



ANNUAL REPORT 2018

EXECUTIVE SUMMARY

Cities Alliance

Cities Without Slums

CITIES ALLIANCE ANNUAL REPORT 2018: EXECUTIVE SUMMARY

The 2018 work programme is demonstrating the strength of the platform provided by the Strategic Plan 2018-21 to allow the Cities Alliance to contribute to the implementation of the 2030 Agenda for Sustainable Development. We can already see progress in strengthening Cities Alliance's activities in both the country and global windows and scaling up operations on the ground.

This has set the stage for additional progress in 2019, widening our geographical footprint, increasing our operational activities, consolidating our global programmes and - above all - increasing the effectiveness of the Cities Alliance as a vibrant partnership.

The Country/City Window for Technical Assistance

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

COUNTRY PROGRAMMES

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.

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.

The global
partnership
supporting cities
to deliver
sustainable
development





Liberia

Now in its third year of implementation, the Liberia Country Programme is achieving concrete results through the coordinated impact of the in-country team and members deploying their own expertise as part of a common effort to change the discourse on urban issues and demonstrate tangible solutions. In 2018, the programme comprised four main lines of work: two solid waste management projects funded by the European Union (EU), a Community Upgrading Fund (CUF), and a City Development Strategy (CDS) for Greater Monrovia. In parallel, the Country Programme is running grant-based projects implemented through Cities Alliance members HFHI, SDI, WIEGO, and UN-Habitat, all coordinated through the Country Programme.

Highlights include:

- **Profiling slums to empower communities.** The collaboration between YMCA and SDI has profiled over 84 slum settlements in Greater Monrovia. As of the end of 2018, it has mobilised 179 saving groups with over 4,970 registered members in 35 slum communities.
- **Implementing the Community Upgrading Fund.** In 2018, the Country Programme team in Monrovia began implementing the CUF, which provides financing for small infrastructure projects. By the end of 2018, communities identified the first 10 projects to build schools, water points, and community meeting halls.
- **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 key steps needed to upgrade slum communities. The National Housing Authority has adopted the framework.
- **Focusing on solid waste.** The EU is funding two projects on Primary Waste Collection, Solid Waste Management, and Waste-to-Energy options for Greater Monrovia, implemented directly by the Cities Alliance in-country team. Both were in the inception stage in 2018.
- **A formal agreement between the city and petty traders.** With WIEGO's leadership and support, the Federation of Petty Traders and Informal Workers Union of Liberia (FEPTIWUL) has been able to negotiate better working conditions for petty traders. In 2018, Monrovia City Corporation and FEPTIWUL signed a Memorandum of Understanding that creates a recognised area for traders to operate without harassment. So far, 529 sites have been allocated for traders.
- **Building capacity on affordable housing.** HFHI 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.
- **Engaging stakeholders to develop a National Urban Policy.** Through the Country Programme, UN-Habitat is facilitating the development of a National Urban Policy in partnership with the Ministry of Internal Affairs.
- **Support for the Association of Mayors and Local Government Authorities of Liberia (AMLOGAL).** The Country Programme helped launch and establish AMLOGAL in 2017. In 2018, the Cities Alliance funded a knowledge exchange trip to Rwanda and supported AMLOGAL in developing a five-year strategic plan.



Tunisia

The Country Programme supports Tunisia's cities as they build the capacity to meet new national requirements for strategic urban planning and city management, with a focus on lagging inland cities. It also informs the urban debate and creates space for dialogue and cooperation among city leaders and residents. The programme is funded by the Swiss State Secretariat for Economic Affairs (SECO).

Highlights include:

- **Strategic city planning.** Through support provided to UNDP, the Madinatouna initiative has worked with nine secondary cities to undertake a CDS process. It has strengthened their approaches to urban management, strategic planning, and service delivery. It has also helped the cities identify priorities and align urban planning with the provision of public services.
- **Expanding the CDS initiative to 365 cities nationwide.** The Tunisian government has subsequently decided to expand the Madinatouna initiative to all 365 municipalities in the country, and Cities Alliance has been asked to provide support in the new municipalities.
- **Follow-up funding for three partner cities.** At the end of 2018, UNDP 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.
- **Advancing inter-municipal cooperation in the context of decentralisation reforms.** In partnership with SKL and GIZ, UNDP is working with the Tunisian association of cities and the Ministry of Local Affairs and Environment to explore, elaborate and operationalise cooperation between neighbouring cities in urban service provision. In 2018, a variety of national and local dialogues advanced a way forward.
- **A spatial analysis of the potential of lagging areas for regional economic development.** In 2018, the World Bank, with financing from the Cities Alliance, finalised a study that systematically identifies and analyses development constraints and opportunities for improving outcomes for residents of Tunisia's lagging regions.

The Country Programme 3.0

Various independent evaluations and internal assessments have found that the Country Programmes are effective, thanks to their integrated and systemic approach, ability to bring a range of development actors together, and their impact on the ground. Based on these 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 Country Programme 3.0 features a combination of in-country Secretariat presence, partner selection based on open competition, prioritising the use of local and regional capacity,

mechanisms for mutual accountability, embedded sustainability and safeguard mechanisms, minimum quality and competence requirements for implementing partners, and stronger reporting.

The new approach 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. It should greatly benefit impact, significantly strengthen local ownership, and improve prospects for additional funding and follow-up investment.

INNOVATION PROGRAMME

The Cities Alliance Innovation Programme aims to incubate fresh thinking and approaches to urban challenges, particularly in rapidly urbanising cities. It is a flexible instrument designed for new and non-traditional partners, especially in those communities and cities typically left behind.

The bulk of Innovation projects from the Migration and the City call closed in 2018, and include the following highlights:

- **A basketball training programme in Yopougon, Côte d'Ivoire** that fosters integration of migrants and social cohesion. In an impact study, 90% of participants reported feeling more secure in their neighbourhoods thanks to the programme, while female participants (who make up one third) said basketball raised their self-esteem and helped them recognise their potential.
- **The Cityworks project in Bangladesh** has helped approximately 500 domestic workers receive skills training or job placement, and they have consequently seen their wages increase on average by 20-50 per cent.
- **A programme in Guatemala** is helping integrate deported migrants into the labour market and local economy through various activities, such as language courses, skills training, and skills certification. Job matching in collaboration with the private sector has so far linked more than 100 people with formal employment.
- **The Inclusive Lagos Project** empowers 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. So far, 79 community paralegals have received training and offered free legal education and legal aid to their peers.
- **A migration impact profiling for Lebanese cities** has 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.
- **The Sanctuary in the City project in Beirut** produced two outcome documents as a basis for further efforts to advocate participatory local governance: The Right to the City Charter of Greater Beirut (the first in the region) and a report on The Right to the City in Greater Beirut.
- **Welcoming Bologna** promotes and communicates innovative, replicable urban policy responses and practical approaches for the inclusion of migrants in all aspects of the city life. The project is changing the narrative on migrants and showcasing the positive impact migration can have on any community.

Attention now turns to preparations for the 2019 Call for Proposals on Secure Tenure in African Cities, funded by the Cities Alliance member Omidyar Network.

Global Window

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

JOINT WORK PROGRAMMES

Cities Alliance 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 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

Now in its second and concluding phase, this 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 implementing the New Urban Agenda.

In 2018, the JWP focused on producing and disseminating knowledge. A suite of knowledge products undertaken with IIED 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.

Cities Alliance JWPs are providing knowledge and support to help cities determine how they can play a role



Through the JWP, Cities Alliance also issued a call in April for best practices that take an integrated approach to the FuR process at the local level. Five best practices were selected, and Cities Alliance invited the top three to highlight their approaches in its activities at the High-Level Political Forum in New York.

Equitable Economic Growth in Cities

This JWP aims to learn more about how locally managed public goods and services can foster equitable economic growth, especially in secondary cities. 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 also held two policy dialogues focused on public space and local economies.

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 have 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.

Cities and Migration

In 2018, Cities Alliance finalised an agreement with the Swiss Development Cooperation (SDC) for a JWP on Cities and Migration, which became operational in December. The first phase will run through November 2021 with an overall budget of CHF 6 million (just over US \$6 million).

The JWP will explore the links between migration, cities and development. It will also support partner cities, local governments, migrants and host communities to manage and capitalise on the opportunities that migration offers. Its main objectives will be to generate new knowledge, promote analytical and collaborative approaches to key urban issues, improve urban practices and policies, and become a coordination platform for advocating new thinking on migration, and its impacts on cities.

Resilient Cities

This JWP brings Cities Alliance members and partners together to promote resilient, resource-efficient urban planning. In 2018, it 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 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 the Cities Alliance Secretariat and members effectively promoted the central importance of informality and secondary cities, and the importance of 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.

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.

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, and three Innovation Programme projects (Mapping the Untapped Communities in Yangon, the Bangalore Urban Metabolism Project, and CityWorks in Bangladesh).

In Vietnam, Cities Alliance supported three activities as a follow-up to our Vietnam Country Programme: Implementing a National Urban Development Strategy (NUDS), building capacity for participatory city development strategies, and expanding the Community Upgrading Fund through the Association of Cities in Vietnam. All three were products of the Country Programme.

The Secretariat continued to support member and partner activities in the region. Cities Alliance is a member of the steering committee for the 2019 Asia-Pacific Housing Forum, and 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.

Latin America and the Caribbean

In LAC, Cities Alliance continued its activities to support the process of monitoring and implementing the New Urban Agenda. Our regional office 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 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 continued to support networks on slum upgrading and metropolitan governance in Brazil, including contributing to three publications. We also played a leading role in the development of a new National Housing Policy in Paraguay.