



CORPORATE SCORECARD 2019

Cities Alliance
Cities Without Slums

Hosted by  **UNOPS**

I. CITIES ALLIANCE RESULTS-BASED SYSTEM

Background

As per its Charter, the main objective of Cities Alliance is to reduce urban poverty and promote the role of cities in sustainable development. To assess the extent to which its efforts and those of partners are making progress toward that objective, Cities Alliance monitors, evaluates and publicly reports its activities within an agreed-upon corporate performance and results framework and through a dedicated result-based management system.

Corporate Scorecard

At the core of Cities Alliance's reporting system is the Corporate Scorecard, which serves as a summary of the organisation's overall results and performance for 2019 and as a report to the Management Board. The scorecard provides the Cities Alliance Secretariat and members with information on the achievement of development results, effectiveness in achieving those results, and the efficiency of the operations. It also supports strategic planning to fill crucial gaps, foster learning and corrective actions, and promote accountability for results. The scorecard relies on 42 selected indicators to help measure and document progress and performance at the portfolio level across the various tiers of results at different intervals of time. The scorecard indicators aggregate information from the various programmes. The indicators are core, meaning they have standard definitions and each programme is required to report on them.

In addition to the core indicators reported in the scorecard, each Cities Alliance programme designs and implements a customised Monitoring, Evaluation and Learning (MEL) framework. The MEL programme-frameworks ensure accurate reporting on programme results and incorporate a learning function into the Monitoring and Evaluation (M&E) system to improve programmatic knowledge sharing, organisational learning, decision making and ultimately performance.

The Tiers

The scorecard's structure and logic reflect the Cities Alliance Results Framework, which articulates the different tiers of results expected by Cities Alliance interventions. It lays out the products and services that will be delivered over a period of time (Tier IV), the changes these products and services will generate in the short/medium time (Tier III), the effect on the main clients (Tier II), and the overall influence on the national and global developmental goals (Tier I). The vertical progression across tiers approximates the chronological and causal or logical progression across a result chain: from inputs to outputs, intermediate outcomes, outcomes and impact. It should be noted that, for corporate-wide aggregating exercises, this vertical progression – which is different from project logframes – should not be considered scientific or attributable.

Our Role

Different attribution vs. contribution approaches apply in relation to the various tiers. The Cities Alliance Secretariat is responsible, and should be held accountable, for effectively delivering Tier IV. These input/output levels form the basis of the Terms of Reference of the Cities Alliance Secretariat. At Tier III, the Secretariat has a *direct* (when implementing) and/or *shared responsibility* with its international and country institutions (when financing partner organisations) to deliver the desired change. Attribution of results can be established to a reasonable degree. Moving further up the chain, the level of control decreases, and the attribution gap and risk increase. Tier II is the core of the organisation and its reason for being. However, results at this level are delivered primarily by client cities and communities with the support of Cities Alliance, members and partners. They are partly beyond the control of Cities Alliance, and as such only contribution factors – if any – can be established. Tier I results and progress are well beyond the control of Cities Alliance, and the improvements observed in Tier I indicators are rather the outcome of collective efforts by countries and their development partners. Since development effectiveness is more than a “flag-planting” exercise, it is in Cities Alliance’s interest (and that of development in general) to track progress against the macro context.

Tiers Explained

Tier I. Development Goals. As per standard international practice, this tier is primarily contextual and reports on the long-term development goals that partner countries are achieving. The universe of measurement is the priority countries where Cities Alliance has long-term engagements. Developmental impact is measured in terms of a subset of Sustainable Development Goals (SDG), i.e. those which relate most to the Cities Alliance mission and livelihood of the target population – the urban poor – across three aspects: poverty, tenure and gender representation. It is important to include Tier I in the Results Framework to encapsulate

Cities Alliance interventions within the broader developmental picture and define what the organisation is ultimately trying to influence.

Tier II. Client Results. This level reports on the clients’ results as promoted, supported and/or influenced by Cities Alliance. The city (broadly defined) is the client of the Cities Alliance. In fact, the Cities Alliance provides technical assistance services and demonstration projects. It also facilitates the leverage of financing that helps cities be more effective, participatory, and able to deliver improved, responsive services to the urban poor. Partner cities and national governments are the primary parties responsible for results at this level.

Tier III. Cities Alliance Programmatic Results. This tier covers the results of Cities Alliance’s programme activities. Through its Secretariat, members and partners, Cities Alliance provides technical assistance support for upstream diagnostics, planning, and policy advice and development. It also supports long-term institutional strengthening and capacity development by engaging and investing in national, regional, local and community institutional structures, including universities. Cities Alliance contributes to infrastructure development in slums, typically delivered through community engagement and dedicated funds. Specific attention is paid downstream to project preparation, aligning Cities Alliance support to maximise the mobilisation of domestic and international financial resources. Cities Alliance is responsible and accountable for delivering these outcomes via the Secretariat, implementing members, and partners. It is the partnership’s Terms of Reference.

Tier IV. Cities Alliance Organisational and Operational Performance. This tier covers the overall performance of the Cities Alliance Secretariat through its two operating windows (global window and country window) and across four different areas: partnership, volume, efficiency, and sustainability. The Secretariat is responsible and accountable for delivering these outputs. It is the Secretariat’s Terms of Reference.

II. SUMMARY

TIER I. DEVELOPMENTAL CONTEXT (MACRO LEVEL INDICATORS)

Selected SDGs

TIER II. CLIENT LEVEL RESULTS (CITY AND NEIGHBOURHOOD LEVEL INDICATORS)

- Result Area 1: Municipal Government
- Result Area 2: Services
- Result Area 3: Citizenship
- Result Area 4: Local Economy

TIER III. PROGRAMME RESULTS (PROGRAMME LEVEL INDICATORS)

- Result Area 1: Urban policies
- Result Area 2: Local strategies and plans
- Result Area 3: Infrastructure and investment
- Result Area 4: Capacity development
- Result Area 5: Civil society and communities

TIER IV. SECRETARIAT RESULTS (KEY PERFORMANCE INDICATORS)

- Performance Area 1: Partnership
- Performance Area 2: Volume
- Performance Area 3: Efficiency
- Performance Area 4: Sustainability

LEGEND:

- CHALLENGE. Majority of indicators show decrease from baseline, have failed in achieving the established target or are significantly far under the established performance standards.
- WATCH. Majority of indicators show no significant increase or decrease from baseline, have not yet achieved the established targets, or are under the established performance standards (although within tolerance).
- ON TRACK. Majority of indicators show significant increase from baseline, have achieved the established targets, or meet/exceed the established performance standards.
- SUSTAINABLE. Targets/performance standards are consistently achieved, and mechanisms/processes underlying change are institutionalised and/or maintained without external assistance.
- NOT APPLICABLE. Insufficient data to establish a trend, or no target or performance standard is set.

For Tiers I, colour-coded traffic lights and targets are not provided since they pertain to the macro developmental context.

III. SCORECARD

Changes to the Corporate Scorecard in 2019

In 2019, the data for baseline, current and target indicator values for both Tier 1 and Tier II has been disaggregated and presented separately for Least Developed Countries (LDC) and More Developed Countries (MDC). This is in order to reflect the significant contextual differences between Cities Alliance Country Programmes.

In 2019, the Cities Alliance had ongoing Country Programmes in Liberia (LDC) and Tunisia (MDC) and began implementing a Country Programme in Uganda (LDC).

Anticipated changes to the Corporate Scorecard for 2020

Except for Tier III indicators III.3.1 (Number of beneficiaries of infrastructure projects) and III.4.2 (Number of people - professionals in the national and local governments, community representatives, civil society, etc. - with strengthened capacities), the Corporate Scorecard has not before included a key performance indicators aggregating a total number of people reached through programmes. Over the last several years, however, Cities Alliance has shifted programming to increasingly implement activities that directly reach the urban poor through strengthened services, such as primary waste collection, and interventions to enhance livelihoods and financial literacy. Starting

in 2020, a new indicator will be incorporated into Tier IV as IV.3.7: "Numbers of people a) directly and b) indirectly reached through Cities Alliance programmes."

In 2020, Cities Alliance will also capture the increasing emphasis on awareness-raising efforts targeting the general public. "Number of awareness raising campaigns" will be added to the title and definition of Tier IV indicator, 2.4 (Policy Dialogues, Awareness Raising Activities, and Formal Learning Events financed by Cities Alliance). This indicator data will be supplemented with audience data where available, and evaluations will generate learning around, and assess the impact of, awareness-raising activities on behaviours.

The Tier III indicator III.5.1 (Number of regularly functioning mechanisms developed to engage communities and civil society in urban governance) only captures a fraction of the mechanisms Cities Alliance programmes use to engage communities and civil society in urban governance, which is reflected in the performance on this indicator to date. Even though the number of regular mechanisms in place is low, there are multiple other mechanisms employed, including forums around the development of city development strategies, national urban policies, and the settlement-level forums that focus on local community-led development. In 2020, Cities Alliance will introduce a new indicator for Tier IV to better capture these efforts: IV2.5 for "National, City, Settlement Forums where communities and civil society engage in urban governance."



Tier I Indicators: SDG Urban Development Context

RESULT	INDICATORS	CRITERIA	LDC		MDC	
			BASELINE (2017)	CURRENT (2019)	BASELINE (2017)	CURRENT (2019)
I.1 Improved quality of life, socio-economic condition and inclusion of the urban poor.	I.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing (SDG indicator 11.1.1)	%	58.9%	N/A ^a	8%	N/A
	I.1.2 Proportion of population below the international poverty line (SDG indicator 1.1.1)	%	41.5%	N/A	0%	N/A
	I.1.3 Proportion of total adult population with secure tenure rights to land (SDG indicator 1.4.2)	Per 1,000	N/A	N/A	N/A	N/A
	1.1.4 Proportion of seats held by women in (a) national parliaments and (b) local governments (SDG indicator 5.5.1)	%	a) 23.3%	a) 23.59%	a) 31.34%	a) 24.88%
			b) 45.69% ^b	b) N/A	b) 48.49%	b) N/A

Tier I indicators are Sustainable Development Goal (SDG indicators which relate to the developmental context within Cities Alliance Country Programmes. The reported data is drawn from official statistics measured at the national level and available on the SDG database^c; as such, it is not measured directly by Cities Alliance. There are clear measurement gaps relating to SDG data in general. For example, SDG 1.4.2 relating to land and tenure has yet to be measured. Updated official data for all Tier I indicators will be included when available.

Tracking Tier I within the scope of Country Programmes

In addition to tracking official SDG data for Country Programmes, and in part to mitigate the measurement gaps of SDG indicators, Cities

Alliance commissions independent evaluations to measure Tier I indicators within the geographic scope of Country Programmes.

- For the Liberia Country Programme (LCP), the baseline of the proportion of the urban population living in slums in Greater Monrovia was measured in 2017 as 65.5%, with no change measured in 2019.
- Data measured as part of the 2019 midterm evaluation for the 12 Local Government Associations (LGAs)^d covered by the LCP include a small reduction in the proportion of households in urban areas that exist without tenure (down from 64.6% in 2017, to 62.8% in 2019), and a decrease in the under-five mortality rate in urban areas (down from 9.4 in 2017 to 7.04 in 2019).

^a N/A is unavailable, meaning no data is available in the SDG database.

^b Uganda data. No official SDG data on proportion of seats held by women in local governments is available for Liberia.

^c <https://unstats.un.org/sdgs/indicators/database/>

^d The 12 LGAs are Barnersville, Caldwell, Clara Town, Congo Town, Gardensville, Johnsonville, Logan Town, Monrovia, New Georgia, New Kru Town, Paynesville, and West Point.



Improved Basic Services

In late 2019, data was collected in Liberia as a component of the Independent Midterm Evaluation. All the Tier II indicators measured for the evaluation improved during the two years of LCP implementation. Household access to solid waste collection services increased by 16.2% (2017 to 2019).

OTHER CONTEXTUAL DATA RELATING TO COUNTRY PROGRAMMES

LIBERIA



Annual urban growth rate (World Bank 2018)



of Liberians face vulnerable employment (HDR 2019)



live below the national poverty line (HDR 2019)



of the population has no sources of basic drinking water services (HDR 2019)

UGANDA



Annual urban growth rate (World Bank 2018)



of Ugandans face vulnerable employment (HDR 2019)



live below the national poverty line (HDR 2019)



of the population has no basic drinking water services (HDR 2019)

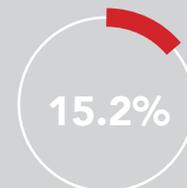
TUNISIA



annual urban growth rate (World Bank 2018)



of Tunisians face vulnerable employment (HDR 2019)



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

Tier II Indicators: Client Level Results (City and Neighbourhood Level Indicators)

RESULT	INDICATORS	CRITERIA	BASELINE (2017)	LDCs ^e	TARGET (2021)	BASELINE (2017)	MDCs	TARGET (2021)
				CURRENT (2020)			CURRENT (2020)	
II.1 Cities increasingly characterised by effective local government, active citizenship, and delivering improved and responsive services to the poor	II.1.1 [Municipal Government] Average municipal expenditures per person per year	US\$	3.15 USD	N/A	3.31 USD	39.36 USD	N/A	41.33 USD
	NEW SINCE 2019 II.1.2 [Municipal Government] Total municipal revenue per year	US\$	N/A	N/A	N/A	N/A	N/A	N/A
	II.1.3 [Municipal Government] Average number of municipal employees as a percentage of the total population	% per 1,000 inhabitants	0.4	N/A	0.42	3.28	N/A	3.44
	II.1.4 [Municipal Government] Average number of women among municipal employees	%	31.6%	N/A	33.18%	14.56%	N/A	15.29%
	II.1.5 [Municipal Government] Proportion of municipal employees with post-secondary education	%	19.4%	N/A	20.37%	6.87%	N/A	7.21%

* Baseline, targets and data here represent the Liberia Country Programme. The baseline for the Uganda Country Programme is expected to be completed in May 2020, and this data as well as applicable targets will be incorporated.

Tier II Indicators: Client Level Results (City and Neighbourhood Level Indicators)

RESULT	INDICATORS	CRITERIA	BASELINE (2017)	LDCs ^e	TARGET (2021)	BASELINE (2017)	MDCs	TARGET (2021)
				CURRENT (2020)			CURRENT (2020)	
II.1 Cities increasingly characterised by effective local government, active citizenship, and delivering improved and responsive services to the poor	II.1.6 [Services] Proportion of population in slum and/or low-income areas with regular access to safely managed drinking water services (SDG 6.1.1)	%	84.4%	87.8%	88.62%	98.83%	N/A	98.83%
	II.1.7 [Services] Proportion of population in slum and/or low-income areas using safely managed sanitation services	%	72.1%*	N/A	75.71%	91.14%	N/A	91.14%
	II.1.8 [Services] Proportion of population in slum and/or low-income areas with regular electricity connections	%	48.6%	55%	51.03%	99.4%	N/A	99.4%
	II.1.9 [Services] Proportion of population in slum and/or low-income areas with regular access to solid waste collection	%	35.9%	52.2%	37.70%	89.21%	N/A	93.67%

Tier II Indicators: Client Level Results (City and Neighbourhood Level Indicators)

RESULT	INDICATORS	CRITERIA	BASELINE (2017)	LDCs ^e	TARGET (2021)	BASELINE (2017)	MDCs	TARGET (2021)
				CURRENT (2020)			CURRENT (2020)	
II.1 Cities increasingly characterised by effective local government, active citizenship, and delivering improved and responsive services to the poor	II.1.10 [Citizenship] Average percentage of voter participation in most recent local elections	% of all eligible voters	75.2%	N/A	78.96%	19.94%	N/A	20.94%
	II.1.11 [Citizenship] Average ratings on participatory planning process in place (budgetary or other) (SDG 16.7.2)	Scale [0-2]	0	N/A	1	2	N/A	2
	NEW SINCE 2019 II.1.12 [Local Economy] Average rating of the informal economy working environment	Scale [0-2]	N/A	N/A	N/A	N/A	N/A	N/A

* The Liberia mid-term evaluation measured a slightly different indicator and recorded a 6.6% improvement in proportion of households with improved sanitation services (from 15% in 2007 to 21.6% in 2019).

Tier II: Background, Methodology and Results

Tier II describes the impact that funding leveraged from Cities Alliance technical assistance has on cities within Country Programmes, specifically on their ability to deliver improved, responsive services to the urban poor as well as effective governance, inclusiveness and participation. Tier II data is not updated annually, but at a minimum at baseline and programme closure. Impact at this level requires time to emerge, and attribution is not always direct to Cities Alliance activities.

LIBERIA

The baseline study for Liberia (conducted by the Agency for Economic Development and Empowerment in 2017) covered the geographic area of Greater Monrovia, where the programme activities are currently focused.

In late 2019, data was collected in Liberia as a component of the independent midterm evaluation.^f It included household-level data collected from stratified representative samples in the 113 profiled communities of the 12 LGAs in the programme (Barnersville, Caldwell, Clara Town, Congo Town, Gardensville, Johnsonville, Logan Town, Monrovia, New Georgia, New Kru Town, Paynesville, and West Point). All the Tier II indicators measured for the evaluation improved during the two years of LCP implementation. Some examples of how household access to services in slum and low-income areas improved between 2017 and 2019 include:

- Access to solid waste collection services (up 16.2%)
- Access to water services (up 3.4%)
- Access to electricity (up 6.4%)
- Improved sanitation (up 6.6%)

The independent evaluation concluded that the Liberia Country Programme is supporting the government of Liberia to deliver results aligned to the SDGs through an integrated, multi-level approach. A final evaluation is planned for 2021 that will measure all Tier II indicators for the relevant LGAs in Greater Monrovia.

TUNISIA

Baseline data was collected in Tunisia in 2017 within the scope of the nine cities participating in Phase I the Country Programme (Béja, Gabès, Jendouba, Kairouan, La Soukra,^g Médenine, M'saken, Tataouine, and Sidi Bouzid). A mid-line data collection for the Tunisia Country Programme was planned for 2019, but the exercise was postponed to 2020 after Phase II was delayed. Data will be collected in the four municipalities participating in the Phase II of the Country Programme, and this data will serve as a mid-line for the Country Programme and a baseline for Phase II.

UGANDA

Baseline data collection in Kampala for the Uganda Country Programme will be completed by March 2020, and a baseline study report is expected to be finalised in May 2020. The data set is related to safeguarding implementation of the Kampala-Jinja Expressway “No-one worse off” (KJE-NOWO) initiative. Geographically, the data represents the 11 villages that make up the area of Cities Alliance programme interventions around low cost housing and urban renewal; community assistance to support the most vulnerable; wetland restoration and sustainable management; and small business transition. Given the context and sensitivities within the 11 communities and the risk of survey fatigue, some data has been drawn from the Uganda National Rail Authority (UNRA) census data collected to inform the KJE-NOWO. AVSI, an implementing partner of the initiative, has also undertaken data collection, including quantitative and qualitative data to inform the programme and establish baseline values against which the performance of the programme will be assessed. Tier III baseline and target values for Uganda will be incorporated into the scorecard once the baseline study has been completed.

^f <https://citiesalliance.org/resources/knowledge/cities-alliance-knowledge/mid-term-evaluation-cities-alliance-liberia-country>

^g La Soukra used its own funds to participate in the Phase I city development strategy component, while the remaining eight cities received funding through the Country Programme.

Tier III: Programme Results (Programme Level Indicators)

RESULT	INDICATORS	CRITERIA	BASELINE (2017)	TARGET (2021)	COMPLETE (2020)	% IN PROGRESS (18-21)	% COMPLETE (18-21)
III.1 National policy frameworks developed and/or enhanced to address urban development needs	III.1.1 Number of urban policies at the national level developed and/or updated [Rating scale (0-3)]	Unit (aggregate from scale: values = or > 2)	0	3	0	66% (2)	66% (2) ^h
	III.1.2 Number of urban dialogues which delivered strategic, policy and/or normative influence [Rating scale (0-3)]	Unit	0	12	3	N/A	50% (6) ⁱ
III.2 Local strategies and plans developed towards effective urban development	III.2.1 Number of local strategies/plans developed [# of strategies/plans]	Unit (aggregate from scale: values = or > 2)	0	14	0	43% (6)	64% (9) ^j
III.3 Infrastructure and leveraging of funds	III.3.1 Number of beneficiaries of infrastructure projects	Unit	0	600,000	93,980	N/A	16% (93,980)
	III.3.2 Amount of funds leveraged for investments in cities	US\$ total value (,000)	0	60mn	3.55mn	N/A	12% (7mn)

^h Previously completed national policies include the National Housing and Habitat Policy in Paraguay and the Slum Upgrading and Affordable Housing Framework in Liberia.

ⁱ The three urban dialogues reported in the 2018 Scorecard include the JWP on Equitable Economic Growth, the JWP on Resilience, and Cities Alliance's contributions to the Intergovernmental Panel on Climate Change (IPPC).

^j In 2018, Cities Alliance supported the elaboration of CDSs in nine mostly inland cities (the Madinatouna CDS initiative, which was undertaken by UNDP as part of the Country Programme). The municipal councils have officially adopted the CDSs as their mid-term development agendas and action plans for ensuring sustainable and inclusive local development, and thus contributing to localising the SDGs. In 2020, the Country Programme will support four of the municipalities in operationalising their CDSs by preparing local development and multi-annual investment plans.

Tier III: Programme Results (Programme Level Indicators)

RESULT	INDICATORS	CRITERIA	BASELINE (2017)	TARGET (2021)	COMPLETE (2020)	% IN PROGRESS (18-21)	% COMPLETE (18-21)
III.4 Capacities strengthened in city governance and management areas such as strategic planning, financial management, and human resources management	III.4.1 Number of urban institutions (Cities Alliance members, local governments, national public organisations, universities, training institutions, associations of cities, etc.) with strengthened capacities [Rating scale (0-2)]	Unit (aggregate from scale: values = or > 2)	0	23	0	113% (26)	N/A
	III.4.2 Number of people (professionals in the national and local governments, community representatives, civil society, etc.) with strengthened capacities	Unit	0	2,000	1,336	N/A	67% (1,336) ^k
	III.4.3 Number of toolkits and other TA products with evidence of uptake by the stakeholders and/or beneficiaries	Unit	0	20	5	N/A	40% (8)
III.5 Mechanisms to engage citizens in city/urban governance developed	III.5.1 Number of regularly functioning mechanisms developed to engage communities and civil society in urban governance	Unit (aggregate from scale: values = or > 2)		21	1	48% (10)	5% (1) ^l

^k This data is for 2019 only and does not include results reported in the 2018 Scorecard, due to the risk of double counting. Single-event participants where there was no training element are not included.

^l As the indicator only measured regular forums where citizens and civil society engage in urban development, much of Cities Alliance's efforts around the Tier III Result 5 (Mechanisms developed to engage citizens in city/urban governance) are not reported in the scorecard. A new indicator has been proposed in Tier IV to ensure these irregular forums, which are the vast majority of mechanisms for citizen engagement at the national and settlement level for both Country and Global Programmes (Cities and Migration) are captured.

Tier III: Evidence

III.1 National policy frameworks developed and/or enhanced to address urban development needs

III.1.1 Number of urban policies at the national level developed and/or updated

The Liberia and Tunisia Country Programmes continued to work towards national urban policies as key components contributing to developing a favourable policy environment for the effective management of urban development.

LIBERIA

In partnership with the Ministry of Internal Affairs, UN-Habitat, with support from the Cities Alliance Secretariat in Monrovia, is in the process of developing a National Urban Policy (NUP) for Liberia. During 2019, the project moved from the feasibility to diagnostic phase, with several regional and mayoral consultations taking place despite the many challenges encountered, such as data gaps and political transitions. At the second National Urban Forum, held in Monrovia in November 2019, over 250 participants came together to address their common challenges, share their voices, and explore how to ensure the prosperity of Liberia's cities. Identified areas for critical support at the national and subnational levels included urban planning, land use and management. The Cities Alliance team conducted extensive local media outreach about the forum to engage the general public and raise awareness of urban issues.

Additionally, Habitat for Humanity International, with support from Cities Alliance, led the development of Voluntary Gender-Responsive Relocation Policy Guidelines (VGRRPG) that are currently in the process of being adopted by the Liberian government and are contributing to national policy. The guidelines embed engagement, coordination, and respect for human rights to ensure a proactive and voluntary relocation process. In 2019, 12 slum communities provided inputs around their needs and perspectives on a range of issues including sea erosion, surface flooding, insecure land tenure, sanitation, and social and economic challenges. Eleven Liberian government agencies with mandates and roles in relocation processes were

also engaged in developing the guidelines, which aim to protect vulnerable communities, particularly women, from environmental risks and hazards and prevent the loss of life and property.

TUNISIA

The feasibility phase for the Tunisian National Urban Policy was successfully completed in 2019, and the consultative process generated strong interest and buy-in from all stakeholders. The Tunisian Ministry of Equipment, Housing and Territorial Planning (MEHAT), with support from UN-Habitat and Cities Alliance, initiated the process of developing a coherent, operational NUP for an inclusive joint vision of the future development of Tunisian cities. The NUP aims to provide a unified urban development framework to manage urban spread efficiently and coherently at the regional, national, and local levels. UN-Habitat completed a stakeholder mapping exercise during the year and developed the initial strategic outline of the policy. Consultations with key stakeholders included the leading ministries, local authorities, urban experts, civil society and the private sector.

As a further contribution to the national urban policy environment, the Cities Alliance Country Programme project on inter-municipal cooperation is contributing to the implementation of the decentralisation process and generating innovative municipal cooperation in Tunisia. The project is operationalising Articles 281-292 of Tunisia's 2018 Local Government Code that grant municipalities the mandate to cooperate.

III.1.2 Number of urban dialogues which delivered strategic, policy and/or normative influence

CITIES AND MIGRATION

The Cities and Migration Joint Work Programme organised several influential learning events and key global events with the goal of ensuring that the role of secondary cities in addressing migration was represented and heard. Achievements included the introduction of a dialogue on how cities deal with migration at the Intergovernmental Authority on Development (IGAD) High-Level Thematic Meeting on Jobs, Livelihoods and Self-Reliance for Refugees, Returnees and Host Communities. The session

led to follow up discussions with IGAD on how to strengthen the city focus in regional dialogues in the Horn of Africa. The Cities and Migration JWP also joined the UNHCR #WithRefugees campaign, which has mobilised almost 40 million public actions in solidarity with refugees and established a powerful coalition of influencers since 2016. Cities Alliance's participation at the Global Refugee Forum in December 2019 highlighted the critical role cities play in managing refugees and the need to provide humanitarian services to cities that host large numbers of refugees. Finally, two learning events took place in September 2019 in which partner local and national governments had the opportunity to advocate for greater awareness and support for improved migration management in secondary cities. The peer-learning event organised in Bern to facilitate exchange between the JWP's city participants allowed for a direct dialogue between the mayor of Arua (Uganda), slum dwellers, refugees and the Office of the Prime Minister.

REGIONAL – LATIN AMERICA AND THE CARIBBEAN

The Urban Housing Practitioner Hub (UHPH), established with support from Cities Alliance, has provided an open platform for the exchange, gathering and dissemination of practices, knowledge and stakeholders in the Latin America and Caribbean (LAC) region. The UHPH's housing laboratories have created space for the development of direct and pragmatic responses to the region's urgent housing challenges. Since the 3rd LAC Housing and Habitat Forum in June 2018, 26 housing laboratories, known as Laboratorios de Vivienda (LAVs), have been held. These workshops convene public and private stakeholders (including national, subnational and regional governments, private, civil society and academia) to explore research, experiences and solutions. So far, the LAVs have identified alternative solutions and specific programmes to address integrated housing in Bolivia; developed information technologies to support neighbourhood upgrading, for the UHPH in general; strengthened densification efforts in Mexico through support for a new urban and housing policy; and consolidated the methodology for Jamaica's Local Sustainable Development Plan.

GLOBAL

In 2019, following an invitation from the UCLG Secretary-General, the Secretariat formulated the policy paper "Addressing Informality in Cities" through a collaborative process with members the AVSI Foundation, HFHI, Slum/Shack Dwellers International (SDI), and Women in Informal Employment: Globalizing & Organizing (WIEGO). This paper provides local governments with a road map to address informality through new urban partnerships between city governments, private sector and citizens. It also analyses the actual policy challenges and trends and provides specific policy priorities and recommendations to local and regional governments. "Addressing Informality in Cities" was presented and discussed at the UCLG World Summit in Durban, South Africa in November 2019.

III.2 Local strategies and plans developed towards effective urban development

III.2.1 Number of local strategies/plans developed

LIBERIA

The Country Programme is supporting a strategic planning process to provide a long-term, strategic urban framework for Greater Monrovia. During 2019, Cities Alliance made significant progress in moving out of the preparatory phase with the launch of an inclusive assessment process for a Greater Monrovia City Development Strategy. Citizens have been actively involved in the CDS through city forums and thematic group discussions, where they exchange views, debate priorities and agree on common actions. A Rapid City Assessment tool was developed to help collect vital CDS information on five thematic areas (governance, citizenship, services, economy and environment) and is guiding the preparation for the CDS.

TUNISIA

Led by UNDP, three initiatives delivered under the Country Programme's inter-municipal cooperation project have substantially contributed to making inter-municipal cooperation operational in Tunisia. Thirteen municipalities have set up mechanisms

to jointly improve local governance, public management and the quality of municipal services. So far, the project has produced three diagnostic reports and policy scenarios/recommendations, and institutional mechanisms have been developed. In 2020, Cities Alliance will support the translation of these initiatives into implementable local plans. The pioneering inter-municipal cooperation projects include an insect control campaign to improve public health among the seven partner municipalities in Tunis Banlieue Sud; a planning unit for composting green waste in Tunis Banlieue Nord; and an intermunicipal parking plan in Djerba. These three local plans were not anticipated in the scorecard targets, and all of them are under development.

GLOBAL – EQUITABLE ECONOMIC GROWTH IN CITIES

At the national and local level, the JWP for Equitable Economic Growth in Cities continued to deliver strategic and policy influence in the eight secondary cities participating in the Campaign Cities programme. Two additional local plans, also unanticipated in the scorecard targets, are currently under development. The Campaign Cities represent four countries: Bangladesh, Ghana, Kenya and Uganda. The Uganda and Bangladesh programmes concluded in 2018, and the local authorities and central government ministries are currently developing action plans to implement the evidence-based recommendations.

III.3 Infrastructure and Leveraging of funds

III.3.1 Number of beneficiaries of infrastructure projects

LIBERIA

The Country Programme's Community Upgrading Fund (CUF) projects are small, community-driven initiatives to build basic social and physical infrastructure selected by the communities themselves. In 2019, the Board Charter, Standard Operating Procedures, and Terms of Reference for implementation were finalised, agreed, and signed by local authorities. Nine pilot projects in three slum settlements in Greater Monrovia were completed during 2019, including six water kiosks (three in Popo Beach and three in

King Peter communities), a shower facility, and a kindergarten in West Point.^m As previously reported in the 2018 Scorecard, 93,980 people are currently benefitting from CUF projects (4,980 in Popo Beach, 4,000 in King Peter Community, and 85,000 in WestPoint). During 2019, 60 more projects were approved for implementation and detailed implementation plans developed for 29 of them. Provided construction is able to proceed in Greater Monrovia as anticipated, the number of CUF beneficiaries will expand considerably in 2020.

TUNISIA

As a follow-up to the City Development Strategies completed in 2018, Cities Alliance is financing small-scale infrastructure projects in eight participating cities via the National Federation of Tunisian Cities (FNVT). During 2019, seven of the eight municipal quick-win projects were identified and prioritised through a participatory process in consultation with local authorities and civil society. FNVT will support municipalities in implementing these projects in 2020, and they will lead to tangible results targeted in the scorecard.

III.3.2 Amount of funds leveraged for investments in cities

TUNISIA

For the Country Programme's quick-win projects, the FNVT/Cities Alliance provides financial support of around USD 26,000 per project, and the municipality provides 20%, in some cases up to 30-50%, in co-financing. Five of the eight municipalities have already committed a total of US \$167,000 for project implementation and will receive a minimum of US \$66,000 in co-financing from UNDP.ⁿ

In addition, the municipalities have been able to secure other funding from international partners and national programmes to finance the projects. For instance, the city of Beja committed and secured US \$511,000 in 2019 to finance a new parking area, a touristic circuit, a public square, and feasibility studies for developing an economic platform in the city.

Towards the end of 2019, Cities Alliance leveraged an additional US \$500,000 from USAID to implement an Inclusive Cities project for the

^m The 2018 Scorecard comprised data up to the end of May 2019, including these results.

ⁿ This amount was already reported in the 2018 Scorecard under UNDP's US \$3 million commitment to the programme

THE GLOBAL PARTNERSHIP FIGHTING URBAN MIGRATION



Influential Urban Dialogues

The Cities and Migration Joint Work Programme organised several influential learning events and key global events with the goal of ensuring that the role of secondary cities in addressing migration was represented and heard. Events included a dialogue at the Intergovernmental Authority on Development (IGAD) High-level Thematic Meeting on jobs, livelihoods and self-reliance for refugees, returnees and host communities; highlighting the role cities play in managing refugees at the Global Refugee Forum; and a peer-learning event in Bern.

Tunisia Country Programme. This project aims to contribute to the sustainable development of Tunisian municipalities, communities and families by promoting the economic, political and social empowerment of women.

UGANDA

In 2019, the Uganda Country Programme leveraged US \$590,000 in funding from the UK Department for International Development's Cities and Infrastructure (CIG) programme for feasibility studies to inform the KJE-NOWO safeguarding programme. They are a study on accessibility for the Nakawa market and slum upgrading feasibility studies for the Kasokoso and Kinawataka settlements.

CITIES AND MIGRATION

The Cities and Migration programme in 2019 leveraged an additional US \$1.5 million from another division of the Swiss Agency for Development and Cooperation (SDC) for a new component project entitled "Thriving in San Marcos" in Guatemala. The project aims to introduce an innovative two-year strategy to leverage remittances for local economic and human development. The implementing partners of the programme, the Inter-American Dialogue and partners, contribute an additional total US \$280,000 annually.

III.4 Capacities strengthened in city governance and management areas such as strategic planning, financial management, and human resources management

III.4.1 Number of urban institutions (Cities Alliance members, local governments, national public organisations, universities, training institutions, associations of cities, etc.) with strengthened capacities

Cities Alliance programmes supported 29 urban institutions to engage in ongoing capacity strengthening in 2019. In addition, 30 other urban institutions received some form of capacity strengthening in the form of training, participating in learning visits, and institutional support provided through the Country Programmes, the

Cities and Migration Programme, and regional programmes. These activities were not reported in the scorecard due to the one-off nature of the support provided. They are listed by programme at the end of the section.

LIBERIA

The Liberia Country Programme continued to strengthen the capacities of slum dweller and working poor organisations to organise, negotiate, and actively influence city governance in 2019. The independent evaluation found that the LCP and its implementing partners (SDI, WIEGO, YMCA and HFHI) have contributed to strengthened urban institutions since 2017, and it directly attributed these capacity gains to the measured results in access to services and conditions for informal workers.^o For example, the Federation of Liberia Urban Poor Savers (FOLUPS) now has the capacity to profile settlements and convene settlement, city and national forums. FOLUPS has received a series of trainings on record and financial management and undertaken learning exchange visits with other countries, enabling Liberia's organised communities to come together as a critical mass to negotiate and influence urban governance. The executive committee of the Federation of Petty Traders and Informal Workers Union of Liberia (FEPTIWUL) underwent negotiation training that contributed directly to the impact on the working conditions of informal traders, as measured by the evaluation. The municipalities engaged in the programme, in particular the Monrovia City Corporation (MCC) and the Paynesville City Corporation (PCC), have strengthened their capacities to engage with citizens on urban planning.

TUNISIA

In 2019, Cities Alliance supported the capacity development of 21 local governments and one association of cities in Tunisia. A total of 13 municipalities benefitted from training and guidance in setting up inter-municipal cooperation mechanisms, which strengthened capacities in municipal planning, governance, management and finance, as well as sectoral expertise for improved service provision in waste management, transport and public health. A further eight municipalities are participating in the Madinatouna

^o <https://citiesalliance.org/resources/knowledge/cities-alliance-knowledge/mid-term-evaluation-cities-alliance-liberia-country>

quick-win projects, which provide a range of capacity-strengthening initiatives.

The National Federation of Tunisian Cities in 2019 supported the eight cities that developed City Development Strategies under the first phase of the Country Programme. Through an inclusive and participatory identification process, local authorities and civil society were supported to prioritise the quick-win projects for implementation in 2020 and to prepare project design sheets. In 2020, FNVT will deliver further training to municipal executives and association members in project management and social accountability.

Under the Madinatouna project, the FNVT has itself received support to strengthen its capacity to provide technical assistance to the municipalities and represent their interests. The project has so far enabled the FNVT to recruit a finance and administration officer as well as a project team of four staff members. The organisation has subsequently developed a manual on administrative and financial procedures that has been paving the way for more effective, efficient management of its financial resources.

OTHER INSTITUTIONS REACHED THROUGH CAPACITY STRENGTHENING INTERVENTIONS

- In Uganda, the Country Programme delivered a learning visit to Kenya in early 2020 for six Ugandan urban institutions (the Uganda National Roads Authority, the Platform for Vendors in Uganda, the Kampala City Council, the Ministry of Lands, AVSI, and SDI). It also delivers regular training on relevant topics to these organisations, such as project management training for the managers of KJE NOWO components in October 2019.
- The Tunisia Country Programme is engaging with the Ministry of Local Affairs through the inter-municipal cooperation initiative and quick-win projects, and with the Ministry of Equipment, Housing and Territorial Planning through the NUP and the quick wins.
- The Cities and Migration Programme initiated partnerships with nine cities

(Kakuma-Kalobeyei in Kenya, Arua and Jinja in Uganda, Adama and Jigjiga in Ethiopia, Jendouba and Kairouan in Tunisia, and Amatitlán and San Marcos in Guatemala). These partnerships aim to strengthen the capacities of local authorities and key support partners to facilitate orderly, safe, regular and responsible migration, and to receive, manage and integrate labour migrants and involuntary migrants.

- In 2019, the implementation of India's National Policy on Urban Revitalisation continued with advisory support from The World Bank and Cities Alliance to the government's Heritage City Development and Augmentation Yojana (HRIDAY) initiative. HRIDAY provided 14 cities with a range of tools for planning heritage-sensitive investments. The following cities established heritage cells in municipal government or city development authorities: Ajmer, Amravati, Amritsar, Badami, Dwarka, Gaya, Kanchipuram, Mathura, Puri, Varanasi, Velankanni, and Warangal. In addition, Cities Alliance technical assistance supported Jodhpur and Nawalgarh through direct programmatic support.

III.4.2 Number of people (professionals in the national and local governments, community representatives, civil society etc) with strengthened capacities

LIBERIA

During 2019, the Liberia Country Programme continued to strengthen the capacities of a wide range of programme stakeholders. These included 56 street vendor association leaders who were trained in negotiation skills; 64 slum dwellers leaders trained in representation; 104 street vendor leaders capacitated to promote safe labour conditions in partnership with local government; 30 staff from 11 Liberian agencies trained in Participatory Approaches for Safe Shelter Awareness (PASSA); and 798 savings group members provided with financial literacy training.

TUNISIA

Through its implementing partners, the Tunisia Country Programme has built the capacities of

both local and national government officials in Tunisia. The quick-win projects in follow-up to the Madinatouna CDS initiative resulted in the training of 56 local leaders and officials (as well as a number of civil society leaders) in participatory project identification and 16 local officials in project design. Under the inter-municipal cooperation project, 32 local officials were trained in local finance and budgeting, and 110 municipal political leaders and officials (including national government officials) attended workshops on inter-municipal cooperation, specifically relating to governance and service provision.

UGANDA

In Uganda, the Country Programme delivered a learning visit to Kenya in early 2020 for 15 participants from partner Ugandan urban institutions (the Uganda National Roads Authority, the Platform for Vendors in Uganda, the Kampala City Council, the Ministry of Lands, AVSI, and SDI). It also organises regular training on relevant topics such as project management training.

CITIES AND MIGRATION

Individuals with strengthened capacities as a result of participation in Cities and Migration learning events include the 30 participants in the peer-learning event held in Bern in 2019.

INNOVATION

Under the Innovation programme, 14 staff from grantee organisations have participated in a series of webinars provided by Cities Alliance on topics such as communications and gender mainstreaming. One of the programme's grants in the Democratic Republic of Congo that aims to strengthen tenure security and empower women strengthened the capacities of 23 community youth and land officials.

III.4.3 Number of toolkits and other TA products with evidence of uptake by the stakeholders and/or beneficiaries

LIBERIA

Three feasibility assessments of the Solid Waste Management (SWM) sector in Greater Monrovia were delivered in 2019. They are guiding the Country Programme and providing data and

recommendations to local authorities. The studies included a baseline and diagnosis of the SWM sector; a vertical and horizontal expansion study into the primary waste collection by Community-based Enterprises (CBEs); and an assessment of waste-to-energy initiatives in Greater Monrovia, including composting and recycling. This third study identified small-scale, community-based initiatives to be tested in greater Monrovia.

EQUITABLE ECONOMIC GROWTH IN CITIES

The publication *Connecting Systems of Secondary Cities* produced by the Equitable Economic Growth in Cities programme in 2019 received extensive interest and engagement from the international community, including from the Chinese Centre of Urban Development and the Ministry of Local Government and Rural Development in Ghana. The book, which has been widely disseminated, received an award for Planning Excellence from the Planning Institute of Australia. In addition, the policy paper "Addressing Informality in Cities" produced by Cities Alliance in partnership with the AVSI Foundation, HFHI, SDI and WIEGO has provided a roadmap for local government to address informality through partnerships between city governments, the private sector and citizens.

OTHER TOOLKITS AND TECHNICAL ASSISTANCE PRODUCED IN 2019

Under the global programme Climate Change, Resilience and Informality in Cities, the CURB Informal Settlement Tool, developed by Cities Alliance with C40, identified the impacts of household fuel-switching initiatives as an effort to accelerate the transition towards a low-carbon urban development. C40 will use the tool to evaluate the potential for fuel-switching efforts in its member cities as part of their climate action planning efforts. However, CURB has not yet achieved demonstrable uptake by stakeholders and/or beneficiaries and thus is not included in the 2019 Scorecard.

Additionally, Cities Alliance in partnership with IIED produced a policy briefing under the grant Enabling Implementation and Tracking Progress Towards Environmentally Sustainable and Resilient Urban Development. The brief summarised the key challenges for localising the implementation

of the New Urban Agenda (NUA) and major findings from a desktop-review and two regional participatory workshops. The briefing presents priorities for cities and their communities to begin to engage in implementing the objectives of the NUA for more sustainable, resilient and liveable urban futures. It highlights where support and resources are required, where there is scope for innovative partnerships, and provides examples of successful initiatives to narrow the urban data gap. The learnings will continue to inform the work of IIED and UNEP, and Cities Alliance will continue to monitor uptake.

III/5 Mechanisms developed to engage citizens in city/urban governance

III.5.1 Number of regularly functioning mechanisms developed to engage communities and civil society in urban governance

LIBERIA

The Community Upgrading Fund mechanism in Liberia continued to provide an institutional, regulated platform for citizen and community engagement in 2019 through the CUF steering committee and settlement forums, which are used to select the projects. The 2019 mid-term evaluation rated the quality of slum dwellers' participation in the design of the criteria and the CUF projects as Level 2 (slum dweller union representatives' inputs are incorporated into the CUF design criteria analysis documentation, consulted/informed).

In addition to the CUF steering committee, which meets the strict definition required by the scorecard indicator, the Liberia Country Programme employs various strategies and forums

(national, city and settlement forums) to increase citizen engagement. The evaluation confirmed that these efforts have facilitated the informal settlements of Greater Monrovia to "become acknowledged as an integral part of the city."^P Citizens in Liberia have been closely involved in the CDS process through the city forums, thematic group discussions, and participation in the National Forum.

TUNISIA

The Tunisia Country Programme further strengthened participatory city planning in the eight partner cities. During 2019, local stakeholders were involved in selecting priority projects for the next phase of the programme. The selected projects include solar-powered public lighting; developing improved public spaces, such as municipal parks, playgrounds and local markets; improving wastewater management; and a centre for elderly care. These projects are planned and implemented in close partnership with civil society, who are taking a leading role in conducting citizen audits.

UGANDA

Under the Uganda Country Programme, settlement forums have been established in seven parishes in Kinawataka and Kasokoso settlements. In the context of the KJE project, the settlement forums are established at the parish settlement level and convened at the zonal level, where affected and host community members meet to establish a clear, common platform for the Project Affected Persons (PAPs). The forums envisage and discuss key issues related to the physical and socio-economic impacts of implementing the KJE project activities, including the relocation and resettlement of affected people.

^P The Liberia Country Programme mid-term evaluation can be found here: <https://citiesalliance.org/resources/knowledge/cities-alliance-knowledge/mid-term-evaluation-cities-alliance-liberia-country>.

Tier IV: Cities Alliance Secretariat Results (Key Performance Indicators)

RESULT	INDICATORS	CRITERIA	2010	2012	WORLD BANK (UP TO 30 AUGUST 2013)
IV.1 Partnership	IV.1.1 Multi-member new programmes/ initiatives per year	Unit	1	2	2
	IV.1.2 Total co-financing per programme per year	US\$ total value, thousands	928	796	3,862
	IV.1.3 Members' impression of Secretariat effectiveness	Scale AVG score	N/A	N/A	N/A
IV.2 Volume	IV.2.1 Number of TA activities approved	Unit	21	15	6
	IV.2.2 Total value of TA activities approved	US\$ total value, thousands	8,081	3,978	2,792
	IV.2.3 Knowledge products that are financed by Cities Alliance and produced by members, partners and/or the Secretariat	Unit	7	21	30
	IV.2.4 Policy dialogues that are financed by Cities Alliance and implemented by members, partners and/or the Secretariat	Unit	16	10	22
IV.3 Efficiency	IV.3.1 Grant Making: Average time from initial submission of proposal to approval of grant	Days	113	67	89
	IV.3.2 Grant Making: Average time from approval of grant to grant agreement	Days	107	80	44
	IV.3.3 Grant Making Efficiency: Average time from grant agreement to first disbursement	Days	N/A	N/A	N/A
	IV.3.4 Grant Making Efficiency: Average time from grant expiration to closing	Days	N/A	N/A	N/A

Tier IV: Cities Alliance Secretariat Results (Key Performance Indicators)

UNOPS (FROM 31 AUGUST - 31 DECEMBER 2013)	2014 (FROM 1 JAN - 31 DEC 2014)	2015 (FROM 1 JAN - 31 DEC 2015)	2016 (FROM 1 JAN - 31 DEC 2016)	2017 (FROM 1 JAN - 31 DEC 2017)	2018 (FROM 1 JAN - 31 DEC 2018)	2019 (FROM 1 JAN TO 31 DEC 2019)	YEARLY PERFORMANCE STANDARD	2018 % COMPLETE
1	1	2	2	2	2	3	2	150%
2,959	1,251	6,487	7,484	659	6,500	5,970	700	853%
4	5	5	5	N/A	N/A	4.1	4	103%
1	8	26	23	7	8	25	30	83%
1,152	2,370	7,132	5,264	1,068	2,279	5,658	7,500	75%
13	23	36	33	24	16	10	15	67%
6	6	23	12	13	10	21	10	210%
86	65	158	127	65	138	54.5	70	128%
16	59.8	39.0	63	34	21	19	30	158%
42	16.8	10.0	12	19	30	10.7	10	93%
N/A	N/A	N/A	N/A	N/A	317	N/A	120	N/A

Tier IV: Cities Alliance Secretariat Results (Key Performance Indicators)

RESULT	INDICATORS	CRITERIA	2010	2012	WORLD BANK (UP TO 30 AUGUST 2013)
IV.3 Efficiency	IV.3.5 TA activities effectively supervised	% of total reports received	N/A	N/A	75
	IV.3.6 Audience access to knowledge products	Unique Visitor Access	36,656	69,830	78,881
IV.4 Sustainability	IV.4.1 Secretariat staff capacity on Gender Mainstreaming	% positive feedback ratings	N/A	N/A	N/A
	IV.4.2 Secretariat Greenhouse Gas Emissions performance (tonnes CO2 equivalent)	Average emissions per staff	N/A	N/A	N/A
	IV.4.3 Secretariat Delivery Performance	% completed activities	N/A	N/A	N/A
	IV.4.4 Cities Alliance revenue growth rate	%	N/A	N/A	N/A

Tier IV: Highlights

Overall, the set of Tier IV indicators demonstrate the substantial gains made in the organisational effectiveness and operational performance of the Secretariat in 2019. The notable strengthened performance is reflected in the Tier III indicator results, which demonstrate that programme results are in general on track at the mid-point of the Cities Alliance Strategy (2018-2021)⁹. Over 65% of the set of Tier IV indicators have recorded positive improvements since 2018. A highly encouraging result is the revenue growth rate for 2019 at just below 100% (Based on revenue of USD 17.1 million in 2019 compared to USD 8.55 million in 2018).

- Performance on partnerships indicators continued to build on the already

strong results achieved in 2018, with new major programmes in Uganda (the Uganda Country Programme funded by the EU), Guatemala (an additional component to the Cities and Migration Programme, funded by the Swiss Agency for Development and Cooperation), and a new SIDA- funded call for proposals related to adaptation to climate change at the community level.

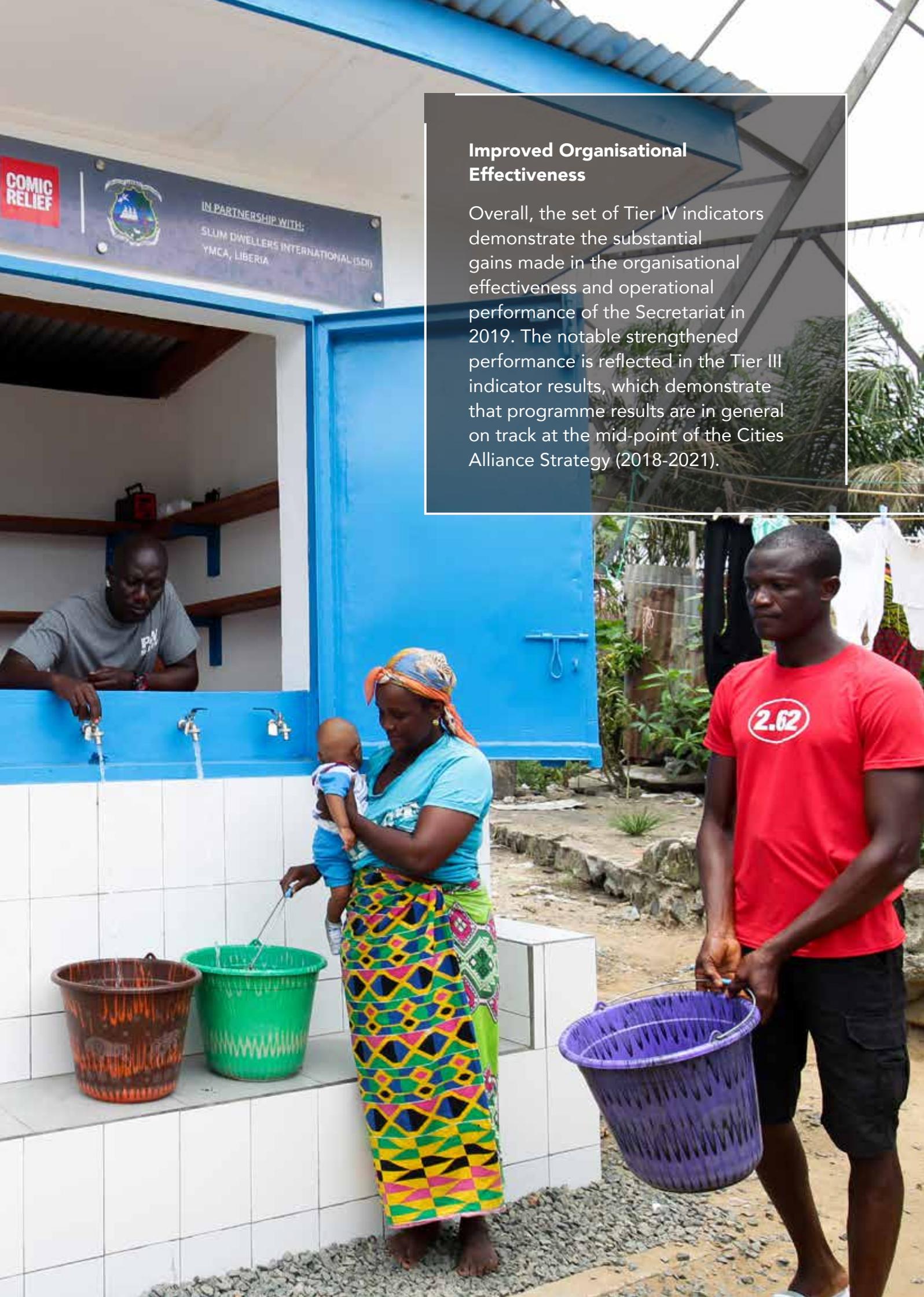
- Despite achievements still falling short of the established annual targets for technical assistance, improvements made to the volume indicators in 2018 have been sustained through 2019, with continued increases in the number and value of technical assistance activities.

⁹ Eight of the nine Tier III 2019 Scorecard indicator results have increased on the previous year (with the exception of indicator III.3.1 'Number of beneficiaries of infrastructure projects', and these results are anticipated to increase substantially in 2020), and the majority (55%) are on track with performance at or above 50% of the overall Strategy target.

Tier IV: Cities Alliance Secretariat Results (Key Performance Indicators)

UNOPS (FROM 31 AUGUST - 31 DECEMBER 2013)	2014 (FROM 1 JAN - 31 DEC 2014)	2015 (FROM 1 JAN - 31 DEC 2015)	2016 (FROM 1 JAN - 31 DEC 2016)	2017 (FROM 1 JAN - 31 DEC 2017)	2018 (FROM 1 JAN - 31 DEC 2018)	2019 (FROM 1 JAN TO 31 DEC 2019)	YEARLY PERFORMANCE STANDARD	2018 % COMPLETE
75	N/A	90	90	90	91	97%	90%	108%
23,874	53,392	76,520	76,530	73,821	73,637	53,000	70,000	76%
N/A	N/A	57%	N/A	N/A	N/A	N/A	75%	N/A
N/A	13.4	12.3	8	5	5	5.2	5	96%
N/A	N/A	N/A	N/A	N/A	51%	77%	100%	77%
N/A	N/A	9%	-16%	-30%	20%	99.95%	15%	666%

- Results demonstrate the strengthened normative efforts of Cities Alliance programmes, in the form of knowledge products produced and policy dialogues facilitated. While the quantity of knowledge products produced declined slightly in 2019, Tier III results demonstrate an increased uptake by stakeholders and beneficiaries, as several of the knowledge products achieved high recognition and influence during the year.
- In addition to global dialogues, a significant number of national and city-level dialogue and learning activities were implemented in 2019, offering new analytical and collaborative approaches to inclusive city development and responding to migration.
- Access to knowledge products decreased slightly in 2019 and appears to be related to the launch of the new Cities Alliance website. Current monthly figures suggest that challenges in accessing knowledge products during the website transition have now been overcome.
- There are significant improvements in the grant efficiency indicators. In 2019, the Innovation Programme dispersed grants in record time, and the granting process for Cities and Migration was similarly efficient, reflecting the strengthened staffing structure of the Secretariat.



Improved Organisational Effectiveness

Overall, the set of Tier IV indicators demonstrate the substantial gains made in the organisational effectiveness and operational performance of the Secretariat in 2019. The notable strengthened performance is reflected in the Tier III indicator results, which demonstrate that programme results are in general on track at the mid-point of the Cities Alliance Strategy (2018-2021).

IV. INDICATOR DEFINITIONS

Tier I: Development Context

I.1. Improved quality of life, socioeconomic condition and inclusion of the urban poor

I.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing (SDG indicator 11.1.1):

The urban population living in slums, informal settlements or inadequate housing (numerator) divided by the total urban population (denominator), expressed as a percentage.

Source: <https://unstats.un.org/sdgs/metadata/>

I.1.2 Urban poverty gap at national poverty lines (%) (equivalent to SDG indicator 1.1.1):

Urban poverty gap at national poverty lines is the urban population's mean shortfall from the poverty lines (counting the nonpoor as having zero shortfall) as a percentage of the poverty lines. This measure reflects the depth of poverty as well as its incidence.

Source: <https://data.worldbank.org>

I.1.3 Proportion of total adult population with secure tenure to land (SDG indicator 1.4.2):

Indicator is composed of two parts: (A) measures the incidence of adults with legally recognised documentation over land among the total adult population; while (B) focuses on the incidence of adults who report having perceived secure rights to land among the adult population.

Source: <https://unstats.un.org/sdgs/metadata/>

I.1.4 Proportion of seats held by women in local governments (SDG indicator 5.5.1):

Indicator measures the proportion of positions held by women in local government. It is expressed as a percentage of elected positions held by women in legislative/ deliberative bodies of local government.

Source: <https://unstats.un.org/sdgs/metadata/>

Tier II: Client Results

II.1. Cities increasingly characterised by effective local government, active citizenship, and delivering improved and responsive services to the urban poor.

II.1.1 Average municipal expenditure per person per year [Municipal Government].

Numerator: Total operating expenditures of municipality in a given year. Denominator: total population of municipality in same year. Average expressed in US\$.

Sources: Finance department of municipality; national population census and population estimates.

II.1.2 Total municipal revenue per year [Municipal Government].

Total annual revenue generated by the local government from sources other than direct central government transfers. Figure expressed in US\$.

Source: Finance department of municipality.

II.1.3 Average number of municipal employees as a percentage of the total population [Municipal Government].

Numerator: Total number of employees directly or indirectly employed by the municipality in a given year. Denominator: Total population of municipality in same year. Figure expressed as a percentage.

Sources: Human Resources department of municipality; national population census and population estimates.

II.1.4 Average number of women among municipal employees [Municipal Government].

Numerator: Total number of women directly or indirectly employed by the municipality in a given year. Denominator: Total number of municipal employees in same year. Figure expressed as a percentage.

Sources: Human Resources department of municipality; national population census and population estimates.

II.1.5 Proportion of municipal employees with post-secondary education [Municipal Government].

Numerator: Number of well-trained employees (engineers, technical experts, etc.) in a municipality in a given year. Denominator: Total number of municipal employees in the same year. Figure expressed as a percentage.

Sources: Human Resources department of municipality; national population census and population estimates.

II.1.6 Proportion of population living in slums, informal settlements or inadequate housing areas with access to safely managed drinking water services (equivalent to SDG indicator 6.1.1) [Services].

Proportion of population using safely managed drinking water services is currently being measured by the proportion of population using an improved basic drinking water source which is located on premises, available when needed, and free of faecal (and priority chemical) contamination. "Improved" drinking water sources include piped water into dwelling, yard or plot; public taps or standpipes; boreholes or tube wells; protected dug wells; protected springs; packaged water; delivered water; and rainwater. Numerator: Population living in slums, informal settlements or inadequate housing areas with access to safely managed drinking water services. Denominator: Total population living in slums, informal settlements or inadequate housing areas. Figure expressed as a percentage.

Sources: Municipal water/sanitation departments; surveys.

II.1.7 Proportion of population living in slums, informal settlements or inadequate housing areas using safely managed sanitation services (equivalent to SDG indicator 6.2.1) [Services].

"Safe" sanitation facilities include the following: flush or pour flush toilets to sewer systems, septic tanks or pit latrines; ventilated improved pit

latrines; pit latrines with a slab; and composting toilets. Numerator: Population living in slums, informal settlements or inadequate housing areas with access to safely managed sanitation services. Denominator: Total population living in slums, informal settlements or inadequate housing areas. Figure expressed as a percentage.

Sources: Municipal water/sanitation departments; surveys.

II.1.8 Proportion of population living in slums, informal settlements or inadequate housing areas with regular electricity connections (equivalent to SDG indicator 7.1.1) [Services].

Access to electricity refers mainly to connection to the grid, but it also includes other reliable off-grid electricity sources such as solar energy. Numerator: Population living in slums, informal settlements or inadequate housing areas with connection to electricity. Denominator: Total population living in slums, informal settlements or inadequate housing areas. Figure expressed as a percentage.

Sources: Municipal/local electricity supply agency; surveys

II.1.9 Proportion of population living in slums, informal settlements or inadequate housing areas with access to regular solid waste collection (either publicly or privately) (equivalent to SDG indicator 11.6.1) [Services].

Regularly Collected Municipal Solid Waste refers to municipal solid waste that is routinely collected from specific addresses or designated collection points. Waste collection is conducted directly by municipal authorities or private contractors licensed/commissioned by municipal authorities with a regular schedule of the day of the week and time of collection. In some cases, private waste collection companies have contracts with clients individually and provide collection services. Numerator: Population living in slums, informal settlements or inadequate housing areas that are served by regular solid waste collection (either publicly or privately). Denominator: Total population living in slums, informal settlements or inadequate housing areas. Figure expressed as a percentage .

Sources: Municipal sanitation departments; surveys

II.1.10 Average percentage of voter participation in most recent local elections [Citizenship].

Numerator: Number of eligible voters who voted in most recent local elections. Denominator: Number of eligible (or registered) voters in municipality for the same election. Figure expressed as a percentage.

Sources: The Global City Indicators Facility, election registers

II.1.11 Average rating of participatory planning processes in place (budgetary or other) [Citizenship].

Participatory planning is a tool for identifying the collective needs of all individuals within a community, a way of building consensus, and a means of empowering disadvantaged or disenfranchised groups (The World Bank).

Rating scale:

- 0 Little or no participatory planning
- 1 Participatory planning processes are in place but are ad hoc and irregular
- 2 Participatory planning processes are in place, formalised and used regularly.

Sources: Surveys and interviews

II.1.12 Average rating of the informal economy working environment [Local Economy].

Informal economy as described by the International Labour Organization. This indicator measures the extent to which the informal economy is recognised and supported by the national and local government.

Rating scale:

- 0 No support to the informal economy / hostility towards the informal economy
- 1 Ad hoc and unsystematic support to the informal economy
- 2 Systematic and regular support to the informal economy

Sources: Surveys and interviews

Tier III: Programme Results

III.1 National policy frameworks developed and/or enhanced to address urban development needs.

III.1.1 Number of urban policies at the national level developed and/or updated [Urban Policies].

The indicator counts the maturity stage and number of urban-related policies at the national level developed and/or updated through Cities Alliance. Policies on urban development may include sectoral policies covering some or all of the following aspects: housing, slum upgrading, transport, land, and fiscal decentralisation.

Unit: Number (#) and Rating scale

- 0 Policy not developed
- 1 Policy development/update in process
- 2 Policy development/update completed

Sources: Copies of the official policies; Secretariat records

III.1.2 Number of urban dialogues which delivered strategic, policy and/or normative influence [Urban Policies].

The indicator counts the number of urban dialogues shaped by Cities Alliance at the global, national and local level which have had some form of influence on urban policies/thinking. Influence is captured in one or more of the following broad dimensions: increased interest/knowledge on urban issues, increased alignment and partnerships, increased visibility and prominence of urban issues, significant quantity and profiles of attendees, significant follow-up actions, shift in certain values/beliefs (e.g. on forced evictions), and adoption of policy recommendations.

Sources: Secretariat records, feedback survey, interviews, fact-finding stories

III.2 Local strategies and plans developed towards effective urban development

III.2.1 Number of local strategies/plans developed [Local Strategies/Plans].

The indicator measures the maturity stage and number of strategies/plans developed in cities in which Cities Alliance works, such as city development strategies (CDSs), slum upgrading strategies, resilience plans, investment plans, etc.

Unit: Number (#) and Rating scale

- 0 Strategy/Plan not developed
- 1 Strategy/Plan development in process
- 2 Strategy/Plan development completed

Sources: Copies of the strategies/plans, and Secretariat records

III.3 Infrastructure and leveraging of funds

III.3.1 Number of beneficiaries of infrastructure projects [Infrastructure and Investment].

This indicator counts the number of people who have directly benefitted from infrastructure projects implemented through Cities Alliance funding such as Community Upgrading Fund (CUF) projects.

Unit: Number (#)

Source: Secretariat records

III.3.2 Amount of funds leveraged for investments in cities [Infrastructure and Investment].

This indicator measures the amount of co-, parallel, and follow-up funds committed by other partners (local and international) towards urban projects as a result of investments by Cities Alliance.

Unit: US\$

Sources: Secretariat records

III.4 Capacities strengthened in city governance and management areas such as strategic planning, financial management, and human resources management.

III.4.1 Number of urban institutions (Cities Alliance members, local governments,

national government units/agencies, public organisations, universities, training institutions, associations of cities, etc.) whose capacities have been strengthened [Capacity Development].

This indicator counts the number of institutions (local governments, national public organisations, universities, training institutions, associations of cities, etc.) whose capacities have been strengthened in city governance and management areas such as strategic planning, financial management, and human resources management. It also monitors the extent to which the engagement of Cities Alliance members in country-based and/or global programmes have contributed to a change in members' corporate practices and policies.

Unit: Number (#) and Rating scale

- 0 Institutional capacity not strengthened
- 1 Institutional capacity strengthening in process
- 2 Institutional capacity strengthening completed

Sources: Secretariat records, programme-based member survey

III.4.2 Number of people (local and national government officials and technicians, community representatives, civil society, etc.) whose capacities have been strengthened [Capacity Development].

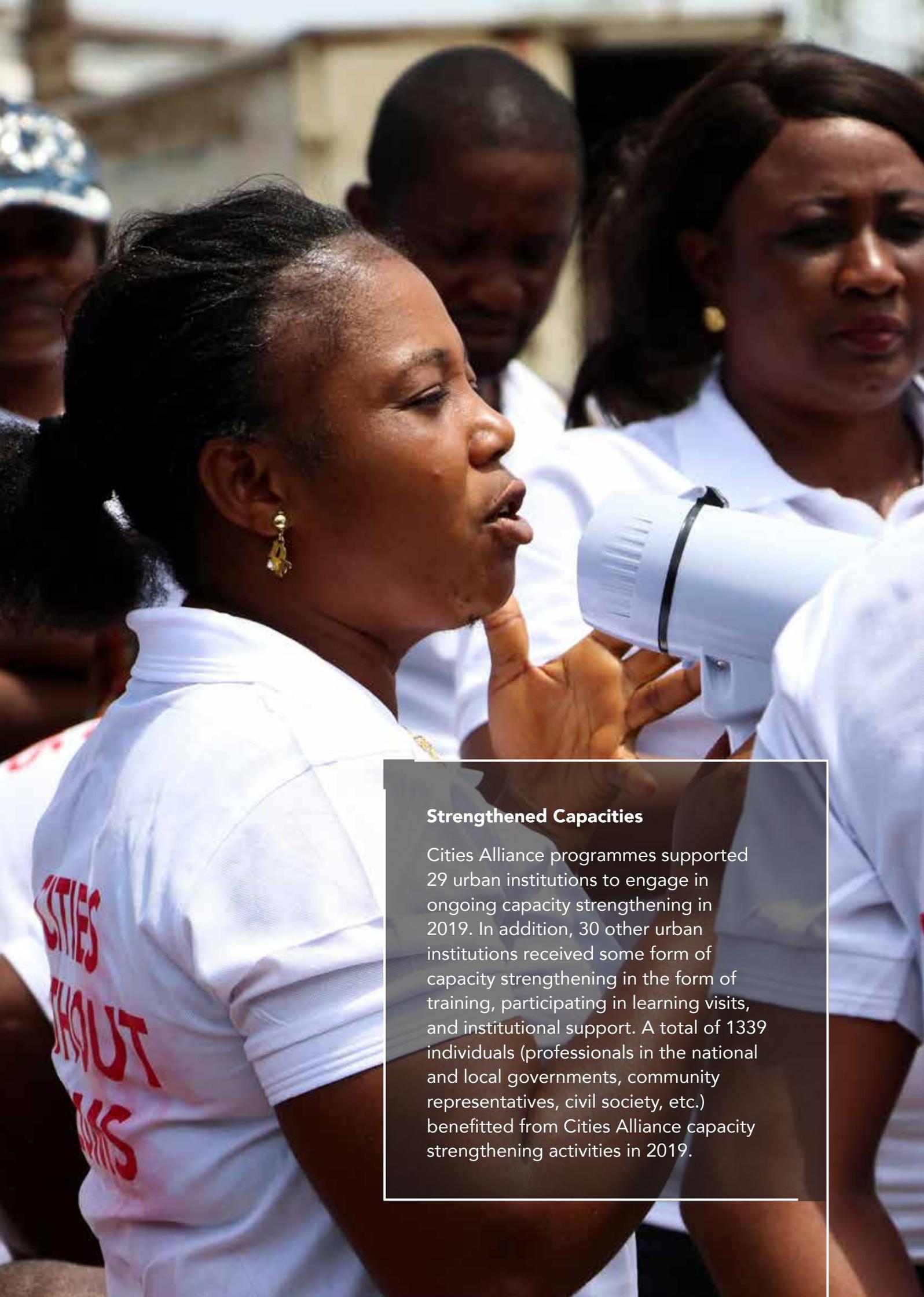
This indicator counts the number of people (local governments, national public organisations, universities, training institutions, associations of cities, etc.) whose capacities have been strengthened in city governance and management areas such as strategic planning, financial management, human resources management, community project management, etc.

Unit: Number (#)

Sources: Secretariat records Annual Report

III.4.3 Number of toolkits and other TA products with evidence of uptake by the stakeholders and/or beneficiaries.

The indicator counts the number of toolkits or similar knowledge products on urban issues



Strengthened Capacities

Cities Alliance programmes supported 29 urban institutions to engage in ongoing capacity strengthening in 2019. In addition, 30 other urban institutions received some form of capacity strengthening in the form of training, participating in learning visits, and institutional support. A total of 1339 individuals (professionals in the national and local governments, community representatives, civil society, etc.) benefitted from Cities Alliance capacity strengthening activities in 2019.

that have been developed, syntheses and/or updated by Cities Alliance and show sign of uptake by the stakeholders/beneficiaries. Toolkits are understood as thematic guidelines and practitioners' materials to inform technical assistance programmes. These toolkits may derive for example from a global review of case studies, national and local diagnostic work and/or a review of existing practices and guidelines, etc.

Unit: Number (#)

Sources: Copies of the toolkits and Secretariat records

III.5 Mechanisms developed to engage citizens in city/urban governance

III.5.1 Number of participation mechanisms developed to engage citizens in city governance [Civil Society and Communities].

This indicator rates the degree of participation by citizens – with a specific focus on slum dwellers, informal workers and civil society – in city governance by counting governance mechanisms such as social accountability mechanisms, slum development committees, informal workers' associations, municipal forums, etc.

Unit: Number (#) and Rating scale

- 0 Mechanism not developed
- 1 Development of mechanism in process
- 2 Development of mechanism completed

Source: Secretariat records

TIER IV: SECRETARIAT RESULTS

IV.1.1 Multi-member new programmes and/or initiatives per year [Partnership].

Indicator measures the number of formalised cooperation frameworks involving two or more members in a given year as a measure of the degree of success of the Secretariat convening process. Forms of formalised cooperation may be framework documents for Country Programmes, MOUs, resolution of partners, or a statement of

agreement. Multimember is defined as two or more Cities Alliance members.

Source: Secretariat records

IV.1.2 Scaling: Total co-financing per programme per year [Partnership].

Indicator measures total co-funding contributed in a given year to a specific programme by partners directly and/or jointly fundraised. It also calculates the value ratio of the total funds per Secretariat funding.

Source: Secretariat records

IV.1.3 Members' impression of Secretariat effectiveness [Partnership].

Average rating by members in a given year. Scale of five (1 – very unsatisfactory; 5 – very satisfactory) on selected statements.

Source: Cities Alliance Secretariat yearly survey of members

IV.2.1 TA activities (Country Programme, JWP and Innovation Fund) approved [Volume].

Indicator measures the total number of TA activities [both grants and contracts] approved in a given year following the appraisal process.

Source: Secretariat records

IV.2.2 Total value of TA activities (Country Programme, JWP and Innovation Fund) approved [Volume].

Indicator measures the total cumulative US\$ value funded by Cities Alliance of TA activities [both grants and contracts] approved in a given year following the appraisal process.

Source: Secretariat records

IV.2.3 Knowledge products that are financed by Cities Alliance and produced by members, partners and/ or the Secretariat [Volume].

Indicator measures the total number and cost of knowledge products developed with Cities Alliance financing, as well as the alignment of the knowledge products and strategy, and

demonstrates clear and proactive management of the delivery of Cities Alliance knowledge to targeted audiences. Knowledge products may include: thematic publications; published diagnostic studies such as the CEE ratings, State of the Cities Report, (SOCR) or Urbanisation Review (UR); toolkits; and other guides, policy papers, etc. produced by members and partners with Cities Alliance Secretariat support and funding. Generally, a knowledge product should have a Cities Alliance logo.

Source: Cities Alliance Secretariat records

IV.2.4 Policy Dialogues, Awareness-Raising Activities and Formal Learning Events that are financed by Cities Alliance and implemented by members, partners and/or the Secretariat [Volume]. Revised indicator

Indicator measures the total number of policy dialogues, advocacy, awareness-raising events, and knowledge and learning events that are financed by grants and carried out by member and partners. Policy dialogues may include: (i) formal consultation events with members and/or relevant institutions (e.g. IBSA, Policy Advisory Forum, 100RC); (ii) Advocacy/ Communications events (e.g., seminars/ workshops at Africities, the World Urban Forum). Awareness-raising activities include activities (e.g. broadcasts, print materials distributed or events) with messaging targeting stakeholders and/or the general public. Formal learning exchanges could include peer-to-peer events and study tours, learning workshops and seminars.

Source: Cities Alliance Secretariat records

IV.2.5 National, City, Settlement Forums where communities and civil society engage in urban governance. [Volume] Anticipated new indicator for 2020

Indicator measures the total number of national, city or settlement forums held, where communities engage in urban governance dialogue and decision making, that are financed by grants and carried out by member and partners.

Source: Cities Alliance Secretariat records

IV.3.1 Grant Making - Average time from initial submission of proposal to approval of grant [Efficiency].

Average time, in days, from initial submission of proposal to approval of grant for projects completing this phase in a given year.

Source: Cities Alliance Secretariat records

IV.3.2 Grant Making – Average time from approval of grant to grant agreement [Efficiency].

Average time, in days, from approval of grant to signature of grant agreement for projects whose agreement was signed in a given year.

Source: Cities Alliance Secretariat records

IV.3.3 Grant Making – Average time from grant agreement to first disbursement [Efficiency].

Average time, in days, from signature of grant agreement to first disbursement for projects receiving first disbursement in a given year.

Source: Cities Alliance Secretariat records

IV.3.4 Grant Making – Average time from final disbursement to closing [Efficiency].

Average time, in days, from final disbursement to closing for projects closed in a given year.

Source: Cities Alliance Secretariat records

IV.3.5 TA activities effectively supervised [Efficiency].

Indicator measures quality of supervision. Percent of grants and contracts with progress and completion reports that include information on process and results achieved in a given year. Numerator: number of grants/contracts with at least 75% of all required progress and completion reports. Denominator: Total number of TA activities supervised.

Source: Cities Alliance Secretariat records

IV.3.6 Audience access to knowledge products [Efficiency].

Indicator measures the effective distribution of knowledge products via the Cities Alliance website (number of unique visitors to the Cities Alliance website on specific knowledge pages/ downloads

from targeted countries). Total number of unique visitors to the Cities Alliance website from targeted countries.

Source: Cities Alliance Secretariat records

IV 3.7 Numbers of people a) directly, b) indirectly reached through Cities Alliance programmes. [Efficiency] Anticipated new indicator for 2020

This indicator aggregates the number of people reached annually, directly and indirectly. Direct beneficiaries include the population size of communities benefiting from new or improved services (such as CUF projects, primary waste collection, and improved public space) and those directly participating in activities designed to enhance livelihoods or competencies (savings group members, members of supported federations of the urban poor benefitting from interventions, individuals participating in training programmes, in-person awareness raising events and dialogues, or receiving direct support of any type). Indirect beneficiaries include the audience for broadcast awareness-raising campaigns and the population of communities benefitting from the implementation of, for example, specific local plans. In 2020 guidelines and data systems will be developed and integrated into the Cities Alliance Monitoring and Evaluation Frameworks to collect this data systematically.

Source: Cities Alliance Secretariat records

IV.4.1 Secretariat staff capacity on Gender Mainstreaming [Sustainability].

Average feedback rating by staff in a given year on selected statements evaluating workshops and other capacity development activities focused on gender.

Source: Cities Alliance Secretariat feedback and evaluation forms

IV.4.2 Secretariat Greenhouse Gas Emissions performance [Sustainability].

Average emissions per Cities Alliance staff (tonnes CO₂ equivalent) calculated on the following sources: air travel, on-site electricity, on-site refrigerants, public transport during official travel, purchased heat/steam, CFC/HCFCs.

Source: UNOPS GHG Annual Inventory as part of Greening the Blue initiative

IV.4.3 Secretariat Delivery Performance [Sustainability].

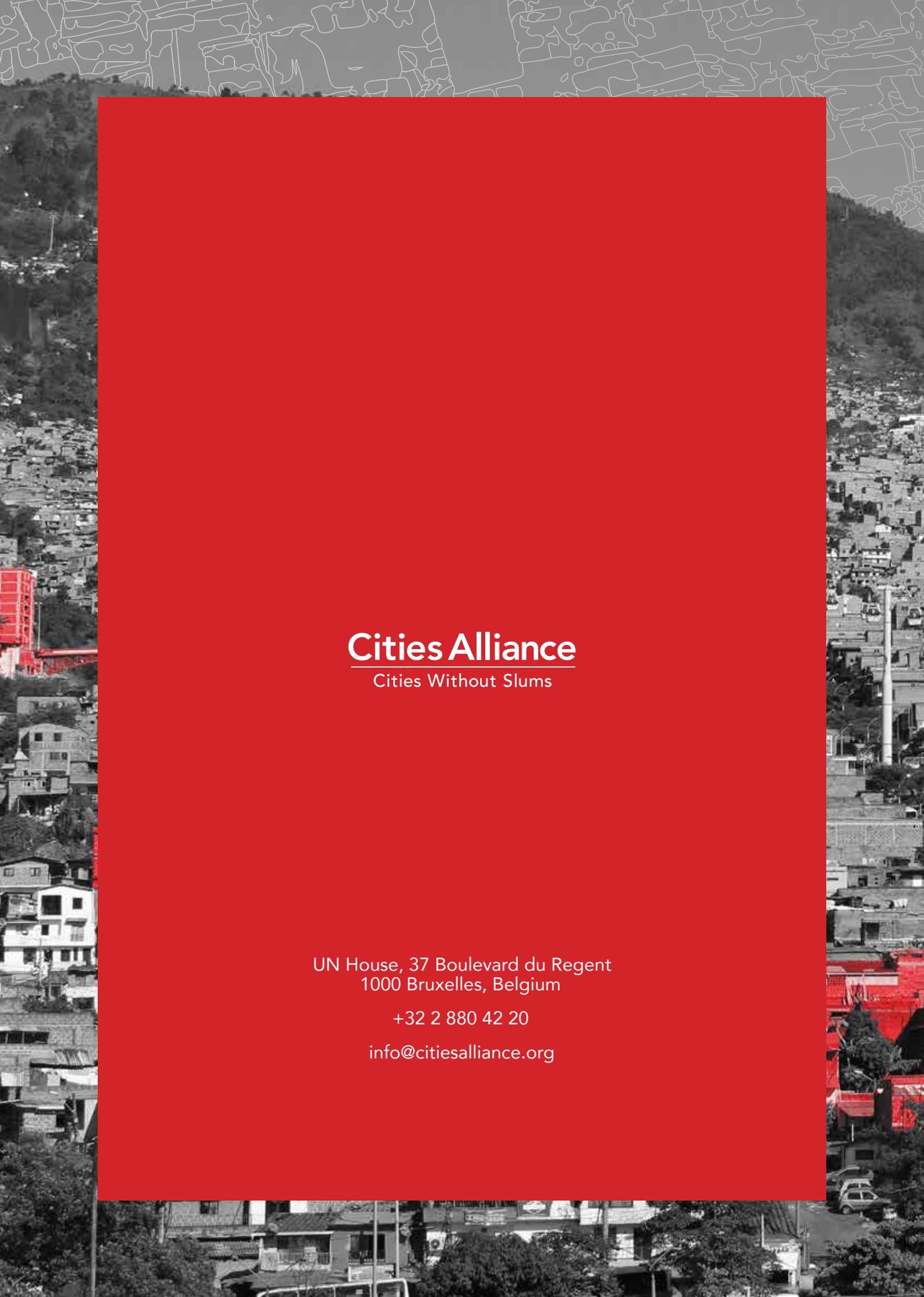
Indicators measure the rate of completed activities against the approved annual work plan in a given year.

Source: Cities Alliance Secretariat Annual Work Plan reviews

IV.4.4 Cities Alliance revenues growth rate [Sustainability].

Revenue Growth Rate measures the year-over-year percentage increase in revenue. Revenue Nominator: Revenue current year. Denominator: revenue previous year.

Source: Cities Alliance Secretariat accounting records



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