sustainability Agendas* was launched at the ninth World Urban Forum in Kuala Lumpur, Malaysia. In addition, Cities Alliance invited the winners of a best practice competition addressing the Follow-up and Review process to showcase their projects at the High-Level Political Forum on Sustainable Development in July.



BEST PRACTICES COMPETITION FOR FUR

To spotlight some of the innovative ways local actors are accelerating the implementation of the global agendas, Cities Alliance issued a call in April for best practices that take an integrated approach to the Follow-up and Review process at the local level.

Five best practices were selected, and Cities Alliance invited the top three - Monitoreo CDMX, Mexico City; #weResilient, the Province of Potenza, Italy; and Red de Ciudades Cómo Vamos, Colombia - to highlight their approaches during the Cities Alliance Secretariat's activities at the HLPF in New York.

FIVE BEST PRACTICES FOR FUR AT THE LOCAL LEVEL

Project	Locale	Description
Monitoreo CDMX	Mexico City	An online tool collecting data on a set of indicators that allows Mexico City's local administration to track progress on the 2030 Agenda and verify compliance with the SDGs.
#weResilient	The Province of Potenza, Italy	A local governance and accountability model for territorial and community resilience. Around 100 municipalities in Potenza came together to develop a regional strategy for integrating disaster-risk reduction and climate change resilient policies in urban planning.
Red de Ciudades Cómo Vamos	Colombia	A civil society-led initiative to create sub-national sets of indicators and to develop a public online data tool. Citizens will be able to learn, track and monitor progress on the SDGs in 19 Colombian urban agglomerations.
City Footprint Project (SASA-Servicios Ambientales S.A., Latin America)	Latin America	An initiative supporting local governments in Latin America to implement climate mitigation and adaptation strategies. An annual evaluation of the cities' carbon and water footprints demonstrates local contributions to the achievement of the global agendas and informs their monitoring processes.
Marunda Urban Resilience in Action	Indonesia	Supports slum dwellers in mapping and analysing resilience vulnerabilities of their communities and developing action plans through a multi-stakeholder approach. The locally-collected data informs Indonesia's efforts to develop national SDG indicators and action plans.



Local and Regional Governments in the Follow-Up and Review of Global Sustainability Agendas

The JWP commissioned this report to develop recommendations for strengthening the synergistic follow-up and review of the urban dimension of the global agendas, and to explore opportunities for a stronger involvement of local and regional governments and their partners in the process.



A four-page summary of Local and Regional Governments in the Follow-Up and Review of Global Sustainability Agendas



Integrated Follow-up and Review Approaches to Urban Sustainability

This brief presents five selected best practices that take an integrated approach to the Follow-up and Review (FuR) process for the global sustainability agendas at the local level.



The Urban Dimension of Six Global Agreements: A Critical Reflection

This brief, jointly developed with IIED, provides a critical assessment of how urban development and actors are affected and/or involved in each of the global agreements and outlines how they relate to each other.



The Role of Cities in Each Global Agenda

Developed by IIED, these one-page reviews provide a critical analysis of the role of local and regional governments in six global agreements: The New Urban Agenda, the 2030 Agenda for Sustainable Development, World Humanitarian Summit, Paris Agreement, Sendai Framework for Disaster Risk Reduction 2015-2030, and Addis Ababa Action Agenda on Financing for Development.



Implementing the Commitment to “Leaving No One Behind” in Cities: What it Means in Practice

Cities Alliance, ODI and GIZ developed this background paper to explore what is new about the principle of leaving no one behind, and how local and national governments can act in a way that enables national progress to achieve the SDGs.



Placing Cities at the Centre of the Global Agendas: Cities Alliance’s Contribution to the SDGs

How Cities Alliance contributes to the implementation of 10 SDGs and 55 targets through its Global and Country Programmes.

CITIES ALLIANCE IS CONTRIBUTING TO

10 SDGs

55 Targets

33 % of Targets

Cities Alliance
Cities Without Slums

We seek to improve the lives of 20 million of the world's urban poor and empower women in more than 60 cities across seven or more countries by 2021 as part of global efforts to implement the SDGs.

4 THEMATIC AREAS: Economy, Gender, Resilience, Migration

3 POINTS OF DEPARTURE: Human Rights, Effective Markets, and Good Governance

2 APPROACHES:

Country Programmes: Capacity Development, National Urban Policies, Infrastructure and Investments, Local Strategies and Plans, Citizen Engagement

Global Programmes: Knowledge Products, Advocacy, and Innovation



Equitable economic growth in cities

The JWP for Equitable Economic Growth in Cities aims to learn more about how locally managed public goods and services can foster equitable economic growth, especially in secondary cities. The JWP is chaired by the UK Department for International Development (DFID), and includes all six membership constituencies of the Cities Alliance.

In 2018, the JWP continued to produce knowledge products to explore the relationship between access to public goods and services and economic growth, with a focus on the theme of public land and space in supporting city economies.

It held two policy dialogues focused on public space and local economies in 2018 at two priority events for the Cities Alliance: one at the ninth World Urban Forum in Kuala Lumpur in February, and a second at Africities in Marrakesh in November. These events were also used to disseminate findings from the JWP's activities and outputs.

Kenya joined the JWP's Campaign Cities initiative as the fourth and final country. Activities remained ongoing in Ghana and Uganda, and they closed in Bangladesh. The experiences in the four countries has shown that the methodology used in the Campaign Cities initiative has matured considerably, and that it resonates strongly not only with local governments, but also with central governments and development partners. It is an engagement methodology that empowers local governments and helps them see themselves as agents of change for local economic development.

In a first, Cities Alliance was invited to attend the 2018 Annual Meeting of the World Economic Forum in Davos through the JWP. Director William Cobbett presented on public and private investment in secondary cities, challenges and enablers. The high-profile event was an excellent opportunity to raise the profile of Cities Alliance, the JWP, and the issue of investment in secondary cities.

CAMPAIGN CITIES

In the JWP's Campaign Cities initiative, members work with cities in partner countries to support local initiatives that promote equitable access to public goods and services.

With focus areas of the initiatives adapted to the city's specific needs and context, each Campaign City focuses on a particular public service through diagnostic work over 24 months. These diagnostics comprise an Institutional Enabling Environment Report, which reviews local powers and responsibilities related to public service delivery; and a Local Assessment Report that provides an evidence base for city-level policy briefs and recommendations.

Through this process, the city assesses its existing resources and determines how they can be better used to promote equitable economic growth. It is an adaptable approach that can be adjusted depending on a city's needs and capacities.

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 methodology helps them recognise what they already are: They deliver services that are important levers of economic development.

Kenya

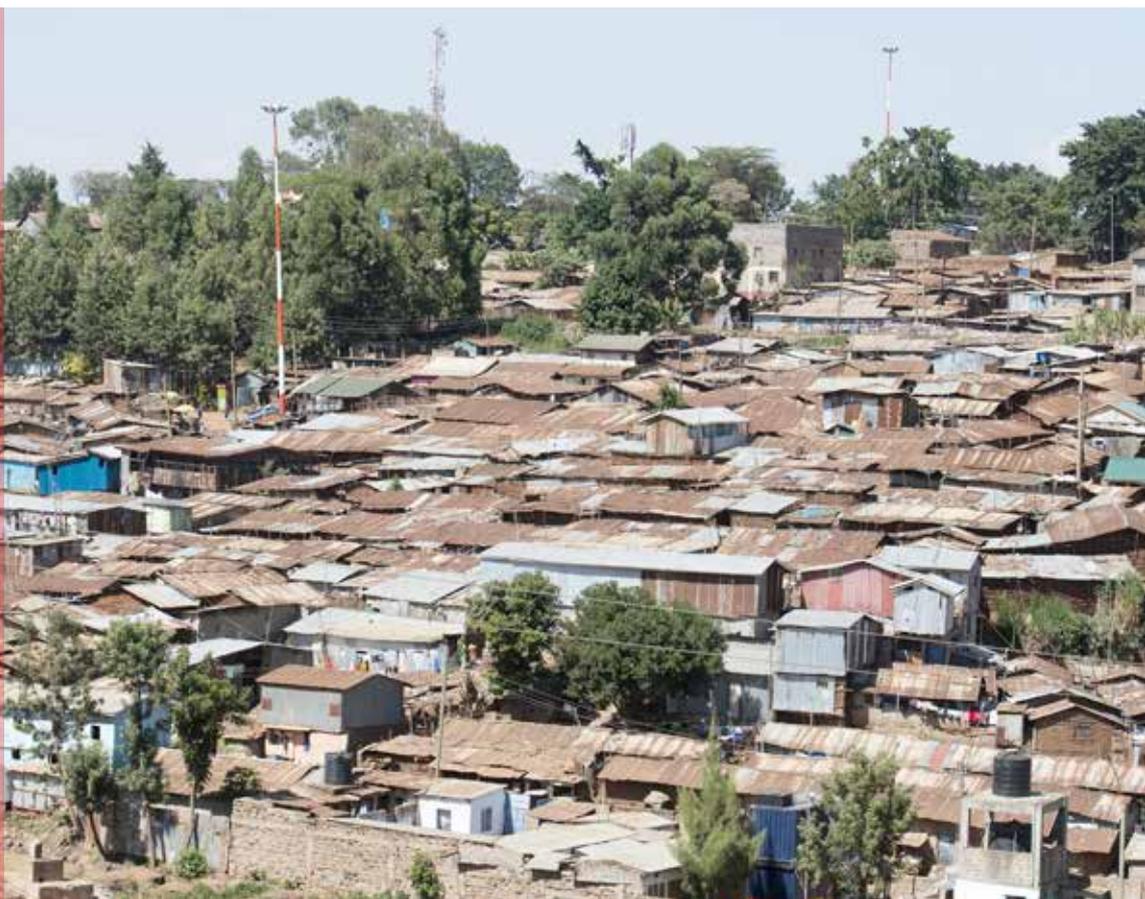
In August 2018, two counties in Kenya – Kajiado and Nyandarua – held workshops to launch the Cities Campaign activities, facilitated by UN-Habitat. Broadly, both counties will focus on market development, including producing plans and feasibility studies and funding strategies.

Kajiado County is one of Kenya's 47 counties established under the 2010 constitution. It stretches from Nairobi in the north to the Tanzanian border in the south, with a rapidly growing population mainly settled in towns such as Ngong, Kitengela and Kajiado Town. The campaign will support economic development priorities in the county by focusing on retail market development and the management of infrastructure and urban development. The county's largest urban areas, with their proximity and economic ties to Nairobi, will play important roles in the initiative.

Nyandarua County, located northwest of Nairobi in central Kenya, has a mainly rural population and an economy dominated by agriculture. At the workshop, discussions focused on the development of a wholesale market hub and logistics centre to benefit from the county's agricultural economy and strategic location along major transport routes connecting the county to Kenya's biggest cities and markets. The initiative will also include the preparation of a framework for urban development and infrastructure management.



Kibera Slum,
Nairobi, Kenya



Bangladesh

A final workshop was held in Dhaka to conclude Campaign City activities for two cities, Narayanganj and Sylhet, in November 2018. Both cities presented their action plans for the respective priority areas identified through the Campaign City process.

Narayanganj chose to focus on providing key services to women workers in the garment industry, including a women's centre and digital centres to help them pay taxes, among other necessities.

Sylhet prioritised medical waste management, in the hopes of becoming a hub for the medical industry in Bangladesh. The city has taken strong ownership of the activities identified through the Campaign Cities initiative, and it is ready to commit funding from its own budget for some of the activities, including for an incinerator plant.

Ghana

In Ghana, the campaign city activities remain ongoing in two cities. The city of Cape Coast is focusing on how improved solid waste management and sanitation services can improve the tourism sector, while Agona Swedru is studying the local agro-processing sector to see how facilities, support services and goods can be improved to benefit local economies and strengthen regional value chains. The JWP is currently undertaking household and business surveys in Cape Coast and Agona Swedru to inform the local assessment report, which will eventually lead to the formulation of policy recommendations and action plans.

In support of the campaign cities initiative in Ghana, UNCDF - a member of the JWP - is developing and applying a diagnostic tool to support the cities with modelling their local finances to get a clearer picture of their capacities to invest in public goods and services. The diagnostics will be complemented by public-private dialogues at the local and national level to improve the prospects for public and private investment. The initiative will also be undertaken in Uganda and contribute to a global knowledge product.

Uganda

The Campaign Cities initiative in Uganda was able to build on Gulu and Mbale, two of the 14 secondary cities that were part of the Uganda Country programme. With UNCDF as the main intermediary, both cities undertook local assessment reports focused on local economic development and public space and land management to identify which changes could be made at the local level, and how public space could be used to promote equitable economic growth. Final workshops were held in February to discuss and validate policy briefs and recommendations.

As part of the activity, UNCDF produced a report for the two cities on the management of public space and land. Land is recognised as a problematic issue in Uganda, with overlapping land title systems, institutional fragmentation, weak local government planning capacity and widespread land grabbing. The report put the land issue in the context of urban development and the role of urban councils in managing land and public space. It argued that without solving land problems, it will be impossible to address the issue of sustainable cities in Uganda because the population pressure on secondary cities is so tremendous. Unless action is taken, both Campaign Cities will likely suffer from large gaps in access to public space in the near future.



Kampala, Uganda

The report was well received by the local governments of both cities, the Urban Authorities Association of Uganda, and the Ministry of Local Government. The Ministry has posted the report on its website, and it was presented at a national meeting of local governments. Makerere University held a mini-course based on the report. The Government of Uganda has also undertaken its own judicial inquiry into the issue of land grabbing. In response to strong demand for the report, UNCDF and Cities Alliance produced a shorter, more focused version titled *Losing Ground?*, which explores the worrying trend of loss of public land and space in Ugandan secondary cities.

WATCH:
Stories from
Mbale and
Gulu, part
of the Cities
Alliance
Joint Work
Programme
on Equitable
Economic
Growth in Cities



<https://www.youtube.com/watch?v=yjmR1LVFuFw&t=163s>

EQUITABLE ECONOMIC GROWTH IN CITIES KNOWLEDGE PRODUCTS

A highlight for 2018 was a toolkit produced by WIEGO on public space and informal livelihoods. The key message of the toolkit is that local governments and associations of informal workers need to work together in the urban decision-making processes.

The toolkit comprises three products: a discussion paper for urban planners and policy makers, and two manuals targeting local governments and informal workers.

The toolkit was disseminated at WIEGO's 2018 general assembly in South Africa, reaching its extensive network of associations of informal workers, and at Africities in Marrakesh, the most representative gathering of African local governments. It is already attracting global attention; the City University of New York (CUNY) organised a webinar in February focused on the topic of securing access to public space by informal workers. WIEGO presented the toolkit, and Cities Alliance provided introductory remarks to give the issue context amid the realities of secondary cities in the global south.

Several other products were in production in 2018, including a follow-up to the seminal study *Systems of Secondary Cities* by Prof. Brian Roberts and another publication exploring how cities can improve and manage ecosystem services to support their economies.

JWP EQUITABLE ECONOMIC GROWTH 2018 KNOWLEDGE PRODUCTS

Public Space and Informal Livelihoods Toolkits



Inclusive Public Spaces for Informal Livelihoods: A Discussion Paper for Urban Planners and Policy Makers



Supporting Informal Livelihoods in Public Space: A Toolkit for Local Authorities



Working in Public Space: A Manual for Street Vendors

Reports



Losing Ground? The Unprecedented Shrinking of Public Spaces and Land in Ugandan Municipalities

Policy dialogue



Policy Dialogue February 2018: Public Space as a Driver of Equitable Economic Growth: Policy and Practice to Leverage a Key Asset for Vibrant City Economies

Webinars



Infrastructure Investment Planning and Equitable Economic Growth Webinar, 3 April 2018

BOX 4: The Uganda Urban Expo puts secondary cities on the agenda

**“Cities Alliance does not only talk the talk,
but also walks the walk.”**

-Majid Batambuze, the Mayor of Jinja

In September 2018, urban stakeholders gathered in Jinja for the first-ever Uganda Urban Expo. On the agenda: How to enhance the role of secondary cities to promote economic development. The entire Expo was locally driven and organised, and it attracted a great deal of interest from local authorities, the national government, civil society, academia and the private sector.

The Uganda Urban Expo was organised by the Ministry of Lands, Housing and Urban Development, Jinja Municipal Council in collaboration with the Urban Authorities Association (UAAU), Chamber of Commerce and Industry and the Private Sector Foundation Uganda.

Representatives of some 30 Ugandan municipalities and delegates from over ten countries came together to discuss a broad range of issues relating to the investment readiness of secondary cities, from integrated urban planning to migration and refugees, public-private cooperation, repositioning secondary cities for job creation, green economy, use of big data and access to capital markets.

It was a significant success, and participants resolved to hold the Expo each year in a different secondary city – ensuring that secondary cities will remain high on the agenda in Uganda. The conference also adopted the Jinja Declaration on Secondary Cities.

Activities centred around the theme of “Becoming investment ready: Unveiling the business and investment potential of secondary cities.” Participants attended learning workshops, browsed an exhibition of urban solutions and products, and went on field visits to see local projects and sites aligned with the expo’s theme.

They also had had a chance to network, explore new partnerships, and make their voices heard. With national-level ministers in attendance, mayors took advantage of the opportunity

to advocate for more investment and interventions in secondary cities. Companies with innovative solutions to urban challenges were able to show their products and engage with urban managers, potentially leading to new relationships.

The learning sessions provided practical guidance to cities on how to become investment ready, how to promote equitable economic growth, and how to unlock the various potentials for investment and business promotion. The conversation throughout focused on an essential aspect: How to pay for municipal development.

Cities Alliance supported the Uganda Urban Expo through its JWP on Equitable Economic Growth in Cities. The Secretariat hosted two sessions, one on SDGs and the New Urban Agenda as enablers of business and investment in secondary cities, and a second with UNCDF on reaching out to capital and debt markets.

For Cities Alliance, the Expo was another step towards working in the field of finance and investments. It was also an extension of our long-term partnership with Uganda to strengthen the urban agenda in the country, through our Transforming the Settlements of the Urban Poor in Uganda Country Programme, the Future Cities Africa project, and the Equitable Economic Growth Campaign Cities initiative.

Cities Alliance was a strategic partner and sponsor in the Expo, along with UNCDF, Pulse Lab Kampala, BIDCO Africa, UNDP, UNHCR, UN-Habitat, the UN Economic Commission for Africa, and the International Organization for Migration.

The organisers recognised the value of this partnership and Cities Alliance’s support for the Expo since its inception. Majid Batambuze, the Mayor of Jinja, noted that “Cities Alliance does not only talk the talk, but also walks the walk.”

The JWP on Cities and Migration will devote special attention to women, who make up half of the world's migrants and face significant challenges in accessing decent jobs, social protection systems, and ways to integrate into the city.

Cities and Migration

Identified as an emerging theme in the previous Medium-Term Strategy (2014-2017), members subsequently requested the Cities Alliance to convene a new Joint Work Programme to address the pressing issue of migration, particularly in secondary cities of the global South. Secondary cities are among the fastest growing in the world, and they are the arrival point for tens of thousands of migrants each year.

While these migrants put added pressure on cities already straining to accommodate the needs of existing residents, they also offer the potential for opportunity and economic growth.

CHANGING THE DISCOURSE ON MIGRATION AND FILLING KNOWLEDGE GAPS

The Cities Alliance JWP will explore the links between migration, cities and development, and support partner cities, local governments, migrants and host communities to manage and capitalise on the opportunities that migration offers.

The main objective of the JWP will be to generate new knowledge, promote analytical and collaborative approaches to key urban issues, and improve urban practices and policies. It also aims to become a local, national, and international coordination platform, knowledge hub and think tank for advocating new thinking on migration.

Much of the narrative around migration is negative, and the programme intends to challenge that narrative with a better understanding of the link between migration, urbanisation and development and by filling crucial data gaps. Specific areas of focus will cover local migration governance, social cohesion and integration, labour migration and forced migration, particularly in the context of secondary cities.

The programme will devote special attention to women, who make up half of the world's migrants and face significant challenges in accessing decent jobs, social protection systems, and ways to integrate into the city.

ACTIVITIES IN 2018

Over the course of 2018, Cities Alliance consulted with its constituencies on the design of the Joint Work Programme and completed the inception phase. Cities Alliance finalised an agreement for a full Joint Work Programme on Cities and Migration with the Swiss Development Cooperation (SDC), and which became operational in December 2018. The first phase will run through November 2021 with an overall budget of CHF 6 million (just over US \$6 million).

LOOKING AHEAD

In 2019, the JWP on Cities and Migration will formally begin its activities. These will include the establishment of the Joint Work Programme steering committee, research projects to develop a greater understanding of voluntary and forced migration to secondary cities in the Global South, and the development of recommendations for improving the governance of local migration.

The JWP will support local partners in eight cities to identify and test improved migration management approaches. Based on these experiences, Cities Alliance will support pilot activities to advance practice, and the key lessons will be disseminated at the local, national, and global level. The lessons will also directly influence operations of the Cities Alliance Country Programmes.

BOX 5: 2018: A Global Focus on Migration

The year 2018 saw a flurry of global activity to address migration, making the launch of the Cities Alliance Joint Work Programme for Cities and Migration timely.

The 5th Mayoral Forum on Human Mobility, Migration and Development in December 2018 in Marrakesh. Cities Alliance was an affiliated partner of this event, which gathered 100 mayors and city executives from around the world. The forum recognises the vital role played by local and regional authorities in the protection and direct assistance of refugees, migrants and displaced persons. Cities Alliance sponsored the participation of the Mayors of Arua and Gulu, Uganda, at the Forum.

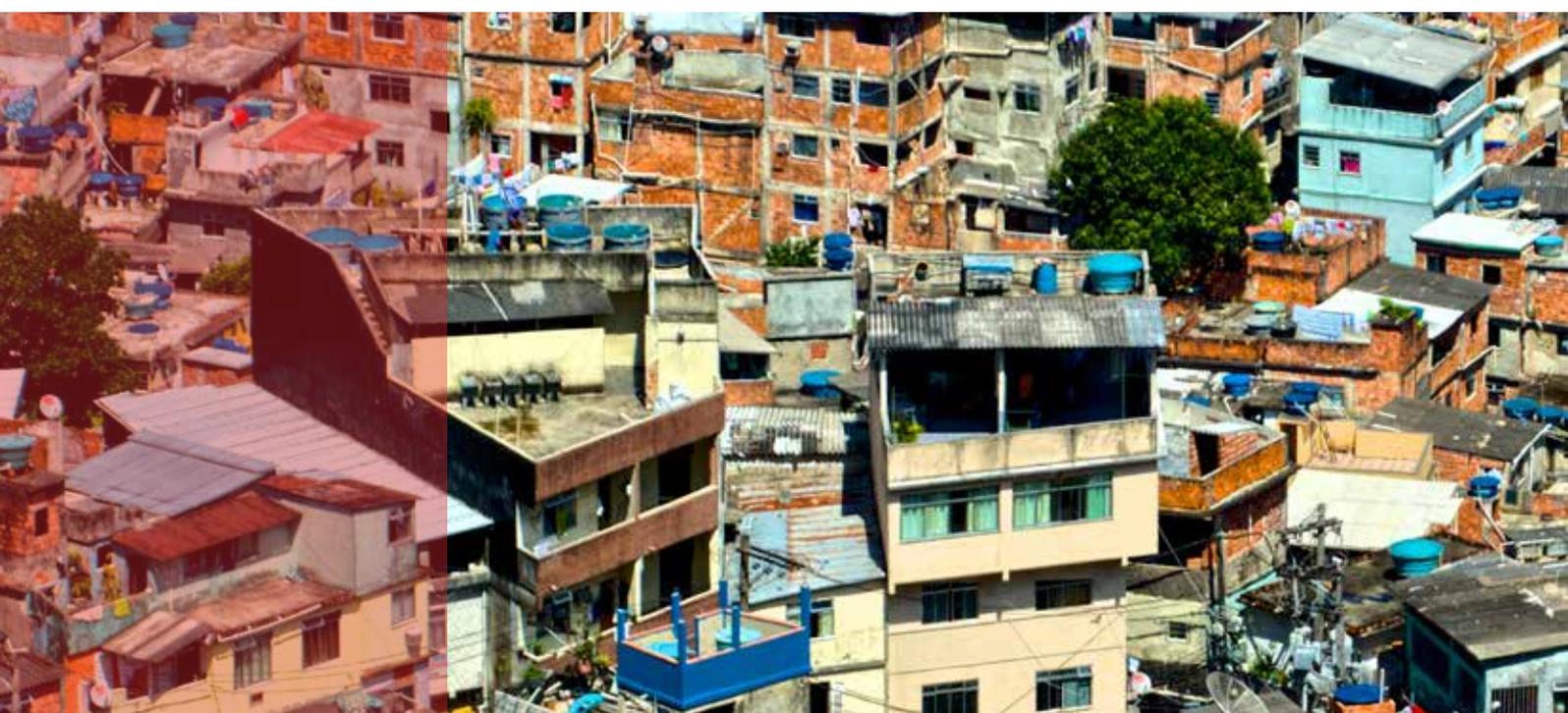
The 11th Global Forum on Migration and Development in December 2018. An inter-governmental consultative process open to UN members and observers, the Global Forum is a platform where governments can share their national, regional and global experiences in migration and development. It recognises the role of local governments for improved migration management in cities for the first time and is expected to launch a “Mayoral Mechanism” in 2019 under

the umbrella of the Forum. Cities Alliance views the mechanism as a great opportunity to share advocacy messages on migration and secondary cities in the Global South.

Africities, the premier event for local government in Africa organised by United Cities and Local Governments Africa (UCLGA) in November 2018, committed an entire day of the summit to migration. Both UCLGA and United Cities and Local Governments (UCLG) will play an important role as interlocutors for the implementation of the Global Compact for Safe, Orderly and Regular Migration.

UNHCR High Commissioner's Dialogue on Protection Challenges in Geneva, also in December 2018. The two-day discussions focused on the protection and assistance of refugees, IDPs and stateless persons in urban settings.

Cities Alliance supported the **#WithRefugees** campaign, which has mobilised almost 40 million public actions in solidarity with refugees and established a powerful coalition of influencers since 2016.



Solutions for climate change need to be incorporated into the core business of all cities, be just and equitable, and work for the poor as well as the wealthy.

Resilient Cities

In the world of climate change, there is considerable talk about lack of services, energy and sanitation, and transition to a green economy. However, for cash-strapped cities in the developing world, climate change stands in danger of being viewed as another development challenge on top of many others.

Policy makers need to very clearly connect solutions addressing the existential threat posed by climate change with the daily and prosaic challenges of providing universal access to basic services, housing, and a significantly improved quality of life for the poor. Simply, solutions for climate change need to be incorporated into the core business of all cities, be just and equitable, and work for the poor as well as the wealthy.

This is what the Cities Alliance JWP on Resilient Cities seeks to achieve. It brings Cities Alliance members and partners together to promote resilient, resource-efficient urban planning. The collaboration is unique, bringing together organisations that have typically worked on resilience from one particular angle - such as the environment, slum upgrading or urban poverty reduction - and helping them to adopt a more comprehensive approach for stronger results.

In 2018, the JWP continued to provide a well-respected platform where different organisations could come together, share their experiences on resilience, hear different perspectives, and connect with other organisations working at the global level towards common goals. It has also provided a platform for building partnerships; as a result of the JWP, SDI and C40 have begun collaborating, and C40 now has inclusive climate action planning.

Over the course of the year, the JWP actively participated in global climate change events, helping shape the discourse to include a greater focus on informality in climate change. The engagement with the Cities IPCC Cities and Climate Change conference was a good example of how Cities Alliance coalesced around the issue of informality and tried to push the conversation more towards secondary cities and their access to knowledge and information about climate change.



Two of the projects undertaken through the JWP closed in 2018: The Urban Community Resilience Assessment (UCRA), and a second undertaken by C40 on city climate action planning. Two new projects were launched, one that looks at indicators and data to measure sustainable, resilient cities and a second on adaptation diplomacy.

“
I was reassured by atmospheric and physical scientists clearly stating that informality will be front and centre of the global research agenda that is being developed.
”

- Cities Alliance Urban Environment Specialist
Julie Greenwalt

BRINGING INFORMALITY INTO THE DISCUSSION AT THE CITIESIPCC CITIES AND CLIMATE CHANGE CONFERENCE

In March 2018, Cities Alliance coorganised the CitiesIPCC Cities and Climate Change Science Conference, which brought together scientists, city representatives, and urban practitioners for the first time to discuss cities and climate change and to inspire new research.

As a partner and co-sponsor, Cities Alliance played an important role in building the partnership for the conference as well as organising and promoting it.

On a substantive level, Cities Alliance strongly advocated addressing informality and urban poverty at the event. Cities Alliance also stressed the message that any global research agenda on cities and climate change must be inclusive of all types of cities, especially emphasising secondary cities and the growing cities of the global south, which were well represented.

Cities Alliance's message on informality and informal settlements as a necessary part of research and action moving forward was resoundingly heard. The view of informality as an important issue when addressing climate change in cities was visible throughout the conference and in all the plenary sessions.

The main outcome of CitiesIPCC was the Research and Action Agenda on Cities and Climate Change. For more about the Agenda, and two other major global climate change events that the Cities Alliance was involved with, see Box 6.

PROJECTS

Urban Community Resilience Assessments (UCRA)

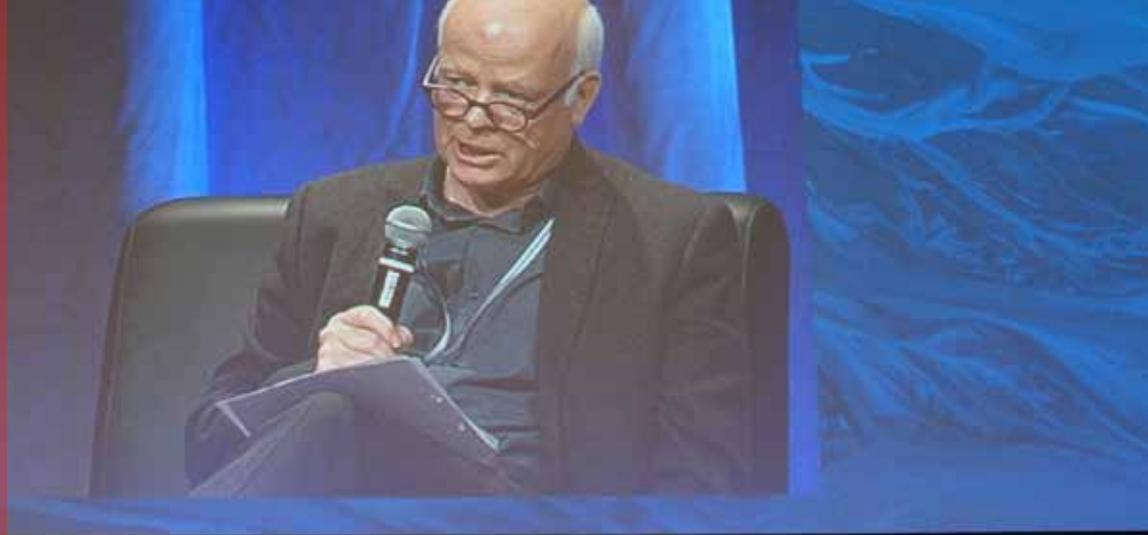
Cities Alliance provided US \$200,000 in funding to the World Resources Institute (WRI) to work on UCRA in three cities: Rio de Janeiro, Brazil; Surat, India; and Semarang, Indonesia. WRI worked closely with 100RC and SDI on the project, which closed in 2018.

Developed by WRI with input from community and city leaders, the UCRA is a tool that takes planning for resilience to the neighbourhood level. This is a new approach for resilience, which is usually assessed at the city level. It is also an important one, as there can be big differences in how various neighbourhoods within a city experience risk.

For example, in Semarang, the project found that three neighbourhoods in the city faced three different risks – sea level rise, inland flooding, and erosion – and assessed the vulnerabilities and capacities accordingly.

In Surat, the project looked at an older slum neighbourhood that was at least 12 years old, as well as a recently established slum. It found that the vulnerabilities are different; social cohesion was better in the older slums, but the infrastructure was much worse, meaning that the neighbourhood had greater resilience on the social side and less on the physical side.

The project also recognised that cities are not the same across the board, and that solutions can be found related to what people have available. For example, in Rio, 86 per cent of people have smart phones, so they can be used to notify residents in case of a disaster or weather-related risk. In Semarang, people still use drums as an alert system.



WRI has been disseminating the project's findings and will prepare a comprehensive report.

City climate action planning with C40

A US \$300,000 grant to C40 to upgrade the Climate Action for Urban Sustainability (CURB) tool for better use in informal settlements also ended in 2018. Developed by the World Bank, CURB is an interactive scenario planning tool designed specifically to help cities act on climate change. It looks at sectors such as waste, energy and transport, identifies mitigation options, and assesses which changes will bring about which results.

For instance, CURB can show cities how close they can get to net zero emissions and what they need to do to achieve that goal, or what kind of result changing the energy grid to renewable energy could have.

Cities Alliance provided funding to C40 to improve the tool's functionality for informal settlements and apply it in Accra, Ghana; Dhaka, Bangladesh; Dakar, Senegal; Quezon City, Philippines; Quito, Ecuador; and Santiago, Chile.

The tool is part of a larger C40 programme that supports cities with city climate action planning.

Towards Environmentally Sustainable and Resilient Urban Development

In 2018 Cities Alliance provided around US \$90,000 in grant funding to the IIED and UN Environment for the Enabling Implementation and Tracking Progress Towards Environmentally Sustainable and Resilient Urban Development activity.

Linked to the New Urban Agenda, this project looks at indicators and data to measure sustainable, resilient cities. It works with cities to figure out what kind of data they already have and what is reasonable for them to show indicators, such as in solid waste or conservation of ecosystems. In line with Cities Alliance's priorities, the project will focus on secondary cities.

During the year IIED and UN Environment held regional roundtables in Kuala Lumpur, Malaysia and Kigali, Rwanda. Cities Alliance had strong representation at the roundtables from cities the partnership works in.

The project will result in a policy brief that will collect what kind of data cities need, and how they can track progress on becoming more environmentally sustainable. The brief is expected to be published in 2019.

Adaptation diplomacy

Traditionally, climate mitigation has received more funding and attention than adaptation. This activity, launched in 2018, seeks to make the case for adaptation and resilience in cities by demonstrating why adaptation is important, and what cities can do. It is being implemented by a consortium including ICLEI, SDI, UN-Habitat and 100 RC.

The project has produced a well presented and widely disseminated publication entitled *Data Speak Louder than Words*, targeting local and regional governments. It is a global stocktaking of what cities are doing on adaptation, what has been achieved, and where the gaps are. It also examines the major hazards that cities are assessing. The aggregated data by and for cities provides a strong justification for diplomacy around adaptation at key events, such as the High-Level Political Forum.

A second publication is planned for 2019 that will examine the socioeconomic benefits of adaptation. It will target the global level on key messages around adaptation, engaging with mayors and city officials about why adaptation is important and bringing their experiences to the global debate.



BOX 6: A Year of Momentum for Cities and Climate Change

The year 2018 has been an eventful year in the realm of cities and climate change, with the space vacated by faltering national governments being filled by cities and regions, demonstrating momentum and innovation for the climate challenge.

Throughout, the Cities Alliance Joint Work Programme for Resilient Cities was engaged, ensuring that the issue of informality in cities is on the agenda. The Cities Alliance also worked to focus attention on secondary cities, which is especially fitting since all the major global events on cities and climate change this year were hosted

by secondary cities: Edmonton, Canada; Incheon, South Korea; and Katowice, Poland.

Bringing urban practitioners and scientists together at CitiesIPCC in Edmonton

The year started in Edmonton, a northern Canadian city of one million, for the CitiesIPCC: Cities and Climate Change Science conference, which was coorganised by Cities Alliance. The conference brought together over 700 delegates – researchers, practitioners, policymakers, and youth – to inspire future research and action on the science of cities and climate change.

The major outcome of the conference was the Research and Action Agenda on Cities and Climate Change. Drawing from the sessions, papers, posters and plenaries, the agenda outlined four cross-cutting issues and six research priorities.

Of particular interest to the Cities Alliance community are the research priorities on Informality, Urban Planning and Design, and Built and Blue/Green Infrastructure as well as the cross-cutting issue of Governance and Institutions as well as Data. The emphasis on informality, and both the impacts of climate change as well as the potential for low-carbon solutions to be transformative development pathways for the urban poor, was a significant focus running throughout sessions in the conference and continues to shape the discussion on climate action in subsequent forums, research and projects.

The final section presents approaches to support the implementation of the Research and Action Agenda through strengthening the science practice and policy interface to advance climate action in cities. It does so through three courses of action: Knowledge co-design and co-production, empowering cities to take action, and fostering long-term science-policy-practice collaborations.

Presentation of IPCC Report in Incheon

From Edmonton, the attention shifted to Incheon, a transportation hub city of almost 3 million people in the Republic of Korea, where the 48th Intergovernmental Panel on Climate Change (IPCC) took place in October. During this session, the Progress Report of the conference, including the Research and Action Agenda, was noted by the Panel.

The big story of Incheon was the presentation of the IPCC special report on the impacts of global warming of 1.5 °C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of

strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty.

The Special Report on global warming of 1.5°C clearly communicated the risks to planet and people of a world in which warming reaches 1.5 degrees, which would already be significant and would be considerably worse in scenarios where warming reaches 2°C. The report also lays out actions that would need to be taken over the next 12 years to limit emissions and subsequently limit warming.

The report places both sustainable development and the SDGs centrally, in both the need and the how of climate action. It also has significant sections devoted to urban areas and sectors – furthering the important role that cities have in limiting warming as well as their need to adapt to the changing climate across a range of temperature increases.

Summary for Urban Policymakers in Katowice

Building on this, the Summary for Urban Policymakers was drafted by 17 of the scientists involved in the Special Report. It provides a comprehensive summary for practitioners, policymakers and researchers working on urban issues of the relevant aspects of the report, in support of actions to limit global warming to 1.5°C rather than 2°C.

The Summary for Urban Policymakers was launched at the UNFCCC COP24 in Katowice, a secondary city of less than 300,000 people with a low unemployment rate but a high engagement in the coal and steel sector. This last stop on the 2018 tour demonstrates that there are challenges for employment and urban economies implicit in a low-carbon transition. At the same time, there is hope and progress, furthered over the last year, that this transformation can be a just and equitable one, centred on people and led by cities.

REGIONAL PROGRAMMES

Cities Alliance has two regional programmes, in Asia and Latin America and the Caribbean (LAC). In 2018 both programmes focused on business development and portfolio management, while the LAC programme also continued to support ongoing activities in the region to support the implementation of the New Urban Agenda.

Asia

The Asia programme in 2018 included portfolio management of the regional grant for City Enabling Environment (CEE) ratings for countries in Asia and the Pacific, and two grants in India: one on heritage cities with the World Bank and a second to the Indian NGOs for Community Led Urban Development (INCLUDE) network.

The team closed four projects during the year: CEE ratings for countries in Asia and the Pacific; Mapping the Untapped Communities in Yangon; Bangalore Urban Metabolism Project (BUMP); and the CityWorks - Enhancing Incomes, Empowerment and Opportunities for Domestic Workers project. Both BUMP and the CityWorks projects were part of the Innovation Programme and are covered in that section of this report.

The Cities Alliance Secretariat continues to support member and partner activities in the region. Cities Alliance is a member of the steering committee for the seventh Asia-Pacific Housing Forum, which will be held in Bangkok in September 2019 and is organised by HFHI. The Secretariat was also on the jury for selection of proposals from Indian smart cities under a challenge fund supported by AfD and the EU.

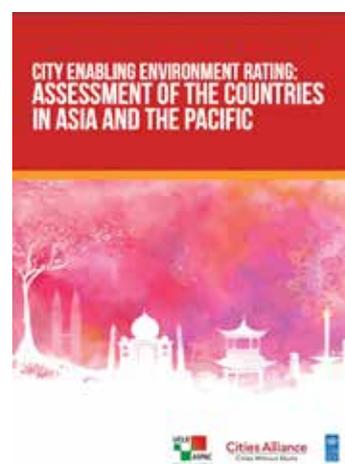
City Enabling Environment Ratings assessment for Asia

At the World Urban Forum in Kuala Lumpur in February 2018, *City Enabling Environment Rating: Assessment of the Countries in Asia and the Pacific* report was soft released, and the feedback was used to finalise the publication and close Cities Alliance's grant to United Cities and Local Governments - Asia Pacific (UCLG ASPAC) for the assessment.

This, the first CEE Report in Asia, assesses the city and local government enabling environment in 28 countries in Asia-Pacific, taking the CEE Ratings approach piloted by UCLGA and the Cities Alliance in Africa and adapting it to the Asian context. It helps local governments identify and address gaps in policy, legal and institutional frameworks that are impacting their efficiency.

A rating is assigned to each country based on an in-depth qualitative assessment using 11 criteria. The diagnostics highlight the progress, constraints and policy options for effective decentralisation - information that helps local governments improve their effectiveness in sustainable development and implement the New Urban Agenda. For its part, the Asian publication introduced a gender indicator as an innovation, subsequently adopted by the African 2018 edition.

The Asia report's findings show that while countries generally have legal provisions for cities to function with some level of independence, more must be done to



ensure that municipal governments have the capacity and autonomy to set their development policies and programmes. Other areas that require improvement include transparency and accountability of municipal governments and ensuring public engagement in the decision-making process.

INDIA

Promoting an inclusive approach to urban development in India's heritage cities

Cities Alliance has been partnering with the World Bank for implementation of an Inclusive Heritage-based City Development Programme in India, at the request of the national government. The project is helping cities integrate their cultural heritage with city and local economic development in a way that brings improved service and work opportunities to the urban poor.

The project has been undertaken in two phases. In the first phase, the programme was piloted in three cities, and the experience informed urban revitalisation guidelines that became part of the national Heritage Cities Development and Augmentation scheme (HRIDAY).

The second phase from 2016-19 expanded the programme to 15 cities and involved working with the state governments of Karnataka and Rajasthan to develop heritage cities development programmes, using the approach piloted in the first phase. Rajasthan has adopted guidelines for such a programme, and a publication documenting the experience is in production.

As a follow-up to the integrated heritage cities project, the Cities Alliance is supporting the National Institute of Urban Affairs (NIUA) in working with the two cities of Jodhpur and Nawalgarh to produce feasibility reports on how various related sectors, such as tourism, can promote local economic development. The investment will come from the Rajasthan state budget.

Cities Alliance is exploring plans to expand the heritage-led approach to local economic development piloted in India to three secondary cities in Indonesia.

INCLUDE: Working with cities to promote in-situ slum upgrading

Cities Alliance has been supporting the network of Indian NGOS for Community-led Urban Development (INCLUDE) and providing essential resources for the provision of evidence-based advocacy and technical assistance to cities who want to adopt an in-situ slum upgrading approach.

INCLUDE aims to offer a variety of products and services to local, state and national government to strengthen urban policy and programming and capacity for community-led sustainable urban development. Under the leadership of the NGOs, the network is supported by the Cities Alliance Secretariat, UNDP, GIZ India, the World Bank, UN-Habitat, and USAID.

In 2018, Cities Alliance grant funding to INCLUDE got off the ground. The seven NGOs that are part of INCLUDE are collaborating to identify and document good practices in in-situ upgrading. The good practices selected will be turned into a manual to help cities in the region interested in adopting a citywide slum upgrading approach. The NGOs have prepared a list of potential good practices and developed selection criteria. The short list will be peer reviewed by an outside party, and then the seven NGOs will select the best practices.

INCLUDE is also engaging in discussions to possibly play a mentorship role in the Government of India's Smart Cities urban renewal and retrofitting programme, which was launched in 2016. To support INCLUDE, Cities Alliance has helped the NGOs participate in workshops and smart cities groups to share their activities in in-situ slum upgrading.



VIETNAM

Cities Alliance supported three activities in Vietnam as a follow-up to the Country Programme. The first activity involves technical support that the Asian Development Bank is providing to the Government of Vietnam to implement a National Urban Development Strategy (NUDS), which was conceptualised and developed through the Country Programme.

For the second activity, Cities Alliance supported UN-Habitat in building capacity for the participatory city development strategies formulated during the Country Programme. The project aims to replicate the CDS approach and build the capacity for the Ministry of Construction to provide training for cities to undertake a CDS.

Finally, the partnership supported the Association of Cities in Vietnam (ACVN) to expand the Community Upgrading Fund established through the Country Programme. The fund is growing and thriving, and ACVN has used the approach to set up a fund for local economic development. The association has also leveraged funding from Canada to further support the fund.

Latin America and the Caribbean

In Latin America and the Caribbean, Cities Alliance continued its activities to support the process of monitoring and implementing the New Urban Agenda. Its regional office worked closely with organisations that have a UN mandate to follow up on monitoring and implementation, notably the Ministers and High Authorities of Housing and Urban Development of Latin America and the Caribbean (MINURVI).

Cities Alliance also played an active role in events to support the regional Action Plan for implementing the New Urban Agenda. The most high-profile was the 3rd Latin American and Caribbean (LAC) Housing and Habitat Forum in Santo Domingo, Dominican Republic, which Cities Alliance co-organised, and the launch of the Urban Housing Practitioners Hub (UHPH) in June 2018.

Cities Alliance also continued to support networks on slum upgrading and metropolitan governance in Brazil and facilitated the development of a National Urban Policy in Paraguay.

Launching the Urban Housing Practitioner's Hub

Formally launched in June 2018, the UHPH is an open platform for organisations committed to improving housing conditions for the urban poor in LAC. It combines a digital space with in-person interactions where people can connect and access information about housing in the region, linking policy and planning efforts with practitioners on the ground.

The Cities Alliance has played an important role in establishing the UHPH and getting it off the ground. The LAC region has a rich and varied set of experiences to share, and the UHPH is a valuable contribution towards sharing that knowledge and supporting the implementation of the global agendas. We also believe the UHPH can help maximise access to high-level technical expertise and communication channels to improve living conditions in the region.

The UHPH has four main modules that are all interconnected:

- **Labs** that bring people together with experience on a specific topic to reflect on current models and offer responses to the challenges of urban housing. They are demand-based and informed by the global agenda. In 2018 Cities Alliance organised 15 labs, which were very well received as a good, cost-effective way to acquire on-demand technical assistance.
- **A best practices database** that brings together information from databases around the region and consolidates it into a single place where practitioners can access information on robust experiences.
- **A social network** that enables everyone involved in housing in the region to connect directly with peers and share knowledge, ideas and challenges.
- **A biannual forum where all the modules converge** and the labs, database and virtual space for housing are showcased along with high-level political dialogue. In 2018 this was implemented as the 3rd LAC Housing and Habitat Forum in Santo Domingo.

Cities Alliance will remain active with the UHPH. The partnership is in the process of signing a cooperation agreement with the Inter-American Development Bank (IDB) to provide funding for a team to coordinate the UHPH's activities, sustain its social network and website, and facilitate the various activities, including the labs and inspiring practices.

The UHPH is already having a wider regional impact. It is serving as the housing pillar for a new urban platform that is being established by the Economic Commission for Latin America and the Caribbean (CEPAL). The platform brings together different components to create space for collecting knowledge experiences.

Gathering Inspiring Practices for the UHPH

Cities Alliance hosted an Inspiring Practices Exhibition, which highlights best practices on housing collected through the UHPH. The exhibition was an opportunity to showcase experiences that promote adequate housing and habitat as drivers for sustainable development in LAC.

These Inspiring Practices take an integrated approach to housing that

links it with areas including economic growth, climate change, and gender, for example. They illustrate the urban innovation processes that are taking shape in the LAC region and can help support the implementation of the global agendas. Sharing this knowledge is crucial to building critical mass and contributing to the collective construction of more equitable cities.



Launch of the Urban Housing Practitioner's Hub at the 3rd Housing and Habitat Forum in Santo Domingo, Dominican Republic.

Photo: Cities Alliance

A NEW HOUSING POLICY IN PARAGUAY

In August, Paraguay launched a new National Housing and Habitat Policy. Three years in the making, the policy introduced a participatory culture in Paraguay – a major innovation for the country and how it approaches housing. It also incorporated the concept of integrated slum upgrading, helping Paraguay take a more holistic approach to housing that includes the social and economic elements in addition to construction.

Cities Alliance supported the policy development process in Paraguay together with members Chile, GIZ, IDB, and Habitat for Humanity International, among others. The policy is an important legacy for Cities Alliance in a region where the partnership has a longstanding presence and strong partnerships, and it showcases how relatively small investment (US\$ 75,000) can have a big impact.

The development process for Paraguay's housing and habitat policy was especially interesting because it ran parallel to preparations for Habitat III. Paraguay held the presidency of the General Assembly of Ministers of Housing and Urban Development of Latin America and the Caribbean (MINURVI) from July 2015-16 – precisely when the preparatory process for Habitat III was underway.

During this time, Paraguay was a strong advocate for housing and urban issues in the region, and it led the main advocacy messages from LAC that were presented at Habitat III in Quito. This strong leadership promoted positive synergies within the development process for the housing policy and with Cities Alliance institutional representation at the regional level.

The policy has a strong monitoring system with national targets, and there are many follow-up actions at the institutional level. The most urgent are the need to upgrade Paraguay's urban laws to better implement the policy and solidify the governance mechanism for the national committee that is providing oversight. Enhancing local capacity at the city level is also critical to implementation, and this is seen as a role for the national government.

Although there has been a change in government in Paraguay, the housing policy is likely to endure. Cities Alliance worked with local organisations to design the policy, which has provided a strong foundation and support for the policy's trends and direction.

SUPPORTING KNOWLEDGE EXCHANGE AND TAKING STOCK OF URBAN POLICIES IN BRAZIL

In 2018, Cities Alliance worked with ICLEI, UCLG and various national organisations in Brazil (the Institute of Architects in São Paulo, the Instituto POLIS, and the Institute for Applied Economic Research) to organise workshops and support networks on slum upgrading and metropolitan governance.

Cities Alliance has a history of supporting metropolitan governance models in Brazil, notably in Belo Horizonte. Efforts this year focused on leveraging support for metropolitan governance in small and medium-sized cities, including contributing to several publications (see the Knowledge Resources section below).

The partnership has also invested substantially in slum upgrading in Brazil with a decades-long portfolio of projects such as city diagnostics, an integrated approach to slum upgrading in Bahia, and the HABISP information system for social housing in São Paulo.

Currently there is considerable interest among universities and research institutions in Brazil to take stock of the impact of these programmes. To that end, Cities Alliance supported a national slum upgrading conference in 2018, hosted by the Catholic University in Salvador, to bring researchers and experts in Brazil together to understand what has happened in slum upgrading over the past two decades. The idea is to hold another slum upgrading conference in two years at the regional level.

The publication on National Urban Laws in LAC addresses an issue that has received little coverage, and as a result it has generated considerable interest. For instance, CEPAL is using the methodology on legal urban frameworks outlined in the publication as a basis for its knowledge-sharing forum, with clear explanations of the methodology online that is frequently updated.

LAC 2018 KNOWLEDGE PRODUCTS



An Overview of National Urban Laws in Latin America and the Caribbean: Case Studies from Brazil, Colombia and Ecuador

This publication looks at the main elements that need to be considered when constructing a national legal framework from the standpoint of urban reform and gives examples of how Brazil, Colombia and Ecuador have managed the process of developing national urban laws, including drafting the law, how it was conceived, and the implementation process. Available in Portuguese and a combined English-Spanish edition.



URBFavelas: Registros e reflexões do II seminário nacional sobre urbanização de favelas

This book documents the lessons of the Cities Alliance-supported second UrbFavelas Seminar held 23-26 November 2017 at Rio de Janeiro's State University. It is available in Portuguese.



Brasil Metropolitano em foco: Desafios à implementação do Estatuto da Metrópole

This publication looks at the current planning system in metropolitan Brazil, organised by the Institute for Research on Applied Economics (IPEA).



Política Metropolitana: Governança, Instrumentos e Planejamento Metropolitanos

An e-book that features the outcomes of a national workshop on metropolitan governance policy supported by Cities Alliance in collaboration key stakeholders (ICLEI, WRI, POLIS, the Institute of Architects in São Paulo, the Institute for Applied Economic Research, Casa Fluminense, and the Metropolitan SDG Observatory).

Stepping Up Gender Mainstreaming at Cities Alliance

In 2018 the Cities Alliance advanced Gender Mainstreaming across its procedures and operations. We consolidated and refined our two-pronged approach to gender mainstreaming, with a rigorous assessment of the different implications each Cities Alliance intervention has for both women and men. This approach has enabled the Secretariat to significantly increase gender mainstreaming in its projects with grantees and development partners.

Concluding the Gender Equality JWP

Through a concerted effort by Cities Alliance members, the management team and all staff, the Secretariat's Gender Mainstreaming Team was able to conclude the Joint Work Programme Achieving Gender Equality in City Development in April 2018. After evaluating and considering members' responses and coordination needs for global advocacy activities on the theme of Gender Equality in Cities, the Secretariat decided to complement its advocacy efforts with activities to ensure that all our operations at the national and local level in partner countries are aligned with our commitment to Gender Mainstreaming.

This decision triggered various achievements in 2018:

Highlighting gender at the 2018 European Development Days (EDD)

The 2018 EDD in Brussels invited the global development community to reflect on the role of "Women and Girls at the Forefront of Sustainable Development: protect, empower, invest." The Secretariat was invited to organise several high-level events, including a side event on "Public and safe spaces for women: a south-south contribution" jointly with Fundación Avina, Safetipin and UN-Habitat. This session focused on the contributions that women have made in generating

inclusive public spaces by revisiting successful experiences of cities from Africa, Latin America, and the Middle East and North Africa.

Disseminating knowledge on gender and access to public goods and services

A communication campaign disseminated the recommendations deriving from the Cities Alliance's 2017 review of gendered barriers to access public goods and services in cities. This review provides city officials with case studies, examples and recommendations for how local interventions to support gender-responsive delivery of key public services can contribute to the economic empowerment and social inclusion of often marginalised and vulnerable groups and individuals.

The study⁴ offers a framework for assessing the gender responsiveness of public services in cities. It also identifies various enabling factors that are essential to establishing these public services, including gender analysis, political leadership and the existence of broad-based local coalitions and partnerships.

Because secondary cities are a key target audience for these efforts, the Cities Alliance included the results of this review in a toolkit training session at the 1st World Forum of Intermediary Cities organised in Chefchaouen, Morocco in July 2018.



⁴ *Gender Responsive Public Services: Pathways to Equitable Economic Growth in Cities* is accessible here: https://www.citiesalliance.org/sites/default/files/Cities_Gender_Layout_FinalWeb.pdf

Introducing a gender marker system to ensure a gender component in activities

Based on the Cities Alliance Strategic Plan (2018-2021) as well as that of UNOPS, the Secretariat further reviewed its internal procedures to ensure that it responds to the need to address gender and diversity across the organisation, in contribution towards the UN 2030 Agenda for Sustainable Development.

The Cities Alliance is committed to assuring gender parity quotas, such as in recruitment procedures and review

panels. An important introduction in 2018 was the incorporation of a gender marker system into the Cities Alliance Secretariat's grantmaking procedures. The system ensures a set of common principles and standards to track and report on impacts for gender equality and the empowerment of women and girls in all Cities Alliance-funded operations.

The gender marker system is helping Cities Alliance reach its corporate objective that 90 per cent of all grants make a significant contribution to advancing gender equality and/ or the empowerment of girls and women.



Cities Alliance interns express support for the #SheisWe campaign at the 2018 European Development Days.

About UNOPS

UNOPS is a central resource for project management, infrastructure and procurement at the United Nations, providing a range of high quality, cost-effective project management services to its partners in support of the 2030 Agenda. In 2016, UNOPS implemented more than 1,000 projects worth over \$1.4 billion, often in some of the most challenging and fragile environments. UNOPS has earned high recognition with its consistently clean audit results, its effective and agile administrative processes, its continuous acquisition of independent certifications on its services, and strong partner satisfaction ratings.

A global initiative in support of sustainable urban development, Cities Alliance is hosted by the UNOPS Geneva Office, through which it is supported in advisory, implementation and transactional services. The Geneva office is a central resource for several global partnerships, hosting entities such as the Water Supply and Sanitation Collaborative Council (WSSCC), the Stop TB Partnership, Scaling Up Nutrition (SUN), and the Platform for Disaster Displacement (PDD).

As a demand-driven and self-financed operational resource for the UN, UNOPS provides a framework through which Cities Alliance may implement its work - ensuring accountability, transparency, and providing the privileges and immunities of the UN - while allowing Cities Alliance to govern its own mandate and maintain its clear brand and identity.

UNOPS remains committed to supporting Cities Alliance in accomplishing its goals in support of the 2030 Agenda, to strengthening partnership in the implementation of the New Urban Agenda, and to focusing on SDGs 11 on cities and 5 on gender equality.

UNOPS continues to facilitate Cities Alliance's work in developing joint actions with national governments, local governments, multilateral institutes and civil society organisations to make cities more inclusive, safe, resilient and sustainable.

UNOPS provides a framework for Cities Alliance to implement its work while allowing the partnership to govern its own mandate and maintain its clear brand and identity.

The Cities Alliance Team

1 JANUARY 2018 – 31 DECEMBER 2018

Secretariat Staff: Brussels

Balbuena, Hilary	Head, Finance & Operations Unit (to 31/10/2018)
Baskin, Julian	Senior Adviser Head, Programme Unit (to 01/11/2018)
Bruhn, Fredrik	Urban Programme Analyst
Capelle-Manuel, Sandrine	Lead Urban Specialist
Capisani, Dafne	Intern
Christen, Tutut	Online Communications
Cobbett, William	Director
De Greef, Nathalie	Executive Associate
Fasano, Anais	Office Assistant
Greenwalt, Julie	Urban Environment Specialist (to 31/12/2018)
Haefner, Andrea	Intern
Henderson, Susanna	Partnership Officer (to 20/12/2018)
Herroelen, Pieter	Programme Assistant
Hoermann, Brigitte	Senior Specialist on Migration
Hohmann, Rene	Head of Global Programmes Sr. Urban Specialist (to 01/11/2018)
Kidane, Alemu	Financial Management Specialist
Ko, Aye Chan	Programme Analyst
Kurth, Marie-Alexandra	Sr. Urban Specialist (to 07/12/2018)
Lima, Laura	Urban Specialist (to 30/11/2018)
Lozet, Florence	Programme Analyst
Mehta, Honey	Intern

Perfileva, Ekaterina	Intern
Puspa, Erika	Head of Portfolio and Operations Senior Portfolio Specialist (to 01/11/2018) Information Management Specialist (to 01/03/2018)
Reudenbach, Lisa	Urban Analyst (to 01/11/2018)
Silva, Federico	Head of Strategy and Results Sr. Programme Specialist (to 01/11/2018)
Tijinbun Ngochi, Desmond	Project Analyst (to 16/08/2018)
Ventak, Chitra	Head of Finance
Von Schlieben, Hendrik	Intern
Xu, Jinghan	Intern
Yang, Shuo	Programme Analyst

UNOPS Headquarters: Copenhagen

Sørensen, Cynthia	Programme Assistant (to 31/01/2018)
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UNOPS Geneva

Daepf, David	Programme Officer (to 05/09/2018)
Jindapraneekul, Pattana	Associate Portfolio Support Officer

Regional staff

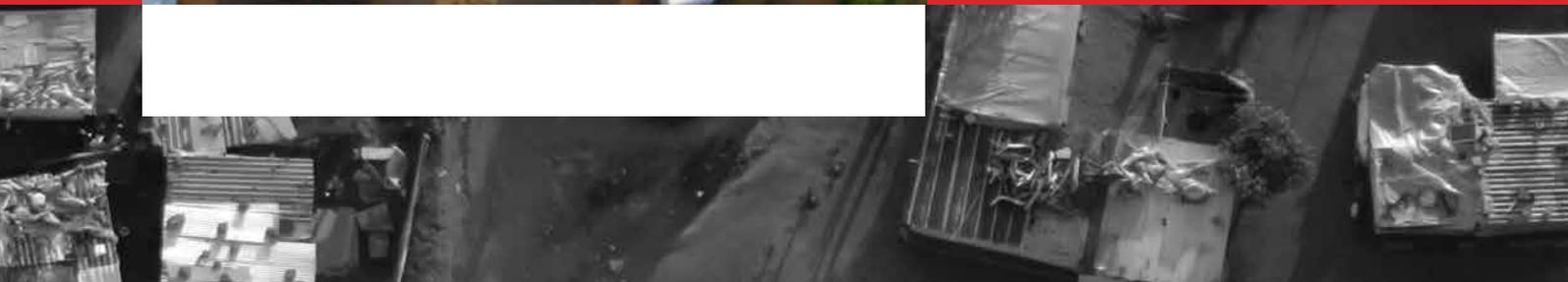
Bunch, Juliet	Communications Specialist Washington, DC
Rosbach, Anaclaudia	Regional Advisor, LAC São Paulo, Brazil
Suri, D. Ajay	Regional Advisor, Asia New Delhi, India
Violim Mercurio, Gabriela	Programme Associate São Paulo, Brazil

Liberia, Monrovia

Andrew, Senjovo	M&E Analyst
Juarez Lopez, Francisco Mariano	Country Project Manager, Waste Management
Nyei, Abdulai	Finance Analyst
Yeakula, Christian Nya	Solid Waste Management Specialist

Financials

1 JANUARY 2018 –
31 DECEMBER 2018



1 JANUARY 2018 TO 31 DECEMBER 2018 (all amounts in thousand US\$)

	CORE	PROJECTS	TOTAL
A. INCOME			
Income	4,004	4,549	8,553
Interest	100	67	167
TOTAL	4,104	4,616	8,720
B. EXPENDITURE			
Programmes 2018			
Joint Work Programmes	1,125	1,382	2,507
Regional Strategies	927		927
Country Programmes	601	569	1,170
Catalytic Fund/Innovation Programme and Other	646	707	1,353
Operations 2018			
Secretariat Cost	1,877		1,877
Governance, Corporate Strategies and Events	267		267
Monitoring & Evaluation	106		106
UNOPS Management Fee	393	175	568
Net Exchange Gain/Loss	-2	-1	-3
TOTAL	5,940	2,832	8,772
C. BALANCE OF INCOME OVER EXPENDITURE			
	-1,836	1,784	-52
D. FUNDS BROUGHT FORWARD FROM FY 2017			
	10,126	2,267	12,393
E. INTER-PROJECT TRANSFER			
	-1,698	1,698	0
F. PROJECT ADVANCE AND ASSETS			
	11		11
G. COMMITMENTS			
	939	1,494	2,433
H. BALANCE OF FUNDS CARRIED FORWARD TO FY 2019			
	5,642	4,255	9,897

* UNOPS financials for FY 2018 are currently being audited by UN Board of Auditors. Hence above figures are interim and not final.

**The deficit balance - which is significantly decreasing compared to other years - is mainly due to prior commitments on grants, the ongoing shift to full costing of programmes and projects, and additional one-off expenses incurred to finalise the change management process as per the Strategic Plan 2018-21. In 2019, the budget is fully balanced.

