2020
CORPORATE SCORECARD

Cities Alliance
Cities Without Slums

Hosted by
UNOPS

CONTENTS

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 2020 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 within each programme. This ensures accurate and specific reporting on programme results and incorporates 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 increases. 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 to some degree 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 observations of Tier I indicators are attributed to the 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.
PERFORMANCE 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 targets, 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 consistewntly 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 Tier I, colour-coded traffic lights and targets are not provided since they pertain to the macro developmental context.
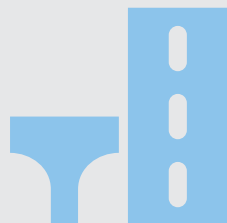
Highlight Corporate Results for 2020

Scorecard results demonstrate the continued delivery and organisational strength of Cities Alliance in 2020

TIER III: 2020 PROGRAMME RESULTS HIGHLIGHTS

Tier III indicators capture the results of Cities Alliance Programmes, including technical assistance, policy advice and development, institutional and capacity strengthening, infrastructure development in informal settlements and the mobilisation of domestic and international financial resources for cities.

Corporate performance against all 9 Tier III indicators improved on 2019 results, with the majority evidently on track to meet targets by the end of the Strategy in 2021. In addition to the established Country Programmes, these results reflect the emerging maturity of the Cities and Migration and Informality and Covid-19 Response Programmes.

299,190 beneficiaries of **infrastructure** projects

66 urban institutions were in the process of **institutional capacity strengthening** through Cities Alliance Country and Global Programmes

Over 9,100 individuals (including professionals in national and local governments, community representatives and civil society) had **strengthened capacities** as a result of Cities Alliance programmes in 2020

36 regularly functioning mechanisms to engage communities and civil society in urban governance were fully functional in 2020, with an additional **27 mechanisms in development**.

Cities Alliance leveraged an **additional US $9.1 million for investments in cities**
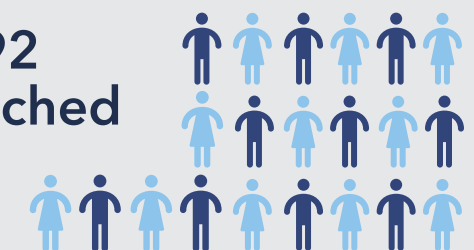
TIER IV: 2020 SECRETARIAT RESULTS HIGHLIGHTS

Tier IV Indicators measure the organisational and operational 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

Despite the operational challenges faced due to the Covid-19 pandemic, Tier IV results overall indicate the ongoing organisational effectiveness and operational performance of the Secretariat in 2020.

A total of at least 507,692 people were directly reached through Cities Alliance Programmes in 2020

24 Knowledge Products were produced by Cities Alliance in 2020

Cities Alliance facilitated **37 dialogues, awareness raising campaigns and formal learning events** to share knowledge, learning and catalyse urban development

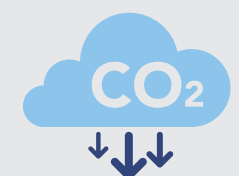**96,351 total unique visitors accessed** the Cities Alliance website, which was relaunched in 2020

Gender Mainstreaming training sessions received **87% positive feedback from staff**

Secretariat greenhouse emissions were the lowest on record

III. SCORECARD

THE CORPORATE SCORECARD IN 2020

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

In 2020, the Cities Alliance had ongoing Country Programmes in Liberia (LDC) and Tunisia (MDC) and Uganda (LDC).

New indicators proposed in 2019 have been partially incorporated into the 2020 Scorecard:

- The anticipated Tier IV.3.7 indicator Numbers of people a) directly and b) indirectly reached through Cities Alliance programmes proved challenging for programmes to monitor consistently in 2020. For the revised Corporate Results Framework which will accompany the new Strategic Plan (2022-2025), Cities Alliance will incorporate this indicator and develop the guidelines and data systems to allow for the systematic collection of this data.

- Data collected for 2020 is partial, as not all programmes were anticipating reporting against this indicator. A total of at least **507,692 people were directly reached through Cities Alliance Programmes in 2020**. This includes savings group members, members of supported federations of the urban poor, individuals benefitting from Community Upgrading Fund (CUF) infrastructure and Covid-19 response interventions, individuals participating in training programmes, in-person awareness raising events and dialogues, individuals matched with work opportunities, or receiving direct support of any type. Indirect beneficiaries include the audience for broadcast awareness-raising campaigns and the population of communities who will benefit from the implementation of, for example, specific local plans. The total, and again partial, data is **1,127,321 people indirectly reached through Cities Alliance Programmes in 2020**.

- In 2020, Cities Alliance captured the increasing emphasis on awareness-raising efforts targeting the public, in part due to the Covid-19 response efforts. 'Number of awareness raising campaigns' was 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). Performance against the target for this indicator was at 370% for 2020, and the target will be reviewed to include awareness raising campaigns in 2021.

- In 2020, the Cities Alliance reported settlement and city-level forums, mechanisms for citizen engagement in city development strategies and national urban policies, in the Tier III indicator III.5.1 Number of regularly functioning mechanisms developed to engage communities and civil society in urban governance, in place of adding an additional indicator as proposed in 2019. These results all meet the definition of the indicator.

ANTICIPATED CHANGES TO THE CORPORATE SCORECARD FOR 2021

As 2021 will be the final year of the four-year Cities Alliance Strategic Plan (2018-2021), aside from the review of targets, as detailed above, there are no anticipated changes to the Corporate Scorecard. The 2021 Scorecard will incorporate analysis of performance over the entire strategy period.

Following the completion of the new Strategic Plan (2022-2025) in late 2021, the Corporate Results Framework will be revised to ensure effective monitoring of the implementation of the new Strategy. This will ensure that Cities Alliance maintains is results focus and implements a corporate performance monitoring system to measure results and to provide evidence for adaptive management and learning.

Tier I Indicators: SDG Urban Development Context

RESULT	INDICATORS	CRITERIA	LDC		MDC	
			BASELINE [2017]	CURRENT [2020]	BASELINE [2017]	CURRENT [2020]
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%[1]	59.3%[2]	8%	8.2%
	I.1.2 Proportion of population below the international poverty line (SDG indicator 1.1.1)	%	41.5%	N/A[3]	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% b) 45.69%[4]	a) 23.59% b) N/A	a) 31.34 b) 48.49%	a) 24.88 b) N/A

Tier 1 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; 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.

[1] All data from the SDG Database: https://unstats.un.org/sdgs/indicators/database/
[2] Current is latest available, 2018
[3] N/A is unavailable, meaning no data is available in the SDG database.
[4] Uganda only, there is no official data for Liberia

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 baselines and evaluations to track Tier I indicators within the geographic scope of Country Programmes.

Liberia
- For the Liberia Country Programme (LCP), the baseline proportion of the urban population living in slums in Greater Monrovia was measured in 2017 as 65.5%, with no change measured in 2019. The final evaluation of the LCP, Comic Relief funded components, is underway in 2021 and will provide updated data.

- Data measured as part of the 2019 Mid Term Evaluation of the LCP[5] for the 12 Local Government Associations (LGAs)[6] covered by the LCP included 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).
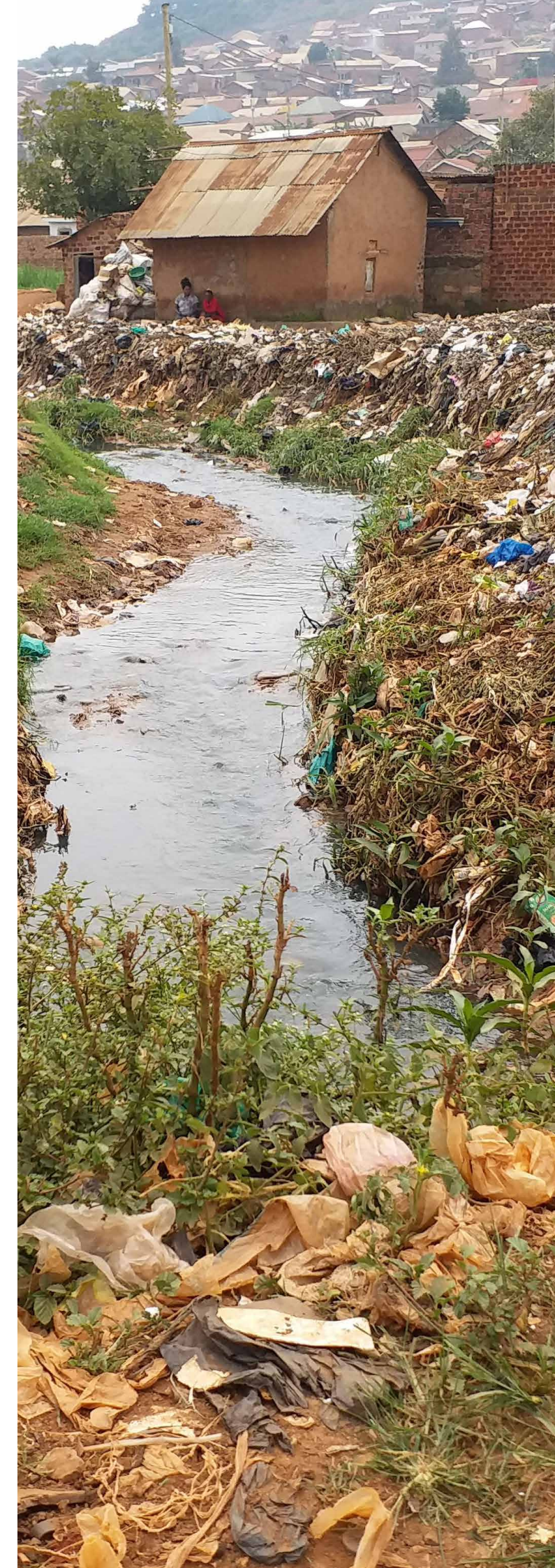
Uganda
- The Baseline Report[7] for the Kampala Jinja Expressway (KJE) Implementing the Resettlement and Livelihood Restoration Plan (RLRP) – No One Worse Off, Uganda Country Programme was produced by Cities Alliance, in partnership with AVSI, in 2020. Against SDG indicator 1.4.2 - the proportion of household population with secure tenure to land (defined as registered title owners) – the baseline measurement was 2.7%: 1.5% in the affected areas of Kampala (the Right of Way), and 4.0% in the neighbouring settlements.

[5] https://www.citiesalliance.org/resources/publications/cities-alliance-knowledge/mid-term-evaluation-cities-alliance-liberia
[6] The 12 LGAs are Barnersville, Caldwell, Clara Town, Congo Town, Gardensville, Johnsonville, Logan Town, Monrovia, New Georgia, New Kru Town, Paynesville, and West Point.
[7] https://www.citiesalliance.org/sites/default/files/2020-07/KJE%20NOWO%20Baseline%20Final%20Report-100720.pdf

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

RESULT	INDICATORS	CRITERIA	LDC[8]			MDC		
			BASELINE [2017]	CURRENT [2020]	TARGET [2021]	BASELINE [2017]	CURRENT [2020]	TARGET [2021]
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%
	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% (87.7%[9])	87.8%	88.62% (90%)	98.83%	N/A	98.83%[10]
	II.1.7 [Services] Proportion of population in slum and/or low-income areas using safely managed sanitation services	%	72.1% (76%[11])	N/A[12]	75.71% (80%)	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% (78.9%[13])	55%	51.03% (80%)	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% (36%[14])	37%	37.7% (40%)	89.21%	N/A	93.67%
	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

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[8] Baseline (2017), targets and data here represent the Liberia Country Programme, Uganda Country Programme (KJE Programme) in parenthesis is the baseline data as measured in 2020.

[9] The 2020 KJE Baseline measured 87.7% of the population having access to safely managed drinking water services in the KJE location in Kampala, 87% in the affected areas (the Right of Way), and 88.3% in the neighbouring settlements.

[10] MDC targets for indicators II.1.6, II.1.7, II.1.8 are equivalent to the baseline measure since the programme does not expect to shift the already high access to basic services in MDCs.

[11] The 2020 KJE Baseline measured 76% of the population using safely managed sanitation services in the KJE location in Kampala, 79.1% in the affected areas (Right of Way), and 72.6% in the neighbouring settlements.

[12] 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 2017 to 21.6% in 2019).

[13] The 2020 KJE Baseline measured 78.9% of the population with regular electricity connections in the KJE location in Kampala, 74.6% in the affected areas (Right of Way), and 83.3% in the neighbouring settlements.

[14] The 2020 KJE Baseline measured 36% of the population with access to regular solid waste collection in the KJE location in Kampala, 39.7% in the affected areas (Right of Way), and 32.1% in the neighbouring settlements.

KJE Baseline Report

As part of its Vision 2040, the Government of Uganda (GoU) is developing the country's road infrastructure to improve connectivity for national and local economic development. One such project is the construction of the Kampala-Jinja Expressway (KJE), a limited access, toll expressway through the Uganda's Central and Eastern region.

The construction of the expressway has potential adverse social, environment and economic impacts. The total population estimated to be displaced by the KJE and Kampala Southern Bypass (KSB) and requiring relocation is 29,983 belonging to 6,177 households. Additionally, the KJE alignment is estimated to result in a loss of approximately 4,488 structures, the majority (60.3%) of which are listed as small residences within the Right of Way (ROW).

With funding from the European Union (EU) the Kampala-Jinja Expressway No One Worse Off (KJE NOWO) project, led by Cities Alliance seeks to mitigate the risks identified in the Environmental and Social Impact Assessment (ESIA). It has been developed in line with a Resettlement and Livelihood Restoration Plan (RLRP) by the Uganda National Roads Authority (UNRA). With support from the European Union, and in partnership with UNRA and AVSI, the Cities Alliance completed the Baseline Study for the project in 2020.

Key Baseline Findings[15]:

- A considerable portion of the population–56.9% of females and 43.1% of males–are considered vulnerable (i.e. either they are chronically ill, suffer from mental illness, are physically disabled, are elderly or have other types of vulnerability).

- More households inside the Right of Way (ROW) (99%) reported owning land compared to 86.3% in neighbouring settlements. Inside the ROW and in the neighbouring settlements, the percentage of households with registered land titles is however very low (1.5% and 4% respectively). The overall situation with land ownership contrasts considerably with that of housing ownership–99% inside the ROW and 86.3% in neighbouring settlements.

- Housing, land and communal setting and services (access to water, rain management, solid waste management) were the key concerns voiced by the affected population.

- The Baseline Study demonstrated that a considerable majority of the population have access to communal fixed assets (53.4% inside the ROW and 84.3% in neighbouring settlements), and communities in both locations rely on mutual support from friends and relatives, reflecting how established these communities are.

- There was a general perception of increased risk to women in the affected communities (notably due to how compensation will be paid), as well as specific vulnerabilities for disabled people and the elderly.

- Both household business supply chains and the customer base for businesses are in the immediate vicinity.

- The issues around compensation included widespread perceptions that compensation should be made not just for structures, but also for land and to renters who will need support in relocation.

- The importance of timing in the construction and compensation process and the need to do more on community sensitisation was evident.

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 Mid Term evaluation.[16] It included household-level data collected from stratified representative samples in the 113 profiled communities of the 12 Local Government Areas (LGA) 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, underway in 2021, is measuring all Tier II indicators for the relevant LGAs in Greater Monrovia, again through household-level data collection.

In May 2020, the Mid Term Evaluation[17] of the European Union funded four-year programme *'Delivering Climate-Resilient Solid Waste Management Services in Greater Monrovia, Liberia through CBEs'*, was completed. Whereas the evaluation concluded that the programme was still on track to achieve its objectives, the measured performance against the key indicator 'Proportion of population in slum and/or low-income areas with regular access to solid waste collection' was found to have dropped (from 52% in 2019, to 37% in early 2020, against a baseline of 35.9% in 2017). One key improvement between 2017 and 2020 related to the proportion of households with planned forms of garbage disposal in Greater Monrovia, which increased from 36% at baseline to 83% in 2020, surpassing the 45% Life of Project (LOP) target. This evaluation may have been impacted by the outbreak of Covid-19 in Liberia during the data collection phase, which was fast-tracked and resulted in reduced representativeness of the data (due to over and under sampling of some LGAs). In 2021, the Final Evaluation of the programme will be completed to verify results in the 12 LGAs in the programme.

TUNISIA

The envisaged Phase II Baseline Study (and mid-line data collection) for the Tunisia Country Programme was postponed in 2020 due to the Covid-19 restrictions in place across Tunisia which precluded primary data collection. The RFP for the Study is final and data collection is anticipated for mid-2021, with the final report expected in July. Data will be collected in the four municipalities participating in the Phase II and will serve as a mid-line for the Country Programme and a baseline for Phase II.

UGANDA

The baseline data collection in Kampala relating to the safeguarding implementation of the Kampala-Jinja Expressway "No-one worse off" (KJE-NOWO) initiative was completed in mid-2020. Tier II baseline and target values for Uganda have been incorporated into the 2020 Corporate Scorecard and are provided in parenthesis in the LCD section of the table above. The selected Tier II indicators

(II.1.6, 1.7, 1.8 and 1,9) were the most relevant to the intended results of the Programme.

The Baseline[18] study area related to Volumes 5 and 8 of the KJE, which includes 11 villages in the areas of Kinawataka and Kasokoso informal settlements. Given the context and sensitivities within the 11 communities and the risk of survey fatigue, already available data was extracted from the Uganda National Rail Authority (UNRA) census data collected to inform the KJE-NOWO. AVSI, an implementing partner of the initiative implemented the data collection, analysis and reporting of the Baseline, with support from the Cities Alliance Secretariat. The baseline data collection comprised three main research activities: i) Sampling and analysis of Household data collected within the ROW by UNRA – stratified by location (402 households in total); ii) Sampling and analysis of Household and Business Surveys collected from outside the ROW by AVSI (402 households, comprising 201 businesses in total); iii) Qualitative interviews (18) and Focus Group Discussions (6) conducted inside the ROW.

16   https://citiesalliance.org/resources/knowledge/cities-alliance-knowledge/mid-term-evaluation-cities-alliance-liberia-country
17   https://www.citiesalliance.org/resources/publications/cities-alliance-knowledge/mid-term-evaluation-solid-waste-management
18   https://www.citiesalliance.org/sites/default/files/2020-07/KJE%20NOWO%20Baseline%20Final%20Report-100720.pdf

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	1	67% (2)	100% (3)[19]
	III.1.2 Number of urban dialogues which delivered strategic, policy and/or normative influence [Rating scale (0-3)]	Unit	0	12	3	25% (3)	83% (10)[20]
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	2[21]	29% (4)	79% (11)[22]
III.3 Infrastructure and leveraging of funds	III.3.1 Number of beneficiaries of infrastructure projects	Unit	0	600,000	299,190	N/A	75% (450,000)
	III.3.2 Amount of funds leveraged for investments in cities	US$ total value (,000)	0	60mn	9.07mn	N/A	27% (16.1mn)
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	9	248% (57)	39% (9)[23]
	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	9,102	N/A	455% (9,102)[24]
	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	65% (13)[25]
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	34	129% (27)	171% (36)[26]

[19] Completed national policies include the National Housing and Habitat Policy in Paraguay, the Slum Upgrading and Affordable Housing Framework in Liberia, and the a Voluntary Gender Responsive Relocation Policy Guidelines (VGRRG) in Liberia.

[20] Previously reported urban dialogues include the Equitable Economic Growth, Resilience, and Cities Alliance's contributions to the Intergovernmental Panel on Climate Change (IPPC) in 2018. Influential dialogues reported as completed in 2019 included the dialogue on Cities and Migration, the Urban Housing Practitioner Hub (UHPH) open platform in the Latin America and Caribbean (LAC) region, the Community Upgrading Fund mechanism in Greater Monrovia, and the dialogue around the policy paper "Addressing Informality in Cities", and reported as completed in 2020, the dialogue on rental housing in India.

[21] Completed in 2020 includes the CDS for Greater Monrovia, and the integrated solid waste management strategy for guiding solid waste activities within and around Kinawataka wetland communities in Kampala, Uganda.

[22] Completed strategies include the nine CDSs in mostly inland cities in Tunisia, completed in 2018, and the two completed strategies/plans for 2020.

[23] Programmes reporting urban institutions with completed capacity strengthening support include the Equitable Economic Growth, and the Innovation Programmes.

[24] This data is for 2020 only and does not include results reported in the 2019 Scorecard, due to the risk of double counting. Single-event participants where there was no training element are not included but are listed below in the narrative section.

[25] The five reported for 2020 are detailed in the narrative section below. The previous 8 included: 3 feasibility assessments for the Solid Waste Management sector in Greater Monrovia, Connecting Systems of Secondary Cities book, the "Addressing Informality in Cities" policy paper, the WIEGO suite of resources to support regulated access to public space for the informally working poor, the CEE ratings for Asia and Africa, and, the publication 'An overview of national urban laws in Latin America and the Caribbean: case studies from Brazil, Colombia and Ecuador' which outlined the basis for the UHPH knowledge-sharing forum.
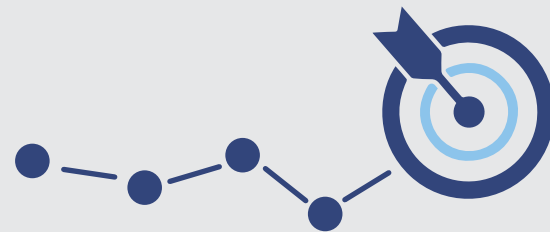
[26] Completed mechanisms include the CUF Steering Committee and the Settlement Forums, both in Greater Monrovia, Liberia. These have been established for more than a year and operate regularly (quarterly in the case of the Settlement Forums).
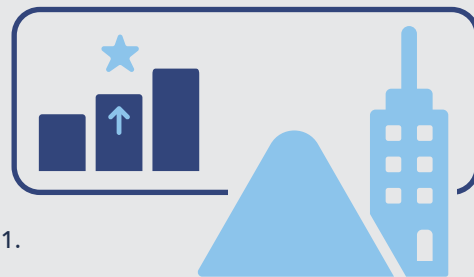
Tier III: Highlights

Tier III indicator results demonstrate that the majority of Tier III programme targets are on track to be delivered by the end of the Cities Alliance Strategy (2018-2021).

In addition to the established Country Programmes, Tier III corporate results reflect the emerging maturity of the Cities and Migration and Informality and Covid-19 Response Programmes.

The target for **National Urban Policies** has already been reached, and the number of influential dialogues delivered by Cities Alliance in 2020 is at

83% of the target,

in comparison to 50% in 2019.

Local Strategies and Plans developed towards effective urban development is at

79% performance towards the target,

compared to 64% in 2019, and with a further 29% (four other strategies/plans) in progress for 2021.
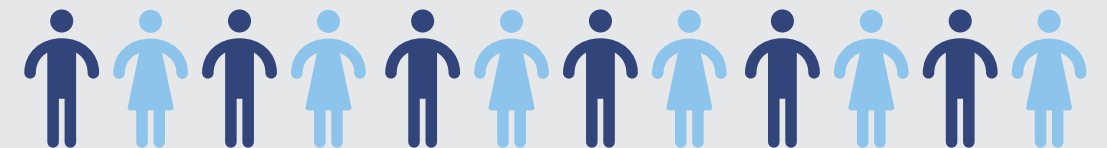
The substantial increase in beneficiaries of infrastructure projects reflects the maturity of the Liberia Country Programme – a performance increase from 16% in 2019, to 75% of the target. In 2020, the

Liberia Country Programme constructed 58 infrastructure projects, reaching 299,190 people.

Capacity strengthening performance is comfortably on track to meet targets:

66 urban institutions were in the process of direct institutional strengthening, and just over 9,100 individuals had strengthened capacities as a result of Cities Alliance programmes in 2020,

including professionals in national and local governments, community representatives and civil society.

Toolkits and other TA products with evidence of uptake by the stakeholders and/or beneficiaries is currently at

65% of the target,

compared to 40% in 2019. Monitoring uptake by stakeholder and beneficiaries remains a challenge to be addressed moving forward.

Mechanisms to engage citizens in urban governance also demonstrated the maturity of all Country Programmes and the Cities and Migration Programme, and is currently outperforming the indicator target with

36 regularly functioning mechanisms to engage communities and civil society fully established, and an additional 27 mechanisms in development.

Just one Tier III indicator is falling below expected performance at Year 3 of the 4 year Strategy: Despite leveraging an additional US $9.13mn in 2020, performance on amount of funds leveraged for investment in cities is at just 27% of the target of US $60 million.

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

In 2020, the Voluntary Gender Responsive Relocation Policy Guidelines (VGRRG) for Liberia were completed and approved by the National Housing Authority (NHA). The Liberia and Tunisia Country Programmes continued to work in 2020 towards National Urban Policies (NUP) as key components contributing to developing a favourable policy environment for the effective management of urban development. Other programmes (Cities and Migration and Innovation) also contributed to the development of new national frameworks.

LIBERIA

The Liberia Country Programme through a grant to UN-Habitat and in partnership with the Ministry of Internal Affairs successfully completed the second phase (Diagnosis) of the Liberia National Urban Policy (NUP) in 2020. The validation of the diagnosis phase included a capacity-building workshop for over 150 urban stakeholders (national and city government representatives and federations of informal communities), to better coordinate, promote, and manage the process. The following policy themes are included in the Liberia National Urban Policy diagnosis note: urban legislation including, land governance, socio-economic development, municipal finance, decentralization, environment, resilience, and climate change. The final phase (Formulation) is yet to be implemented.

In addition, with the support of the Cities Alliance Secretariat, Habitat for Humanity International (HfHI) successfully completed the development of a Voluntary Gender Responsive Relocation Policy Guidelines (VGRRG) and the Guidelines have been approved by the National Housing Authority (NHA). The VGRRG provides an innovative framework of principles and practices to facilitate the voluntary relocation of slum communities in Liberia faced with life-threatening environmental hazards, risks and vulnerabilities that cannot be mitigated and, in many situations, are compounded by the effects of climate change. The guidelines embed engagement, coordination, and respect for human rights with the aim of ensuring a proactive and voluntary relocation

process to protect vulnerable communities, particularly women, from environmental risks and hazards, and to prevent the loss of life and property.

TUNISIA

The Tunisian National Urban Policy development process, led by the Tunisian Ministry of Equipment, Housing and Territorial Planning (MEHAT), with the support of UN-Habitat and the Cities Alliance, built off the completion of the feasibility phase in 2019 and moved into the diagnostic phase in 2020. This phase focuses on the analysis of the state of urbanisation in Tunisia, the identification of challenges and opportunities, and the articulation of recommendations for the formulation phase. The diagnostic phase envisaged a series of five regional consultation workshops to convene key urban actors but was impacted in 2020 by the Covid-19 pandemic and limitations to physical events. In 2020 the first workshop was held in Tunis and attended by 35 participants, from Bizerte, Greater Tunis, Nabeul, and Zaghouan. The event was live streamed on social media and registered over 3,000 views. Due to the ongoing COVID-19 restrictions, the consultation series will be continued in virtual format in early 2021.

OTHER ONGOING NATIONAL URBAN POLICY FRAMEWORK INFLUENCE IN 2020

- In Guatemala, the Cities and Migration Programme through the Housing Laboratory framework (called LAVs from the Spanish Laboratorios de Vivienda), has contributed to governmental efforts to update the National Housing Policy and specifically the frameworks for integrating the effects of out-migration and return migration into strategies that reduce the housing deficit and ensure access to decent housing for the poor.

- In Kenya, the Cities and Migration Programme has contributed to the drafting of a National Guide for Urban Planning and Management. This is being developed by UN-Habitat in collaboration with the Urban Development Department and the World Bank, under the Kenya Urban Support Programme (KUSP). This tool will be published in 2021 and will be adopted as an official guide for Kenya's municipalities.

- In Uganda, the review of (Urban) Refugee and/or Migration Policy by the Uganda Bureau of Statistics has been supported by the Cities and Migration Programme. The Policy aims to support the integration of refugees from South Sudan and the Democratic Republic

of Congo (DRC), and is in progress pending the completion of the Urban Refugee Census report.

- Under the Innovation Programme, the Centre for Affordable Housing Finance (CAHF), a grantee in South Africa, developed a position paper on the Land Titles Adjustment Act that sets the basis for a pilot intervention in support of dispute resolution over competing land rights claims. Additionally, Pamoja Trust, a grantee in Kenya prepared the Mombasa Housing Bill to implement the Social Tenure Domain Model (STDM) in development of the county housing information system and land inventory.

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

Cities Alliance delivered three urban dialogues which achieved strategic, policy and/or normative influence in 2020. In addition, other ongoing dialogues, which are in progress and which will be monitored for influence, are also listed below. Finally, an update on the influential Cities and Migration dialogue (which was previously reported in the 2019 Scorecard) is highlighted.

CITIES AND MIGRATION: LAND EXPANSION PLANNING

Through 2020, the Cities and Migration Programme further raised the dialogue, knowledge sharing, visibility and uptake of Urban Expansion Planning, both within Ethiopia, regionally and globally through a series of events and conferences. At the 2020 World Urban Forum in Abu Dhabi, the Programme chaired a panel discussion with Ethiopia and Uganda on the value of Land Expansion Planning. Panellists included Majid Batambuze, Mayor of Jinja, Uganda and senior representatives from the Ministries of Housing and Urban Development of Uganda and Ethiopia, local government in Ethiopia and New

York University (NYU). In September 2020, Cities Alliance hosted a documentary film screening and discussion entitled *How they do it in Ethiopia: Making Room for Cities to Grow*. The event included a short documentary about the Ethiopia Urban Expansion Program, with a keynote talk from Dr. Paul Romer. In November 2020, Cities Alliance, SDC, the NYU Marron Institute, and Jigjiga University organized a regional dialogue on rural-to-urban migration and urban expansion planning to share experiences in the Horn of Africa and support replication of the approach. The event was attended by the national ministries responsible for urban development in Ethiopia and Uganda, 12 secondary cities from Uganda, Ethiopia, Kenya, and Somalia (nine of which are Cities Alliance partner cities), and development partners including NYU, SDC, United Cities and Local Governments Africa (UCLGA), and Jigjiga University. The Uganda Ministry of Housing and Urban Development is exploring the alignment or Urban Expansion Planning with the ongoing city status upgrading exercise.

INFORMALITY AND COVID-19: COVID-19 RESPONSE

Throughout 2020, the Informality and Covid-19 Programme brought city responses to Covid-19 in informal settlements and alignment of knowledge and approaches to a broad global audience of urban experts, national and local governments, practitioners, and academia. The programme mobilised the Cities Alliance membership and other key partners to deliver transnational learning experiences, promote awareness among decision makers and support alignment of approaches to informality and Covid-19. During 2020, Cities Alliance hosted, facilitated, and participated in a series of Housing Laboratories (LAVs), decalogues, Urban Thinkers Campus events and a Live Learning Experience (LLE)[27]. The common purpose encompassed cross-national exchange of experiences related to housing, slum upgrading, and inclusive urban governance, in the context of the Covid-19 pandemic, and was responsive to stakeholder demands on the ground. Country experiences

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[27] Specific series and events in 2020 included the Housing Laboratories framework (Laboratorios de Vivienda – LAVs in Spanish), a result of the collaboration through the Urban Housing Practitioner's Hub (UHPH) in LAC, which provided a platform for governments and urban actors to exchange on urgent responses to the crisis and explore opportunities to improve the living conditions in informal settlements in the long run. A webinar series included Urban Thinker Campus on slum upgrading in Sub-Saharan Africa and Asia and the platform for Cities of the Global South. Cities Alliance co-organised several webinar series on affordable housing and land in LAC, highlighting best practices from Brazil and Argentina. Urban dialogues and other events in 2020 included UTC Slum upgrading events, Cities Platform, seven Mexico LAVs, three El Salvador LAVs, Guatemala LAV, Migration in Guatemala Migration and the Potential of Remittances, and Urban Planning and Housing: Links with migration and local development - both LAVs supported the update of the National Housing Policy, four South Africa LAVs, two UCLGA Inclusive Governance and a Liberia LAV.

from Brazil, Argentina, India, Sierra Leone, Kenya, South Africa, Bangladesh, Indonesia, Liberia, Thailand, El Salvador, Guatemala, and Mexico were shared and discussed in various sessions. Participating organisations included World Bank, UN Habitat, GIZ, AVSI Foundation, Department of Human Settlements/South Africa, HFHI, IIED, SDI, I.H.S, REALL, WIEGO, RIVHA, UHPH, Lincoln Institute for Land Policy, REUS, DeLoG, Uniapravi, OECD Berlin, Coinvite, Wits University, University St. Gallen, HIC-AL, TECHO, UCL/dpu, GPR2C, CPR India, FM4, SECO, RCUES Mumbai, AIILSEG, the Secretariat of Central American Social Integration, the Association of Ministers of Housing in the LAC region.

INFORMALITY AND COVID-19: INDIA RENTAL HOUSING POLICY

In India, the Informality and Covid-19 Programme co-organized four housing laboratories (LAVs) in 2020 on rental housing policy in partnership with Centre for Policy Research India, the Scaling City Institutions for India (SCI-FI), HFHI, the Housing and Urban Development Corporation Ltd (HUDCO), the World Bank, CURE, the Asian Infrastructure Investment Bank (AIIB), and ADB. As a result of this joint effort a dialogue between and with cities was established.

CITIES AND MIGRATION – CONTINUING INFLUENCE

The Cities and Migration Programme continued to deliver influential dialogue at local, national and international levels in 2020, through multiple learning global and regional events. The output of the ongoing dialogue is directly informing the UNSG High Level's Panel recommendations to the UN member states on the management of internal displacement[28].

At the national and local level, significant results from the Programme in Adama, Ethiopia, include the local government scaling up the piloted approaches, including migration desks, to support the inclusion of rural migrants. As a result the Ethiopian Diaspora Agency (EDA) in Jigjiga is considering integrating the regional diaspora strategies into national policy. Efforts towards the inclusion of migrants in the Annual Review, Planning and Budgeting of Arua City Council (Uganda) are underway, following

the enumeration of 13,000 migrant households by the Cities and Migration Programme in 2020. The UNSG High-Level Panel on Internal Displacement invited Cities Alliance to facilitate testimony from its urban partners in Adama, Ethiopia, to inform the Panel recommendations.

In 2020, the theme of migration was introduced to the Urban Housing Practitioners Hub (UHPH) in LAC, and Cities Alliance and UN-Habitat co-hosted a three-part series as part of the Urban Thinkers Campus, which engaged a number of members and partners including the UN Secretary-General's High-Level Panel on Internal Displacement, UNHCR, IOM, UCLG, IIED, and the Swiss Agency for Development Cooperation (SDC), as well as representatives of local governments from countries such as Bangladesh, Kenya and Colombia.

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[28] The High-Level Panel on Internal Displacement was established by the UNSG to identify concrete recommendations on how to better prevent, respond and achieve solutions to the global internal displacement crisis. It focuses on addressing protracted displacement and achieving durable solutions for persons displaced in the context of armed conflict, generalized violence, human rights violations, as well as disasters and the adverse effects of climate change. It is estimated that 80 percent of IDPs seek shelter in urban areas. The High-Level Panel will deliver the report to the UN Secretary-General in September 2021 with concrete recommendations to Member States, the United Nations system, and other relevant stakeholders on how to better prevent, respond, and achieve solutions to internal displacement. https://www.citiesalliance.org/newsroom/news/urban-news/un-secretary-generals-high-level-panel-internal-displacement

OTHER ONGOING URBAN DIALOGUES IN PROGRESS IN 2020 WHICH WILL BE MONITORED FOR STRATEGIC, POLICY AND/OR NORMATIVE INFLUENCE

- The Liberia Country Programme (LCP) sustained the urban dialogue in Liberia in 2020, including through city wide forums and National Urban dialogues. Additionally, and in collaboration with the Programme on Informality and Covid-19, the first of a series of two Housing Laboratories (LAV) in Liberia took place in November 2020, exploring the intersections of decentralization, urban planning, environmental sustainability, and urban informality. An additional session on *Solid Waste Management: A Perspective on Environmental Sustainability and Urban Informality* emphasized the importance of strengthening local government capacities while supporting partnerships with both the private and social sectors as well as associations and joint ventures. In November 2020, the LCP together with the Cities for Women Programme co-organized a stakeholder forum on *Women's Engagement for Safer Communities* on the impact of the COVID-19 on women and informal

communities. The event contributed to further enhance the gender mainstreaming in community-led initiatives.

- In addition to the Madinatouna II and Femmedina launch events, regional consultation workshop discussions relating to the National Urban Policy and high-level dialogues on local development planning, the Tunisia Country Programme held the *Towards a new urban culture in Tunisia: advancing inclusive urban policies to achieve territorial balance and equity* discussion in 2020. This event addressed the challenges of socio-economic development in lagging regions and cities in Tunisia. Speakers included Souad Abderrahim, Mayor of Tunis and senior representatives from Law School of Sfax, Tunisia, the World Bank and UN-Habitat.

- The Equitable Economic Growth in Cities Programme had a prominent role at the Ghana Urban Forum (GUF2020) organized in Accra in January 2020. The main presentation for the Forum was based on *Connecting Systems of Secondary Cities*, and highlighted the importance of secondary cities to national and local development, issues

affecting secondary cities in Ghana, and future directions. A side event on the Local Economic Acceleration Programme (LEAP) focused on financial capability and strategies for financing infrastructure and local economic development in secondary cities, based on the experiences of Agona Swedru West and Cape Coast.

- The Climate Change, Resilience, and Informality in Cities Programme participated in the Urban Thinkers Campus (UTC) *Mobilizing Pro-Poor Investments for Adaptation & Resilience in the Post-COVID Economic Recovery*, in a session on access to climate finance with ICLEI and GIZ; and in sessions with the Governments of Liberia, Guatemala and South Africa. Additionally, the Programme facilitated an ongoing peer-learning mechanism for grantees of the Innovation Programme's 2020 Call for Proposals on *Stronger Partnerships: Local Innovations for New Climate Realities in Cities*. Knowledge generated through these exchanges will inform advocacy efforts in 2021.

- The Cities for Women Programme launched a new phase of the global programme in 2020. In addition to cross-support to programmes on gender mainstreaming, the Programme is providing s a global platform for knowledge exchange. In 2020 it produced several high-profile events and publications[29] which are raising awareness and contributing to global debates and approaches for women's inclusion in urban development. Partners for a series of webinars delivered in 2020 included the Council of European Municipalities and Regions (CEMR), Aswat Nissa and EU/DG Devco. The third session with Devco focused on cities and gender sensitive policymaking and was featured on the UNDP City2City platform. A key toolkit produced in 2020, the *Cities for Women Framework*, has been applied in partnership with UNOPS in The Gambia and Nepal. The results of the women-focused participatory process applied in the Greater Banjul area of The Gambia will inform the Banjul 2040 Digital Urban Plan, due for completion in 2021.

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

III.2.1 Number of local strategies/ plans developed

LIBERIA

The Liberia Country Programme completed the strategic planning process to provide a long-term, strategic urban framework for Greater Monrovia in 2020. The Greater Monrovia Urban Development Strategy identifies a 21-year transition period which allows for a more systematic approach to sequencing, how it can be broken down into manageable parts, and monitored and evaluated. Directly implemented by Cities Alliance, the Greater Monrovia Urban Development Strategy was officially handed over in 2020, representing a key milestone of the Country Programme.

UGANDA

The Uganda Country Programme completed an Integrated Solid Waste Management Strategy for guiding solid waste activities within and around Kinawataka wetland communities in 2020. The strategy, which was developed by SDI/ACTogether was disseminated to different stakeholders including local council leaders.

OTHER LOCAL STRATEGIES/PLANS UNDER DEVELOPMENT IN 2020

- A Household Relocation Strategy is currently being developed by the Uganda Country Programme to guide the relocation of critically vulnerable households identified living in the Right of Way (ROW) for the Kampala-Jinja Expressway (KJE). The strategy will ensure a participatory planning process so all household members can be involved.

- Under the auspices of the Cities and Migration Programme, the County Government of Turkana, in partnership with UN-Habitat, initiated planning for the land adjacent to the Kalobeyei Settlement, and the A1 Road connecting Kenya and South Sudan. The Kalobeyei Corridor Development Plan in Kenya is set to be finalized and become an advisory document for county development planning for the area, and to guide other partners intending to invest in the area.

- In Amatitlán, Guatemala, with the support of the Cities and Migration programme, the process of designing and implementing municipal governance mechanisms for the reception, management and integration of labour migrants in the city has been initiated through the updating of the Municipal Development Plan, for the inclusion of returning and vulnerable migrants. Three strategies for economic development, access to housing and local governance are also being formulated.

- In Uganda, the Cities and Migration Programme participated in the Annual Regional Health Sector Review and Planning exercise and advocated for the integration of migrant data in the planning for drug requests to the National Drug Authority. This request was accepted with the Director of Arua Regional Referral Hospital confirming that they are awaiting the census report on migrants, which is due to be completed in March 2021.

III.3 Infrastructure and Leveraging of funds

III.3.1 Number of beneficiaries of infrastructure projects

LIBERIA

The Liberia 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 2020, the CUF mechanism reached scale in Greater Monrovia and delivered 58 multipurpose water kiosks, serving 35 informal communities[30] of 299,190 residents. CUF projects constructed since the start of the Liberia Country Programme, are increasing access to basic services to over 450,000 people living in densely populated and growing neighbourhoods.[31] Over 30 additional CUF projects have been approved and will be constructed by the Programme in 2021.

TUNISIA

In 2020, municipal councils approved seven projects selected by the CDS process in eight Tunisia Country Programme Madinatouna partner cities. The tenders were launched in 2020 and implementation is expected to start at the beginning of 2021. The projects are:

- An Energy-efficient LED-powered public lighting system for greater safety in Kairouan.

- A one-stop-shop office, where citizens can get administrative documents and access or process municipal services, co-financed with GIZ, in Sidi Bouzid.

- The rehabilitation of public spaces and a park in collaboration with UNDP, in Medenine.

- An improved rainwater management system against recurrent flooding in Jendouba.

- The improvement of public lighting in Msaken.

- The equipment of a sports hall in Tataouine.

- The rehabilitation of a park in Beja.

- The rehabilitation of an esplanade in Gabes.

UGANDA

To improve sanitation in the Kinawattaka and Kasokoso informal settlements of Kampala, and in collaboration with the Cities for Women Programme, a bio-fill toilet typology was developed in 2020. The Programme expects to deliver Biofil Toilets to the benefit of 180,000 residents in 2021.

CLIMATE CHANGE, RESILIENCE, AND INFORMALITY IN CITIES

As part of the cross-support to Country Programmes, the Climate Change, Resilience, and Informality in Cities Programme initiated two Community Upgrading Fund projects in Liberia in 2020, which aim to support climate adaptation in coastal communities. These projects, in West Point and King Gray Town, will be implemented in 2021 and are designed to improve fish processing through solar powered freezers, and ice makers and capacity building training for fish mongers and fishermen.

OTHER BENEFICIARIES OF WATER PROJECTS - COVID-19 RESPONSE

To support the Covid-19 response in informal settlements in Liberia and Uganda, cities were provided with additional support to provide better access to a reliable water supply:

- 225 complete handwashing units and six 1,500-gallon water poly tanks were set up in 30 settlements and 28 markets in Greater Monrovia, benefiting 60,000 residents and 4,800 informal traders.

- Washing stations provided in Kinawattaka and Kasokoso, in Kampala, are benefitting nearly 2,000 people.

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[30] King Gray Town, Weh Town, Swankamore Community, Pago's Island Community, Tarr Town Community, God Gift Community, Gaye Town Communit, Daykwanko Community, Wroto Town Community, Nippy Town Community, Fiamah Wesseh Community, 9th Street – Sinkor, Jallah Town Community, God Bless You Community, Colonel West Community, Karpeh Street, Central New kru Town Community, Blamo town, Jamaica Road, Doula Marke, Mamboe West-Doula, Mamboe East, Gbalasua Community, Bong Mine Bridge Community, Little White Chapel Commnity, Vicky Spot Community and Gbani town, St. Paul Bridge Community, Bassa Town Community, Zuma Town Community, Bend and Stop, Tweh Farm Community, Peace Island, Rockhill community, Jallah Town community.

[31] In 2019 nine pilot projects in three slum settlements in Greater Monrovia were completed, including six water kiosks (three in Popo Beach and three in King Peter communities), a shower facility, and a kindergarten in West Point.

III3.2 Amount of funds leveraged for investments in cities

LIBERIA

The Liberia Country Programme leveraged an additional US $580,000 in 2020. Additional funding provided by Comic Relief (US $65,000) and the UK Foreign, Commonwealth and Development Office (US $455,000), enabled the Country Programme to extend COVID-19 response to ten additional informal settlements. Furthermore, the construction of Community Infrastructure Projects through the Community Upgrading Fund, was co-funded by WaterAid Liberia (US $60,000).

TUNISIA

In 2020, the project led by the National Federation of Tunisian Municipalities (FNCT) in the eight Madinatouna partner cities, has been co-financed by FNCT, municipalities and UNDP, GIZ and UN-Habitat, to a total of US $173,500. In addition, Cities Alliance supported the application of the partner MedCités for the European Union call for proposals under the topic "*Local Authorities: Partnerships for sustainable cities*" in 2018. The proposed ASIMA Tunis project which utilises the City Development Strategies developed under Phase I of the Tunisia Country Programme was successfully awarded in 2019, and a total of US $3.1 million (EUR 2.6 million) was provided to implement the project.

UGANDA

The same EU Call for Proposals was supported by Cities Alliance in Uganda. Cities Alliance provided inputs for the proposal submitted by the FMDV (Global Funds for Cities Development), which also utilised the CDS methodologies and approaches. The application for the programme on integrated local finances for sustainable urban development in the Greater Kampala Metropolitan Area was awarded, leveraging a total of US $4.7 million (EUR 3.9 m).

As part of the Covid-19 response in Uganda, focusing on Kasokoso and Kinawattaka informal settlements, a total of US $97,000 was leveraged with additional funds received from FCDO and Sida.

CITIES AND MIGRATION

Cities Alliance has supported pilot initiatives to design and implement local migration management mechanisms with a focus on integration of migrants and social cohesion in the following cities: Kairouan, Jendouba, Jigjiga, Adama, Arua, Jinja, Kakuma-Kalobeyei, San Marcos, and Amatitlan. A total of US $315,000 was co-financed by the participating cities. The World Bank provided US $62,500 and Oxford University US $45,000 in co-financing for 2020. The initiative in San Marcos incrementally increased co-financing, reaching 41 percent after one year, double the expected co-financing for grants from the Cities Alliance.

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 institutional capacity strengthening with a total of 66 urban institutions in 2020 (nine of which were completed). An additional 63 other urban institutions received some form of capacity strengthening in the form of training, participating in learning visits or learning exchange, and institutional support provided through the Cities and Migration, Informality and Covid-19, and Innovation programmes. These activities were not reported in the scorecard due to the limited or indirect nature of the support provided. They are listed by programme at the end of the section.

Completed capacity strengthening in 2020

ECONOMIC EQUITABLE GROWTH IN CITIES

The Economic Equitable Growth Programme shadow ratings were carried out to increase the financial management capacity of Gulu and Mbale in Uganda. These cities are in the process of implementing the recommendations from the shadow ratings. Additionally, Policy recommendations on managing urban development were developed with Nyandarua and Kajiado counties in Kenya.

INNOVATION PROGRAMME

The Innovation programme, as part of the Call for Proposals 2019, provided grants under the topic of *Secure Tenure in African Cities: micro funds for community innovation*. In total, five beneficiaries completed their projects with ongoing capacity support provided by the Programme in 2020: These are Initiative Régionale de Documentation et d'Accompagnement Communautaire au Développement, Spatial Collective, Pamoja Trust, Centre for Affordable Housing Finance in Africa and Association 3535.

Ongoing capacity strengthening in 2020

LIBERIA

The Liberia Country Programme (LCP) continued during 2020 to strengthen the capacities of the slum dweller and working poor organisations to organise, negotiate and actively influence city governance. A total of 15 urban institutions were engaged in capacity strengthening activities in 2020:

- National authorities included: Liberia Water and Sewer Corporation, WASH Commission of Liberia, the Ministry of Public Works, the Liberia Institute of Public Administration, the National Housing Authority, the National Risk and Disaster Management Authority, the National Public Health Institute of Liberia, and the Ministry of Internal Affairs.

- At the local government level, the Country Programme supported the capacity of the Monrovia City Corporation and Paynesville City Corporation. In addition to these institutions, the University of Liberia and the Environment Protection Agency were also engaged.

- Civil society associations included the National Association of Community Based Enterprises, Federation of Liberia Urban Poor Savers and Federation of Petty Traders and the Informal Workers Union of Liberia.

TUNISIA

The Tunisia Country Programme, in collaboration with the National Federation of Tunisian Municipalities (FNTC) maintained its support to the eight municipalities (Kairouan, Sidi Bouzid, Medenine, Jendouba, Msaken, Tataouine, Beja and Gabes), who are implementing CDS projects, including through project management training in 2020. Additionally, the FNCT has itself received support to strengthen its capacity to provide technical assistance to the municipalities and represent their interests.

UGANDA

The Uganda Country Programme, through the Kampala-Jinja Expressway No One Worse Off (KJE NOWO) project engaged five institutions in capacity strengthening in 2020. National institutions include the Uganda National Roads Authority (UNRA), the Ministry of Lands, Housing and Urban Development (MLHUD), the National Housing and Construction Company Limited (NHCCL) and Uganda Land Commission. Additionally, at the local government level, the Kampala Capacity City Authority (KCCA).

CITIES AND MIGRATION

The Cities and Migration Programme was engaged in direct capacity strengthening partnerships in 2020 with 21 urban institutions, across the participating 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). The Programme is reinforcing the capacities of local authorities and partners to facilitate orderly, safe, regular and responsible migration, and to receive, manage and integrate labour migrants and involuntary migrants.

Partners strengthened in 2020 include: In Ethiopia: The Adama Science and Technology University (ASTU), Adama City Level, Labour and Social Office, Jigjiga University (JJU), Regional Investment and Diaspora Affairs Bureau of the Regional Government Council of the Ethiopian Somali Region. In Uganda: AVSI Foundation, Arua Municipal Council, Uganda Bureau of Statistics (UBOS), Jinja Municipal Council, Makerere University and ACTogether. In Tunisia: The National Union of Tunisian Women in Kairouan; Association of Women, Youth and Children in Jendouba, Municipality of Kairouan, Municipality of Jendouba. In Guatemala: Inter-American Dialogue, Association of Municipalities of the Naranjo River Basin (MANCUERNA), AVINA Foundation, Municipality of Amatitlán, Municipal Development Council (COMUDE).

CITIES FOR WOMEN

Under the Cities for Women Programme, Aswat Nissa, launched initiatives in the cities of Beja and Médenine, Tunisia, to improve the integration of gender mainstreaming in local public policies. Synergies between municipalities were developed to enrich exchanges and good practices in gender-sensitive budgeting by providing one training in Béja and one in Médenine for council members.

CLIMATE CHANGE, RESILIENCE, AND INFORMALITY IN CITIES

In 2020, the programme released a call for proposals aiming to enhance climate adaptation in two at-risk regions, the Greater Horn of Africa (GHA) and the Bay of Bengal (BoB). All the projects selected share innovative and impactful features to support communities adapting to climate change and are participating in a Cities Alliance facilitated peer-learning mechanism. The five grantees include Women for the World (Myanmar), Tree Adoption (Uganda), Badabon Sangho (Bangladesh), Action for Women and Children Concern (Somalia), and Hope Raisers Initiative (Kenya).

OTHER INSTITUTIONS REACHED THROUGH CAPACITY STRENGTHENING INTERVENTIONS IN 2020

- The 20 other institutions supported with some form of capacity strengthening by the Cities and Migration Programme in 2020 include: Regional employment Agency "Espace Entreprendre", Local Democracy Agency Kairouan, Somali Ministry of Public Works, Uganda Cities Association and Ethiopian Cities Association. In Guatemala: Municipal Office for Urban and Territorial Development (OMDUT), Municipal Directorate for Women (DMM), Municipal Council (5th Councillor), Ministry of Development (MIDES), Ministry of Agriculture and Livestock (MAGA) and Ministry of Education (MINEDUC), Rural Area Directorate (DAR), Directorate of Social Works of the Mayor's Wife (DOSEA); National Coordinator for Disaster Reduction (CONRED); Volunteer Fire Department (CBV); and Secretariat of Food Security (SESAN), Red de Grupos Gestores de San Marcos, Credit Cooperatives, USAC's Centro Universitario de San Marcos.

- Through the Cities and Migration grantee AVSI, Arua City Council (ACC) and Arua City Development Forum (ACDF) were supported to undertake an Organisational Capacity Assessment and a Capacity Building Plan was developed. Currently the areas of support that are being addressed include Communications Strategy/Plan; Strategic Plan Development; Report Writing and Safeguarding Policy within the context of the Children Act that ACC is expected to adhere to.

- In addition to the individuals reported under Indicator III.4.2, the Global Programme on Informality and Covid-19 is in an ongoing process of capacity-building through engagement and exchange with the co-organisers of events. Participating institutions include the World Bank, UN Habitat, GIZ, AVSI Foundation, Department of Human Settlements/South Africa, HFHI, IIED, SDI, I.H.S, REALL, WIEGO, RIVHA, UHPH, Lincoln Institute for Land Policy, REUS, DeLoG, Uniapravi, OECD Berlin, Coinvite, Wits University, University St. Gallen, HIC-AL, TECHO, UCL/dpu, GPR2C, CPR India, FM4, SECO, RCUES Mumbai, AIILSEG, CURE, ADB, HUDCO, IAB, GIMLA, INHAF and IFC.

- Other local stakeholders of the Innovation Programme received capacity strengthening interventions by the grantees as part of their projects: two counties in Kenya, the Kenya Institute of Planners, the City of Cape Town, the DRC Land Registry Agency, the Zanzibar Commission for Lands (COLA) and the Ivory Coast Municipal Technical Service (Cocody).

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

LIBERIA

During 2020, the Liberia Country Programme continued to strengthen the capacities of a wide range of programme stakeholders, totalling 6,827 for the year. These included 19 professionals trained in Solid Waste Management (SWM), 254 SWM CBE staff, Participatory Approaches for Safe Shelter Awareness (PASSA) members; 2,872 street vendor association leaders and petty traders and 3,652 slum dwellers capacitated.

TUNISIA

In September 2020, the project management training, and peer-learning sessions for Madinatouna partner cities brought together 40 senior development experts. Participants included the mayors of the eight partner cities, municipal officials, civil society representatives and the FNCT project team.

UGANDA

During 2020, the Uganda Country Programme continued to strengthen the capacities of a wide range of programme stakeholders, totalling 1,244 for the year. These included 992 savings groups members trained in financial literacy, 24 informal traders trained in Enterprise Selection Planning and Management and financial literacy in Kireka D and Kasokoso, 38 wetland vigilantes trained in wetland protection in in Mbuya I, Banda, and Kasokoso settlement, Kira Municipality, Capacity development of 30 local leaders conducted in Kasokoso settlement 90 Individuals (49 females and 41 males) from critical and moderate households are undergoing a 5-module training in Selection planning and Management of enterprises and 70 youth undergoing apprenticeship training.

CITIES AND MIGRATION

The number of individuals with strengthened capacities through the Cities and Migration Programme reached a total of over 570 in 2020:

- In Tunisia, a total of 228 people participated in urban expansion planning sessions in Jigjiga, Jinja, Jendouba, and Kairouan.

- In Uganda, five people were trained in conducting research on forced migration in urban settings, and 12 people were trained in report writing and Enterprise Selection Planning and Management (SPM). A further 60 individuals (from the Uganda Bureau of Statistics, and enumerators) were trained and supported to undertake a formal census of urban refugees.

- 15 Country officers (including planning officers, finance and trade department officers) as well as six national government officers were trained in Kenya.

- In Guatemala, 70 municipal staff and representatives of neighbourhoods and communities of the Municipality of Amatitlán, were capacitated to validate and expand information regarding the employment conditions in the municipality. A further series of training workshops were delivered to 25 municipal representatives of the Community Development Councils (COCODE) and public institutions with a presence in the municipality.

- 31 microentrepreneurs in the MANCUERNA region have received financial coaching sessions. A further 92 people, including 34 women, received technical training on the CANVAS business coaching methodology, including MANCUERNA's general manager, the director of the USAC's Centro Universitario de San Marcos, and the President of the Red de Grupos Gestores de San Marcos. 32 people including representatives from MANCUERNA and 3 municipal governments, credit cooperatives, and a private sector company were trained on incorporating migration into local development, as well as on a local planning design framework.

INNOVATION

Under the Innovation programme a total of 67 individuals participated in capacity strengthening interventions in 2020. As a beneficiary of the 2019 call for proposals, the grantee in Democratic Republic of Congo (IRDAC) trained a further 31 people in total. Training on data collection using drones and topographical surveys was delivered to eight young men and six women, five Kasangulu district land registry agents, one Congolese National Police officer, nine IRDAC trainees and two coordinators.

CLIMATE CHANGE, RESILIENCE, AND INFORMALITY IN CITIES

In 2020, the programme supported knowledge exchange through a learning platform organised with the five grantees for the 2020 call for proposals on *Stronger Partnerships: Local Innovations for New Climate Realities in Cities*.

CITIES FOR WOMEN

In 2020, the Cities for Women Programme applied the *Cities for Women Framework* to conduct participatory action research and strengthen capacities in Liberia, The Gambia and Nepal with a total of 318 participants. Additionally, in Tunisia the project aiming to integrate gender mainstreaming in local public policies, implemented by the local organisation Aswat Nissa, provided leadership training to 60 council members in Béja and Médenine.

OTHER INDIVIDUALS REACHED THROUGH CAPACITY STRENGTHENING INTERVENTIONS IN 2020

In adherence with the criteria used for previous Scorecards, single-event participants where there was no training element are not included in the data above.

- Under the Cities and Migration Programme, in San Marcos, a multi-sectoral dialogue was held titled: *Dialogue on Extracurricular Education in times of Covid-19: A strategy for academic resilience in migration contexts*. The dialogue was convened among partners and participants of the extracurricular education program. The 13 participants included school principals and teachers from three schools in the MANCUERNA region, civil society organizations, a credit cooperative, a governmental agency, and two students. A second event: *Migration as a component of multidimensional development: Alliances and practices that support its strategic inclusion*, had 21 participants representing two state-level governmental agencies (migration and education) that serve the MANCUERNA region, teachers from schools serving this same region, diaspora, credit cooperatives, private sector, civil society, and university students studying related degrees. A further 693 middle students in the MANCUERNA region received related knowledge products such as the B'etil hacia los números workbook, along with 17 teachers at the partnering schools.

- Additionally, through the Cities and Migration Programme in Guatemala, 20,882 individuals in the MANCUERNA area received financial education knowledge products which included financial advising brochures through the Cities and Migration Programme.

- A further 770 individuals participated in Cities and Migration events and dialogues: Urban Expansion Dialogue (90); Policy dialogue on Global Compact on Migration and online awareness raising campaign in Tunisia (40); Somali Diaspora Engagement strategy validation workshop (25); 3 x Urban Thinker Campus (180); UNSG High Level Panel on IDPs (20); Migration Session Board Meeting (20); WUF Session Migration and Urban Expansion (60); WUF 3 Panel Discussion (180); GFMD January Quito (50); Oxford GDI panel (25); Oxford DSA conference (30); and, Kakuma Corridor Development Planning workshop (50).

- The Informality and Covid-19 Programme reached at least 2000 individuals participating directly in LAV sessions on urban renewal, migration, Covid-19 response and slum upgrading, metropolitan governance, and housing. Participants included key stakeholders such as leadership from public and social sectors, academia and the private sector. Live Facebook streams of the events reached an audience of well over 20,000.

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

UGANDA

The Programme developed the *Concept for a Community Support Centre* in 2020 to guide incremental slum upgrading in informal settlements and to improve secure housing and tenure within the Kinawataka and Kasokoso areas of Kampala. The Centre, which attracted funding by FCDO in early 2021, is a non-profit organization whose main objective is to facilitate secure housing to households in the Kinawataka and Kasokoso area.

EQUITABLE ECONOMIC GROWTH IN CITIES

In 2020, the Equitable Economic Growth Programme through the Campaign Cities initiative delivered two Local Assessment Reports (LARs) to present the findings from a comprehensive diagnostic assessment of prioritized public

goods and service access and delivery for Nyandarua and Kajiado counties in Kenya. The LAR for Kajiado County focused on urban development and infrastructure management, and establishment of a market management authority responsible for all 34 markets in the county. The Nyandarua LAR focused on urban development and infrastructure management as well as the construction of a wholesale market and agro-processing centre. Both LARs were endorsed by the county authorities.

CITIES AND MIGRATION

Through the Cities and Migration programme, a series of technical assistance products resulted in the mobilization of 6,000 remittance recipients and formalized savings. These included financial education materials and training manuals, credit product and coaching and follow-up materials in modules. The technical products resulted in formalized savings by remittance recipients amounting to $1,700,000.

CITIES FOR WOMEN

The *Cities for Women Framework* toolkit was developed in 2020 by the Programme to support the active participation of women and girls in urban development. The Framework is a collection of participatory tools and approaches to support women and girls to engage in urban development and governance. During 2020, the toolkit was applied in Nepal and The Gambia (in collaboration with UNOPS), and in Liberia. In The Gambia, the process and findings have influenced the drafting of the Banjul 2040 Digital Urban Plan, due to be completed in July 2021.

OTHER TOOLKITS AND TA PRODUCTS WHICH WILL BE MONITORED FOR TAKE UP IN 2021

- Under the Tunisia Country Programme, the FNCT prepared a guide on Project Design and another on Local Economic Development.

- The Uganda Country Programme undertook a Baseline Study in collaboration with UNRA and AVSI. It will serve as a critical benchmark to measure the project's progress and support Cities Alliance and partners to undertake corrective action as needed. Additionally, two Information, Education and Communication Materials were developed to facilitate the sensitization of communities within and around the Kinawattaka wetland areas on the value of the wetland and the actions needed to protect it from further degradation.

- The Equitable Economic Growth Programme produced a series of technical and policy briefs in 2020. In Ghana, an analysis was produced on the cities' financial capacity to invest into public services to support an improved understanding of challenges and potential opportunities in financing public goods and services. In Uganda, shadow credit assessments of Gulu and Mbale Municipal Councils, were conducted to provide information to municipal officials about the cities' current financial condition.

- In the Sub-Saharan region, the Cities and Migration Programme developed four diagnostic reports (labour migration city initiatives for Jendouba, Kairouan, Jinja and Jigjiga), and a global literature review on secondary cities and labour migration. AVSI, in partnership with Cities Alliance, developed a Census Tool (merged with Vulnerability, and Baseline tools), Gender Assessment Tool, Apprenticeship Market Assessment Tool, Stakeholder Assessment Matrix, Labour Market Assessment, and a Service Point Mapping matrix. In Ethiopia, Oxford University, in partnership with the Programme, produced a Case Study Report and Policy Brief with practical recommendations for Adama, Ethiopia. The tailored list of recommendations and next steps were provided directly to the Mayor of Adama.

- Additionally, through the Cities and Migration Programme, in Amatitlán, Guatemala, two technical standards were formulated with the support of the Technical Institute for Training and Productivity. In San Marcos, a Migration Mainstreaming Toolkit was prepared.

- The Informality and Covid-19 Response programme produced reports on LAVs on the following topics: Mexico Migration, Mexico Slum Upgrading, Mexico Metropolitan Governance, India Rental Housing (two reports), Covid-19 responses – cities in the Global South,, South Africa and Liberia, Solid Waste Management.

- The Innovation Programme in partnership with Cities for Women, produced the Gender Mainstreaming in Projects handout, which provides project teams with an approach to tailor activities to harness social and economic opportunities and the inclusion of women and vulnerable groups.

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

In 2020, the Liberia Country Programme engaged citizens in regular forums on the development of the National Urban Policy (in collaboration with UN-Habitat). Federations of informal communities participated in the validation of the diagnostic note in 2020, alongside national and city government representatives. Citizens in Greater Monrovia were closely involved in and contributed to the Urban Development Strategy for Greater Monrovia, which was completed in 2020. The two Cities of Monrovia and Paynesville engaged slum dwellers, petty traders, civil society organisations in regular city-wide forums, which aimed to build active and informed citizens by providing a platform for regular engagement with responsive local authorities. The Community Upgrading Fund mechanism in Liberia (previously reported in the 2019 Scorecard) continued to provide an institutional, regulated platform for citizen and community engagement in 2020, through the CUF steering committee. At the community level, 31 settlement forums were convened quarterly for slum dwellers to prioritize and select projects for potential funding through the Community Upgrading Fund. The settlement forums are well established and provide the platform for discussion of other community issues, such as public safety.

TUNISIA

The Tunisia Country Programme further strengthened participatory city planning in the eight partner cities in 2020, around the development of the CDS projects which are planned for implementation in 2021. Citizen Prioritisation Workshops and Citizen Social Accountability workshops were held in 2020 in each of the eight Madinatouna partner cities.

UGANDA

Under the Uganda Country Programme, and in the context of the Kampala-Jinja Express (KJE) project, seven settlement forums have been established in Kinawataka and Kasokoso settlements, comprising fifty-five committee members (32 males and 23 females). An additional four forums have been established in Nakawa Market, encompassing representatives from the informal economy sub-sectors: trade, light manufacturing and services. 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.

CITIES AND MIGRATION

Under the Cities and Migration Programme, the grant provided in Amatitlán, Guatemala resulted in the creation of a platform called "OportuGuate", designed by AVINA Foundation and validated by IOM. The platform includes the design and implementation of municipal governance mechanisms for the reception, management and integration of labour migrants in the city, as well as the creation of a multisectoral mechanism at the municipal level to establish dialogues and collaboration for the integration and social cohesion of labour migrants. A total of five sessions in 2020 brought together the municipal council, municipal technicians, representatives of institutions with a local presence, the Ministry of Labor and INTECAP, to determine the objectives, commitments, instruments and strategies for the integration of labour migrants (internal and returnees) in the city of Amatitlán.

In San Marcos, the partnership with MANCUERNA, contributed to training that strengthened local governments' capacity to streamline migration into areas of governance related to financial inclusion, economic productivity, and human capital for the future. By incorporating leading civil society organizations and financial institutions into these processes, a foundation has been established for a multi-sectoral approach that allows governments to partner with local stakeholders for implementation and outreach.

In Jinja, Uganda, street vendors and slum dwellers have participated in the Jinja Community Development Fund Board, as well as the Jinja city review workshop.

In Tunisia, the established Jendouba and Kairouan city forum mechanisms continue to engage with local actors.

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

RESULT	INDICATORS	CRITERIA	2010	2012	WORLD BANK (UP TO 30 AUG 2013)	UNOPS (FROM 31 AUG - 31 DEC 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)	2020 (FROM 1 JAN TO 31 DEC 2020)	YEARLY PERFORMANCE STANDARD	2020 % COMPLETE
IV.1 Partnership	IV.1.1 Multi-member new programmes/initiatives per year	Unit	1	2	2	1	1	2	2	2	2	3	4	2	200%
	IV.1.2 Total co-financing per programme per year	US$ total value, thousands	928	796	3,862	2,959	1,251	6,487	7,484	659	6,500	5,970	4,407	700	630%
	IV.1.3 Members' impression of Secretariat effectiveness	Scale AVG score	N/A	N/A	N/A	4	5	5	5	N/A	N/A	4.1	N/A	4	N/A
IV.2 Volume	IV.2.1 Number of TA activities approved	Unit	21	15	6	1	8	26	23	7	8	25	24	30	80%
	IV.2.2 Total value of TA activities approved	US$ total value, thousands	8,081	3,978	2,792	1,152	2,370	7,132	5,264	1,068	2,279	5,658	2,262	7,500	30%
	IV.2.3 Knowledge products that are financed by Cities Alliance and produced by members, partners and/or the Secretariat	Unit	7	21	30	13	23	36	33	24	16	10	24	15	160%
	IV.2.4 Policy Dialogues, Awareness-Raising Campaigns and Formal Learning Events that are financed by Cities Alliance and implemented by members, partners and/or the Secretariat	Unit	16	10	22	6	6	23	12	13	10	21	37	10	370%
IV.3 Efficiency	IV.3.1 Grant Making: Average time from initial submission of proposal to approval of grant	Days	113	67	89	86	65	158	127	65	138	54.5	83	70	84%
	IV.3.2 Grant Making: Average time from approval of grant to grant agreement	Days	107	80	44	16	59.8	39.0	63	34	21	19	34	30	88%
	IV.3.3 Grant Making Efficiency: Average time from grant agreement to first disbursement	Days	N/A	N/A	N/A	42	16.8	10.0	12	19	30	10.7	5	10	200%
	IV.3.4 Grant Making Efficiency: Average time from grant expiration to closing	Days	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	317	N/A	120	120	100%
	IV.3.5 TA activities effectively supervised	% of total reports received	N/A	N/A	75	75	N/A	90	90	90	91	97%	95%	90%	105%
	IV.3.6 Audience access to knowledge products	Unique Visitor Access	36,656	69,830	78,881	23,874	53,392	76,520	76,530	73,821	73,637	53,000	96,351	70,000	138%
IV.4 Sustainability	IV.4.1 Secretariat staff capacity on Gender Mainstreaming	% positive feedback ratings	N/A	N/A	N/A	N/A	N/A	57%	N/A	N/A	N/A	N/A	87%	75%	116%
	IV.4.2 Secretariat Greenhouse Gas Emissions performance (tonnes CO2 equivalent)	Average emissions per staff	N/A	N/A	N/A	N/A	13.4	12.3	8	5	5	3.96	1.48	5	338%
	IV.4.3 Secretariat Delivery Performance	% completed activities	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	51%	77%	70%	100%	70%
	IV.4.4 Cities Alliance revenue growth rate	%	N/A	N/A	N/A	N/A	N/A	9%	-16%	-30%	20%	99.95%	-29%	15%	-44%

Tier IV: Highlights

Despite the operational challenges faced due to the Covid-19 pandemic, the set of Tier IV indicators reflect the overall organisational effectiveness and operational performance of the Secretariat in 2020. The Secretariat continues to demonstrate improved operational performance with around half of the Tier IV indicators improving compared directly with 2019, and 65% outperforming results from 2018.

Two of the Partnership indicators (multi-member new programmes/ initiatives, and total co-financing) are significantly outperforming targets.

Members' impressions of Secretariat effectiveness will be measured at the next Assembly meeting in 2021.

Within the Volume indicators, both the number and total value of TA activities decreased in comparison to 2019, however, they are both

outperforming results from earlier years.

Two of the Volume indicators demonstrate substantial increases.

1. Cities Alliance produced 24 Knowledge Products in 2020, compared to 10 in 2019. This is largely as a result of the launch of the Cities for Women Programme, the closure of the Equitable Economic Growth in Cities Programme (and final series of knowledge products), and the maturity of the Cities and Migration Programme.

2. 37 dialogues, awareness raising campaigns and formal learning events were facilitated by Cities Alliance in 2020 (in comparison to 21 delivered in 2019). This increase in part reflects the revision to the indicator in 2019 – to include awareness raising campaigns which were envisaged as part of City Alliance Covid-19 response. Additionally, the Cities for Women and Informality and Covid-19 programmes each initiated a series of dialogues and knowledge exchange events in 2020.

The set of

Efficiency indicators demonstrated a mixed performance,

reflecting the operational constraints of working arrangements during the Covid-19 pandemic. Performance against three indicators was slightly down on 2019 results. Whilst three other improved – time from agreement to first distribution, time from grant expiration to closing and audience access to knowledge products, the later registered

96,351 total unique visitors to the Cities Alliance website, which was relaunched in 2020.

Two Sustainability indicators significantly outperformed the performance targets in 2020.

The Gender Mainstreaming training sessions delivered to staff received 87% positive feedback

ratings, and unsurprisingly, given the pandemic,

Secretariat greenhouse emissions were the lowest on record.

Finally, the revenue growth reduced by 44% from 2019, but was still significantly up (143%) on 2018 revenue.

V. 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

I**I.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 that have been developed, synthesises 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

IV2.5 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