

REGIONAL NETWORK AND DIALOGUE

Drawing attention to refugees residing
in cities and their host communities

A regional dialogue examining the needs of
secondary cities with Ethiopia, Kenya, Somalia,
and Uganda

23-24 March 2021
Arua, Uganda



FUNDED BY THE
EUROPEAN UNION

Cities Alliance
Cities Without Slums

Hosted by
 **UNOPS**



First published in 2021

Cities Alliance UN House - Boulevard du Régent 37
1000 Brussels, Belgium

Overview: This report provides an overview of the discussions at a peer learning event organized by Cities Alliance and the European Union (EU) in Arua, Uganda on 23-24 March 2021. The event marked the launch of the Comprehensive Refugee Response Framework (CRRF): Inclusive Urban Development and Mobility – Regional Network and Dialogue project, which is implemented by Cities Alliance and financed by the EU through the European Emergency Trust Fund for Africa (EUTF for Africa).

Cover: ©CitiesAlliance, Arua, Uganda

Contents

Overview.....	3
Summary.....	3
Participants.....	4
Context of the Action.....	6
The Action: CRRF - Inclusive Urban Development and Mobility Project	8
Inclusive Participatory Approaches and Support to Municipalities: Components of the CRRF.....	11
Perspectives on Integrating Secondary City Experiences.....	13
Committed Support from Uganda, IGAD, UCLG-A and WENDA.....	20
IGAD: Spearheading regional cooperation on urban refugees in the Horn of Africa.....	21
UCLG-Africa: Local governments are key to addressing migration.....	22
WENDA: Promoting development in Uganda’s West Nile region.....	22
Technical Sessions: Successful Mechanisms for Inclusion.....	24
The Municipal Development Forum.....	25
Community Upgrading Fund.....	27
Reflections and Next Steps.....	30
Annex: Evaluation.....	32
Agenda.....	38



Summary



Cities around the world are experiencing the emergence of an unprecedented refugee situation that is often sudden and massive in scale. Over 70 million people worldwide are fleeing their homes as a result of persecution, conflict, generalized violence, or human rights violations. Most refugees and Internally Displaced Persons (IDPs) are now living in urban or semi-urban areas, instead of in camps or purpose-built settlements. This shift has put considerable pressure on cities, especially fast-growing secondary cities in developing countries that are already struggling to meet the needs of their populations.



This peer learning event in Arua aimed to begin the process of building a regional network and dialogue to strengthen policy development for greater social cohesion in cities in the Horn of Africa, which hosts approximately one fifth of the world's refugees.



Representatives from Arua and Koboko in Uganda, Kakuma-Kalobeyei in Kenya, Assosa and Jigjiga in Ethiopia, and Gabiley and Boroma in Somalia joined development partners and representatives of national governments to share experiences on local urbanization. Uganda is one of the largest refugee hosting countries in Africa, closely followed by Ethiopia and Kenya.



It was the first of a series of five learning events planned as part of the Comprehensive Refugee Response Framework (CRRF) inclusive Urban Development and Mobility - Regional Network and Dialogue Action, implemented by Cities Alliance through its Cities and Migration Programme and financed by the EUTF. The logic behind the intervention is that by supporting secondary cities through regional networking and dialogue, best practices and lessons learned can be exchanged to identify solutions for providing better services to all vulnerable city residents, in particular refugees who are often excluded from formal planning. Living conditions and opportunities for refugees and their hosts will improve and the risk of rivalry and conflict will be reduced, resulting in greater well-being and safety. Peer networks and a platform for dialogue across city representatives will promote innovation, learning, and the adoption of best practices.



With its established open-door policy, Arua, Uganda was selected as the first city to host an exchange within the framework of the action. Uganda can potentially act as a leader in demonstrating the implementation of the CRRF to the network of secondary cities in the Horn of Africa.

Participants

UGANDA



Mr. Isa Kato Afeku, Mayor of Arua



Mr. Peter Morrison Aringu, Executive Director of the South Sudanese Association (SSURA), Koboko



Mr. Simon Bimbona, Chief Administrative Officer, Koboko



Mr. Stephen Bogere, Senior Sociologist, Ministry of Lands, Housing and Urban Development, Arua



Ms. Harriet Dozu, Social Worker and Host Community Representative, Koboko



Mr. Draecabo Trinity Ceaser, President of the Arua City Development Forum, and a Representative of the Private Sector, Arua



Ms. Hellen Drabrezu, Host Community Representative, Arua



Mr. Daniel Kawesi, Town Clerk, Arua City Council



Mr. Moses Lorika, Town Clerk, Koboko Municipal Council



Mr. Hassan Said Nginya, Chairman, West Nile Development Association (WENDA), Koboko



Ms. Helen Leticia Namirembe Nviiri, Director of Population and Social Statistics, Uganda Bureau of Statistics (UBOS)



Mr. Solomon Osakan, Senior Settlement Officer, Department of Refugees, Office of the Prime Minister



Ms. Catherine Sikita, Refugee Representative, South Sudanese Refugees Association (SSURA), Arua



Mr. Moses Ssonko, Senior Economist and Desk Officer, Ministry of Finance, Planning and Economic Development



Mr. Solomon Sonko, Senior Development Economist and Desk Officer, Office of the Prime Minister



Mr. Rashid Taban, Private Sector Representative, Koboko



Mr. Sanya Wilson, Mayor, Koboko

ETHIOPIA



Mr. Mustefa Mohammed Ahmed, Host Community Representative, Asosa



Mr. Oumer Bedrya, Mayor, Asosa



Mr. Hashi Abdulahi Shide, Representative of the Mayor, Jigjiga



Mr. Mohamed Hussein Yimmer, Head of the Jigjiga Refugee Programme Coordination Office, Agency for Refugees and Returnee Affairs, Jigjiga



Mr. Amdework Yehualawork Woldemariam, Coordinator of the Asosa Refugee

KENYA



Mr. Abubakar Rugamba Kabura, Youth Representative, Kakuma



Mr. Joshua Lemuya, County Chief Officer at the Ministry of Lands, Energy, Housing and Urban Areas Management, Turkana County

SOMALIA



Mr. Mohamoud M. Duale, Host Community Representative, Gabiley



Ms. Hodan Omer Ismail, Head of the Protection Department of National Displacement and Refugee Agency (NDRA) in the Republic of Somaliland, Gabiley



Mr. Omar Mohamoud Qayaad, Programme Director, Horn Migrants Support Organization (HOMSO), Borama

PARTNERS



Mr. Patrick Bongo, Head of Programmes, Associazione Centro Aiuti Volontari (ACAV) - International Group for Technical Cooperation with the Developing Countries



Mr. Innocent Bidong, Senior Programme Advisor, AVSI Uganda



Mr. Asaminew Kassa, Grant Manager, International Rescue Committee (IRC), Ethiopia



Ms. Claudia Marinaro, Attaché for the Comprehensive Refugee and Conflict Response, Sustainable Development Section, EU Delegation to Uganda



Mr. Ronnie Harold Miiro, Associate Solutions and Development Officer, UNHCR Sub Office in Arua



Mr. Juma Menhya Nyende, Director, UCLG-Africa Eastern Africa Regional Bureau

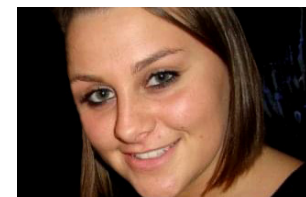


Mr. Francis Ochieng, Programme Manager, AVSI Uganda



Mr. Charles Obila, Migration Officer, Intergovernmental Authority on Development (IGAD) Secretariat, Djibouti

CITIES ALLIANCE TEAM



Ms. Anais Fasano, Senior Administrative Assistant, Secretariat



Ms. Florence Lozet, Urban Analyst, Secretariat



Samuel Mabala Shibuta, Country Urban Advisor, Uganda

CONTEXT OF THE ACTION

Today, an estimated 60% of refugees globally live in urban or semi-urban areas instead of camps or purpose-built rural settlements, which are often geographically separated from host communities with limited access to livelihoods due to legal or logistical barriers. The Horn of Africa hosts one fifth of the world's refugees, including:¹

- Urban-assisted refugees who have either been moved to urban areas because of protection concerns or for medical treatment. Their stay is generally temporary.
- Refugees who can sustain themselves economically.
- Unregistered or self-settled refugees living in urban areas. They often live among host communities most similar to their own ethnic group. Their numbers are unknown, resulting in no or limited support; however, they are seen as significant in cities across the region.
- Refugees living in settlements or camps, which, given protracted refugee situations, have over time turned into urban conurbations. The Kakuma refugee camps in Kenya are an example.

In 2016, the New York Declaration for Refugees and Migrants reaffirmed the importance of international refugee rights, including the need to strengthen their support and protection. The Declaration called on the UN High Commissioner for Refugees (UNHCR) to apply the CRRF in specific situations that featured large-scale movements of refugees in order to:

- Ease pressure on host countries
- Enhance refugee self-reliance
- Expand access to third country solutions
- Support conditions in countries of origin for return in safety and dignity



In 2018, the UN General Assembly affirmed the Global Compact on Refugee (GCR) as the non-binding global framework for more predictable and equitable responsibility-sharing – a recognition that solutions to refugee situations require international cooperation.² The CRRF is incorporated into the Global Compact and is currently being rolled out in Africa, Asia, and South America. The Compact explicitly notes the need to engage with local authorities in urban settings and the potential of networks of cities and municipalities in establishing best practices.

The Intergovernmental Authority on Development (IGAD) has played an important role in supporting the delivery of the CRRF in the Horn of Africa. The Nairobi Declaration on Durable Solutions for Somali Refugees and Reintegration of Returnees in Somalia was approved in Nairobi, Kenya on 25 March 2017. This declaration forms the basis of IGAD's regional approach. The Nairobi Declaration was originally formulated to address the protracted situation of Somali refugees, but it has since been extended to cover all refugee situations in the region.

In the Nairobi Declaration and Action Plan, heads of state and government commit to:³

- Progressively advancing alternative arrangements to refugee camps and facilitating the free movement of refugees and their integration into national development plans and access to services.
- Calling upon states to align domestic laws and policies, including civil documentation, in line with refugee status under the 1951 Refugee Convention obligations in order to enable refugees to access gainful employment and self-reliance.
- Adopting a “whole of society” approach to refugee protection and assistance by enabling civil society, diaspora, and private sector actors to support refugees, especially women, children, and the vulnerable.
- Enhancing education, training, and skills development for refugees to reduce their dependence on humanitarian assistance and prepare them for gainful employment in host communities and upon return, with the support of the international community.

- Strengthening the capacity of governments in host countries and Somalia to deliver services, prioritizing civil registration and documentation of refugees and returnees.

- Continuing to enhance security within refugee camps and out-of-camp refugee populations.

This approach is leading to an incremental shift towards greater freedom of movement for refugees. Many are attracted to urban areas, which presents new sets of challenges and opportunities for service delivery and the pursuit of sustainable livelihoods and protection.⁴ Municipalities that can successfully manage the population increase resulting from refugees will be better able to tackle demographic growth and rapid urbanization. Consequently, municipal governments have become key actors in managing these phenomena.

Perceptions of the CRRF vary from country to country, and its implementation relies on national policy coordination and institutional arrangements. Urban displacement is, however, only partially reflected in national policies. Support to host governments in the region through the CRRF remains mainly centred on camps or rural settlements, with little attention paid to urban and semi-urban areas that host (or will host) an increasing number of refugees.

Additionally, secondary cities in the Horn of Africa are rarely represented in international discussions and panels to share the challenges and opportunities they face when trying to implement global agendas, such as the Global Compact on Refugees or the CRRF. When questioned, municipalities point out that even if national plans are adopted, local implementation faces challenges in the availability of technical, human, financial, and logistical resources.

Refugees and host community representatives generally believe that they are not consulted enough and not well integrated into urban policies.⁵ In most cases, growing populations are not matched by increased municipal budgets, and host governments argue that they do not have the necessary financial resources to fully extend the CRRF at the local level.

¹ EUTF Action Fiche for the Implementation of the Horn of Africa Window T05-EUTF-HOA-REG-67. Available at: https://ec.europa.eu/trustfundforafrica/sites/default/files/bt05-eutf-hoa-reg-67_-_crrf_urban_development_and_mobility_incl_rider.pdf

² Hammond L. & al. Comprehensive Refugee Responses in the Horn of Africa: Regional leadership on education, livelihoods and durable solutions, Research and Evidence Facility, February 2020. Available at: <https://blogs.soas.ac.uk/ref-hornresearch/files/2020/03/CRRF-report.pdf>

³ Nairobi Declaration on Somali Refugees, 2017. Available at: <https://igad.int/communique/1519-communique-special-summit-of-the-igad-assembly-of-heads-of-state-and-government-on-durable-solutions-for-somali-refugees>

⁴ EUTF Action Fiche for the implementation of the Horn of Africa Window T05-EUTF-HOA-REG-67. Available at: https://ec.europa.eu/trustfundforafrica/sites/default/files/bt05-eutf-hoa-reg-67_-_crrf_urban_development_and_mobility_incl_rider.pdf

⁵ Annex 1 - Workshop survey

The Action: The CRRF - Inclusive Urban Development and Mobility Project

The rationale of the Comprehensive Refugee Response Framework: Inclusive Urban Development and Mobility Action is that by strengthening the capacity of local authorities to deliver services and undertake contingency planning, refugees and their host communities will benefit from better services and a better quality of life. The Action aims to help selected municipalities from four partnering countries in the Horn of Africa to address the dual challenges of the rising number of displaced people and wider urbanization. It is divided in three components:



1. A regional dialogue including representatives from secondary cities to foster peer networks and knowledge exchange on the challenges and opportunities resulting from urban displacement in the context of urbanization, implemented by Cities Alliance.



2. A pilot project providing direct support to Koboko Municipality in Uganda to address severely stressed or pre-existing low coverage of basic services and a high concentration of refugees. The Associazione Centro Aiuti Volontari (ACAV) has been selected to provide technical support to Koboko Municipality to develop and implement inclusive, participatory, and sustainable strategies for urban planning and service delivery.



3. A similar pilot action in Assosa, Ethiopia, implemented by the International Rescue Committee (IRC).

All three components aim to equip secondary cities with tools to increase the safety and well-being of displaced populations and their host communities in urban or peri-urban settings. By providing knowledge and technical assistance to local authorities and by increasing the participation of displaced persons and host communities in the city's economic and social life, the project seeks to reduce inequalities between these groups and improve their living conditions.

The project is financed by the EUTF for Africa, which provides joint, flexible, and quick support to complement political dialogue, development cooperation programmes, humanitarian assistance, and crisis response assistance – always in close cooperation with the beneficiaries.



Keynote address by Ms. Claudia Marinaro, Attaché for the Comprehensive Refugee and Conflict Response, Sustainable Development Section, EU Delegation to Uganda

Dear Participants / Ladies and Gentlemen,

I am very pleased to be here with all of you today for the launch of the regional component of the EU funded project Comprehensive Refugee Response Framework (CRRF): Inclusive Urban Development and Mobility, which is being implemented by Cities Alliance. I would like to thank Cities Alliance for organizing this event in Arua, bringing together participants from Uganda, Ethiopia, Somalia, and Kenya.

This event paves the way for a solid partnership on the ground between complementary projects. A solid partnership that the EU is eager to see not only between the components of the same programme, but also in relation to other relevant ongoing interventions, which address the growing levels of urban displacement in the Horn of Africa region. It is only by working in partnership that we are able to achieve greater and more sustainable results, and therefore deliver better projects on the ground for all: refugees, migrants, and host communities.

It is important to highlight that the project we are launching today is part of a larger (€ 8.2 million) regional programme titled CRRF: Inclusive Urban Development and Mobility, which supports the implementation of the objectives of the CRRF in relation to urban displacement in the Horn of Africa region. The programme aims to help countries in the Horn of Africa address the dual challenge of the increasing number of displaced people being hosted in urban areas (in short here: urban displacement) and wider urbanization.

The programme provides a combination of interventions at the country level coupled with a regional component. More precisely, the programme is articulated around three components. The first one – the one we are launching here today – focuses on regional dialogue and will foster peer networks and knowledge exchange on the challenges and opportunities resulting from urban displacement in the context of urbanization.

The second and third components are being operationalized through pilot actions that provide direct support to urban areas, with severely stressed or pre-existing low coverage of basic services and a high concentration of refugees. In Uganda, support targets the municipality of Koboko. In Ethiopia, support focuses on Assosa town in the Benishangul-Gumuz region.



Later today, we will have the opportunity to hear directly from the implementing partners about the pilot actions implemented in Uganda and Ethiopia. Experiences with the country-level projects will in turn inform the regional exchange. And, I am confident that the exchange of today will be instrumental in the context of the regional dialogue.

I would like to take this opportunity to recall that the project we are launching today (and the overall regional programme) is funded under the EU Emergency Trust Fund for Africa (Horn of Africa Window), which is an emergency instrument designed to respond to the different dimensions of crisis situations like migration/ forced displacement, stability, and post-disaster. The aim of the EUTF is to provide support jointly, flexibly, and quickly, complementing political dialogue, development cooperation programmes, humanitarian assistance, and crisis response assistance.

As such, the EU Trust Fund engagement provides critical and timely support and proves its value as a “nexus instrument” that can span development and humanitarian assistance strategically. Indeed, the engagement with urban displacement requires instruments that can provide a bridge between traditional development and humanitarian intervention, which is one of the fundamental features of the EUTF. The project we are launching today, if implemented in close cooperation/coordination with the other two components that are part of the wider programme, will indeed represent a very good example of the EUTF efforts to operationalize the nexus and a very good example of the EU commitment to work closely with local governments.

The EU firmly reaffirms its strong commitment to support the local governments in their efforts to respond to the continued inflows of refugees by strengthening the districts' capacity in critical areas, such as the delivery of services (water, energy, and education), management of natural resources, livelihood improvement and job creation, access to justice and legal aid, and so on.

Providing support to local governments / building the capacities of the districts, for instance, is not only meant to address the most immediate gaps, but it is also meant to better respond to the emergency situations that may occur in the future. Indeed, across the region and in Uganda, districts and regions hosting displaced populations are often under-resourced and already struggle to deliver their mandates or respond to new challenges, notably in ways that maximize economic opportunities and reduce conflict between refugees and host populations.

Acknowledging the above, the EU appeals to all the implementing partners of the CRRF: Inclusive Urban Development and Mobility Action to join forces with relevant local, national, and regional stakeholders, as lessons learnt can be shared on:

1. How to best work at the local level (closer to the beneficiaries).
2. The importance of looking at the linkages between the local/national and regional/global dimension of population growth and urban area growth/urban expansion dynamics, in order to better capture the impact of forced displacement at the local level and consequently identify possible solutions.

3. The importance of ensuring adequate financing to support secondary cities in managing the population growth and urban area expansion dynamics at the local level.
4. The relevance of the review or enforcement of the legal framework in a given context; the localization of solutions along with the localization of financial management.

While addressing issues related to population growth and urban area growth/expansion dynamics at the local level, I would like to highlight the importance of applying an approach that looks at both host communities and refugee populations in an integrated and inclusive manner, taking into consideration that needs of both refugee/migrants and host populations evolve; people will always move and situations will always evolve.

Ladies and Gentlemen: I look forward to stimulating and enriching discussions, in the belief that the exchanges of today can lead to concrete results throughout and beyond the implementation of the CRRF: Inclusive Urban Development and Mobility regional programme.

As my last remark, I would like to thank Arua Municipality for hosting this event, the first peer-learning event of a series of five dedicated to exchanging experiences with partner cities' representatives and community stakeholders with the objective to strengthen policy development for greater social cohesion and integration. Finally, I would like to thank the Government of Uganda - the way you are helping vulnerable people coping with displacement is an example of hospitality and humanity for the whole region and beyond.

Inclusive Participatory Approaches and Support to Municipalities: Components of the CRRF

COMPONENT 1: Regional Network and Dialogue

The first component of the Action is the creation of a regional network and platform for dialogue, implemented by Cities Alliance. This component responds to the needs of secondary cities in the Horn of Africa that are currently experiencing a high influx of refugees and involuntary migrants seeking access to social services, housing, livelihoods, and basic support. Cities Alliance is the global partnership fighting urban poverty and promoting the role of cities. With its Global Programme on Cities and Migration, Cities Alliance has made a long-term commitment to support secondary cities in low-income countries that are managing large inflows of migrants and refugees.

Secondary cities with between one and five million inhabitants are expected to grow by 460 million from 2010 to 2025, compared to 270 million for megacities. Those located in developing regions are experiencing most of this population growth, as they are the first point of entry for migrants seeking shelter and work (Roberts, 2014).

The regional network and dialogue primarily aim to support secondary cities (Arua and Koboko in Uganda, Kakuma-Kalobeyi in Kenya, Assosa and Jigjiga in Ethiopia, and Gabiley and Boroma in Somalia) in strengthening their voices and bringing national and international attention to their needs. It will also provide the cities with the opportunity to advocate at global debates such as the Global Refugee Forum. This visibility will increase their international presence, improve their technical knowledge and capacities, and support the implementation of global agendas. The presence and participation of these cities is fundamental to the successful implementation of the global goals.

The network will also engage populations from these cities so they can be involved and consulted in local planning activities. The Action will include refugee and host community representatives in the dialogue, allowing them to discuss their needs, challenges, and potential solutions with the appropriate municipal, national and regional actors. Peer learning with

neighboring cities facing similar challenges will also inform cities on solutions to improving living conditions and opportunities for both refugees and host populations, reducing the risk of conflict, and providing access to basic services for all vulnerable city residents.

At least five peer-learning events, hosted by partner cities and facilitated by Cities Alliance, will be organized as part of the Action. All of the events will be divided into two parts: 1) A discussion on the cities' needs; and 2) A technical training session for participating cities to share successful experiences, or specific training on needs identified by the cities and led by a technical expert.

Cities are the first point of entry for most migrants seeking work and shelter, and where they will attempt to integrate and realize their aspirations for a better life. Whether they do so, or live excluded from opportunities in the city, depends on how a city responds to migration.

COMPONENT 2: Technical Assistance to Koboko Municipality in Uganda

The second component of the CRRF responds to the current need to provide direct support to municipalities hosting a significant number of refugees. It will support the Koboko Municipal Council to develop a full proposal aimed at improving municipal urban planning and service delivery. A study initiated by the International Cooperation Agency of the Association of the Netherlands (VNG) in 2018 estimated that self-settled refugees make up about 26% of the total projected population in the Koboko Municipal Council.⁶ The same study also underscored the impact of insufficient local budget allocation to deliver adequate public services within the municipality.

⁶ VNG, Survey Highlights on Self-Settled Refugees in Koboko Municipal Council Empowering Refugee Hosting Districts in Uganda: Making the Nexus Work, 2018. Available at: <https://www.vng-international.nl/wp-content/uploads/2018/12/NEXUS-Summary-Self-settled-refugees-Koboko-MC-nov-2018.pdf>



This component will be implemented through a grant contract awarded directly to the Koboko Municipal Council. Notably, it represents an opportunity to strengthen local structures instead of creating parallel support systems. Another grant has been finalized with the NGO ACAV to provide technical support to the municipality to implement the abovementioned grant contract. On a broader level, this component seeks to directly involve urban authorities to strengthen the inclusion and participation of displaced persons in the economic and social life in urban settings across the region, and to improve livelihoods and greater access to quality basic services for refugees and host populations in select urban settings.

A total of eight Community-based Organizations (CBOs) have been selected to implement the action. They will receive ACAV technical support in different areas, including implementing activity plans, public finance management and audits, grant management and compliance, monitoring supervision and evaluation, communication, and visibility plans, as well as narrative and financial reporting. During the Covid-19 pandemic, a Koboko Municipality/District Covid-19 Task Force was supported to implement a local preparedness and response plan.



“Together as partners, teamwork, sharing of information, best practices, and expertise will enable the different pilot actions to succeed with desired results and impact.

– Patrick Bongo, Head of Programmes at ACAV

COMPONENT 3: Promoting Inclusive Urban Development in Assosa, Ethiopia

The third component of the Action provides direct support to Assosa, a secondary city in Ethiopia. Implemented by the IRC, it seeks to strengthen public, private, and civil society service delivery capacities, resources and infrastructure for host communities and displaced populations in Assosa’s urban and peri-urban settings. Assosa town was selected because it is one of the least developed urban areas in Ethiopia.⁷ Its population has almost tripled in the past 12 years, straining access to basic services. The town is also a central crossroads for Ethiopian migrants, hosting migrants on their way to Sudan and the northern route as well as returning migrants, often in vulnerable situations. The Benishangul- Gumuz region (where

Assosa is located) hosts five refugee camps. All of the international interventions in the region target only refugees (and small surrounding host communities), leaving room for potential conflicts over already scarce resources as municipalities struggle to keep pace with urban growth. Relationship-building and technical assistance to local authorities can create pathways for more inclusive community engagement, strengthening systems and urban planning.⁸

This component’s activities will provide greater access to quality basic services including water and sanitation, health, waste collection, and protection for displaced and host populations in Assosa’s urban areas. Better access to services will enhance social cohesion and community dialogue and help promote socio-economic development. The component also aims to strengthen the inclusion and participation of displaced persons in the city’s economic and social life.

⁷ EUTF Action Fiche for the implementation of the Horn of Africa Window T05-EUTF-HOA-REG-67. Available at: https://ec.europa.eu/trustfundforafrica/sites/default/files/bt05-eutf-hoa-reg-67_-_crrf_urban_development_and_mobility_incl_rider.pdf

⁸ Ibid.



PERSPECTIVES ON INTEGRATING SECONDARY CITIES

Participants shared their perspectives on the emergence of a regional network for secondary cities hosting refugees in the region. Their positions were influenced by their own experiences in managing forced displacements. They generally understood the network to be a platform to promote knowledge and experience-sharing, identify synergies between the different cities, develop a stronger voice for advocacy, and as an instrument to increase technical capacities. With the support of IGAD, the network could potentially act as vehicle to interact with IGAD member states. It is a unique opportunity for secondary cities to organize, learn from each other, and network in the region.

The network may have limitations as the participating cities rely on very different institutional contexts and environments. For example, in Arua some refugees live and work in the city centre, while in other areas refugees remain in camps or the periphery of the city.

The network should be understood as a consultative mechanism where cities are consulted and can initiate bottom-up initiatives and local actions aimed at improving local integration of refugees and complying with international agendas.

Charles Obila, Migration Officer at IGAD, noted that focusing on secondary cities hosting refugees in the Horn of Africa was very timely. The seven IGAD member countries⁹ host 70% of Africa’s refugee population, with over eight million IDPs and four million refugees and asylum seekers displaced from conflicts and climate change. They include two of the largest refugee-origin countries in the world (South Sudan with 2.3 million and Somalia with 0.9 million), and two of the largest refugee-hosting countries (Uganda with 1.2 million and Sudan with 1.1 million).¹⁰

⁹ Djibouti, Ethiopia, Kenya, Somalia, South Sudan, Sudan, and Uganda. Eritrea suspended its membership in 2009.

¹⁰ These numbers are approximated and used by IGAD in its reporting.



“

I am happy that this discussion is taking place in the sense that it brings different countries to speak to each other. I know the intentions might be the same, but the structures of implementation and the modalities which the countries adopt are totally different. Also, the structures of government differ from one country to the other. So, there is also the learning and experience-sharing of the best practices in how they can be customized, keeping in mind the different structures that exist within the different countries and member states.

– Charles Obila, Migration Officer, IGAD

Uganda: Arua and Koboko

Uganda is one of the most rapidly urbanizing countries in Africa. The capital, Kampala, has seen its refugee population double since 2012.¹¹ Secondary cities are also experiencing substantial demographic growth, including Arua and Koboko, that is likely to continue. Arua and Koboko are both strategically located, creating a hub that connects other West Nile districts, South Sudan, and the Democratic Republic of Congo. The population of Arua has been growing at rate of 3% per annum – 1% higher than Kampala¹² – and Arua obtained city status in July 2020.

Arua Mayor Isa Kato Afeku reaffirmed the city’s primary role in accommodating unprecedented refugee flows. It does so by identifying, driving, and directing priorities, strategies, and activities to accommodate the needs of urban refugees. The main issue Arua faces is an increasing influx of arrivals who are not registered in the city. While some urban refugees register in the refugee settlements and live there, some decide to register in the settlements, but commute to work in the city. Others decide not to go to the settlements and settle directly in the city. In Uganda, self-settled refugees have freedom of movement and are allowed work outside of the refugee settlements. Kampala is currently the only city where refugees can formally register.

In Koboko, VNG estimated that self-settled refugees make up about 26%¹³ of the total projected population in Koboko Municipal Council. In Arua, a recent census commissioned by Cities Alliance and undertaken by AVSI, the Arua City Council, and the Ugandan Bureau of Statistics (UBOS) estimates that more than 11% of the population left their country of origin to move to the Arua Central Division, with 98% of them coming from South Sudan. The UBOS confirmed that other parts of the city, including Ayuvu in the outskirts, likely host even higher numbers of uncounted residents. The influx of people to Arua has created an insufficient supply of resources, and city is struggling to cope with the additional demand for resources such as medicine and classrooms.

The census has helped Arua obtain more accurate population numbers, which it can use to request additional funding. Other West Nile municipalities would benefit greatly from a similar census activity so that they can design urban plans with adequate budget allocations. The competition for resources would decrease and there would be less likelihood of conflict among the city residents.



¹¹ IRC, Urban Refuge How Cities Are Building Inclusive Communities, 2018. Available at: <https://www.rescue.org/sites/default/files/document/3273/ircurbanrefugereportlaandkampalahighspreads.pdf>

¹² Abudu & al., Spatial assessment of urban sprawl in Arua Municipality, Uganda. The Egyptian Journal of Remote Sensing and Space Science, vol. 22/3 pp.315-322 available at: <https://www.sciencedirect.com/science/article/pii/S1110982317303496>

¹³ VNG, Survey Highlights on Self-Settled Refugees in Koboko Municipal Council Empowering Refugee Hosting Districts in Uganda: Making the Nexus Work, 2018. Available at: <https://www.vng-international.nl/wp-content/uploads/2018/12/NEXUS-Summary-Self-settled-refugees-Koboko-MC-nov-2018.pdf>



“

It is also worth mentioning that people from the host communities are benefiting from the presence of the refugees. Some of them, including tailors who can afford their living in the urban centres, are employing refugees and host community members.

– Harriet Dozu, Social Worker and Host Community Representative in Koboko



“

When identifying, driving, and directing the priorities related to urban development, strategies tend to forget about urban refugees, forced displaced and migrants. However, inclusivity is key to urban development.

– Isa Kato, Mayor of Arua



“

Urban dwellers who have grown in the city will always think a city is the best place to live.

– Peter Morrison Aringu, Executive Director SSURA in Koboko



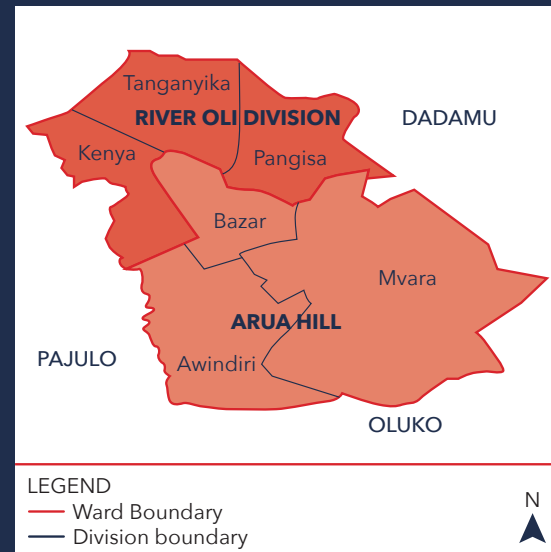
THE ARUA CENSUS: A Partnership to Address the Urban Refugee Crisis

Helen Nviiri, Director Population and Social Statistics, UBOS

Except for Kampala, the number of migrants in Ugandan cities is largely unknown. Efforts by Arua City Council to address these challenges have been hindered by inadequate data on involuntary migrants living in the city. The situation has been exacerbated by limited financial allocations for social services to the city.

To address this problem, Cities Alliance and AVSI Foundation, with the financial support of the Swiss Agency for Development and Cooperation (SDC), partnered with the Arua City Council and UBOS to conduct a census of migrant households. The goal was to provide a clear account of the number of people residing in Arua who need everyday public services – both refugees and host communities – to help the Arua City authorities plan for the population. The census will also inform policy, planning, and resource allocation on the reception, management, and integration of migrants.

The census was undertaken in Arua city central division by 28 field staff recruited and trained for the purpose. Activities included sensitizing people on the census in order to obtain maximum cooperation from the community. It was carried out from September to December 2020.



The census report has confirmed that a large number of migrants and refugees exist in urban centres like Arua. As recommended by UBOS, there is a need to review the current refugee policy to expand the recognition of urban refugees beyond Kampala. This policy would regulate the relationship between nationals and refugees as well as call for additional support to the refugee-hosting cities to enable them plan and budget for services and provisions.

The government of Ethiopia has confirmed that it will close all 27 refugee camps by 2028 and integrate residents into local communities.

Most camps in Ethiopia are located in the periphery of the cities. For example, in Assosa, a regional capital, most refugees reside in camps. There are five refugee camps located 30 km from the city centre that host more than 60,000 refugees, with a vast majority from South Sudan. In Jigjiga, the capital of the Somaliland region, around 40,000 refugees reside in three camps. Some refugees also live near the camps, impacting the Jigjiga host communities. When refugees arrive in town, they settle informally. In both Assosa and Jigjiga, refugees are currently not incorporated into urban development plans at the local level.



“

Refugees arrive in Jigjiga, but we do not have any project for them. We would like to adopt experiences such as we have seen in Arua with the Municipal Development Forums. For the future we shall seek to integrate refugees in the national plan. The regional government is searching this type of project. We need to increase the capacity of the regional government to implement this type of project.

– Hashi Abdulahi Shide, Jigjiga

“

Refugees are not working in cities because the camps are located far away. However, some still decide to come and stay in the cities to send their kids in schools.

– Assosa Mayor Oumer Bedrya

Ethiopia: Assosa and Jigjiga

The urban population in Ethiopia is projected to increase rapidly. It is growing at 4.8% yearly,¹⁴ and 30% of the population is expected to live in urban areas by 2037.¹⁵ Ethiopia has an open-door policy towards refugees, and until 2019 applied an encampment policy across 27 refugee camps managed by the Administration for Refugees and Returnees Affairs

(ARRA) and UNHCR. On 17 January 2019, the Ethiopian Parliament passed a new refugee law which allows refugees to travel and live outside of camps, obtain work permits, access primary education, legally register life events, and open up access to national financial services, such as banking.

¹⁴ World Bank Data, Urban population growth (annual %) – Ethiopia, 2019. Available at: <https://data.worldbank.org/indicator/SP.URB.GROW?locations=ET>

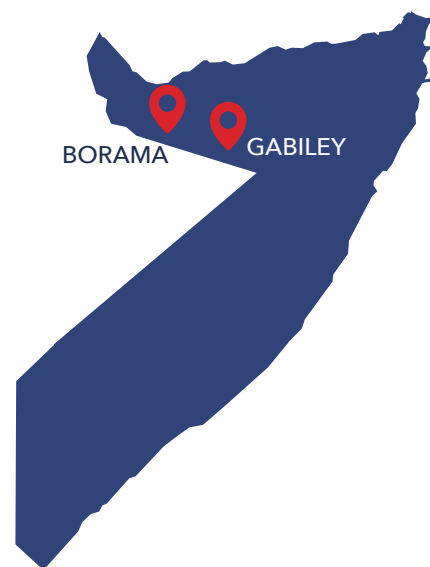
¹⁵ World Bank Group 2015. Ethiopia Urbanization Review: Urban Institutions for a Middle-Income Ethiopia. World Bank, Washington DC.

Somalia: Borama and Gabiley

Urban areas in Somalia host a significant number of individuals who are fleeing conflict-affected regions of Somalia in search of safety and stability. They are recognized as IDPs, not refugees. Somalia is also home to a refugee population of 18,713 registered with UNHCR.¹⁶ Most are from Ethiopia and Yemen and settle in Hargeisa, the capital city of the Somaliland region.

Gabiley in neighboring Hargeisa is the major destination for IDPs in Somaliland region. There are some refugee sites in Gabiley, but IDPs and refugees mostly live within the municipality. The town's main challenge is a lack of planning – evident in the pressure on public services, including solid waste management and health services – that leads to the proliferation of slums. Refugees tend to live in the cheapest neighborhoods, which are often overcrowded and without access to services. IDPs rarely participate in urban discussion or planning and are typically unaware of such dialogues.

Borama is Somaliland's third-largest city and one of Somalia's growing urban areas. It is a destination for migrants from Ethiopia due to its proximity to the border and serves as a transit town for migrants to and from Ethiopia, Djibouti, and Saudi Arabia. Borama hosts displaced people from conflict, insecurity, and drought. While some IDPs and refugees reside in sites established in 2017, most live in urban areas. There are currently nine sites¹⁷ in Borama clustered around the roads that host more than 30,000 displaced people. Local governments are working with the national council to accommodate them.



“

This summer a lot of migrants came through Borama to go to Saudi Arabia.

– Omar Mohamoud Qayaad, Borama

“

Gabiley is not large, the challenge is the lack of land and of solid waste management.

– Ms. Hodan Omer Ismail, Gabiley



Kenya: Kakuma

Located near Kakuma in western Turkana County, the Kakuma Refugee Camp and Kalobeyei Integrated Settlement have a combined population of 196,000 refugees. The urban population growth and the international support have brought economic development in the area. However, there is a strong need for better integration between the refugee and host communities.

There are two distinct markets in Turkana West: the host community and migrants from within the country; and the refugee community that relies on donor money/cash transfers. There are existing barriers on the flow of goods, services, and labour based on which market people come from. Most of the businesses in Turkana West are small owner-operated businesses in the informal sector.

Kakuma-Kalobeyei is the main hub of business activities, with informal associations and networks that have built transactions and relations. The county government is now planning for the new Kalobeyei Municipality, an upgrade from town status. The county would like to support the local community to leverage opportunities likely to emerge from the A1 road that links Kenya and South Sudan through Turkana West.



“

There are so many nationalities in the camp. If you go to the camp you will find something interesting, like the businesses. The businesses are well evolved. They are supported by the government and even some banks. It is interesting to observe how the refugees and host communities are trying to live together.

– Abubakar Rugamba Kabura, Kakuma



¹⁶ UNICEF, "No Mother Wants Her Child to Migrate" Vulnerability of children on the move in the Horn of Africa, 2019 Available at: <https://www.unicef-irc.org/publications/pdf/Child-Migration-Horn-of-Africa-part-1.pdf>

¹⁷ IOM, Displacement Situation Report, June 2017 Available at: <https://www.iom.int/sites/default/files/dtm/Somaliland-Displacement-Situation-Profile-June2017.pdf>

Committed Support from Uganda, IGAD, UCLG-A and WENDA

Uganda

The Office of the Prime Minister of Uganda: We need support to generate more information on secondary cities

The Office of the Prime Minister acknowledges the movements taking place to the cities and the need for better social services delivery. Uganda has a duty to implement the Comprehensive Refugee Response Framework and other international declarations such as the Global Compact on Refugees. In this direction, a Steering Group Meeting has been established at the national level, chaired by the Ministry of Disaster Preparedness and Refugees, and including the Ministry for Local Government to capture the interests and needs of local governments. Plans are underway to also include the Ministry of Finance.

The CRRF Secretariat is responsible for stakeholder engagement at the national level and organizes Refugee Development Forums with representatives from each settlement. There are still some challenges in terms of coordination that require long-term consideration, as refugees need long-term solutions. Urban refugees in Uganda face challenges as the country's refugee policy only recognizes urban refugees in Kampala and not beyond. There are refugees resettling from the settlements to the cities, and these resettlements need to be approached as new opportunities.

According to Solomon Sonko, Senior Development Economist and Desk Officer at the Office of the Prime Minister, there is an urgent need to foster partnerships and networking within the East-African region for embedded responsibilities to share towards refugees and host communities. To date, response plans have

been adopted in Uganda, but their implementation is hindered by limited availability of technical, human, financial and logistical resources. In Kampala, the numbers are known; there are currently 80,248 registered refugees. However, this is not the case for other towns and cities where refugee numbers are unknown.

This situation is evolving. The 2020-21 version of the Uganda Refugee Response Plan includes urban refugees as a strategic outcome: *As the Uganda refugee model allows for freedom of movement of refugees, some have chosen to reside in urban areas rather than settlements, while others commute between settlements and urban areas. While the situation of refugees in Kampala is well understood, this is not the case for refugees in other towns and cities of Uganda. The 2020-21 RRP will endeavor to better assess the needs of refugees in other urban areas, enhance engagement with municipal actors, and strengthen support to refugees and hosting communities in these areas, resources permitting.*¹⁸ An updated urban refugee policy would regulate the relationship between nationals and refugees and call for additional support to refugee-hosting cities.

There is strong support for the idea of building a network that includes all levels, local to international. The network launched by the CRRF Action is a good way to strategically approach and link the various discussions taking place on refugees. There is also a need to include the private sector in the discussions. Poverty levels are high in some of the most vulnerable areas of Uganda, and the only way to enhance economic opportunities and employment for the refugees and host communities is to attract private sector engagement.

¹⁸ Inter-Agency, Revised Uganda Country Refugee Response Plan July 2020 – December 2021. Available at: <https://reliefweb.int/sites/reliefweb.int/files/resources/Uganda%20Revised%202020-2021%20Refugee%20Response%20Plan%20%281%29.pdf>



“

Regional partnership and networking are central to answer the needs of urban refugees. We would like to use the CRRF Action and the IGAD support platform to follow up on the global refugee pledges with a regional approach.

– Solomon Sonko, Office of the Prime Minister of Uganda

IGAD: Spearheading regional cooperation on urban refugees in the Horn of Africa

Since holding the first Special Summit on Somali Refugees in 2017, IGAD has spearheaded the creation of a political space to build consensus around refugee issues. It focuses on five key issues:

1. Creating conditions conducive for return
2. Maintaining asylum and protection in host countries
3. Socio-economic inclusion
4. Regional cooperation in addressing displacement
5. Solidarity and international responsibility-sharing

IGAD is playing a central role in delivering the CRRF in the Horn of Africa. An ambitious regional framework addressing forced displacement is emerging, despite challenges. Most IGAD member states are making national commitments to improve refugee access to education and livelihoods, while at the same time

responding to new displacement. Many countries have developed national action plans or roadmaps and are pursuing progressive changes from encampment systems to integrated settlements.

Since 2019, international attention has increasingly focused on the integration of urban refugees, and there is strong support for the idea of building a network that includes all levels, local to international. The network launched by the CRRF project is a good start to adopting a more strategic approach to disparate discussions taking place on refugees at various levels and helping those discussions feed into each other.

Refugees must have the right to participate in the countries in which they live. In cities such as Arua, for example, the displaced population may exceed that of the host community in some neighborhoods. In most cases, however, local planners only consider the host population, even though basic services must be provided to all, refugees, and hosts. There must be more engagement at the local level, where the actual implementation and budgets exist.

UCLG-Africa: Local governments are key to addressing migration

Juma Menhya Nyende, Director the UCLG-Africa Eastern Africa Regional Bureau, noted that UCLG-Africa could be a strong ally to drawing attention to refugees residing in cities and examining their needs as well as both challenges and opportunities for cities, host communities and refugees themselves. UCLG-Africa is the united voice and representative of local governments in Africa, representing nearly 350 million African citizens. It has a membership of 44 national associations of local governments from all regions of Africa, as well as 2,000 cities with over 100,000 inhabitants. It is the Africa chapter of the United Cities and Local Governments (UCLG), a global network that brings together cities and local governments around the world.

Migration has many positive effects in the region. It is estimated that financial transfers from African immigrants' remittances represent more than twice the amount of the annual official development aid provided to African countries. On the other hand, the emigration of young people represents a risk for sustainable development in Africa; it weakens the human base of growth and sends the message that hope for young Africans lies beyond the continent.

Managing migration in Africa has become critical to the region's sustainable development, and local governments must be able to play their role in responding to the migration challenge. Three actions are essential to improve the reception and integration of migrants and refugees in African cities:

- Working with national and local authorities to improve the legislative framework of decentralization by granting local authorities' greater competence in migration.
- Networking with cities, providing them with knowledge and helping avoid replication between instruments. The cities from this network could be familiarized and included in the Charter of Local and Subnational Governments of Africa on Migration produced by UCLG-Africa.
- Providing capacity building for elected officials and municipal teams in migration management.



WENDA: Promoting development in Uganda's West Nile region

Hassan Said Nginya, Chairman of the West Nile Development Association (WENDA), also noted the importance of regional organizations for better advocacy. WENDA's role is to bring together local governments, civil society, and private sector representatives around coordination, peace, and development. It aims to link local issues to the national level by advocating for regional development through advocacy. WENDA represents the West Nile region¹⁹ in Uganda.

As the West Nile region borders the DRC and South Sudan, WENDA focuses on addressing regional development challenges. Refugee-hosting communities have growing concerns, and slums are proliferating rapidly in towns because housing prices are too high for refugees. It is critical to be present in secondary cities, help them decongest, and plan for the 30 next years.



¹⁹ The West Nile region of Uganda comprises 13 districts: Adjumani, Arua, Koboko, Maracha, Moyo, Nebbi, Pakwach, Terego, Madi-Okolo, Obongi, Vura, Zombo and Yumbe.



TECHNICAL SESSIONS: SUCCESSFUL MECHANISMS FOR INCLUSION

The learning event included two technical sessions on mechanisms that have successfully helped cities introduce participatory approaches to planning and city administration that include all city residents. The first mechanism is the Municipal Development Forum (MDF), a platform for local governments to discuss municipal plans, budgets, and management approaches with diverse city stakeholders. The second is the Community Upgrading Fund (CUF), a community-

driven development initiative that provides financing for small infrastructure projects selected by the communities themselves. Both mechanisms can be valuable ways for cities to include both refugees and host communities in discussions and promote social cohesion and conflict prevention. Both mechanisms have been successfully implemented in Arua, which has observed an improved integration of the host community and refugee-led communities.

The Municipal Development Forum

Overview

The Municipal Development Forum (MDF)²⁰ is a platform established at the municipal level for all stakeholders to meet regularly to exchange views, debate priorities, and agree on common actions on matters pertaining to the town or city.

Cities Alliance has promoted the role of the multi-stakeholder forum as a platform for participation and dialogue among urban citizens, including host communities and displaced populations, to exchange knowledge and inform local policies, plans, and budgets. The MDF is also a way to foster good governance. It is a core component of the Cities Alliance Country Programme model and was implemented very effectively in Uganda.

The MDF is a way to help the city:

- Promote partnership and social cohesion to raise the profile of urban development issues, concerns, economic opportunities, and challenges at the national and local level.
- Provide an opportunity for multi-stakeholder engagement to realize the rights of the urban poor and improve their well-being.
- Improve urban governance, enable delivery of quality affordable basic services accessible to all urban residents, and transform low-income or urban poor communities.
- Unite the voices of the stakeholders to supplement and complement government efforts.
- Enhance partnerships and participatory, inclusive development that responds to the needs of the urban poor and service delivery gaps, mainly in informal settlements.
- Guarantee space for the urban poor to have a voice and to be heard.
- Empower the urban poor and other stakeholders to know their rights, responsibilities, and obligations.

The MDF is convened and supported by the local government, with a broad membership and participation of the different stakeholders in the municipality. The chair typically rotates among the different stakeholders, who make up the forum's General Assembly. The MDFs are governed by charters which adhere to basic principles, although they may vary from municipality to municipality. The organizational structure of the MDFs includes the General Assembly, the Executive Committee, the Secretariat, and Thematic Working Groups.

MDFs can promote inclusion in various ways. They can spearhead public campaigns to promote effective urban governance, such as improving waste management or enhancing local revenue collection. They also promote good governance by strengthening monitoring, evaluation, and accountability functions. They can ensure that all residents have a voice in strategic city planning and facilitate dialogue with people affected by a development project to ensure that no one is made worse off.

The MDF in Uganda

Two members of the Arua MDF, Helen Drabezu (Host Community Representative) and Sikita Catherine (South Sudanese refugee in Arua), discussed their experience with MDFs in the technical session.

They noted that the MDFs in Uganda have had many benefits. They have increased citizens' participation in the implementation of government programmes and projects, as well as transparency and accountability. They have played a critical role in enhancing a sense of community ownership of government projects and programmes through participation and active engagement. They also acted as mechanisms of conflict prevention by providing refugees and host communities with a space for discussion.

²⁰ Cities Alliance, Municipal Development Fora and Community Upgrading Funds. Best Practices to Enhance Social and Economic Transformation in Secondary Cities, 2021.



We access services that we are not planned for – but is it true that we do not exist? MDFs are here for us and act as empowerment vehicles.

– Sikita Catherine, South Sudanese refugee in Arua and member of the Arua MDF, referring to the fact that refugees are not enumerated in Uganda’s secondary cities and that MDFs provide a unique platform where refugees become visible and gain a voice.

Participants from refugee-led and host community-led organizations raised other challenges, such as the difficulty in accessing loans and credit. Lack of information paired with the lack of contingency makes it almost impossible for the most vulnerable to access to financial services. If some do manage to access credit, they experience situations where the banks do not adequately inform them of loan reimbursement policies. According to Hellen and Sikita, people end up in jail because they are not able to reimburse on time or face higher rates. Both women expressed relief that the MDF exists as a way to raise these challenges with the local authorities.

Replicating the MDF

After listening to Arua’s experience, participants discussed how their cities are engaging refugees in urban decision making, whether there is potential to replicate the MDF, and who should be involved.

- **Arua:** The degree of participation by host communities and displaced persons in urban policy development is strong in Arua thanks to the MDF. There is a budget consultative process within the MDF that is guided by Uganda’s Local Government Act and the Budget Act, and a bottom-up approach has been adopted in the decision making. The MDF currently has six sector-based thematic working groups. Participants suggested it would be beneficial for the Arua MDF to also include development partners, the Department of Refugees in the Office of the Prime Minister, representatives of other voluntary migrants, and health service providers.

- **Koboko:** An MDF has not yet been established in Koboko, although the town is very interested in replicating Arua’s success story. With the new

grant from the EUTF, the Koboko Municipal Council can establish a MDF that is going to ensure the full participation of the host community, refugees, and displaced communities. Koboko would need Cities Alliance’s technical expertise and engage organizations including the Ministry of Land, Housing and Urban Development; the Ministry of Local Government; the Chamber of Commerce; the private sector; civil society and community-based organizations; business forums; the boda-boda association; the media; and religious institutions.

- **Kakuma/Kalobeyei:** Host communities and displaced persons have a 50/50 degree of participation in urban policy development. The Turkana County government takes the lead in different thematic areas. Participants suggested that MDFs could be replicated through the Kalobeyei Integrated Socio-Economic Development Programme (KISED),²¹ under special planning components that include cities and linkages between cities. A MDF should include Turkana County, relevant government ministries, NGOs, faith-based organizations, investors, the business community, and the Kenya Chamber of Commerce.
- **Jigjiga, Assosa, Gabiley, and Borama:** Refugees in these cities have limited or no opportunities to participate in urban discussions. Establishing MDFs in these cities could help change that. Participants suggested that MDFs should be formed by the local government (rather than project-based) for sustainability and include the national government as well as host and refugee organizations. Assosa and Jigjiga would also benefit from engaging micro-finance institutions.

²¹ KISED is a 15-year, comprehensive multisectoral and multi-stakeholder initiative to promote the self-reliance of refugees and the host population by enhancing livelihood opportunities and promoting inclusive service delivery. Begun in 2015, it is implemented by the Turkana County Government, UNHCR, and partners.

Community Upgrading Fund

Overview

The Community Upgrading Fund (CUF)²² is a vehicle to improve access to basic social and infrastructural services for the urban poor living in slums and informal settlements. It is a financing mechanism that allows slum dwellers – including host communities, refugees, migrants, and settlement-based community organizations – to access grants and financing for small infrastructure initiatives that meet the community’s basic needs under clearly defined criteria. Projects range from small health and social infrastructures to the provision of water, sanitation, and waste management. The CUF also fosters partnerships that can facilitate participatory development; it promotes an institutional arrangement that enables government officials at the national and local level to work together with all residing communities and allows longer-term plans to be negotiated, integrated, and developed for comprehensive urban development.

Benefits

The CUF benefits communities and local authorities by:

- Targeting small projects that generate a measurable impact on the quality of life of slum dwellers;
- Increasing the capacity of urban poor organizations in participatory planning and participation;
- Establishing constructive partnerships between local government and local-level urban poor organizations; and
- Strengthening the systems of local governance and municipal service provision.



“

Slums happens when things don’t happen at the right time. Let’s anticipate and plan right now, provide a framework for orderly expansion of a city.

– Samuel Mabala, Cities Alliance Country Urban Advisor in Uganda



²² Cities Alliance, Municipal Development Fora and Community Upgrading Funds. Best Practices to Enhance Social and Economic Transformation in Secondary Cities, 2021

Funding and Eligibility

The CUF is typically funded by national government, municipal councils, international agencies (including NGOs), and the private sector. Communities can contribute to CUF projects by providing cash, labour, land, and other resources, such as operation and maintenance. Grant awards typically do not exceed US \$15,000, with the amount depending on the project's scope, timeframe, and need. Only settlement-based community organizations and settlement-level urban poor organizations can utilize the CUF. Non-governmental organizations are not eligible to apply for CUF funds. The CUF does not fund large infrastructure or single-family projects, purchase of motor vehicles, individual career development, land purchase or compensation, association publicity or functions, or workshops or seminars unrelated to a project activity. Applications are subject to verification by the MDF.

The CUF in Uganda

The session made clear that the CUF has been instrumental in improving vulnerable communities' access to basic infrastructure services as part of incremental slum upgrading efforts in Uganda.

It has created a qualitative change in the lives of the urban poor living in informal settlements. However, participants argued that physical transformation is just the beginning; there is need for economic empowerment of the urban poor to enhance their participation in the urban economy. Suggestions included a separate instrument that leverages long-term community savings to increase access of the urban poor to credit finance for economic transformation. Such a mechanism has the potential to transform the economy by growing the private sector, generating employment, and ultimately increasing productivity of the city.

Stephen Bogere, MDF Coordinator in Uganda's Ministry of Lands, Housing and Urban Development, and Draecabo Trinity Ceaser, representative of the private sector, shared their experiences with the CUF in Uganda. They noted that the CUF in Uganda enabled organized slum dwellers to access loans, met a number of community demands, and is helping to build resilient communities. Many projects have also enabled livelihoods, such as selling water at kiosks. Other suggestions included involving cities and the private sector in financing as well as supporting business associations.



“

The CUF is a good instrument to go beyond and make each person feel responsible. My suggestion would be for each city to have their own capacity to manage their revenue and build their capacities to mobilize local revenue.

– Hassan Said Nginya, Chairman of WENDA



Replicating the CUF

The technical session also included a discussion on how the CUF could be replicated in other cities, particularly in the context of engaging refugees and host communities. Participants agreed that a CUF would break down barriers to accessing services and promote social cohesion by bringing citizens together. It would also be useful to improve refugee representation at the municipal level, create opportunity for entrepreneurship among the urban poor, and act as a platform to reduce competition for access to basic services.

- **Arua:** Arua is considering strengthening the CUF mechanism to complement other community-driven development initiatives underway in the city. The municipal council would be key in any such effort. Potential funders include communities, the private sector, CSOs, NGOs, international organizations, public-private partnerships, and the Ministry of Lands Housing and Urban Development. Potential priorities for a CUF include public works, infrastructure, the health sector, and solid waste management.
- **Koboko:** The municipality would like to establish a CUF with government support for community-driven activities and has similar interventions organized through the ACAV component of the EUTF action. It could be financed through the Development Response to Displacement Impacts Project (DRDIP)²³ initiative, revenue generation, community contributions, and the private sector. The CUF could

address needs in education, skill development, medical waste management, road improvements, market lighting, municipal cleaning, and a Know Your City programme.

- **Kakuma/Kalobeyei:** There is interest in implementing a CUF as the cluster does not have a similar instrument in place. The county and national governments and KISDEP programme partners would need to be engaged. Potential financing sources include community saving, government grants, partner organizations, donors, and support programmes for youth and women. Priority areas could include water and sanitation, waste management, and spatial planning.
- **Jigjiga and Assosa:** These cities are interested in a CUF as they currently do not have a similar initiative that includes refugees and host communities. In Jigjiga and Assosa, the city could establish a CUF to target health, sanitation, education, and energy needs. Clan leaders in both cities would need to be engaged. In Jigjiga, the Somali community has a strong culture of supporting each other that meshes well with community-driven initiatives.
- **Gabiley and Borama:** Both cities are interested in establishing a CUF as they do not have a similar initiative. They would need to engage the local councils, the Ministry of Social Affairs, and the communities. Financing should come from local NGOs and the local council as well as international donors. A CUF in Gabiley could focus on water and sanitation, health, urban infrastructure, and awareness-raising of waste management, while Borama has priority needs in sanitation, health systems, medical assistance, education, and border control.



With funding from the CUF, a community group in Arua identified and implemented a community-led waste management project that is helping keep the city clean.









²³ Financed by the World Bank, the DRDIP initiative supports investments in 14 refugee-hosting districts in Uganda. It takes a community-driven development approach by emphasizing participation of district leadership and local stakeholders in coordination with UNHCR and other development partners. <https://www.worldbank.org/en/news/feature/2020/06/10/protecting-and-supporting-children-from-violence-in-ugandas-refugee-hosting-areas>



REFLECTIONS AND NEXT STEPS

The two-day workshop provided the space for the stakeholders from the Action to discuss the challenges and opportunities for their cities when refugees settle in urban centres. Most refugees settle informally in urban areas and live among the host community, rather than living in designated camps. This can lead to overuse of public goods and services because refugees are typically not integrated into city development planning.

The cities of the regional network shared their experiences and stressed that they will need to adapt to promote social integration for displaced persons and rural-to-urban migrants in the coming years. All agreed on common needs and gaps, prioritized as:

-  Lack of available employment and/or scope or access to do business.
-  Limited opportunities to become self-reliant.
-  Poor housing and land tenure.
-  Limited availability and/or affordable access to basic services such as education, health services, water and sanitation, transportation, and energy.
-  Environmental degradation, decreasing water supply, a lack of solutions for energy and climate change adaptation.
-  Limited social and political inclusion and awareness of rights and obligations as city residents
-  Risk of social tension among different residing groups if needs for livelihoods and services are not met.
-  Lack of participation in planning, implementation and monitoring of international funding mechanisms including the CRRF, migration, and urban agendas.

Most of the time, refugees do not participate and are not included in decisions taken at the local level. This lack of a formal process for expressing their needs potentially adds to their vulnerability. It is expected that with urbanization and recent international and regional declarations supporting alternatives to refugee camps, cities will host increasing numbers of residents, including refugees and displaced people. Consequently, cities will need to prepare to cater adequately for their whole populations. To do so, they will need to access to accurate information to plan and receive adequate financial resources to provide for their residents.

The participants welcomed the Action and viewed it as very timely. Cities will need to increase their capacity, knowledge, and organization as a network to be able to advocate nationally, regionally, and internationally for the recognition of urban refugees residing in cities, considering the refugees' needs as well as challenges and opportunities for both host communities and refugees.

The workshop also made clear that there is a strong willingness among city stakeholders – including refugee-led organizations, the host community, local authorities as well as the national government – to participate in the discussion and develop the network together in order to build better bottom-up and top-down approaches to integrating refugees in cities. IGAD, UCLG-Africa and regional actors such as WENDA are seen as important and key partners for the evolution of this network.

Dialogues such as this event are critical to localizing the global agendas. They promote the voice of refugees and host communities by including them in learning events alongside mayors, national authorities, and development partners to foster inclusion. Through capacity building (such as on the CUF and the MDF),

they also provide tools for cities to better integrate refugee and host communities and access finance and infrastructure. After hearing about Arua's experience, more than 80% of event participants confirmed that they would like to see a MDF and/or a CUF implemented in their city.

The development of the city network will continue at the next learning event, which is planned for the end of 2021 in Jigjiga, Ethiopia. As discussed with the partner cities, the discussions will break from traditional municipal initiatives to consider multiple forms of migration and displacement in different contexts for urban planning and development.

Several complementary objectives include:

- Building relationships and capacity among secondary city administrations. This includes not only specialized intervention capacity, but project management, fundraising, and advocacy.
- Building productive relationships among municipal administrations, civil society, and international actors.
- Research mobilization and conceptualisation for urban planners.
- Domestic and international norm-setting, including incorporating municipal authorities into national, regional, and global policy making. This includes normalizing migration and displacement within urban planning processes.

These objectives will seek to reframe humanitarian action in secondary cities by extending horizons for intervention and incorporating assistance to displaced persons within broader efforts to overcome poverty and exclusion.

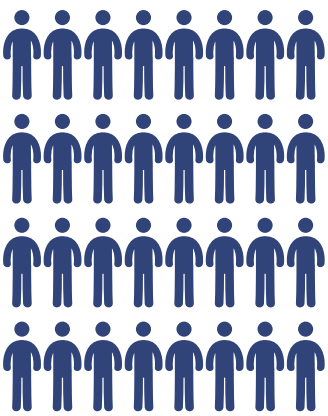




ANNEX: EVALUATION

The survey was distributed during the workshop organized in Arua within the framework of the Regional Network and Dialogue. The averages of participants' responses, with a scale from 1 (critical) to 5 (full), were used to define the level of satisfaction and the efficacy of the workshop.

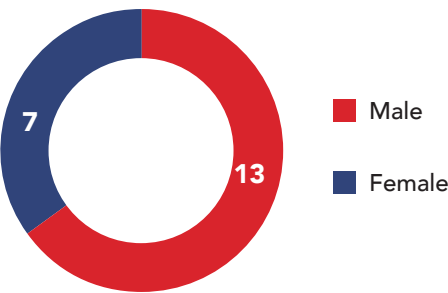
Profile and Background of Participants



Amount of responses received for the survey:

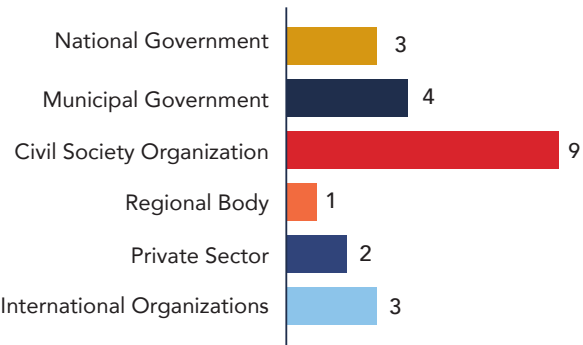
28

Gender*



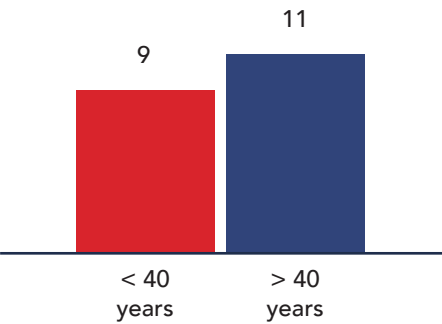
*Amount of responses received for this question: 20

Work Sector***



***Amount of responses received for this question: 22

Age**



**Amount of responses received for this question: 20



Workshop Feedback

Quotes



“The participation was balanced with the presentations, all of the participants had equal opportunities to share their thoughts and experiences.

– Participant from Koboko

“I was very interested with the topics presented, since most of them can be replicated in my country, Ethiopia.

– Male, 38 years old.

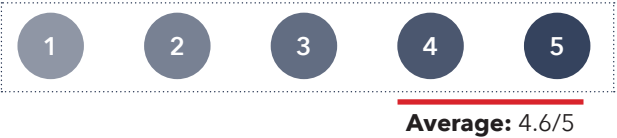
“Most of the discussions were new to me, hence it gave me the opportunity to learn and to use this knowledge for future reference.

– SSURA refugee-led organization, 36 years old, male.



How satisfied are you with the event?

1: Not at all | 2: To a small de-gree | 3: Normal
4: To some degree | 5: To a high degree



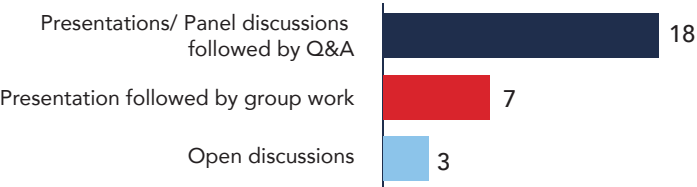
How do you rate the quality of the presentation?

1: Poor | 3: Neutral | 5: Excellent



Workshop Format Preference

Response rate: 28



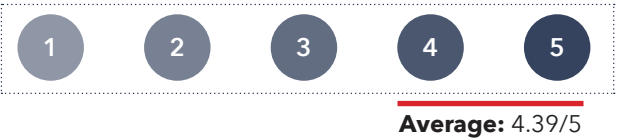
How do you rate the time management?

1: Poor | 3: Neutral | 5: Excellent



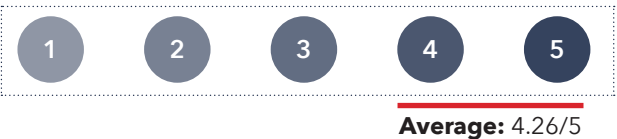
How satisfied are you with the communication before and after the event?

1: Poor | 3: Neutral | 5: Excellent



To what extent were you able to participate in the discussion?

1: Poor | 3: Neutral | 5: Excellent



Would you be willing to join further sessions on the topic?

100% yes

What specific topics would interest you most in future exchanges?

All respondents expressed an interest in joining future sessions on the topics presented during the workshop (the MDF and the CUF). Further topics that would be of interest for future sessions and exchanges are self-reliance, resilience for refugees and host communities, and the integration and inclusion of refugees, IDPs and host communities.

Results

To what degree can you apply the technical content and/or knowledge to your working context?

1: Not at all | 3: Neutral | 5: To a large extent



Some participants think the workshop will help them better work with migrants and refugees with the implementation of the studied mechanism (CUF and MDF) in their cities.

To what degree did this training increased your capacity to address urban displacements?

1: Not at all | 3: Neutral | 5: To a large extent



Did you make any new contacts during or following this session that are relevant to your working context?

96% yes.

Do you plan to use the learning from the event (CUF, MDF) for city level policy, planning or ser-vices?

100% yes.

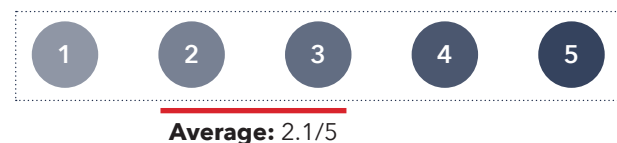
Will you be interested by your city taking part in the regional city network?

100% yes.

The main reason for taking part in the network was identified as the opportunity to share experi-ences for improving urban governance towards better integration of refugees and IDPs.

To what degree are host communities and displaced persons integrated in your city urban policies?

1: Not at all | 3: Neutral | 5: To a large extent



I am now able to advocate for equal opportunities for all.

- Male, 25 years old, Kakuma Kalobeyei

I am able to share the network initiative to other countries, to promote the empowerment of IDPs and to improve their lives.

- Civil Society

In Jigjiga city, Ethiopia, the MDFs and CUF can be easily established and be successful, so we will apply them soon.

- Male, 38 years old

I learned how to ensure the inclusion of the less privileged in the social and economic life of towns/ cities.

- Male, 40 years old - Civil Society (ACAV)

Regional City Network will help us to improve our cities in better planning and urban areas management.

- Male, 54 years old, National Government





“ I now understand that we shall engage the refugees in planning, implementation and in the joint monitoring of all projects.
- Male, 57 years old - Municipal Government

“ Regional City Networks are necessary to leverage on best practices and synergies that can contribute to improved urban governance and sustainable service delivery.
- Male, 40 years old, Civil Society (ACAV)

“ My capacities were increased thanks to the acknowledgement of new models and approaches on refugees' involvement and engagement in the development forums of the cities.
- Male, 36 years old - Civil Society

“ For further capacity building on urban refugees and migrant/displacement networking my city must keep on taking part in the regional workshops.





MEETING AGENDA

CRRF: Inlcusive Urban Development and Mobility-Regional Network and Dialogue

23-24 March 2021
Arua, Uganda

Project Launch

For the launch of the project “CRRF : Inclusive Urban Development and Mobility – Regional Network and Dialogue” financed by the European Union and implemented by Cities Alliance within the frame of the European Emergency Trust Fund for Africa, a peer-learning event is organized in Arua, Uganda on the 23rd and 24th of March 2021. This is the first one of a series of five events dedicated at exchanging experiences with partner cities representatives and communities’ stakeholders with the objective to strengthen policy development for greater social cohesion.

Context

Cities around the world are experiencing the emergence of an unprecedented refugee situation that is often sudden and massive in scale. Forced displacement is at an all-time high; over 70 million people worldwide are fleeing their homes as a result of persecution, conflict, generalized violence, or human rights violations. Whether they are crossing international borders or seeking refuge within their own countries, most refugees and Internally Displaced Persons (IDPs) are now living in urban or semi-urban areas, instead of camps or purpose-built settlements.

This shift has put considerable pressure on cities, especially fast-growing secondary cities in developing countries that are already struggling to meet the needs of their population. The situation is especially acute in the Horn of Africa, which hosts approximately one-fifth of the world’s refugees. Uganda is one of the largest refugee-hosting countries in Africa, closely followed by Ethiopia and Kenya.

The Cities Alliance is the global partnership supporting cities to deliver sustainable development. Cities Alliance has made a long-term commitment to support secondary cities in low income countries which have to manage large inflows of migrants and refugees through a Global Programme on Cities and Migration. By supporting the implementation of the Comprehensive Refugee Response Framework (CRRF): Inclusive Urban Development and Mobility Action, the Cities Alliance aims to facilitate regional networks and dialogue that will foster peer networks and knowledge exchange on the challenges and opportunities related to refugees in urban settings in the Horn of Africa in alignment with the EUTF objectives and the Valletta Action Plan.

Objective

The overall objective of the proposed Action is to increase the safety and well-being of displaced populations and their host communities living in urban or peri-urban settings and reduce inequalities between these groups. The specific objective of this action is to build and/or strengthen established regional networks and dialogue processes that will foster learning, knowledge exchange and partnerships in two areas: a) inclusion and participation of displaced persons in the economic and social life; and b) improved livelihoods and greater access to quality basic services for refugees and vulnerable host populations in secondary cities in the Horn of Africa.

The intervention logic of this Action is that by supporting secondary cities through regional networking and dialogue, best practices and lessons learnt can be exchanged to identify solutions to provide better services to all vulnerable city residents. Living conditions and opportunities for refugees and their hosts will improve, and the risks of rivalry and conflict will be reduced, resulting in greater well-being and safety. Peer networks and a platform for dialogue across city representatives will promote innovation, learning, and the adoption of best practice.

Venue

The event will take place at the Rose Villa Hotel in Arua.

Day 1: Tuesday 23 March 2021

Time	Session
09:00 - 09:30	Registration of in-person participants, Rose Villa Hotel, Mango Road, Arua, Uganda
09:30 - 10:00	Opening remarks Mayor of Arua, His Worship Isa Kato Afeku (10 min) Welcome statements by the EUTF team, Claudia Marinaro (5 min) Screening of Arua video Welcome statement by Refugee Representative, SSURA, Sikita Catherine (5 min) Welcome statement by the Office of the Prime Minister, Arua representative, Solomon Osakan (5 min)
10:00 – 10:40	LAUNCH: CRRF - Inclusive Urban Development and Mobility <i>“CRRF: Inclusive Urban Development and Mobility” aims to help countries in the Horn of Africa to address the dual challenges of the rising number of displaced people being hosted in urban areas and wider urbanization. It is divided in three components. The first one will focus on regional dialogue and will foster peer networks and knowledge exchange on the challenges and opportunities resulting to urban displacement in the context of urbanization. The second and third are two respective pilot actions that will provide direct support to urban areas, with severely stressed or pre-existing low coverage of basic services and high concentration of refugees. In Uganda, support will target the municipality of Koboko. In Ethiopia it will target the municipality of Asosa.</i> Presentation of the Programme objectives: Introduction of the three components of the programme: Component 1, Regional dialogue Florence Lozet , Urban Analyst/Project Manager, Cities Alliance, (10 min) Component 2, Uganda Moses Lorika , Municipal Town Clerck, Municipality of Koboko and Bongo Patrick Namisi, Project Manager, ACAV (10 min) Component 3, Ethiopia Asaminew Kassa , Grants Manager, IRC, (10 min)
10:40 – 11:00	Bridging local and state-level discussion on migration and refugees in urban areas IGAD, Regional Cooperation among States Charles Obila , Migration Officer, IGAD (10 min) <i>In March 2017, IGAD heads of States and Government held the first-ever Special Summit on Durable Solutions for Somali Refugees and Reintegration of Returnees in Somalia. The Kampala Declaration, the Nairobi Declaration and accompanying Action Plan that were adopted set out a comprehensive regional approach and commitments to deliver durable solutions, while maintaining protection and asylum space and promoting the self-reliance and inclusion of refugees in countries of asylum. IGAD region have been developing a “whole of society” approach to supporting areas affected by refugee displacement. IGAD has spearheaded the creation of a political space to build consensus around refugee issues and put the CRRF on the regional political agenda.</i> UCLG-A, The interests of Local Governments Juma Menhya Nyende , Director, Regional Office (10 min) <i>United Cities and Local Governments represents and defend the interests of local governments. The UCLG network is a decentralized structure composed of seven regional sections and UCLG-Africa is the united voice and representative of local governments in Africa. UCLG-Africa has a membership of 44 national associations of local governments from all regions of Africa, as well as 2,000 cities with over 100,000 inhabitants. Overall, the organisation represents nearly 350 million African citizens.</i>

Time	Session
11:00 - 11:15	Coffee Break
11:15 – 12:00	Tour de table <i>Introduction of participants and brainstorming on expectations, challenges and opportunities faced in each city related to urban displacement.</i>
12:00 – 12:30	Exchange of Experiences - Partnership to address the urban refugee crisis <i>Arua City has experienced an increased number of self-settled refugees and involuntary migrants in the last decade due to conflict, environmental shocks, search of economic opportunities, with most migrants living in slums receiving little or no support or recognition from international organization and Central government. This has resulted into congestion, cultural clashes, rise in crime rates and increase in urban poverty. The number of migrants in Ugandan cities, except Kampala, is largely unknown. Efforts by Arua City Council to address these adversities have been hindered by the inadequate data on involuntary migrants living in the city, moreover the situation has been exacerbated by limited financial allocation for social services. To address this problem AVSI Foundation partnered with Arua City Council and the Uganda Bureau of Statistics (UBOS) to conduct a migrant household census to inform policy, planning and resource allocation on the reception, management and integration of migrants.</i> Samuel Mabala , Country Representative Uganda, Cities Alliance Helen Nviiri , Director Population and Social Statistics, UBOS Rita Larok , Director of Programs, AVSI Foundation Daniel Kawesi , Town Clerck, Arua
12:30 – 13:30	Lunch Break
13:30 – 15:00	Technical Session 1. Introduction to the Municipal Development Forums (MDF) <i>This session consists in the exposure of partner cities to Municipal Development Forums in which local governments follow a participatory approach and discuss municipal plans, budgets and management approaches with diverse city stakeholders. MDF are platforms established at the Municipal level for all stakeholders to meet regularly to exchange views, debate priorities, and agree on common actions on matters pertaining to the town or city. The objective of the session will be to present the MDFs to the different stakeholders and discuss the importance of including host communities and refugees into the discussion for greater social cohesion and conflict prevention.</i> Samuel Mabala , Country Representative Uganda, Cities Alliance With inputs from: Sikita Catherine , Refugee Representative, SSURA, Member of the MDF Hellen Drabrezu, Host Community Representative , Member of the MDF
15:00 - 15:30	Questions and answers on the technical session 1 (30 min)
15:30 – 15:45	Coffee break
16:45 – 17:15	Group Reporting (5 min each)
17:15 – 17:30	Wrap up and closing
Evening	Participants Dinner, Rose Villa Hotel, Mango Road, Arua, Uganda

Day 2: Wednesday 24 March 2021

Time	Session
09:00 - 09:30	Interactive discussion on the establishment of a regional network of Mayoral Migration Mechanisms in the Horn of Africa <i>An expected result of the Action is the creation of a regional network of secondary cities in the Horn of Africa with significant migration and refugee dynamics. The objective of this network would be to formalize the relationship between the government-led discussions and global forum and the local authorities participating on different mayoral forums. The network would provide opportunities for peer-to-peer learning, networking, and exchanges of practices. It will also establish a platform to interact with States and provides an opportunity to bolster innovative solutions to shared challenges.</i> Florence Lozet , Urban Analyst/Project Manager, Cities Alliance With inputs from: Charles Obila , Migration Officer, IGAD Juma Menhya Nyende , Director, Regional Office, UCLG-A
09:30 - 10:15	Group exercise on network interest and feasibility
10:15 - 11:00	Group Reporting
11:00 - 11:15	Coffee Break
11:15 – 12:30	Technical Session 2. Introduction to the Community Upgrading Funds (CUF) <i>This activity introduces participating cities to the value of community-driven development projects financed by community upgrading funds (CUF). The CUF is a community-driven development initiative that provides financing for small community projects selected by the communities themselves, thus promoting an institutional arrangement that enables government officials at the national and local level to work together with all residing communities. The CUF enables longer term plans to be negotiated, integrated, and developed for comprehensive urban development. Projects range from small health and social infrastructures to the provision of water, sanitation, waste management, ect.</i> Samuel Mabala , Country Representative Uganda, Cities Alliance With inputs from: Stephen Bogere , MDF Coordinator, Ministry of Lands, Housing and Urban Development Draecabo Trinity Ceaser , Private sector representative, Arua
12:30 – 13:00	Questions and answers on the technical session 2
13:00 – 14:00	Lunch
14:00 – 15:00	Reflections on replicability (Group work per city)
15:00 – 15:30	Group Reporting

15:30 - 15:45	Coffee Break
Time	Session
15:45 – 16:45	Next Steps – Discussion Introduction to next City learning event – Jigjiga September 2021 <i>The four future peer-learning events will include an exchange of experience on agreed and guided technical topics such as: mandate and resources for cities for improved management of forced migration; effective frameworks for economic self-reliance for refugees and vulnerable host communities; innovative financing to make basic services and housing affordable to all residents; social and political inclusion; and the relevance of gender-sensitive approaches to leveraging formed migration dynamics for development.</i> Presentation of the Project Call for Papers <i>A call for paper will be launched as part of the action for identification, compilation and dissemination of best practices, methodologies and strategies on migration and refugee management at the local level.</i> Presentation of the City and Mobility Award <i>A City and Mobility Award Ceremony will be organized as part of the Action. Video material depicting how the award-winning city is managing refugee settings at the local level will be produced.</i>
16.45 – 17.00	Closure

Cities Alliance

Cities Without Slums

Hosted by



Cities Alliance

UN House, Boulevard du Regent 37

1000 Brussels, Belgium

gender@citiesalliance.org

 www.citiesalliance.org

 [@citiesalliance](https://www.facebook.com/citiesalliance)

 [@Cities Alliance](https://www.linkedin.com/company/citiesalliance)

 [@CitiesAlliance](https://twitter.com/CitiesAlliance)