2020
ANNUAL
REPORT

Cities Alliance
Cities Without Slums

Hosted by
UNOPS

ACRONYMS

AFD
Agence Française de Développement

AVSI
Association of Volunteers in International Service

BMZ
German Federal Ministry of Economic Cooperation and Development

CBEs
Community Based Enterprises

CCFLA
Cities Climate Finance Leadership Alliance

CDS
City Development Strategy

CLGF
Commonwealth Local Government Forum

CUF
Community Upgrading Fund

DG DEVCO
Directorate-General for International Cooperation and Development

DNA
Diaspora Networks Alliance

DRC
Democratic Republic of the Congo

EC
European Commission

EU
European Union

FCDO
Foreign, Commonwealth and Development Office of the UK

FEPTIWUL
Federation of Petty Traders and Informal Workers Union of Liberia

FNCT
National Federation of Tunisian Municipalities

FOLUPS
Federation of Liberia Urban Poor Savers

GCA
Global Commission on Adaptation

GHG
Greenhouse Gases

GIZ
Deutsche Gesellschaft für Internationale Zusammenarbeit

HfHI
Habitat for Humanity International

ICLA
Infrastructure, Cities and Local Action Coalition

IHS
Institute for Housing and Urban Development Studies, Erasmus University Rotterdam

IIED
International Institute for Environment and Development

IMF
International Monetary Fund

JWP
Joint Work Programme

KJE
Kampala-Jinja Expressway

LAC
Latin America and the Caribbean

LCP
Cities Alliance Liberia Country Programme

LEAP
Local Economic Acceleration Programme

LIPA
Liberian Institute of Public Administration

LPG
Liquefied Petroleum Gas

MCC
Monrovia City Corporation

MLHUD
Ugandan Ministry of Land, Housing and Urban Development

MMC
Mayors Migration Council

MoU
Memorandum of Understanding

NGOs
Non-Governmental Organizations

NHA
National Housing Authority

NUA
New Urban Agenda

NUP
National Urban Policy

OECD
Organisation for Economic Co-operation and Development

PASSA
Participatory Approach for Safe Shelter Awareness

PCC
Paynesville City Corporation

PLAVU
Platform for Vendors in Uganda

PPE
Personal Protective Equipment

SDC
Swiss Agency for Development and Cooperation

SDGs
Sustainable Development Goals

SECO
State Secretariat for Economic Affairs

SIDA
Swedish International Development Cooperation Agency

STDM
Social Tenure Model

SWM
Solid Waste Management

TSC
Transaction Support Centre

UCCRN
Urban Climate Change Research Network

UCLG
United Cities and Local Governments

UCLG Aspac
United Cities Local Governments Asia-Pacific

UCLGA
United Cities and Local Governments Africa

UHPH
Urban Housing Practitioners Hub

UNCDF
United Nations Capital Development Fund

UNDP
United Nations Development Programme

UNEP
United Nations Environment Programme

UNESCO
United Nations Educational, Scientific and Cultural Organization

UN-Habitat
United Nations Human Settlements Programme

UNHCR
United Nations High Commissioner for Refugees

UNOPS
United Nations Office for Project Services

UNRA
Uganda National Roads Authority

USAID
United States Agency for International Development

W2E
Waste-to-Energy

WIEGO
Women in Informal Employment: Globalizing and Organizing

CONTENTS

FOREWORD

There is little doubt that reports on 2020 will be dominated by the Covid-19 pandemic that swept the world, with a far greater and longer impact than originally predicted. Indeed, given that the pandemic is still with us, it will take some time before its long-term effects are known.

What we can already record is that, while the impact of the pandemic was asymmetrical, once again the consequences of structural inequality and poverty were laid bare and, almost certainly, exacerbated. It is common cause that the majority of the world's urban poor were unable to follow the most basic advice for containing the pandemic and had neither the reserves nor the safety nets needed to suspend social and economic activity.

For hundreds of millions of people living precarious lives in informal settlements, Covid-19 was an additional and unwelcome burden. The best responses saw new levels of community cohesion and solidarity, the worst cases saw public authorities cynically using Covid-19 as cover to disrupt and destroy local livelihoods and shelter. However, we sincerely hope that enough policy makers and development partners have learned the most essential message of Covid-19 – it is essentially egalitarian, insofar as it draws no distinction between people, their location or their social background.

We can only hope that the policy and practical response should be as clear: treating all citizens equally, throughout the city, for the benefit of all.

Like most organisations, the daily work of the Cities Alliance was affected although, by the end of the year, we had performed significantly better than had been anticipated when we first adjusted our budget and workplan. Reasons for this include the fact that we had an excellent technical platform and systems to make remote work efficient; we had significant in-country presence through our Country Programmes; and we have employed a highly professional and committed Secretariat.

Despite the worst of Covid-19, we were able to make significant progress: for example, in continuing to provide water and sanitary services in Monrovia; overseeing social and environmental safeguards associated with the Kampala-Jinja Expressway; and providing clear evidence of the critical role that cities can and should play in providing support to refugees and migrants.

As this is my last Annual Report as Director of the Cities Alliance, I wish to place on record my sincere thanks and appreciation to the Secretariat – although we have had few, if any chances, to meet over the past year, the level of teamwork was all the more exemplary. I would like to thank the Management Board for the active role it played in providing guidance and support to myself and the Secretariat. Lastly, a special word of thanks to Clare Short who, as Chair of the Board and my constant mentor and friend, has played such a significant leadership role in the Cities Alliance over so many years.

My thanks to you all.

[signature]

Billy Cobbett

FAREWELL TO BILLY COBBETT

After 20 years of service to Cities Alliance, Billy Cobbett is standing down from the Directorship. He expects to continue to work for improvements in the lives of slum dwellers and those working in the informal economy, but he has lived apart from his family since we moved from Washington to Brussels in 2013. He thinks it is time he and his wife lived together full time.

Billy has had a stunning career. He worked for the overthrow of apartheid in his native South Africa, and then with Joe Slovo in the new democratic government. He spent some time at UN-Habitat, and and then in 2001 moved to the World Bank to work for the newly launched Cities Alliance. After 13 years in the Bank, it was time for Cities Alliance to revamp, build a wider partnership and set a more ambitious agenda.

Billy managed the move to Brussels and negotiated that Cities Alliance would be based on a UNOPS platform. He refocused Cities Alliance to work in partnership with slum dweller organizations and to focus particularly on neglected secondary cities. A major effort was made to build strong partnerships with development actors and city and national governments to drive forward national programmes for healthy and productive cities without slums.

Billy's management of the Cities Alliance has always been fair and inclusive and focused above all on serving the needs of the urban poor. It has not always been easy. Fundraising became more difficult and the accountability systems more bureaucratic, as the speed of urbanization and the growth of people living precarious lives in informal settlements multiplied. But the restructuring of the Cities Alliance partnership and the Secretariat has left the organization in good shape as he hands over to his successor Greg Munro.

We look forward to continuing our work under Greg's able leadership and hope our paths will continue to cross with Billy, whom we thank very deeply for all his fine and generous work and leadership over many years.

[signature]

Clare Short
Chair of the Board, Cities Alliance

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EXECUTIVE SUMMARY

For developing countries, the coronavirus is a "crisis upon a crisis," which is either exacerbating existing emergencies or exposing lingering weaknesses. Those with the most vulnerabilities, whether in terms of health, employment, financial security, or social security, are most at risk of suffering.

The world is experiencing a storm of simultaneous crises. What was a narrowly defined climate crisis around which the world mobilized has now exploded to include health, economic, governance, and structural inequality. It was not long ago that developing countries were experiencing sustained rapid economic growth with plans for transformative, massive infrastructure investments. If during the relatively good years, the developing world made little progress with regards to managing urban growth and enabling healthy and decent living environments, the question needs to be asked as to how we respond in this new context[1].

Such vulnerabilities are prevalent in the informal economy, which accounts for 2 billion workers and 63% of the global workforce. Yet the informal economy does not receive legitimate recognition as a key driver of economic activity and therefore has poor protection and a low level of resilience. There is also a particularly urban dimension to the crisis, as this is where the health risks are amplified and the socio-economic impacts will be most evident.

In the midst of this unprecedented crisis, Cities Alliance reoriented efforts and activities to support the Covid-19 response, initially, in the countries where we work, primarily in Africa and Latin America. Later, the scope of the response expanded to other regions in support to residents and slum dweller organisations working in informal settlements.

Working plans had also been adjusted to comply with the restrictive measures put in place and the situation in each country. In the end, our teams managed to carry out most of the projects' activities and achieve significant results as highlighted in this report.

> "While the coronavirus is first and foremost a health crisis, the most significant threat to the urban poor may be the ensuing economic fallout. Even in a best-case scenario where governments of the Global South are quick to contain the spread of the virus and global conditions stabilize, the economic ramifications and disruption to livelihoods are inevitable and already unfolding."
>
> – Josh Drake, Urban Economic
>   Development Specialist, Cities Alliance

2020 Key Achievements

Coordinating Efforts in Response to Covid-19 in Informal Settings

In the wake of the pandemic, the Secretariat launched a 12-month initiative, with funding from Sida, to strengthen the capacities of communities in informal settlements to respond to the crisis and enhance their resilience to future shocks. The main components of the project are the support to slum dweller federations, through SDI and the creation of a **Global Programme on Informality and Covid-19.** Through the latter, comprehensive cross-national support was provided to national and local governments, urban stakeholders, and civil society organizations, to exchange experiences on the crisis response and recovery, focusing on informal settlements. More than 20 virtual events were convened throughout the year, in collaboration with Cities Alliance members and partner organizations, on topics such as slum upgrading, housing and urban equity, as they intersect with Covid-19 across Africa, Asia and Latin America. The programme also distributed sanitation and health supplies in Uganda and Guatemala.

Supporting Slum Dwellers to Overcome the Crisis

Our initiative in collaboration with SDI to help informal communities respond to and recover from the crisis is well underway in 17 countries across Africa and Asia. Results thus far suggest that harnessing the capacity of slum dwellers has the potential to deliver long-lasting results where they are most needed. Some of the key outcomes include:

Most vulnerable households were identified through women's savings groups and community leaders in **Liberia, India, Sierra Leone, Brazil and Ghana**.

Emergency wash stations and personal protective equipment (PPE) were distributed to vulnerable communities in **Uganda, Zambia, Liberia, Sierra Leone, Zimbabwe and Ghana**.

Partnerships with local authorities were established to train communities in Covid-19 prevention and management in **Botswana, Uganda, Malawi, Liberia and Ghana**.

Slum dwellers received support to implement urban backyard gardening and permaculture projects to ensure livelihoods in **Namibia, Zambia, South Africa and Sierra Leone**.

[1] Julian Baskin, Principal Advisor, Cities Alliance *Slum Upgrading in Times of Crisis: A City-Wide Approach*

Liberia: A Step Forward Delivering Urban Policies and Services to Informal Communities

At the national level, the Liberia Country Programme (LCP) reached a significant milestone in the process of developing a National Urban Policy (NUP) with the completion, validation, and dissemination of a diagnosis note, in collaboration with UN-Habitat. Municipal-level activities included the development of the Greater Monrovia Urban Development Strategy and the implementation of awareness campaigns that are changing how households in Greater Monrovia manage solid waste. At the local level, the Country Programme continued to implement Community Upgrading Fund projects, including handing 58 multipurpose water kiosks in 35 communities over to the government and informal communities.

LCP activities are funded by Comic Relief, for the urban policies and CUF related projects and by the European Union, for the waste management component.

Uganda – KJE: Supporting Community Resettlement and Local Livelihoods

The core of the Uganda Country Programme (UCP) is a safeguarding project for the Kampala-Jinja Expressway (KJE), to ensure that the communities on the right of way are not left worse off by the construction of the road. With support from the European Union, the country team completed a baseline study for the project and established 11 settlement forums to mobilize and consult with residents slated for resettlement. A relocation plan tool was developed to facilitate relocation planning exercises with the affected households. Informal traders were coached to develop business plans and ensure their livelihoods.

Tunisia: Advancing Implementation of City Development Strategies and Economic Growth

With support from SECO, the eight partner cities of the Tunisia Country Programme (TCP), began implementation of service and infrastructure projects identified in their City Development Strategies (CDS). Projects include energy-efficient LED-powered public lighting, rehabilitation of public spaces and improvement of rainwater management. The tenders were launched, and the works are expected to start at the beginning of 2021. So far 14 municipalities have adopted the CDS as a key planning tool. TCP also launched its follow-up project, *Madinatouna II*, to continue supporting cities in translating the CDS into action. The cities of Jendouba and Kairouan designed tourism circuits to boost local economies. The project was scaled up by the Tunisian National Office for Tourism. The initiative is part of an ongoing project of the Cities and Migration programme to promote tourism for better economic, social and cultural integration of labour migrants, with support from SDC.

Synthesizing Knowledge to Achieve Equitable Economic Growth in Cities

The Joint Work Programme on Equitable Economic Growth wrapped up its operations after four successful years of catalyzing debate on achieving equity in cities. The programme, funded by Foreign, Commonwealth & Development Office (FDCO/DFID), concluded its Campaign Cities initiative and presented the experience at WUF10. It also produced knowledge products on topics including enhancing investment in secondary cities in Ghana and Uganda, and the application of smart technologies for more equitable city economies in the Global South. The award-winning publication *Connecting Systems of Secondary Cities* received a commendation for cutting-edge research at the Australia's National Planning Awards. The book was also translated in Chinese and Spanish.

Leveraging Local and Global Partnerships to Improve Migration Management

Supported by SDC, the Cities and Migration programme is showing promising results, in its second year of operation. Nine secondary cities across five countries in the Horn of Africa, Guatemala and Tunisia partnered to design and test local migration management approaches. Two Somali secondary cities joined in 2020 to implement urban expansion planning, and a new agreement was signed with the European Union for the implementation of the Comprehensive Refugee Response Framework (CRRF) in seven cities across Somalia, Uganda, and Ethiopia.

Bolstering Local Initiatives on Climate Adaptation and Resilience in Cities

Our Innovation and Climate Change programmes joined forces to launch the call for proposals *Stronger Partnerships: Local Innovations for New Climate Realities in Cities,* with funding from Sida and support from BMZ. Under this scheme, five projects in the Horn of Africa and the Bay of Bengal, two of the regions of the world most prone to the impacts of climate change, were selected to receive seed funding and peer-learning support. The projects, in Myanmar, Bangladesh, Somalia, Uganda and Kenya, are implemented by grassroots organizations in informal settlements and cover topics such as heat mitigation, waste management and community-based disaster risk management.

Photo by: Arne Hoel - World Bank

Fostering Gender Equality in Urban Development

With the support of Sida, the Cities for Women programme launched its new phase to foster engagement of girls and women in urban development and governance. The programme led a series of initiatives including the publication of the *Cities for Women Framework*, a toolkit designed to support the active participation of women and girls in city development. The approach has so far been applied in Nepal, The Gambia and Liberia. It also supported gender mainstreaming activities in Liberia and launched *Femmedina* in Tunisia. This new initiative, supported by USAID, seeks to reactivate public spaces in the Medina of Tunis with a gender lens.

2
PARTNERSHIP UPDATE
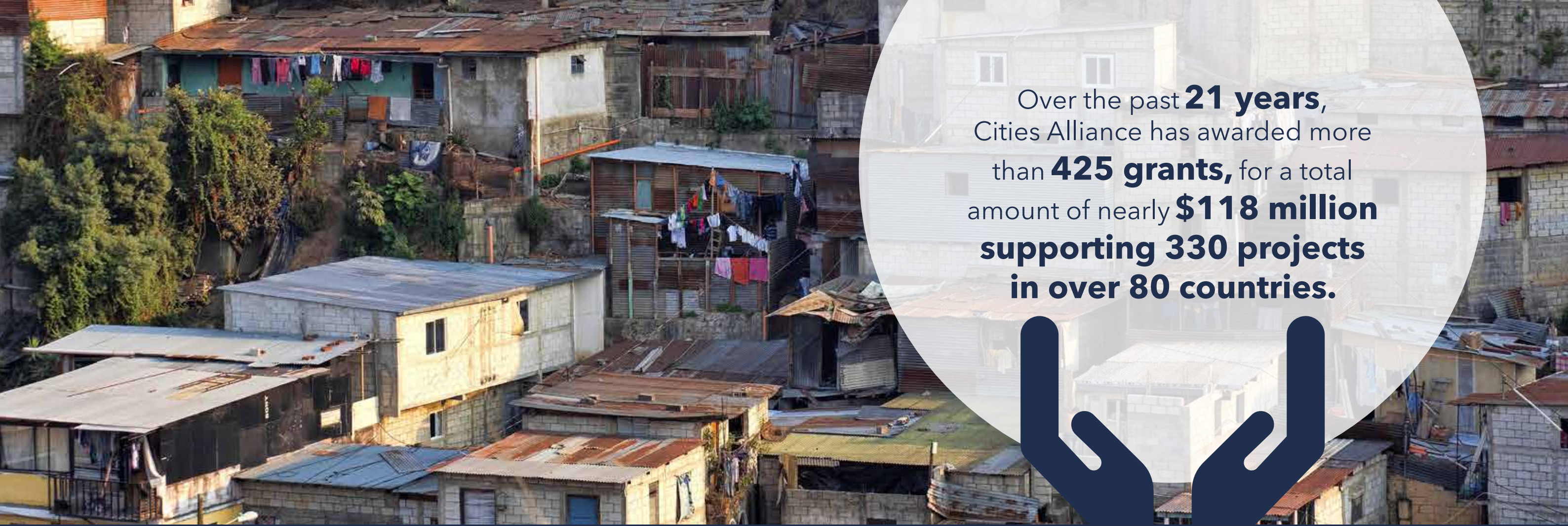
Over the past **21 years**, Cities Alliance has awarded more than **425 grants,** for a total amount of nearly **$118 million supporting 330 projects in over 80 countries.**

ABOUT CITIES ALLIANCE

Cities Alliance is the global partnership supporting cities to deliver sustainable development, with a longstanding track record of addressing urban poverty. Over the past 21 years, Cities Alliance has awarded more than 425 grants, for a total amount of nearly $118 million supporting 330 projects in over 80 countries, addressing a range of consistent and ever-relevant themes including poverty reduction, local governance, and climate change.

Cities Alliance has a unique and diverse membership: multilateral organizations, national governments, international associations of local governments, international NGOs, private sector, and academia. Members provide overall strategic direction, contribute to the financing of the

Cities Alliance multi-donor fund, and engage in advocacy and operational activities to achieve sustainable development.

Cities Alliance promotes long-term programmatic approaches to foster inclusive urban development by strengthening local skills and capacity, supporting the development of national urban policies, investing in infrastructure, enabling strategic city planning, and engaging citizens.

Cities Alliance is managed through a Secretariat based in Brussels and is hosted by UNOPS.

WHAT WE DO

Cities Alliance provides:

- **Direct operational support** to urban programmes aimed at reducing urban poverty and gender inequality. The partnership focuses on countries grappling with rapid urban growth, particularly in secondary cities, where the needs are greatest and resources the least.

- **An international platform** that convenes countries and diverse actors seeking to engage and share technical expertise and resources in support of common goals.

HOW WE WORK

Cities Alliance activities are implemented through Country and Global Programmes as well as an Innovation Programme. Current key thematic areas of work, as defined in our Strategic Plan 2018-2021, include: equitable economic growth, climate change, gender equality, and urban migration.

- **Country Programmes** provide technical assistance at the community, city and national level, with a focus on informal settlements and secondary cities. In 2020 Cities Alliance had operations in three Country Programmes: Liberia, Tunisia, and Uganda.

- **Global Programmes** advance new tools, practices, and policy dialogues on key emerging themes affecting cities of all sizes, especially in rapidly urbanizing countries. Their priorities are aligned with the thematic areas of the Cities Alliance Strategic Plan, with an overall focus on informality.

- **The Innovation Programme** is a flexible, effective grant-making tool designed for new and non-traditional partners to incubate fresh thinking and approaches to urban challenges, particularly in rapidly urbanizing cities.

Joseph Muturi, Muungano Wa Wanavijiji
Patrick Domingos-Tembwa, Reall
Kerstin Sommer, UN-Habitat
Kevin Nelson, USAID
Ellen Hamilton, World Bank

Moderator: Andrew Jones, Reall

Partnership Highlights

WORLD URBAN FORUM – WUF10
Abu Dhabi, United Arab Emirates | 8-13 February 2020

We joined over 13,000 participants at WUF10 in Abu Dhabi in February, the last major United Nations global event before Covid-19. The forum was an opportunity for Cities Alliance at large to network, exchange knowledge and advance discussions on potential areas for collaboration with members and partners. Ahead of WUF, the Secretariat convened two *members' calls* to facilitate coordination and synergies among members around the event, as well as the exchange of information with the organizer, UN-Habitat. The Secretariat's delegation participated as speakers in nearly 30 panels and hosted two corporate events:

- **Towards a new urban culture in Tunisia: Advancing inclusive urban policies to achieve territorial balance and equity.** This event addressed the challenges of socio-economic development in lagging regions and cities in Tunisia. During the discussion, the operations of the Country Programme were presented. The panel highlighted required actions to improve local governance, increase poverty reduction, and gender equality through sustainable urban planning, financing, and service delivery systems. Speakers included Souad Abderrahim, Mayor of Tunis, and senior representatives from the Law School of Sfax, Tunisia, the World Bank and UN-Habitat.

- **Urban expansion planning: How secondary cities can manage migration to promote growth?**   Co-hosted with the Swiss Agency for Development and Cooperation (SDC), this session presented Ethiopia's successful experiences in Urban Expansion Planning (financed by Cities Alliance and implemented by New York University). The Ugandan delegation expressed strong interest in adapting the planning approach in Uganda, where 15 municipalities were upgraded to city status in 2020. Panelists included Majid Batambuze, Mayor of Jinja, Uganda, and senior representatives from the Ministries of Housing and Urban Development of Uganda and Ethiopia, local government in Ethiopia and NYU.

The Secretariat also facilitated an event hosted by two secondary cities in Ghana, Cape Coast and Agona Swedru West, that were part of the Campaign Cities initiative implemented by our programme on Equitable Economic Growth. The event focused on the outcomes of the campaign and the significance for future development. During the discussion, UNCDF presented their engagement as part of the LEAP Campaign, another EEG-funded project, and focused on financial modelling and public investment capacity of both cities.

EVENTS

Throughout the year, the Secretariat organized and participated in dozens of events at local, regional, and global level, engaging nearly all members. A few examples are:

Live Learning Experience on Informalities, 29 April 2020. UCLG and UN-Habitat, in collaboration with Metropolis and Cities Alliance, held a Live Learning Experience (LLE) to highlight the essential efforts cities are undertaking to protect residents of informal settlements from the pandemic. The event gathered speakers convened by the Secretariat such as the World Bank, WIEGO and Habitat for Humanity. Key outcomes of the discussion included the need to:

- Acknowledge informality as an integral part of cities, as a first step to building inclusive cities

- Engage with local communities from the earliest stages of prevention and response measures

- Implement support measures that fit the local context

- Provide special attention to the most vulnerable residents, including women, children, and the elderly

Decalogue for Participatory Slum Upgrading in Latin America, 17 November 2020. Cities Alliance joined forces with civil society organizations, universities, urban networks, regional and international organizations to launch a campaign highlighting ten concrete steps towards integral slum upgrading in Latin America. This alliance was created within the framework of the Synergies for Solidarity initiative to collectively imagine a more just post-pandemic future, building a global network of collaboration and empathy. Cities Alliance members participating in this initiative include UCLG, Habitat for Humanity and UN-Habitat.

Webinar Series on Forced Migration in Cities, October – December 2020. Cities Alliance and UN-Habitat co-hosted this three-part series as part of the Urban Thinkers Campus. The series engaged a number of members and partners including the UN Secretary-General's High-Level Panel on Internal Displacement, UNHCR, IOM, UCLG, IIED, and the SDC, as well as representatives of local governments from countries such as Bangladesh, Kenya and Colombia. Each of the sessions covered the main issue from different angles:

1. How Latin American cities are managing the impact of forced migration?

2. Bridging the gap between humanitarian and development efforts in refugee-hosting contexts.

3. How cities and their partners – from both the humanitarian and development side – are taking practical and policy-oriented actions to integrate their IDP populations.

> " Displaced people are not just statistics. They should be given every opportunity to flourish."
>
> – Lucy Earle, Principal Researcher for Human Settlements at IIED in one of the webinars

BOARD MEETINGS

20 May 2020. The first Management Board meeting, held virtually, focused on how the Covid-19 pandemic was impacting the Cities Alliance work plan, how the various programmes were adapting, and how the partnership could mobilize for a stronger response to the pandemic. The Secretariat briefed the Board on its responses to Covid-19 at the country, regional and global levels. It was acknowledged that Covid-19 and climate change pressures call for urgent, substantial action on informality and slum upgrading to shift the way cities are planned and to address structural inequalities at scale. The Board also bid farewell to two longstanding members, Steve Weir of HFHI and Mikael Atterhög of SIDA, who will be greatly missed.

16-17 September 2020. The second Management Board meeting of 2020, also virtual, featured a preliminary discussion of Cities Alliance's Strategic Plan 2022-2025. The Secretariat recommended establishing a sub-committee of members to help develop the new strategic plan. Other corporate matters included planning for a progress review of the organization and rescheduling the Cities Alliance Assembly meeting from early 2021 to Q1 2022.

The meeting also included a substantive discussion of the Global Programme on Cities and Migration. The Secretariat presented significant progress and engagement of members for the programme, noting that Cities Alliance's experiences in the area are in increasingly high demand at various global fora. SDC, which funds the programme, values the urban perspective Cities Alliance adds to the migration debate through its evidence-based learning at the local level, research, and global advocacy. The Secretariat captured voices of Cities Alliance members on Cities and Migration in a short video[2], which was very well received by the Board.

> " The video provides a much-needed narrative on the link of migration and cities. It will contribute to ongoing discussion at USAID on the effects of migration for cities."
>
> – Kevin Nelson, Urban team lead, USAID

[2] https://www.citiesalliance.org/newsroom/news/cities-alliance-news/our-voice-cities-and-migration

3
COVID-19
RESPONSE

Uganda

Liberia

Guatemala

Tunisia

"Responding to Covid-19 needs the participation of everyone in the world. If we don't all participate it's like doing nothing. We can say this is the same as building resilient cities: the city is only as resilient as its most vulnerable resident. It needs all of us to join hands."

– Sheila Magara, community leader, Zimbabwe Homeless People's Federation and member of the Management Committee of SDI.

Cities that are unprepared to handle even modest disruptions to food, water, and energy supplies, found themselves totally exposed to the pressures that Covid-19 is applying on public and private services. These pressures especially reveal the vulnerabilities of informal settlements and informal workers.

Informal settlements lack the basic infrastructure and services to be able to implement the advice that health authorities suggest for preventing the spread of the disease. For example, hand washing is extremely difficult where water access is limited. In 2020, in response to the crisis, Cities Alliance focused most of its on-the-ground response initiatives on securing access to clean water and other hygiene facilities, providing timely and accurate information around prevention measures and enhancing support to slum dwellers.

" The experience of Cities Alliance is that where slum dwellers are organized and actively engage as a coherent constituency, and work in partnership with capacitated local and national authorities, rapid progress is indeed possible. With political will and effective partnerships, the long journey to city transformation can be achieved."

– Julian Baskin, Principal Advisor, Cities Alliance

Photo by: Philippine Action for Community-Led Shelter Initiatives Inc / Philippine Zambia

Photo by: Trust for Community Initiatives / Botswana

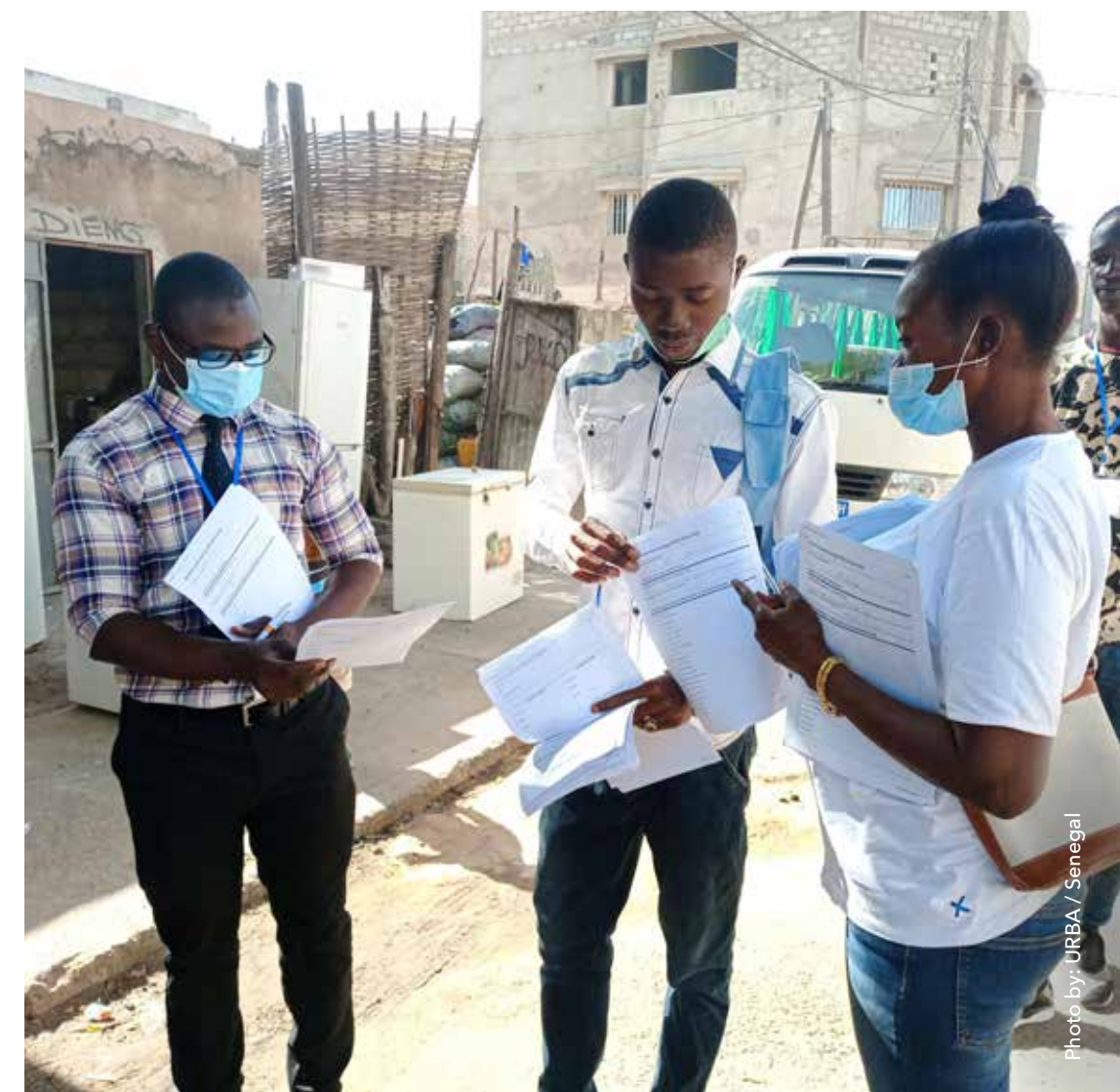Photo by: Trust for Community Initiatives / Zambia
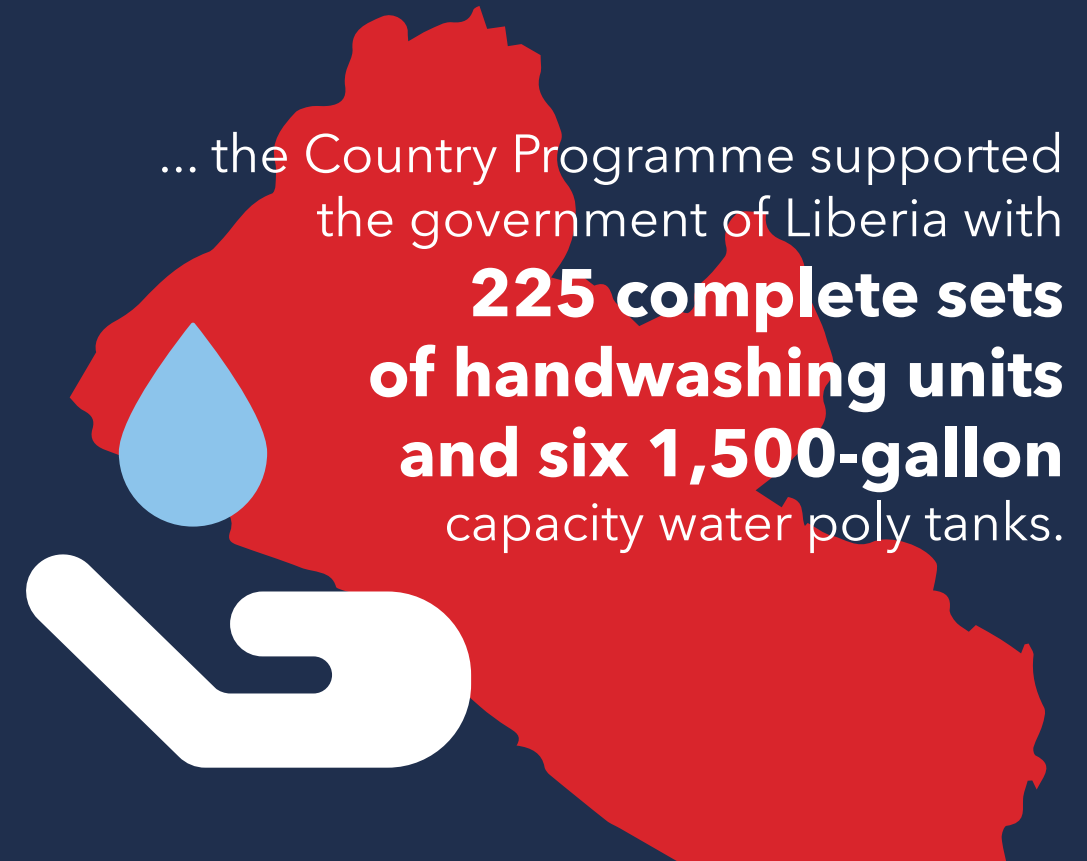

Photo by: URBA / Senegal

Liberia

Providing access to water and sanitation

In response to a request from the Ministry of Internal Affairs, the Country Programme supported the government of Liberia with 225 complete sets of handwashing units and six 1,500-gallon capacity water poly tanks. They were distributed across 28 major markets and 30 informal settlements in Greater Monrovia, reaching 4,800 informal traders and over 60,000 residents[3] respectively.

With additional funding from Comic Relief and the UK Foreign, Commonwealth & Development Office, the Country Programme extended its Covid-19 response to ten additional informal settlements, donating sanitary materials to over 5,000 vulnerable residents, 158 community schools, and clinics, and holding 53 awareness-raising events for the communities.

Raising awareness on waste management and Covid-19

Information dissemination to sensitize the population has been one of the most effective, but challenging, methods to prevent the spread of the virus in Liberia. Building on the trustworthy relationships established with city corporations and communities during the Ebola outbreak, Cities Alliance was able to rapidly adapt our response to the pandemic. With funding from the EU, the LCP successfully implemented community awareness campaigns in 50 communities, reaching over 100,000 people on solid waste management and measures to curb the spread of Covid-19 in informal settlements. This was done using mobile public address systems, posters, radio broadcasts, and through community street theatre. Loudspeakers were also donated to Community-based Enterprises (CBEs) working on waste collection, so that they could raise awareness of Covid-19 while engaging in their regular activities.

... the Country Programme supported the government of Liberia with **225 complete sets of handwashing units and six 1,500-gallon** capacity water poly tanks.

COVID-19 RESPONSE: WASTE MANAGEMENT
Cities Alliance
Cities Without Slums

WHEN HANDLING WASTE, WEAR PERSONAL PROTECTIVE EQUIPMENT

GOGGLES OR FACE SHIELD
MASK
GLOVES
BOOTS

WASH YOUR HANDS FREQUENTLY WITH SOAP
AVOID TOUCHING YOUR EYES, NOSE, AND MOUTH
AVOID CLOSE CONTACT WHILE WORKING

PAPER - 3 HOURS
WOOD - 2 DAYS
CLOTH - 2 DAYS

HOW LONG CAN CORONAVIRUS SURVIVE ON SURFACES?

STEEL - 7 DAYS
PLASTIC - 7 DAYS
GLASS - 4 DAYS

SOURCES: WORLD HEALTH ORGANISATION, THE LANCET

Poly tanks were distributed across **28** major markets and **30** informal settlements in Greater Monrovia, reaching **4,800** informal traders and over **60,000** residents.

The Country Programme extended its Covid-19 response to ten additional informal settlements, donating sanitary materials to over **5,000** vulnerable residents, **158** community schools, and clinics.

Community awareness campaigns were successfully implemented in **50** communities, reaching over **100,000** people on solid waste management.

3   West Point, Clara Town, SK Doe community, Blamo town, King Peter community, King Gray community, Popo Beach community, When town community, Pipeline community and Peace Island community.

Uganda

Providing Emergency Support to KJE Target Communities

In Kampala, our response targeted the informal communities we are currently working with under the KJE, No One Worse Off Project. These are the informal workers from the Nakawa Market and the residents of the surrounding Kinawattaka and Kasokoso settlements. In May 2020, through a partnership with Cities and Infrastructure for Growth (CIG), ACTogether and the Platform for Vendors in Uganda (PLAVU), 840 tarpaulins were handed over to the Nakawa vendors who were required to live in the market due to Covid-19 restrictions.

Washing stations were set up in Kinawattaka and Kasokoso, benefiting nearly 2,000 people, while two health care centres in the area were provided with hygiene materials including face masks, surgical gloves, hand sanitizers and soap.

Sida provided additional funding to support Covid-19 interventions in Kasokoso and Kinawattaka, with a specific focus on sanitation improvement, community awareness, and provision of personal protection equipment.

The KJE project also leveraged extra funds from the EU delegation in Uganda, to improve the general sanitation conditions in the Nakawa Market both for vendors and visitors. Interventions include increasing access to a reliable water supply and handwashing facilities and improving toilet and bathing facilities, drainage systems, working spaces and stall accessibility.

The planning for these additional activities funded by Sida and EU was completed in 2020 and actual interventions will be undertaken in 2021.

> "
> **The emergency relief provided is a short-term intervention similar to a painkiller. The time is now for post-Covid-19 planning to ensure resilient economic growth."**
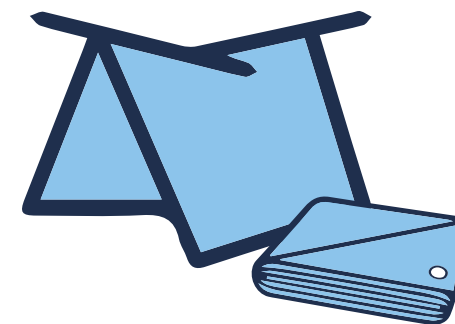>
> — Samuel Mabala, Uganda
>   Country Manager, Cities Alliance

Washing stations were set up in Kinawattaka and Kasokoso, **benefiting nearly 2,000 people.**

"I am happy that market vendors, mostly women and the youth in Nakawa, will be sheltered from adverse weather during the lockdown, while they continue to serve the community."

— Helena McLeod, CIG Uganda Team Leader

840 tarpaulins were handed over to the Nakawa vendors who were required to live in the market due to Covid-19 restrictions.

Vendors had better access to a reliable water supply, handwashing facilities, improved toilet and bathing facilities, drainage systems, working spaces, and and stall accessibility.

There was a focus on sanitation improvement, community awareness, and provision of PPE.

Tunisia

Supporting National and Local Authorities

The Tunisia Country Programme (TCP) delivered a draft Municipal Decree to the national government. The document was intended to regulate the municipalities' actions and preserve the local jurisdictions, while recognizing the state of national emergency and the inherent power of the national government in the situation. The programme also coordinated with the government, both at central and local level, and with international partners to help deliver effective assistance to municipalities. For instance, it held Q & A sessions with the municipalities on dealing with the the Covid-19 crisis on a day-to-day basis.

In the cities of Béja and Medenine, sanitation materials were provided to the municipalities to ensure citizens' continued access to municipal services. The donation included protective surgical masks and gloves, hydroalcoholic gel, soap, and other hygiene items. The distribution was facilitated by our grantee Aswat Nissa, within the framework of the ongoing Improving Gender Mainstreaming in Local Public Policies project.
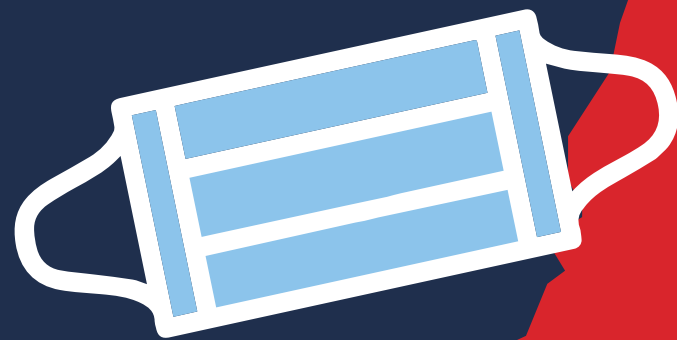
The donation included **protective surgical masks and gloves, hydroalcoholic gel, soap, and other hygiene items.**

Guatemala

Donating Medical Supplies to a National Hospital

A first donation of medical supplies was made in December 2020 to the National Hospital of Amatitlán, which provides nearly 30,000 annual consultations to residents of seven municipalities. The fast-growing city of Amatitlán is working with our Cities and Migration programme and the Avina Foundation to improve the management and integration of labour migrants. In recent years the region has witnessed increased rural-to-urban migration, due to lack of employment opportunities and a wave of returning migrants, as migration policies in neighbouring countries toughen up. The distribution was made in collaboration with UNOPS Guatemala, the municipality of Amatitlán and Avina Foundation. The donations, for the use of staff and Covid-19 patients, included 2,000 protective suits, 3,500 masks, and 100 sterile swabs.
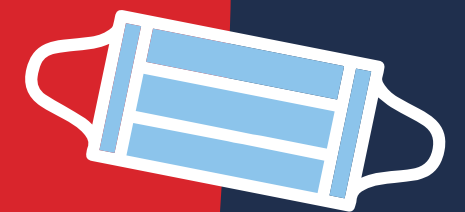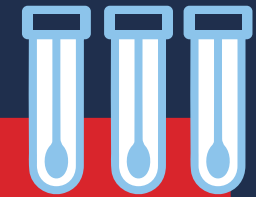
Distributed ...
2,000 protective suits, 3,500 masks, and 100 sterile swabs.

"This donation is very helpful for the care of Covid-19. It will ensure that we have the supplies needed for doctors and nurses to perform better in their work, and for the patients that require the services offered by the hospital."

– Dr Macario Chavez, Director of the National Hospital of Amatitlán
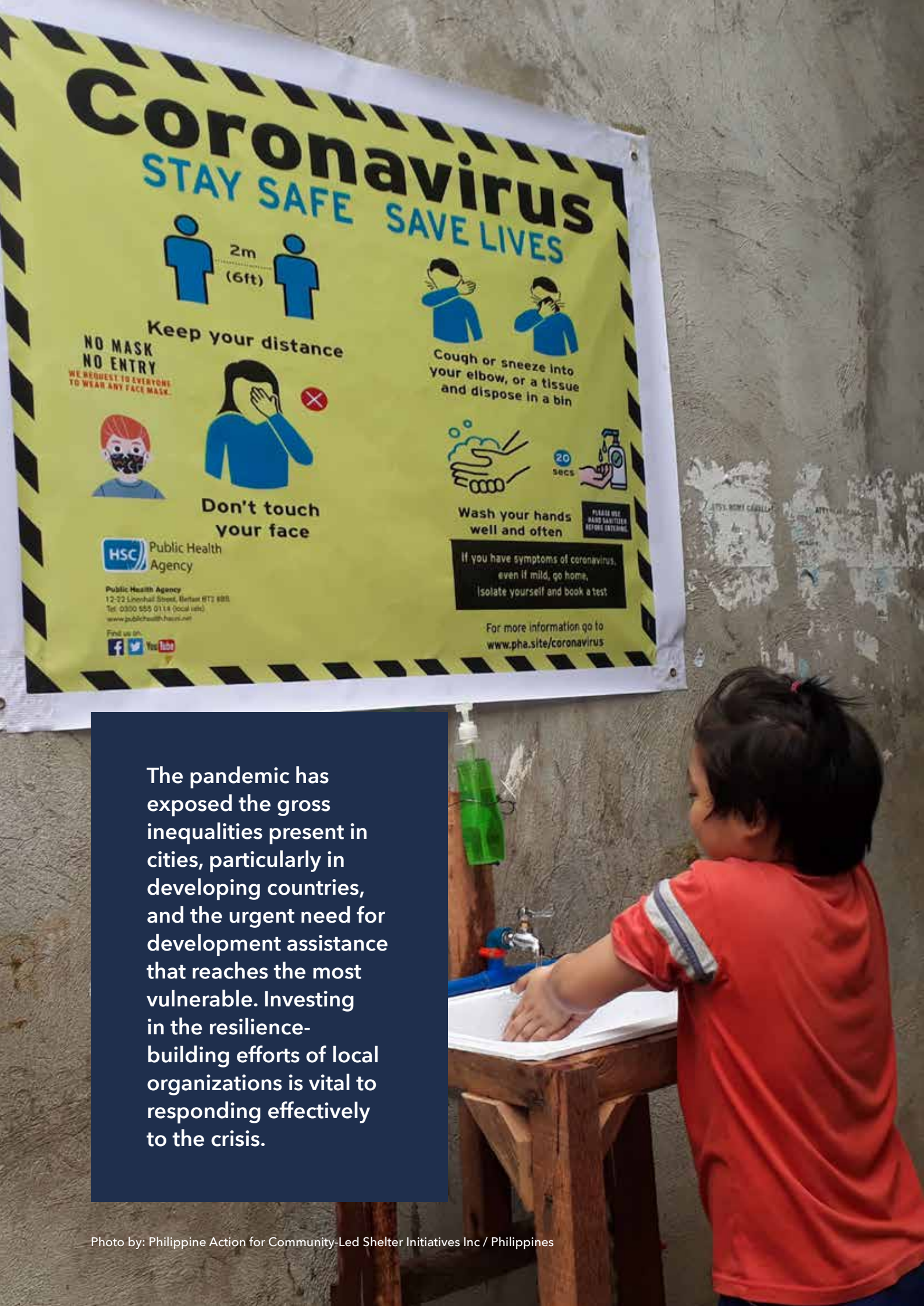
Support to Slum Dweller Federations in Partnership with SDI

17 countries

have been provided with exclusive funding to ensure the continuity of their Covid-19 response activities in informal settlements.

Photo by: Muungano wa Wanavijiji / Kenya

Photo by: Philippine Action for Community-Led Shelter Initiatives Inc / Philippines

The pandemic has exposed the gross inequalities present in cities, particularly in developing countries, and the urgent need for development assistance that reaches the most vulnerable. Investing in the resilience-building efforts of local organizations is vital to responding effectively to the crisis.

Last year, Cities Alliance launched a new initiative to support the global efforts in the fight against Covid-19, with funding from Sida and in partnership with SDI. The main purpose of the project is to strengthen the capacities of communities in informal settlements to respond to the crisis and enhance their resilience to future shocks. Through the initiative, SDI affiliates in 17 countries have been provided with funding, to ensure the continuity of their Covid-19 response activities in the settlements, while also working on longer-term solutions.

This initiative provides financial support to SDI affiliates in Benin, Botswana, Ghana, Kenya, Liberia, Malawi, Namibia, Sierra Leone, Senegal, South Africa, Tanzania, Uganda, Zambia, Zimbabwe, Brazil, India and the Philippines.

While pandemic response activities are highlighted later in this report, some of the longer-term approaches showcase the importance of reliable data on informal settlements for building back better.

Kenya: A community-led enumeration is underway with the aim of generating a beneficiary list for 50,000 housing units being built by the government in Nairobi's Mukuru informal settlement.

Namibia: Enumerations are being conducted in seven urban areas to inform upgrading plans for the benefit of over 5,000 families.

Sierra Leone: In Freetown, an ongoing community-led citywide slum profile and enumeration will underpin a community-government partnership in support of the Transform Freetown agenda.

South Africa: Civil society organizations are partnering to ensure community data feeds a traffic light reporting campaign that puts pressure on municipalities to deliver basic water and sanitation services in informal settlements.

Ghana: Data collected from eight slums was used to support community trainings on Covid-19 hotspots. This data will also be used in ongoing negotiations with the government to implement its policy commitment to universal free access to water.

Malawi: A new resilience profiling tool that focuses on basic services distribution was used to complete 10 settlement profiles. The data will inform community action plans and negotiations with the government for improved services.

Interview with Sheila Magara and Joseph Muturi, Slum Dwellers International, SDI.

Sheila Magara
Community leader, Zimbabwe
Homeless People's Federation.
Member of Takura Housing
Savings Scheme in Harare.
Member of the Management
Committee of SDI.

Joseph Muturi
Coordinator of Muungano
wa Wanavijiji, slum dwellers
movement in Kenya. Member
of the Woodley Market savings
group in Nairobi. Chair of the SDI
Management Committee.

"SDI is a global network of slum dweller federations and movements.
It comprises communities that organize themselves to look at their
challenges and try to address these collectively. We organize women
and community groups around savings, community-led
data collection, partnerships, and peer-to-peer exchanges."

– Joseph Muturi

What are the unique vulnerabilities of slum communities to Covid-19?

SM: There's so much overcrowding in slums. Most of us live in one-roomed houses. There's a lack of water and sanitation. How are we supposed to wash hands and prevent the spread? We have to go to the wetland to secure water and it's so overcrowded with people waiting in line. How are we supposed to social distance? Where I stay, most of us are vendors and during this time of Covid so many of our marketplaces have been demolished.

JM: As much as this pandemic affects everyone, from where I stand the people who have been hit hardest are the poor. These are people working in the informal sector and living hand-to-mouth. Many are unemployed, especially the youth. With Covid the situation gets even worse. Many people lost their livelihoods. We see landlords and structure owners evicting people from their homes.

What has been the SDI federations' approach to Covid-19, and how does it differ from that of more conventional organizations?

JM: The federation approach ensures informal settlement communities are partners in the delivery of humanitarian assistance, not just recipients. The main difference is that federations do not have a project ending period. For us, we invest in a process that does not have a timeline, does not have a sell-by date, does not have a pull-out strategy. We put measures, and structures, and frameworks in place that support the community beyond the scope of any one project.

SM: Conventional NGOs will come in and distribute PPEs and go. Whereas us as a federation, we go further to train people to do things for themselves. For example, in Zimbabwe we trained over 100 women to make liquid soap so they can not only follow Covid protocols, but also start businesses selling that soap. Many of them have thriving businesses now. This builds community resilience during Covid and makes them stronger moving forward.

What challenges have you encountered and what have you learned about what works in community-led humanitarian responses?

SM: We had to learn many new things to respond to this crisis. It was an eye opener to us. What we're seeing in the SDI network is that the savings groups are in the best position to identify those most in need and work together to support them. We're seeing how our federation rituals – like savings, profiling and mapping, and partnerships – make communities stronger at delivering humanitarian responses.

JM: We learned it's easier to mobilize and organize humanitarian support in settlements that already had federations, savings schemes, social movements, and other community-based organizations. In areas where the communities were not organized it was a bit of a challenge.

"You can see that even in this crisis communities are organizing to create more inclusive cities."

– Sheila Magara

How are the federations balancing the need for short-term relief with the need to improve access to the basic services essential to creating resilient communities?

JM: We are asking ourselves: How can we use the humanitarian space to leverage partnerships and programs to support communities post-Covid-19? Our aim is to uplift the general wellbeing of residents of informal settlements, so we need to constantly be creating opportunities to provide the required social and physical amenities and services.

SM: I can give some examples. In India and South Africa the federations are using their data to identify essential water and sanitation needs and submit demands to local government; in Brazil and Malawi they will use enumerations to support land tenure regularization efforts; in Namibia enumerations in seven urban areas will inform upgrading of water and sewer connections for thousands of families. When we upgrade our slums, our communities will become more resilient to crisis.

What gender impacts have you noticed, and how are you responding to them?

SM: Covid-19 to a larger extent is affecting women more than men due to the role women play in families. In response, we are making sure women are at the forefront of all that we do. Unfortunately, we are seeing a rise in gender-based violence (GBV) and teenage pregnancy in our communities. Women and girls have been harassed and raped and not been able to secure support from the authorities under lockdown

JM: We clearly see women, children, and the elderly are most vulnerable to the effects of the lockdown. Like in Zimbabwe, in Kenya we continue to get information about rising cases of GBV, defilement, and teenage pregnancy. We're also seeing psychological and emotional stress emerging as a big issue. We are working with partners to map out these impacts and are supporting community health workers to report on these effects in partnership with relevant institutions.

"Know Your City is the backbone of our strategy."

– Sheila Magara

Through the Know Your City initiative, SDI profiles informal settlements. How does this data support your Covid-19 response and general advocacy efforts?

SM: In all the countries SDI works we support communities to profile, enumerate, and map their informal settlements. Federations have data no one else has. Communities use this data to leverage partnerships and support for community priorities and needs. In Namibia the federation is using their data and experience to influence the National Informal Settlement Upgrading Strategy. As much as we're working to deal with the Covid crisis we are also still advocating for slum upgrading and security of tenure to make communities and cities more resilient in the long term.

JM: The data also helps us advance our longer-term strategy of improving the lives and living conditions of the urban poor. After Covid what happens? In Kenya for example, we now see the government wants to build 13,000 houses in Mukuru and they will rely on our data to identify beneficiaries.

How have the Sida/Cities Alliance grants enhanced the strategic influence of the urban poor and contributed to the creation of more inclusive and resilient cities?

JM: The federations have been able to provide firsthand support to slum dwellers and to city authorities that were overwhelmed by how to handle this. That is something that creates a catalyst for future engagements and partnerships that lead to more pro poor policies and programs. It also shows that SDI is not a passive recipient or beneficiary of grants, but rather a strategic partner.

SM: The grants are helping to raise the voice of the poor. More and more slum dwellers are joining the federation because they're seeing the work, we're doing in the community to help respond to Covid. This is building a bigger movement which will have more influence.

"The grants came in at a very critical time. A lot of our federations had exhausted their resources just as the situation was getting more serious – at a time we were supposed to double or triple our efforts to combat the pandemic."

– Joseph Muturi

Photo by: Interação / Brazil

4
COUNTRY PROGRAMMES

Tunisia Country Programme

Liberia Country Programme

Uganda Country Programme

In 2020, the Country Programmes were most impacted by Covid-19 because of their many operations on the ground. In Liberia, Tunisia and Uganda, many projects were delayed due to government lockdowns and other restrictions in place. Yet the teams adapted rapidly to the "new normal." Activities were shifted and strategies put in place to support the local authorities in their efforts to curb the spread of the virus. The programmes' response was primarily oriented towards the informal communities with which they were already working. Specific attention was given to supporting women, as they have been hardest hit by the crisis. By the end of the year, the restrictive measures were gradually lifted in the three countries and the programmes began moving forward.

4.1

**LIBERIA
COUNTRY
PROGRAMME**

Overview

In Liberia, the coronavirus hit an already fragile economy. The 2014 Ebola crisis had plunged the country into recession. The situation was exacerbated by the decrease of foreign aid following the end of the outbreak and the withdrawal of the UN peacekeeping mission in 2018, after the peaceful democratic transition that put President George M. Weah into power.

Drawing lessons from the Ebola crisis, the government's response was prompt. Liberia was one of the first countries to go into general lockdown and enforce strict social distancing. In a country where nearly 90% of the population works in the informal economy, and more than 50% live below the poverty line, these measures resulted in a major economic slowdown, severely impacting the livelihoods of informal workers.

The basic hygiene and social distancing measures were also impossible to follow for many residents of informal settlements, living in overcrowded spaces and having poor or no access to basic services, including clean water.

While the crisis hampered the implementation of the programme, LCP adapted its activities to support the government's efforts in tackling the spread of disease. Despite the challenges, the Country Programme made significant strides towards achieving its intended results, outlined here by national, municipal, and community level. *For specific information on Covid-19 response in Liberia see page 30 of this report.*

The Liberia Country Programme

LCP is a five-year (2016-2021) multi-sectoral partnership initiative undertaken by Cities Alliance with support from the Government of Liberia and its partners. It aims at enabling Liberia to realize its urban agenda through investing in partnerships and improving alignment between national policy, local government capacity, and an active citizenry.

Key areas of work: Waste management, urban governance, water infrastructure, climate resilience and gender equality

Donors: Comic Relief, the European Union, Sida and the UK Foreign, Commonwealth and Development Office

Implementing partners: HFHI, WIEGO, UN-Habitat, IHS, and SDI

> " We are now working to tackle the employment challenge within the urban informal sector of the densely populated Montserrado County. This is where the most Covid-19 cases have been reported and where lockdown measures have devastated the livelihoods of men and women typically engaged in informal work."
>
> — Hon. Samuel Tweah, Minister of Finance and Development Planning in Liberia[4]

4 In an interview with the World Bank, March 2021 http://bit.ly/3cJYKMZ
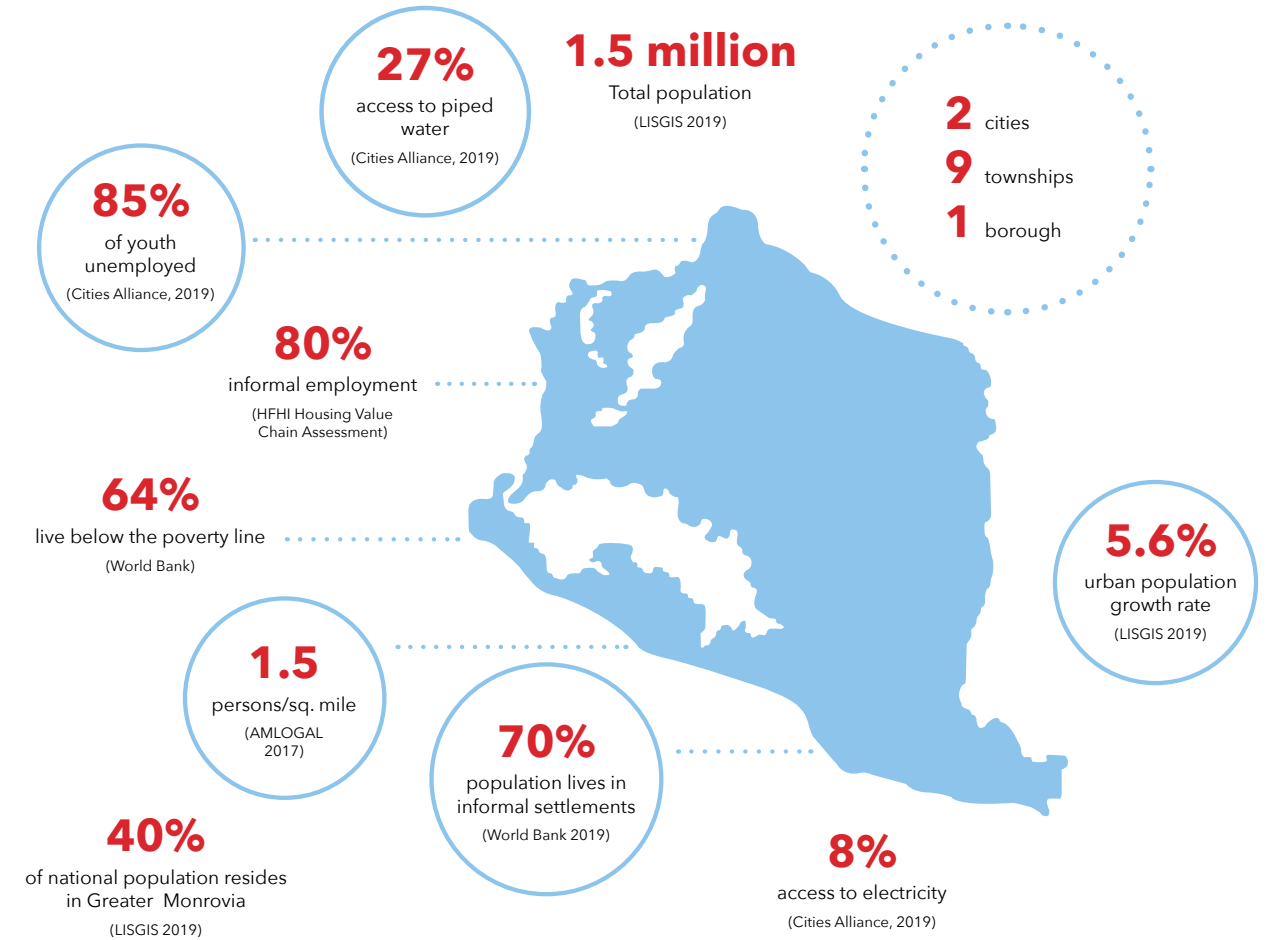
Activities

NATIONAL LEVEL

National Urban Policy process moves forward

The validation and dissemination of the National Urban Policy diagnosis note in 2020 was a significant milestone towards formulating an NUP for Liberia, a tool for implementing the New Urban Agenda and the Sustainable Development Goals. The policy themes centre around legislation for urban land governance, socio-economic development, municipal finance, decentralization, environment, resilience, and climate change. For the validation of the diagnosis note, LCP convened a capacity-building workshop for over 150 urban stakeholders from across Liberia to better coordinate, promote, and manage the process. Participants included national and city government representatives and federations of informal communities. The NUP project is carried out in collaboration with UN-Habitat.

New Gender-Responsive Guidelines for Relocation of Slum Communities

Through funding from the Country Programme, HFHI developed the Liberia Voluntary Gender-Responsive Relocation Guidelines, which were validated by stakeholders and approved by the National Housing Authority (NHA). The guide provides a framework of gender-responsive, people-centred principles and practices the NHA will use to facilitate the voluntary relocation of slum communities that face life-threatening environmental hazards or other risks and vulnerabilities that cannot be mitigated. They were informed by good practices in the development and humanitarian sectors and by the experiences of previous relocations in Liberia and elsewhere.

GREATER MONROVIA AT A GLANCE

27%
access to piped water
(Cities Alliance, 2019)

1.5 million
Total population
(LISGIS 2019)

2 cities
9 townships
1 borough

85%
of youth unemployed
(Cities Alliance, 2019)

80%
informal employment
(HFHI Housing Value Chain Assessment)

64%
live below the poverty line
(World Bank)

5.6%
urban population growth rate
(LISGIS 2019)

1.5
persons/sq. mile
(AMLOGAL 2017)

70%
population lives in informal settlements
(World Bank 2019)

40%
of national population resides in Greater Monrovia
(LISGIS 2019)

8%
access to electricity
(Cities Alliance, 2019)

> " Liberia has made some progress in achieving the SDGs through its pro-poor agenda for prosperity and development. Today the country seeks to create an enabling environment for ordinary people to have access to basic services through decentralization, road connectivity, infrastructure development, improving health care services, provision of quality education to all citizens and supporting women to the fullest."
>
> — Paulita CC Wie, Deputy Minister for Urban Affairs

A STRATEGY TO ADDRESS THE ROOT CAUSES FOR MANY OF GREATER MONROVIA'S URBANIZATION CHALLENGES

Lack of urban planners

Weak governance

Absence of a land cadastre / LIS

Lack of enabling legislation

Lack of budgetary support to LGAs

Tenure insecurity

LGAs do not have financial autonomy

Low revenue generation

Lack of land data

Limited land use planning

Inefficient solid waste management

Low women's participation in LGAs

High illiteracy

Lack of affordable housing

CITY LEVEL

Greater Monrovia Urban Development Strategy to address urbanization challenges

LCP successfully developed the Greater Monrovia Urban Development Strategy to harness the potential of urbanization. The strategy outlines a 21-year transition to a more systematic approach to urban planning in five thematic areas:

1. Solid waste management;
2. Tenure insecurity;
3. Lack of data;
4. Low revenue generation; and
5. Women's participation.

The strategy's formulation engaged a wide range of stakeholders, including the Ministries of Internal Affairs and Public Works, the University of Liberia, the Liberia Institute of Geo-Information Services, MCC, PCC, townships, WaterAid Liberia, FEPTIWUL, and FOLUPS. As part of the process, LCP convened three citywide fora. The events brought together over 250 participants from ministries and government agencies, cities, townships and communities. The fora citizens' engagement with local authorities. They also served as a vehicle for validating the strategy and disseminating it to Monrovia, Paynesville and 10 surrounding townships.

As a member of the Cities Alliance Board, the South African government, through the Department of Human Settlements and the Municipal Institute of Learning (MILE), provided input in the strategy document in addition to sharing experience in a webinar organized by the programme.

Training Local Government Officials on Waste Management

- Through IHS, the Country Programme developed three training modules on solid waste management (SWM), community water management, and city planning and governance. The first one, a two-week online course on SWM, benefited 20 local government officials. The training increased participants' knowledge of SWM principles and concepts and developed their skills in participatory action planning. The remaining modules will be delivered in 2021.

- A webinar was organized for 60 officials to support the implementation of projects highlighted in the Urban Development Strategy for Greater Monrovia. The event helped build their capacities on SWM best practices from international partners including the Government of South Africa, Guatemala, WIEGO, SDI, HFHI, and Cities Alliance.

Awareness Campaign Spurs Change in Households' Solid Waste Management

Through the Country Programme, more and more households are becoming aware of the importance of managing solid waste and how to do so safely. According to an independent evaluation of the Climate Resilient Solid Waste Management Services in Greater Monrovia, the percentage of households reached by SWM awareness campaigns rose from 0% at baseline to 15% at mid-term. Out of 434 households sensitized by TCP, 87% found the campaigns beneficial and have changed the way they manage solid waste as a result.

COMMUNITY LEVEL

Community Upgrading Fund Brings Clean Water to 35 Communities

In 2020, the Country Programme, in collaboration with the CUF board, built and handed over 58 multipurpose water kiosks to the government and informal communities. The kiosks were built in 35 communities across Monrovia, Paynesville, and surrounding townships, serving nearly 300,000 residents. A new batch of CUF projects approved in 2020 include 20-25 water kiosks, five toilets, a foot bridge, one kindergarten school block, and 30 skip buckets to support communities in managing their solid waste. These projects are due to be completed in June 2021.

The Community Upgrading Fund provides organized communities of the urban poor with access to financial resources so they can implement small projects that will have a measurable impact on the community's quality of life or working environment. Cities Alliance implements the financing facility, which is overseen by a board of government and community representatives. Since the start of the programme, CUF projects have benefited over 450,000 people living in densely populated and growing neighbourhoods

Mapping Informal Settlements and Promoting Saving Groups

113 slum settlements were mapped in Greater Monrovia and five cluster-level meetings conducted to encourage savings among members. Saving groups form the basis for collective action in urban poor communities and enable members to speak with one voice before the city authorities. Since the beginning of the project in 2016, LCP has established a total of 288 saving groups comprising 8,576 members (86% females). 141 settlement forums have convened, 31 of them in 2020, to establish project priorities through the CUF.

Supporting Local Companies to Develop Alternative Construction Materials

A part of the project Slum Upgrading and Affordable Housing Through Market Systems Approach implemented by HFHI, the Country Programme in collaboration with the NHA and the Ministry of Public Works, supported three local

partner firms – Clawikee Enterprises, Nationwide Bricks Company, and Evergreen Recycling Institute – to conduct laboratory testing on alternative construction materials. These included stabilized soil blocks, recycled blocks, paving tiles, and roofing sheets. The testing helped the companies continue improving the quality of the products. The aim of the project is to encourage the use of more sustainable materials in local construction.

Micro Finance for Small Businesses in the Waste Sector

With support from the EU, a call for proposals for a micro-credit initiative to support CBEs, SMEs, and NGOs working in the waste sector was launched last year.[5] The initiative seeks to offer loans to purchase equipment, allowing the beneficiaries to expand their solid waste collection services at the community level by enlarging the area in which the CBEs work. More than 400 potential candidates attended information sessions on the project. 46 applications were received and 21 selected.

Construction of a Community Hall in Peace Island

With funding from LCP, HFHI completed the construction of a community hall, with capacity for 150 people, in the Peace Island community in Greater Monrovia. With support and training from HFHI, the residents used the Participatory Approach to Safe Shelter Awareness (PASSA) approach to identify the community hall as a priority project. The new infrastructure will facilitate events and meetings for the benefit of over 30,000 citizens.

The Community Upgrading Fund (CUF) provides organized communities of the urban poor with access to financial resources so they can implement small projects that will have a measurable impact on the community's quality of life or working environment. Cities Alliance implements the financing facility, which is overseen by a board of government and community representatives. Since the start of the programme, CUF projects have benefited over 450,000 people living in densely populated and growing neighbourhoods.

Key Results

58
multipurpose water kiosks

were built under the CUF and handed over to the government and residents in **35 informal communities**. They will serve nearly **300,000 residents**. The construction of **50 additional kiosks** was also approved and will take place during the first half of 2021.

Access to solid waste collection in Greater Monrovia was improved.

87% **of households reached via awareness campaigns** found them beneficial and reportedly changed the way they manage solid waste as a result.

At the baseline of the activity, **36% of households** had planned forms of waste disposal. **By the mid-term, the number was 83%**.

20 local government officials
were trained in SWM and participatory action planning. **60 more increased their capacity to support the implementation of SWM projects** under the Greater Monrovia Urban Development Strategy.

31
saving groups
were established in 2020, for a total of 288, with over 8,500 members since the beginning of the project in 2016. They are the basis for collective action in urban poor communities, for example defining CUF priority projects.

"The substantial investments in awareness creation around Climate-Smart SWM, urban health and environmental protection has led to corresponding level of results with 87% of the households sensitized reporting to have found the sensitization campaigns beneficial and have made changes in Solid Waste Management at household level as a result."

– Independent Mid Term Evaluation of the Solid Waste Management Services Programme in Greater Monrovia, Liberia

Looking Ahead

In 2021, the Liberia Country Programme will carry on with its SWM related activities.

Through the CUF, 50 additional water kiosks will be constructed across Greater Monrovia. The programme will support the Liberia Water and Sewer Corporation to expand water connectivity in informal settlements. It will also conduct capacity-building training in water management for local government officials and community members.

To support continued efforts in fighting COVID-19, LCP will supply sanitary materials to residents of 10 informal settlements, with funding from FCDO.

4.2

TUNISIA
COUNTRY
PROGRAMME

Overview

A decade on from the Arab Spring, Tunisia is the only country in the region that has successfully managed a democratic transition. While progress has been made towards achieving a more open society, the country is facing a severe economic crisis, compounded with political upheaval and increasing social tensions, worsened by the impact of the pandemic.

The crisis is expected to induce the largest contraction in growth since independence[6]. The unemployment rate reached 18% by the end of 2020. According to the World Bank, poverty is estimated to increase from 14% pre-Covid to 21% in 2020, with most of the impact felt by the poorest households, women and those employed in the informal sector.

With an urbanization rate of nearly 70%, Tunisian cities are at the front line of development challenges. Against this background, the Tunisia

Country Programme (TCP) strengthened efforts in 2020 to support the implementation of service and infrastructure projects identified through previously designed City Development Strategies, in eight cities across the country.

While many activities were delayed due to the Covid-19 restrictions in place, a series of new initiatives were deployed by the TCP in cooperation with other Cities Alliance programmes. These included: the launch of TCP's second phase, Madinatouna II, to enhance CDS implementation; the inauguration of the Femmedina project in Tunis, to reactivate public spaces in the Medina from a gender perspective; and the endorsement of a project designed by the cities of Jendouba and Kairouan to boost local economies, by the Tunisian National Office for Tourism.
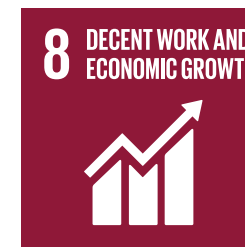
The Tunisia Country Programme

The Tunisia Country Programme was first developed in 2015 as a three-year partnership initiative to promote inclusive, sustainable urban development. It has since moved into a second phase financed by the Swiss State Secretariat for Economic Affairs. The TCP is designed to position cities as the engine of local social and economic development. The Programme is coordinated through a Steering Committee with representation from public institutions, civil society, and international partners including GIZ, SECO, the World Bank and UNDP.

Key areas of work: Urban governance, intermunicipal cooperation, migration, economic growth and gender equality

Donors: SECO, SDC, Sida, USAID

Implementing partners: UN-Habitat, UNDP, FNCT, Aswat Nissa, Municipality of Tunis, Association Femmes, Jeunes et Enfants (Jendouba) and Union National des Femmes Tunisiennes (Kairouan)

> " Due to a series of economic shockwaves in addition to the delay in engaging profound reforms, Tunisia was weakly prepared to face a strong shock as the one provoked by the Covid-19."
>
> — Tunisia Economic Monitor 2020[7]

[6] Staff Report for the 2021 Article IV Consultation, International Monetary Fund, February 2021.
[7] Tunisia Economic Monitor, Fall 2020. World Bank, December 2020.

Activities

NATIONAL LEVEL

Advancing the Formulation of a National Urban Policy

As part of the TCP, UN-Habitat is supporting the Tunisian government to formulate a National Urban Policy, to develop an efficient and coherent framework to manage urbanization. The project also promotes greater collaboration between national and international urban stakeholders. The project moved into the diagnostic phase in 2020, focusing on the analysis of the state of urbanization in Tunisia, the identification of challenges and opportunities, and the articulation of recommendations for the formulation phase. The process includes five regional consultation workshops. Each convenes key urban actors from four to five governorates. The first one was held in September in Tunis. Due to the pandemic, only 35 participants (from Bizerte, Greater Tunis, Nabeul, and Zaghouan) could attend in person. The event was live streamed on social media to encourage greater engagement. The recording video registered over 3,000 views. The series will be continued virtually in 2021.

> " We are proud that our CDS is a vision developed by our youth and women. Their active participation in the process directly translates into the projects we are now implementing. Thanks to them, we are now reopening a cinema that was dilapidated for years. The rehabilitation of the city's main park will provide for an open-air theatre, a music stage, and a graffiti wall. This is how we make our city attractive to our residents."
>
> – Moncef Ben Yamna, Mayor of Medenine

> " We don't have enough public spaces where citizens, children and youth, can enjoy themselves. We want to build a city with good life quality, a city that makes its residents want to stay instead of leaving elsewhere. A city that people can be proud of. The CDS is an opportunity for us to guide our actions towards realizing our vision together with all stakeholders in our city."
>
> – Municipal councillor from Béja

CITY LEVEL

City Development Strategies, from Planning to Implementation

The Country Programme, in collaboration with the National Federation of Tunisian Municipalities (FNCT), maintained its support to the eight Madinatouna partner cities to implement projects selected under the CDS in 2019.

The projects include:

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

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

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

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

5. The improvement of public lighting in M'saken.

6. Equipment for a sports hall in Tataouine.

7. The rehabilitation of a park in Béja.

8. The rehabilitation of an esplanade in Gabès.

Municipal councils have already approved seven projects. The tenders were launched and work expected to start at the beginning of 2021. Sidi Bouzid and Medenine began the technical studies for their projects. A forum on local development planning was held mid-December 2020, where the eight cities signed partnership agreements with the FNCT and Cities Alliance for the execution of the projects.

BEJA

KAIROUAN

JENDOUBA

M'SAKEN

SIDI BOUZID

GABES

TATAOUINE

MEDENINE
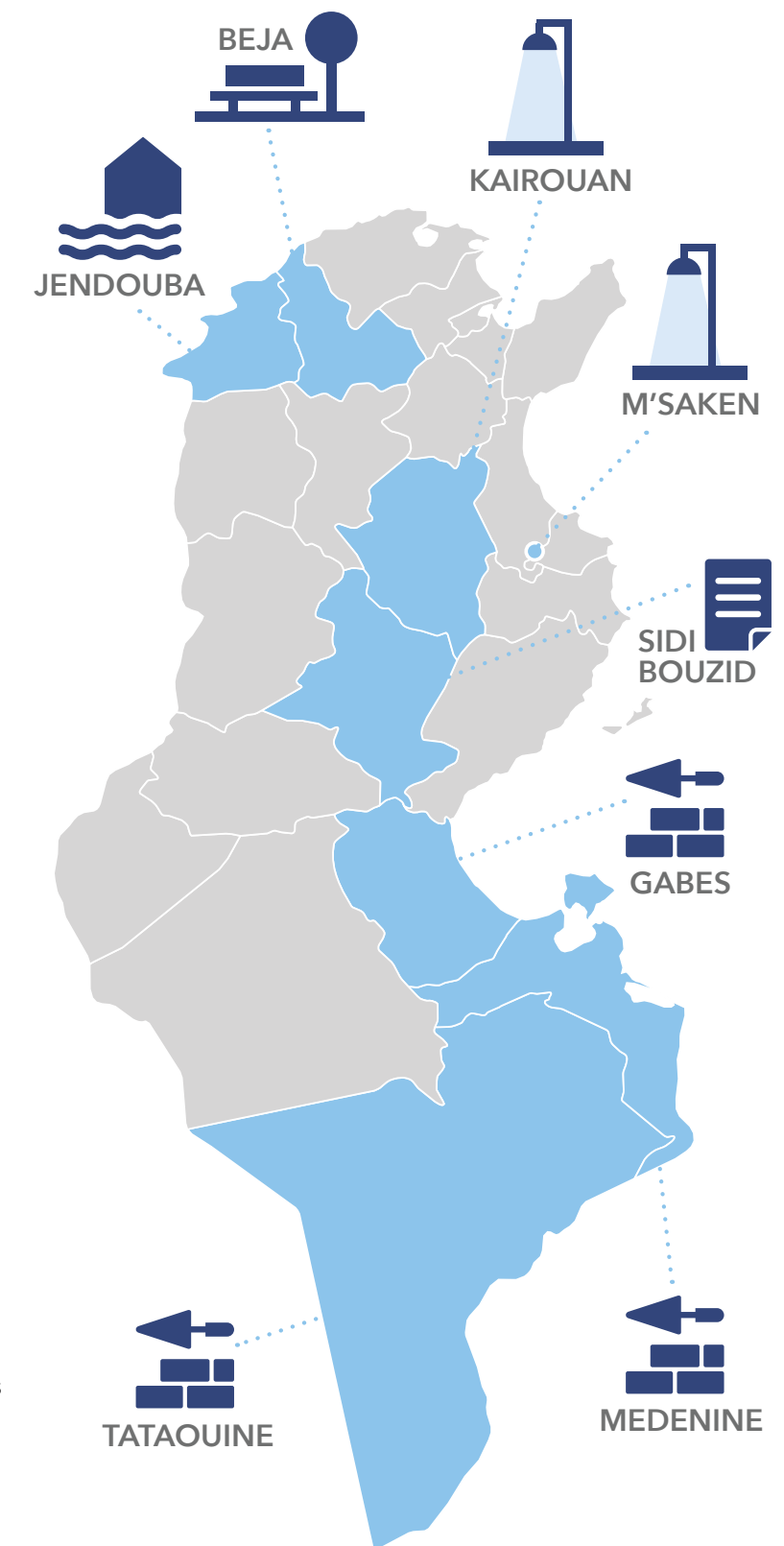
Training and Peer-Learning for Madinatouna Partner Cities

During the implementation phase the municipal teams of each partner city receive training in project management from senior development experts. The teams are also brought together through workshops to encourage peer-learning and exchange of best practices. The first one, held in September 2020, focused on strengthening local economic development in municipal planning. The meeting allowed participants to fine-tune their respective projects, enrich their CDS structures with a SWOT analysis and identify additional intervention areas. Participants included the mayors of the eight partner cities, municipal officials, civil society representatives, and the FNCT project team.

Providing Institutional Support to FNCT

The Country Programme provides institutional support to the FNCT as the body representing the interests of Tunisian local authorities. In that context, the project team established a database with key stakeholders and their personnel working on local governance and development from local, national, and international institutions. The database is expected to augment the FNCT's capacity and coordination efforts. At the FNCT's constitutive General Assembly, the project team and TCP presented the CDS approach to over 300 Tunisian municipalities. During the assembly mayors elected a president and management board for the first time in the federation's history.

Femmedina – Approaches and Tools to Create Inclusive Cities

Femmedina is a gender-focused initiative that aims at rehabilitating and activating the public spaces in the historic centre of Tunis, the Medina, through a broader process of women's participation. The 18-month project is funded by USAID and implemented in collaboration with the city of Tunis. It explores gender-sensitive approaches to urban planning to support women living in the area, along with helping city leaders to improve participatory decision-making.

The name Femmedina combines the terms *femmes* (women) and *medina* (historical city), because cities have a key role to play in promoting gender equality and empowering women and girls. Public spaces can bring together communities and facilitate cultural expression and diversity; thus it is crucial to look at how public spaces can promote women-city relationship building.

Femmedina comprises three phases:

1. Participatory assessment: gather information through engagement with local experts and residents of the Medina on the type interventions needed.

2. Creation of inclusive public spaces: based on the assessment, the municipality of Tunis will carry out physical interventions. These could include improvements in lighting in public spaces and the rehabilitation of public buildings.

3. City-to-city exchange: the approach and lessons learned will be showcased across the country to amplify the impact of the project and facilitate peer-to-peer learning.

The projected was launched in December 2020 and will continue through April 2022.

Photo_ Dana Smillie-World Bank

Key Results

The National Urban Policy process moved into the diagnostic phase, **focusing on the analysis of the state of urbanization in Tunisia** and the identification of challenges and opportunities.

Projects identified in the City Development Strategies of **eight partner cities started implementation.**

A network of mentors for peer-learning and exchange of best practices was created among the Programme partner cities.

Launch of Femmedina as a key urban planning **gender-responsive initiative involving and fostering strong partnerships with city governments, citizens and local urban actors.**

Looking Ahead

In 2021, the Country Programme will focus on implementing the Madinatouna II projects and supporting strategic city planning. Four forums planned for 2021 will provide space to discuss key elements of the Local Development Plans – the primary development planning instrument for Tunisian municipalities – in areas of diagnostic and data collection, methodology, and financing models including public-private partnerships and territorial marketing.

Municipal councillors and staff members will benefit from a comprehensive training cycle and tailored coaching in the areas of development planning, financial and technical diagnostics, female leadership, gender-sensitive planning, project design, preparation, management, implementation, and effective communication. Moreover, a series of workshops will deepen the understanding of the different elements of local development planning, and action-oriented guides will facilitate implementation of municipal investment projects funded by Cities Alliance.

In other areas of technical assistance, local coordinators will assist cities' technical staff in the day-to-day work of the CDS projects, and a pool of locally trained experts from different municipalities will facilitate peer-to-peer learning exchanges between municipalities.

4.3

**UGANDA
COUNTRY
PROGRAMME**

Overview

The pandemic has triggered an economic downturn in Uganda. Although the outbreak moved at a slow pace in the first months, the government took early strict measures, including a general lockdown, travel restrictions and border closures, which had a severe impact on local livelihoods. The urban poor are being disproportionally affected, as nearly 80% of the labour force works in the informal economy, and 25% of Ugandans live in rapidly urbanizing cities.

In April 2020, the parliament approved the creation of 15 new cities in the country, with the purpose of improving access to local services and as part of the *Uganda Vision 2040*, the government's master plan for socio-economic development. In July, the first seven urban areas were granted the new status: Arua, Gulu, Mbale, Jinja, Mbarara, Fort Portal and Masaka.

According to the UN, "the widespread impact of Covid-19 across key economic sectors will most likely slow down the speed of economic transformation, expansion of the industrial base, job growth and delivery of essential social services."[8]

The situation is aggravated by the continued influx of refugees from neighbouring countries, most of them moving to cities, and the limited resources available, which creates additional pressure on the local authorities. Uganda's refugee population has almost tripled since July 2016 and is currently around 1.4 million, making it the largest refugee host in Africa and third largest in the world.[9]

The Country Programme has been considerably impacted by the situation. Field activities mostly related to the implementation of safeguards under the Kampala-Jinja Expressway project were delayed. Other were held virtually. The team shifted gears to support government efforts to combat Covid-19 by distributing sanitization kits and conducting awareness campaigns within the same informal communities targeted by the KJE project.

> " The Uganda Vision 2040, the overarching 30-year national vision, identified creation of regional and strategic cities as one of the key drivers for the development agenda of the country's long-term aspirations and projections for the future."
>
> – Raphael Magyezi, Minister for Local Government, Uganda.[10]

The Uganda Country Programme

Uganda was Cities Alliance's first Country Programme. We have been actively working in the country for over a decade, engaging with all relevant stakeholders to design and support urban projects. Initial activities include the Transforming the Settlements of the Urban Poor in Uganda (TSUPU) initiative, the development of Uganda's National Urban Policy, and the mobilization of 14,000 slum dwellers into more than 300 savings groups. In 2019 Uganda became a member of Cities Alliance. At the core of the current UCP are projects related to the implementation of the KJE No One Worse Off project in Kampala, and the efficient and inclusive management of migration.

Key areas of work: Urban development, infrastructure, migration, gender equality and climate adaptation

Donors: EU, SDC, Sida, UK FCDO

Implementing partners: AVSI, SDI / ActTogether, Tree Adoption Uganda, Makerere University, Jinja Municipal City Council, Arua Municipal Council and the Uganda Bureau of Statistics (UBOS)

1 NO POVERTY	5 GENDER EQUALITY
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES	13 CLIMATE ACTION

8   UN Socioeconomic Impact Report of COVID-19 in Uganda. United Nations Uganda. July 2020
9   Uganda overview, World Bank, February 2021
10 Quoted by *The East African*, "Uganda unveils seven new cities", July 2020

The Kampala-Jinja Expressway

KJE is a major infrastructure project by the Government of Uganda to develop a limited access, tolled expressway in the country's central and eastern regions. While the project will bring enormous long-term economic benefits, there are also risks associated with the construction of the road that will pass through informal areas around Kampala.

The Kampala-Jinja Expressway No One Worse Off (KJE NOWO) project, led by Cities Alliance and funded by the EU, seeks to address the social and environmental safeguards required for the construction of the KJE. It has been developed in line with a Resettlement and Livelihood Restoration Plan (RLRP) by the Uganda National Roads Authority (UNRA). The project, implemented in partnership with AVSI and SDI through their local federation ActTogether, is expected to be completed in 2021.

KIRA MUNICIPAL COUNCIL		NAKAWA MUNICIPAL COUNCIL				
Kirinya	Kireka	Mbuya I	Butabika	Mbuya II	Mutungo	*Banda
Namataba	Kasokoso	Kinawattaka	Butabika (Hospital)	Mbuya II Zone 1	Mutungo Zone III	
Kito A	Kireka D				Mutungo Zone IV	
Kito B	Kireka B					

2 Municipalities	7 Settlements ('Parishes')	11 Villages

* No zone under KJE NOWO project but the settlement has some zones that fall under the Kinawattaka wetland e.g Banda 1,2 & 3. The wetland goes beyond the KJE NOWO project area.

By the end of the project, the Right-of-Way for the expressway will be cleared for construction. All affected households and small businesses will have received support to enable improved livelihoods, security of tenure, and incremental neighbourhood upgrading. The busy Nakawa Market will be relocated and upgraded.

Activities

SUPPORTING MIGRATION MANAGEMENT

The Cities and Migration programme started implementation of projects in two secondary cities.

- In Jinja, in close cooperation with the Municipal City Council, Makerere University, and the slum dweller organisation ACTogether, the programme supported the design and implementation of a project to build knowledge on rural-urban migrants in the city and their impact on poor host communities.

- In Arua, the programme worked with AVSI foundation, the Arua Municipal Council and the Uganda Bureau of Statistics (UBOS) to support a project to strengthen the structural and institutional mechanisms for reception, management, and integration of refugees.

For more details, see the Cities and Migration section of this report.

IMPLEMENTATION OF THE KAMPALA-JINJA EXPRESSWAY NO ONE WORSE OFF PROJECT

Despite Covid-19, the UCP pursued efforts to implement the project activities.
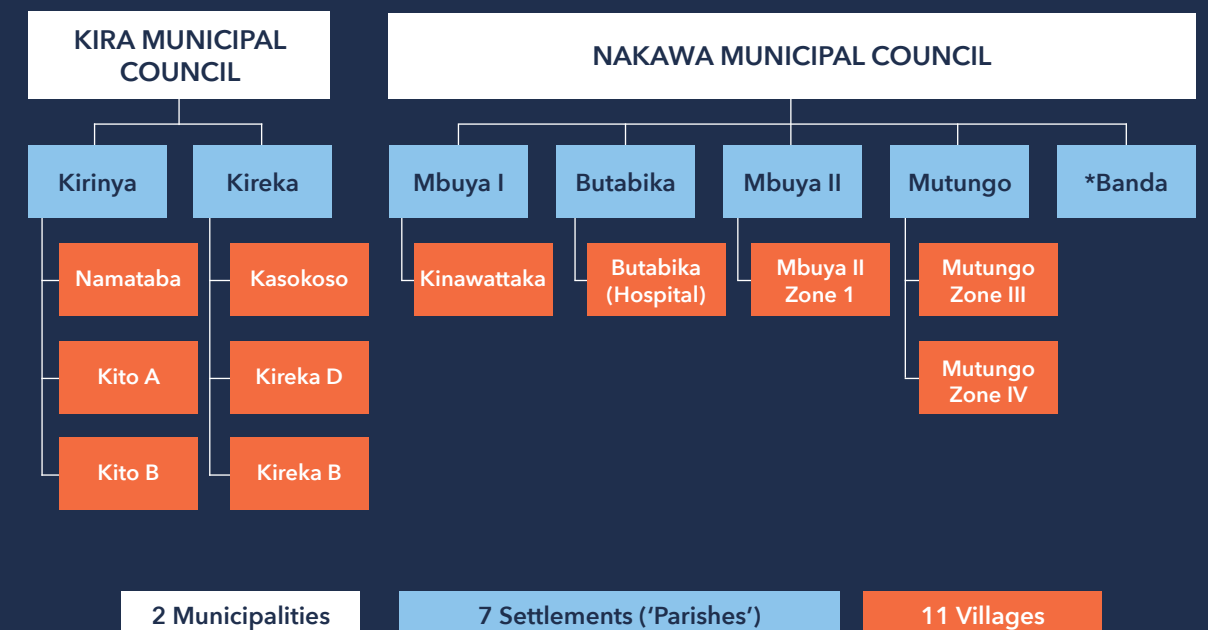
Advocacy and Partner Engagement

- The UCP undertook a baseline study[11] in collaboration with UNRA and AVSI. It will serve as a critical benchmark to measure the project's progress and undertake corrective action as needed.

- Seven settlement forums were established in Banda, Kasokoso, Kito A, Kito B, Bukasa, Namataba and Kirinya communities, comprising 55 committee members. These fora provide a platform for mobilizing and consulting with residents, especially those slated for resettlement.

- Residents of Kasokoso and Kinawattaka have been mobilized into 23 savings groups, with nearly 1,000 members. The project organized four community dialogues to discuss relocation of the Nakawa Market, with representatives from the informal vendors. The project's governing committee also held two online meetings to oversee implementation progress and redirect as needed.
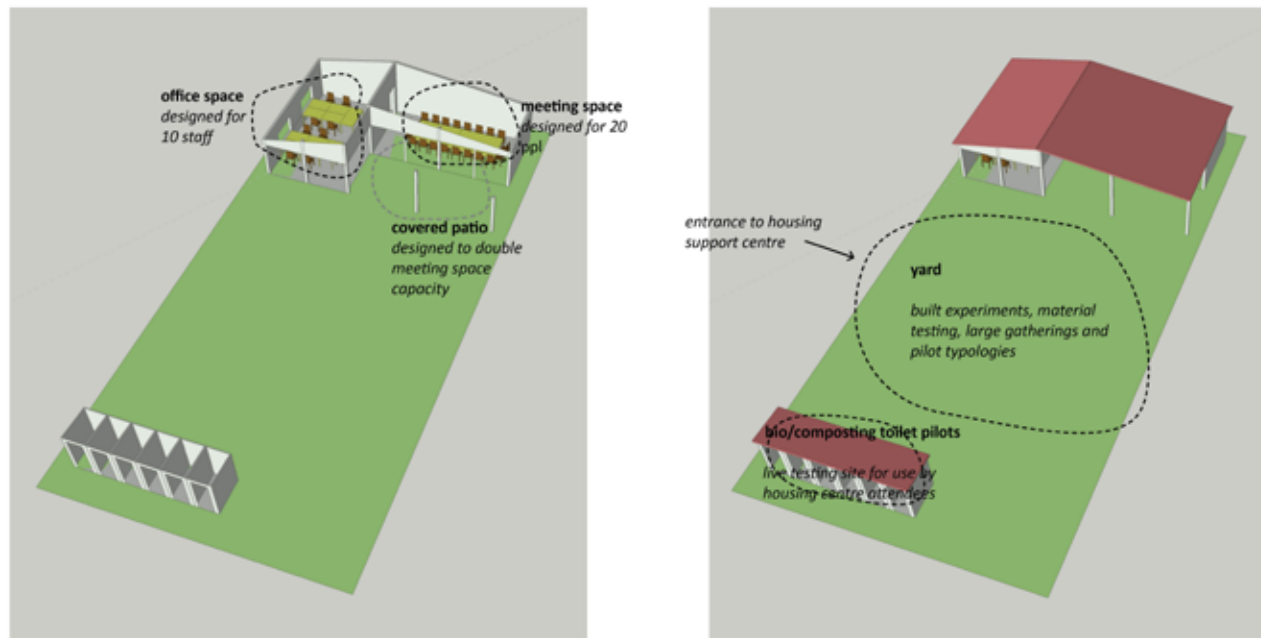
Housing and Urban Renewal

- Within the framework of the country programme, SDI and UNOPS office in Kenya designed a concept for a Community Support Centre. The centre would be a non-profit organization whose main role is to facilitate secure housing to households in the Kinawattaka and Kasokoso area in the medium term. It is also intended to serve as an implementation mechanism for long-term incremental slum upgrading. Potential sources for funding include UNRA, the Ministry of Lands, Housing and Urban Development, Cities Alliance, and National Housing and Construction Company Ltd.

- Through the UCP, SDI has profiled and mapped seven settlements covering 58 villages to highlight the expected impact of the KJE on the communities, with a focus on access to basic services. The 58 villages include 11 covered by KJE NOWO and 47 outside the project. The 48 other villages were profiled because they are potential hosts for the households that are being relocated.

- SDI has identified six greenfields to accommodate resettling vulnerable Project Affected Persons (PAPS) once they have been compensated by UNRA.

THE PROPOSED COMMUNITY SUPPORT CENTRE FOR KINAWATTAKA AND KASOKOSO

Conceptual Proposal
parts of the housing support centre and their functions

office space designed for 10 staff

meeting space designed for 20 ppl

covered patio designed to double meeting space capacity

entrance to housing support centre

yard
built experiments, material testing, large gatherings and pilot typologies

bio/composting toilet pilots
live testing site for use by housing centre attendees

Note: The 2 portions of land identified by the community are both in the range of 100ft by 50 ft. Many of these portions of land have existing structure on them that will be renovated to accomodate the above functions. In the case where we will have to build the centre from scratch the costs are outlined below.

Community Support

- A relocation plan tool was developed to facilitate planning exercises with the community. The tool allows for a participatory planning process so all household members can be involved.

Informal Vendors Support

- Planning for business restoration started in two villages (Kireka D and Kasokoso) and 54 informal traders have developed business restoration plans.

- Business coaches led orientation meetings for informal traders and their employees, who could select from five different intervention areas: business coaching, financial literacy, psycho-socio support, selection planning and management of enterprises (SPM), and apprenticeships. 68% of business owners chose SPM, while 50% of employees selected business coaching.

Environmental Protection

- **Sanitation and gender equality:** Two prototypes of Biofil toilet/ bio-digester system for Kinawattaka wetland communities were developed, and land identified to pilot the system. Biofil is affordable, relies entirely on locally available materials, and naturally produces tiger worms, which convert faecal matter into soil that can be used to boost agriculture production. It is a better alternative to pit latrines, which pollute the groundwater aquifers. This is being scaled up with funding from Sida. 15 residents were trained in the construction of the toilets. The Cities for Women programme is supporting the UCP to set up additional solar-powered facilities in 2021 and will train women from the communities to build them. The project is expected to benefit around 90,000 women.

- **Solid waste management:** Through the country programme, SDI and its affiliate in Uganda, ACTogether, developed an integrated SWM strategy within and around the Kinawattaka wetland communities. The strategy was disseminated to different stakeholders for their input, including community leader, members of saving groups and waste pickers.

- **Kinawattaka wetland protection awareness campaign:** 38 wetland champions were selected and trained to advocate for the protection of the wetland in three settlements. The champions include health teams, local leaders, and members of saving groups. Information materials on the value of the ecosystem and actions needed to prevent further degradation, were developed to help the champions sensitize communities in and around the Kinawattaka wetland areas.

Key Results

Mapping households and providing tailored support

Socio-economic data was collected and analyzed from households in

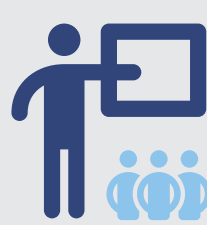**5 out of 11** villages in the project area. This has enabled households to be categorized into moderately and critically vulnerable groups and **receive support** accordingly.
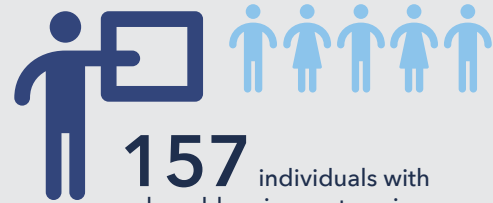
85 critically vulnerable households **received cash support of UGX 300,000 each.**

116 critically and moderately vulnerable households **received life skills training through AVSI.**
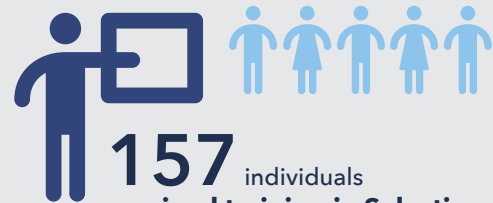
157 individuals with vulnerable micro enterprises **received tailored training.**

90 from critically and moderately vulnerable households were **placed in apprenticeships**.

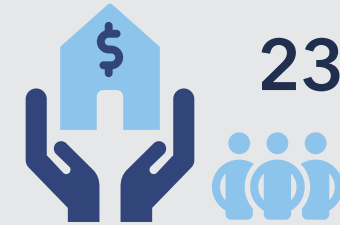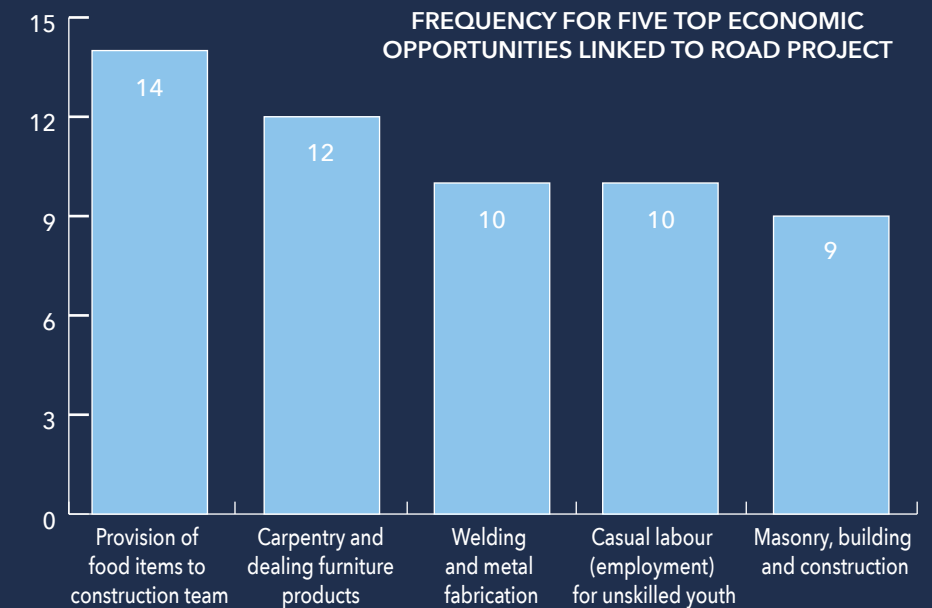**157** individuals **received training in Selection, Planning and Management of enterprises.**

100 critical households and 79 moderately vulnerable households were supported to develop relocation plans that include their needs and priorities.

Identifying business opportunities for informal traders:

The project conducted an assessment to identify new market opportunities to inform the selection of new business opportunities for traders/youth from vulnerable households linked to the road project. The figure below shows the five top economic opportunities identified from the assessment.

FREQUENCY FOR FIVE TOP ECONOMIC OPPORTUNITIES LINKED TO ROAD PROJECT

Economic Opportunity	Frequency
Provision of food items to construction team	14
Carpentry and dealing furniture products	12
Welding and metal fabrication	10
Casual labour (employment) for unskilled youth	10
Masonry, building and construction	9

23 saving groups were created with nearly **1,000 members** from the project target areas. This participatory mechanism allows community members to take ownership of their projects and define priority activities responding to the needs of members.

38 wetland champions were selected and trained to raise awareness in the communities on the value of the ecosystem and actions needed to prevent further degradation.

30 local leaders were provided with capacity development interventions conducted by PLAVU.

Looking Ahead

In 2021, the Country Programme will continue to implement the various components of the KJE safeguards project. The team will complete analysis and validate socio-economic data from six villages and business data from nine villages to inform interventions for households impacted by the project. It will also work closely with UNRA and other implementing partners to define timelines for people to receive compensation and support. AVSI will complete disbursement of consumption support to critically vulnerable households in all 11 villages of the KJE NOWO project.

Securing land will be a dominant issue in 2021. Cities Alliance and UNRA will work together to assess ten identified greenfields and acquire those that can be used to resettle critically affected households. Both organizations will also engage the NHCC to secure land in Kasokoso for use in slum redevelopment.

Finally, the team will support SDI/ACTogether in operationalizing the Community Support Centre, which will be instrumental in supporting incremental slum upgrading in Kinawattaka and Kasokoso settlements.

With the COVID-19 pandemic extending into 2021, it is anticipated that the Country Programme will continue to provide support in this area. The team will also scale up its efforts to document impact, lessons and adaption across its projects and grants.

5
GLOBAL PROGRAMMES

Informality Programme

Cities and Migration

Equitable Economic Growth in Cities

Cities for Women

Climate Change, Resilience, and Informality in Cities

5.1

EQUITABLE ECONOMIC GROWTH IN CITIES

Strengthening equitable access to public goods and services in a way which improves the employment opportunities and life chances of the working poor and those operating in the informal economy can ultimately support the structural transformation of city and national economies.

Overview

The Joint Work Programme for Equitable Economic Growth in Cities (JWP-EEG), chaired by the Foreign, Commonwealth & Development Office (FDCO/DFID), wrapped up its operations in 2020 after four successful years of catalysing debate on how to achieve equity in cities. The programme began with the hypothesis that focusing on equitable access to public goods and services could be an important pathway to achieving equitable economic growth in cities, especially in creating jobs and benefiting informal workers.

Its activities have made a significant contribution to proving that hypothesis and put the issue on the global agenda. Over its lifespan, the EEG has gathered a suite of tools, cases and practices that strengthen the Cities Alliance partnership's ability to provide technical assistance to secondary cities on financing public infrastructure and public-private dialogues on equitable economic growth. Its final synthesis report[12] offers valuable insights that can inform future initiatives aimed at fostering more equitable economic development in secondary cities, by development partners as well as national and local governments.

The programme comprised three components: Global Policy Dialogues; Global Knowledge Products; and the Campaign Cities Initiative. The three-component initiatives delivered policy recommendations at global, national and local levels. The recommendations were complementary and mutually reinforcing. Knowledge generated at the global level informed action at the national and local levels, and the evaluation of outcomes at national and local levels helped refine policy recommendations and focus the knowledge products.

The JWP-EEG has unearthed many pathways to EEG, which can be summarized as:

The people's pathway , focusing on actions to improve the life chances of target social groups;

The economy pathway, focusing on building strong, productive city economies driven by EGG; and

The governance pathway, focusing on ways to ensure that city administrations can effectively identify and implement public good and service investments that drive EEG.

[12] https://www.citiesalliance.org/resources/publications/cities-alliance-knowledge/synthesis-report-joint-work-programme-equitable

Activities

CAMPAIGN CITIES INITIATIVE

The Campaign Cities Initiative came to a successful conclusion in September 2020 with the completion of activities in Kenya, the fourth and final country. The initiative was implemented in two counties in Kenya, Kajiado and Nyandarua, with UN-Habitat as the implementing partner. Other Cities Alliance members involved included UNCDF in Ghana and Uganda, and the Ministry of Local Government and Rural Development (MLGRD) in Ghana.

The campaign facilitated a 24-month local support initiative to promote equitable access to public goods and services through focus areas adapted to the specific needs and local context in eight secondary cities across four countries (Bangladesh, Ghana, Kenya, and Uganda). Local partnerships were created in each city to deliver specific initiatives for promoting equitable economic growth.

The city partnership methodology proved to be successful in promoting economic development, and the impacts generated are expected to last beyond the life of the campaign process, as the methodology triggered follow-up and spin-off initiatives. A diverse range of sectors were covered including: women's economic empowerment, agro-processing industries, local economic development, medical waste management, public space management, integrating infrastructure, and markets and tourism development.

OUTPUTS PRODUCED IN 2020	
City Briefs	Eight city briefs summarize the activities, key findings, and recommendations for each campaign city.
Issue Briefs	Four issue briefs explore solid waste management, agro-processing, EEG theory of change, and the campaign city process.
Local Assessment Reports	Two Local Assessment Reports (LARs) present the findings from a comprehensive diagnostic assessment of prioritized public goods and service access and delivery for Nyandarua and Kajiado counties in Kenya. The LAR for Kajiado County focused on urban development and infrastructure management, and establishment of a market management authority responsible for all 34 markets in the county. The Nyandarua LAR focused on urban development and infrastructure management as well as construction of a wholesale market and agro-processing centre. Both LARs were endorsed by the county authorities.
Policy Briefs and Recommendations	Two policy briefs offer evidence-based recommendations for improving institutional performance at the local level for Nyandarua and Kajiado counties in Kenya. They include establishing a dedicated framework for managing markets in Kajiado, and a full project proposal and business development strategy for constructing a wholesale market and logistics centre in the Magumu area of Nyandarua County.

Local Economic Acceleration Programme (LEAP)

The JWP EEG implemented LEAP in four campaign cities: in Ghana (Cape Coast and Agona Swedru) and Uganda (Mbale and Gulu) in partnership with UNCDF. LEAP aimed at addressing the obstacles to investment in rapidly growing secondary cities in the two countries and creating avenues for public-private-partnerships. Key outputs include:

- In Ghana, an analysis of the cities' financial capacity to invest into public services conducted by analyzing their financial resources, expenditure trends, operating results, and liquidity position. Cities will use the information to obtain an improved understanding of challenges and potential areas of opportunities in financing public goods and services.

- In Uganda shadow credit assessments of Gulu and Mbale Municipal Councils were conducted to provide information to municipal officials about the cities' current financial condition. The shadow credit ratings are intended to prepare the municipalities for external ratings provided by an external credit assessment institution.

Global Policy Dialogues

- The JWP EEG facilitated a networking event on the two Campaign Cities in Ghana, Cape Coast and Agona Swedru West, at the World Urban Forum in Abu Dhabi. The event focused on the outcomes of the Campaign Cities initiative and its significance for future development.

- The JWP EEG had a prominent role at the Ghana Urban Forum (GUF2020) organized in Accra in January 2020. The main presentation for the Forum was based on *Connecting Systems of Secondary Cities*, and it highlighted the importance of secondary cities to national and local development, issues affecting secondary cities in Ghana, and future directions. A side event on LEAP focused on financial capability and strategies for financing infrastructure and local economic development in secondary cities, based on the experiences of Agona Swedru West and Cape Coast.

- The JWP EEG also facilitated two national high-level policy dialogues in Ghana and Uganda in collaboration with UNCDF as part of the LEAP project, which was presented at national fora in both countries. Discussions addressed financing public goods and services to city stakeholders, local government, national government, and private sector parties.

Global Knowledge Products 2020

KNOWLEDGE PRODUCTS IN 2020

Joint Work Programme for Equitable Economic Growth in Cities Synthesis Report

A key legacy document of the JWP EEG, the report synthesizes the knowledge gained and lessons learned from the four years of the programme.[13]

Smart Technologies for More Equitable City Economies

The report investigates and collects cases showing how the application of new smart technologies in cities has fostered a more productive, inclusive environment for the urban poor.

Connecting Systems of Secondary Cities (Spanish)

This version of the book takes a more detailed look at examples of systems of secondary cities in LAC, including Argentina, Chile, and Colombia. It was produced and launched in partnership with the Inter-American Development Bank (IDB).

Connecting Systems of Secondary Cities (Chinese)

This Chinese-language version investigates development challenges and opportunities of secondary cities and explores alternative models of collaboration to foster the equitable growth of systems of secondary cities. It is adapted to the Chinese context and was produced in cooperation with the Chinese Center for Urban Development.

National Enablers for Infrastructure Investment and Economic Development in Secondary Cities in Ghana and Uganda

Produced in collaboration with UNCDF, the report explores how national governments can enable infrastructure financing and Local Economic Development, with a focus on Ghana and Uganda. It reviews various options for financing infrastructure and assesses the pros and cons of public private partnerships and municipal bonds.

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13 https://www.citiesalliance.org/sites/default/files/2020-06/JWPEEG_SynthesisReport_2020.pdf

Webinars in 2020

The JWP EEG organized six webinars on access to public goods and services as a pathway to equitable economic growth for dissemination and knowledge-sharing purposes. They included a five-part series organized under a grant to TU Berlin. The webinars covered were:

1. Bridging research and policy for equitable global development https://www. citiesalliance.org/resources/multimedia/ videos/webinar-bridging-research-and-policy- equitable-global-development

2. Research as a vessel for equitable economic policy https://www.citiesalliance.org/ newsroom/events/webinar-research-vessel- equitable-economic-growth

3. Affordable housing and land in Latin America: Learning globally from local best practices in pursuit of equitable economic growth, organized in collaboration with the World Bank https://www.citiesalliance.org/ newsroom/events/affordable-housing-and- land-latin-america

4. The growth-equality dilemma and knowledge co-production for better public services https://www.citiesalliance.org/newsroom/ events/webinar-growth-equality-dilemma- and-knowledge-co-production-better-public- services

Two other webinars were organized to launch and disseminate knowledge products: Smart technologies for equitable city economies (https:// www.citiesalliance.org/newsroom/events/webinar- smart-technologies-equitable-city-economies) and the Spanish version of Connecting Systems of Secondary Cities: Fostering Equitable Growth in Latin America – Challenges and Opportunities (https://www.citiesalliance.org/newsroom/events/ webinar/book-launch-connecting-systems- secondary-cities-now-spanish), in partnership with the Inter-American Development Bank.

"
Despite the all-encompassing shock to urban economies that has been triggered by the pandemic, the recipe for achieving equitable economic growth remains the same, with a renewed sense of urgency. The JWP EEG has sought to enhance long-term economic resilience by bolstering critical public infrastructure and services, emphasizing the role of local governments, and better integrating the informal economy into the city. Amid the challenges at hand, there is a need to build on this work and its strategic direction to re-ignite economic development post-coronavirus."

– Josh Drake, former Urban Economic Development Specialist, Cities Alliance

Lessons Learned

JWP-EEG COMPONENTS	KEY LESSONS FROM IMPLEMENTATION
Global Policy Dialogues	→ **Strong partnership platforms.** Build effective partnerships within the city and engage a broad range of stakeholders.
	→ **Effective enabling policy and investment environments.** National and state governments need to provide a supportive enabling policy and investment environment. Cities need to be empowered, characterized by strong institutions, endowed with sufficient resources, and operating within supportive national legislation and with clearly defined mandates.
Global Knowledge Products	→ **Improved data and evidence.** These are required to support EEG policies and programming and needed for urban local governments and stakeholders to fully understand the opportunities and challenges they face as they endeavour to promote EEG.
	→ **Value local stakeholders.** Their capacity to analyze key problems and establish causal links is often overlooked.
Campaign Cities Initiative	→ **Use the convening power of Cities Alliance.** The Campaign Cities initiative acted as a platform which effectively brought together the different actors in the urban sector and assisted them to work as a coherent unit focused on achieving EEG.
	→ **Proactive partner engagement 'works'.** Proactively engaging partners has been critical to ensuring the success of many JWP-EEG initiatives.
	→ **Strengthen skill competencies and the human resource capacity of city administrations.** This is required to effectively identify how public goods and services can be deployed to promote EEG.

5.2

CITIES AND MIGRATION

Today, over 60% of refugees and 80% of IDPs around the world live in cities. This situation requires a greater connection between humanitarian and development efforts to meet both the short- and long-term needs of refugees and host communities in urban areas, even more in the face of the pandemic.
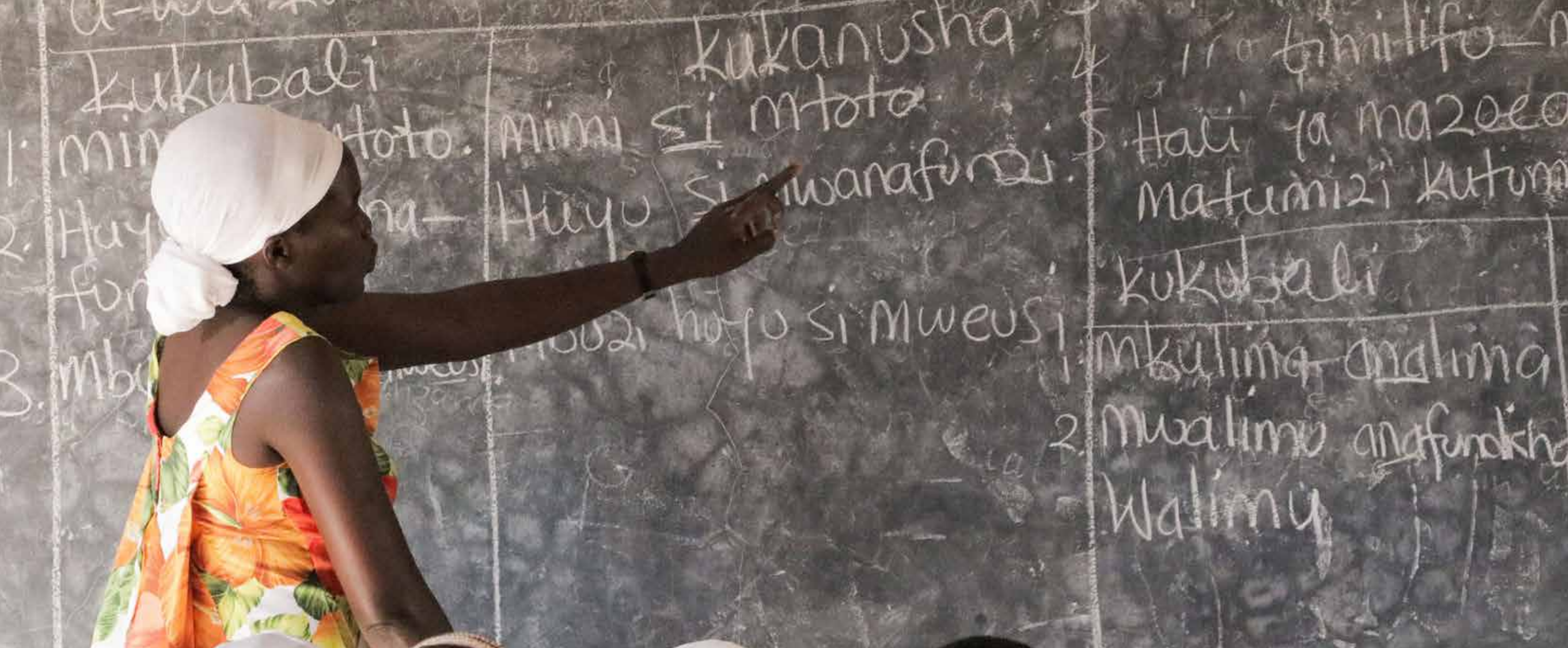
Overview

A partnership between the SDC and Cities Alliance, the Cities and Migration Joint Work Programme aims to enable partner cities, local governments, host communities, and migrants to manage challenges and leverage opportunities arising from migration. It focuses on harnessing migration for sustainable and inclusive development, in secondary cities in low-income countries.

In 2020 the programme worked with nine cities across five countries in the Horn of Africa, Guatemala and Tunisia. It also established research partnerships with the World Bank, the Refugee Studies Centre at Oxford University, and the Urban Expansion Planning Team of New York University, to advance theory and concepts of migration management.

The Covid-19 pandemic, and political unrest in some of the partner countries, affected the programme substantially. All the activities faced delays. Projects adapted by prioritizing desk work, holding virtual meetings, and re-planning actions. Nevertheless, the team achieved substantial results, including hosting a combined virtual/in-person regional conference in East Africa towards the end of the year.

The programme also supported Cities Alliance Covid-19 response in Guatemala through the distribution of medical supplies in Amatitlán. The city was chosen because it is one of the programme's partner cities, where a project to improve the management and integration of labour migrants is currently being carried out.

" SDC values the urban perspective which the Cities Alliance adds to the migration debate through its evidence-based learning at local level, research, and global advocacy. The relevant results to date were achieved by building on the respective strengths of the members and by leveraging the qualities of the Cities Alliance Global and Country Programmes. SDC strongly believes that migration should be given space in the next Strategic Plan as it is a relevant entry point for development. Empowered cities can leverage their agency to reduce poverty and inequality and thereby contribute to the achievement of several SDGs.

— Anne Tchoursine Savary, SDC, representing Switzerland at the Cities Alliance Board Meeting

Activities

CITY INITIATIVES

The programme builds partnerships with cities that have three common elements – a need to address migration dynamics, a willingness among local and national governments, and migrant and resident communities – to test approaches that foster social and economic inclusion for greater social cohesion at the city level. Beyond financial support, the programme provides substantial direct technical assistance, as well as through Cities Alliance's members and partners including national and local governments in Uganda, AVSI, SDI/ACTogether, UN-Habitat, the World Bank, Avina Foundation and The Inter-American Dialogue.

" Statistics can be easier managed with the help of social workers. Partnering with AVSI Foundation enabled us to have a better reach with the community. Our processes must assure integrity and uniformity."

– Helen Nviiri, Director of Population and Social Statistics, UBOS

Currently there are nine partner cities: Adama and Jigjiga (Ethiopia); Arua and Jinja (Uganda); Kakuma-Kalobeyei (Kenya); Amatitlán and San Marcos (Guatemala); and Jendouba and Kairouan (Tunisia).

UGANDA
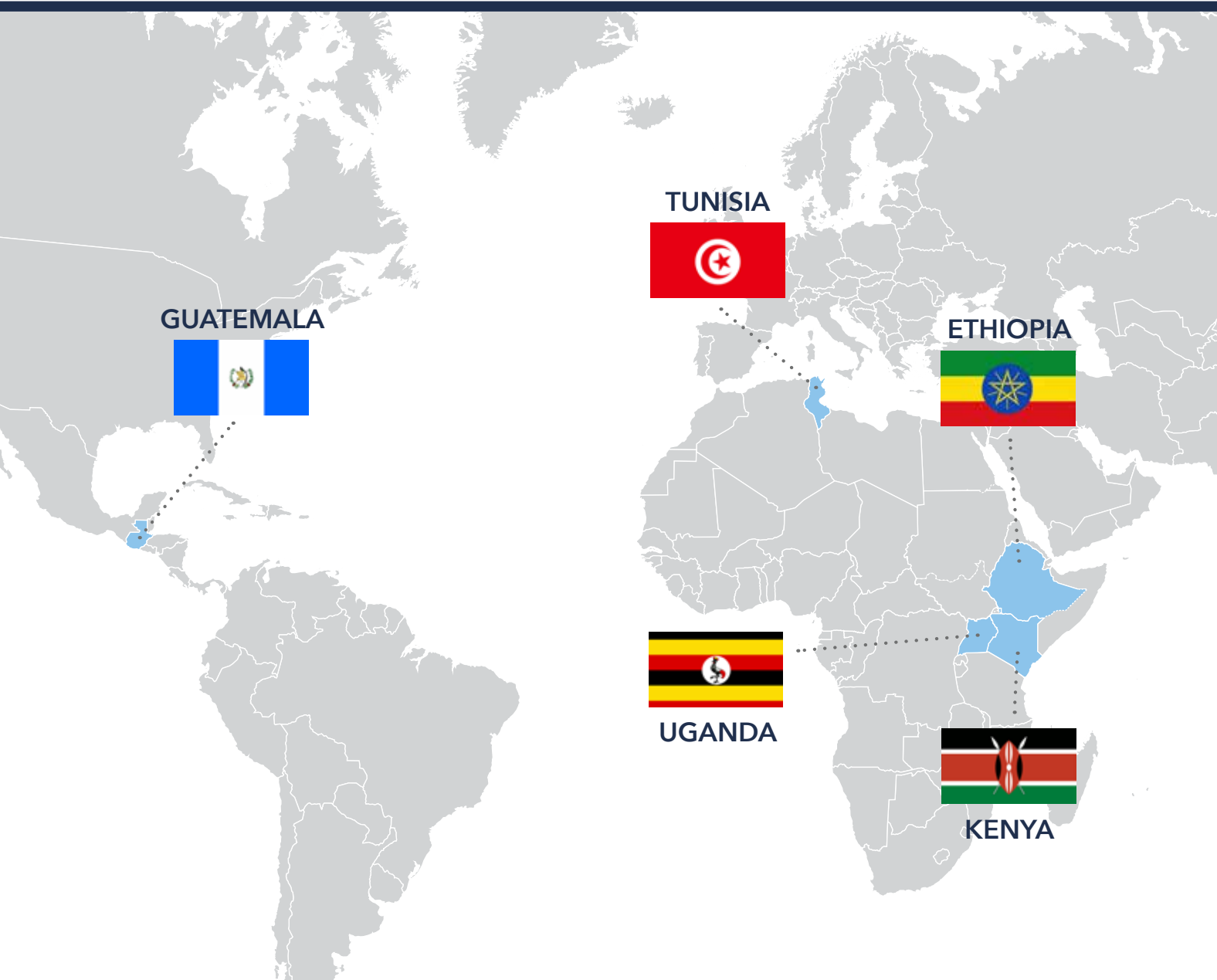
Arua:

The project led a collaboration between the local government and the Central Bureau of Statistics to enumerate urban refugees in Arua. Nearly 13,000 targeted households were enumerated. 30 enumerators went door-to-door to collect data using tablets and transmitting the statistics directly to the online Uganda Bureau of Statistics information system.

Jinga:

A partnership agreement with a financial institution for a gender-sensitive community housing upgrading scheme was signed with co-financing from Jinja City Council that will benefit 2,000 slum dwellers, both migrants and long-term residents.

ETHIOPIA

Adama:

- Our initiative on improving the reception, management and integration of rural-urban migrants is informing the recommendations of the UNSG High-Level Panel on Internal Displacement, which will influence policies of UN systems and member states.

- The local government is scaling up our pilot approaches. Migration desks are now available across the city to support the inclusion of rural migrants, and the city is providing additional land for markets to foster the economic inclusion of IDPs.

Jigjiga:

The Ethiopian Diaspora Agency (EDA) is considering integrating the regional diaspora engagement strategies in Jigjiga into the national diaspora policy. The EDA would also like to replicate the diaspora mapping pilot across all regions in the country.

TUNISIA

Jendouba and Kairouan:

Seven sites (four in Jendouba and three in Kairouan) were identified and mapped out with the Regional Office for Tourism in Kairouan. The collaboration led the National Office for Tourism to develop the identified tourism circuits in three communes as part of a new $7.5 million programme to foster socio-economic development in the region.

GUATEMALA

San Marcos:

The project collaborated with financial institutions to provide advisory services to remittance-receiving households. Nearly 21,000 remittance recipients received financial training materials on the advantages of formalizing savings and how to access formal saving products. Nearly 6,000 remittance recipients (50% women) were mobilized and formalized savings for almost US $1.7 million.

GUATEMALA

TUNISIA

ETHIOPIA

UGANDA

KENYA

INCLUSIVE URBAN DEVELOPMENT AND MOBILITY FOR REFUGEES

In August 2020, Cities Alliance and the EU agreed to support the implementation of the Comprehensive Refugee Response Framework in seven secondary cities and four countries in the Horn of Africa (Arua and Koboko in Uganda, Borama and Gabiley in Somalia, the Kakuma-Kalobeyei cluster in Kenya, and Assosa and Jigjiga in Ethiopia) through a new joint initiative: The CRRF Inclusive Urban Development and Mobility project.

The project aims to facilitate regional networks and dialogue to help secondary cities in the Horn of Africa better address the challenges and opportunities related to refugees in urban settings. Peer networks and knowledge exchanges will help the cities identify solutions to improve living conditions and opportunities for both refugees and host populations, reduce the risk of conflict, and provide access to basic services for all vulnerable city residents.

The initiative will be implemented by Cities Alliance with funding from the EU through its Emergency Trust Fund for Africa (EUTF for Africa), which seeks to deliver an integrated and coordinated response to the diverse causes of instability, irregular migration and forced displacement. The project will formally launch in March 2021 with a peer-learning event in Arua, Uganda.

SHARING EXPERIENCES WITH URBAN EXPANSION PLANNING

Rural-to-urban migration is one of the major dynamics secondary cities across the world have to manage. It is not the only reason cities are growing fast; natural growth and expanding jurisdictions are also factors. Migration is, however, a primary cause of growth in secondary cities, especially in Ethiopia and Uganda. With the support and partnership of SDC, the Cities and Migration Programme has identified a promising approach to support cities in low-income countries to better manage rural-urban migration: urban expansion planning.

The approach, presented by the Secretariat during a corporate event at the 2020 World Urban Forum, focuses on planning for the next 30 years of growth by securing land for a grid of arterial roads and by identifying and protecting environmentally sensitive areas. The programme also contributed to the global advocacy for the approach on a panel chaired by the Nobel Laureat Dr. Paul Romer in October.[14]

In November, the programme convened a Regional Dialogue on Urban Expansion Planning, with local and national governments from across the Horn of Africa to discuss experiences and merits of the approach and ways to implement it. Participants concluded that urban expansion planning is an effective approach to proactively managing urban growth that is simple, cost effective, and delivers results.

FOSTERING DIALOGUE ON MIGRATION IN LATIN AMERICA AND THE CARIBBEAN

A series of events were organized in the LAC region building on the Urban Housing Practitioners Hub (UHPH), an open platform for learning and exchange initiated by Cities Alliance. The theme of migration was introduced to this network, establishing an instant informed dialogue among professionals who had built strong cross-country relationships and trust over several years of collaboration and exchange. This experience significantly strengthened Cities Alliance's advocacy for cities and migration at the 2020 Global Forum on Migration and Development and Mayoral Forum in Quito. The event was an opportunity for the programme to disseminate key messages on cities and migration at the global level and showcase some emerging results from its projects.

“ This planning tool has resulted in less informality, lower housing costs, more access to services, and a larger number of formal sector jobs because businesses had more land to expand.”

– Ms Aisha Mohammed, Minister for Urban Development and Construction in Ethiopia

“ We need to accept the fact that cities will get bigger. Many officials don't want their cities to grow and they think that by passing a law they won't. This is unrealistic, it's just a guarantee of informal settlements and it's also inhumane. It's terrible policy. What policy should be about is to make room for those people who want to move to the city and benefit from the opportunities that cities can offer.”

– Paul Romer[15]

[14] How they do it in Ethiopia: Making Room for Cities to Grow https://www.citiesalliance.org/newsroom/news/urban-news/how-they-do-it-ethiopia-making-room-cities-grow

[15] Paul Romer – Cities Need to Make Room. An interview with Cities Alliance. https://www.citiesalliance.org/newsroom/news/cities-alliance-news/paul-romer-cities-need-make-room

2020 Highlights Infographic

With support from the Swiss Agency for Development and Cooperation, **9 cities** in the Horn of Africa, North Africa, and Latin America received technical and financial assistance to address local migration management. Over USD **4 million** seed funding was provided to local city stakeholders.

HORN OF AFRICA:

The European Union Emergency Trust Fund (EUTF) for Africa approved **€600,000** to support a new secondary city networking project for peer learning in refugee contexts **in 7 cities across the region.**

San Marcos, GUATEMALA:

Nearly 21,000 remittance recipients (**59% women**) were provided financial training materials to help them access the formal financial system. It mobilized **6,000 remittance recipients** and formalized savings amounting to almost **US $1.7 million**.

31 microentrepreneurs received training on credit options and business competitiveness.

Nearly 700 middle school youth (**47% of them girls**) were supported through educational programmes with courses in math, communications, and entrepreneurship.

Adama, ETHIOPIA:

The city provided **1,875 sqm of land** for two market centres in IDP settlements.

The city established **4 migration service** desks that have registered **700 rural-to-urban migrants** and provided them with advice on available services. The local government scaled up the approach, to finance **3 additional service desks**.

The project recruited **14 health workers** from among the IDPs for the new Adama Model Clinic, launched in mid-2020.

Kairouan and Jendouba, TUNISIA:

105 youth (**40 of them women**) received funding to set up tourism-related small projects and enterprises. The project financed **60 start-ups** and ensured co-financing for **58 others** through the state employment agency and other micro-finance programmes.

Project activities led the National Office for Tourism to develop tourism circuits in **3 communes** as part of a new programme worth **$7.5 million.**

Looking Ahead

Phase I of the programme is expected to conclude in 2021, with the focus on mitigating delays due to Covid-19 and orchestrating further outcome-level results. Nine cities in the Horn of Africa will receive technical assistance and facilitated peer learning to elaborate their urban expansion plans. All nine city initiatives and knowledge partnerships will work towards finalizing their outputs and respond to opportunities to leverage further outcome-level results.

The EU-funded CRRF-Inclusive Urban Development and Mobility project will be launched and its activities implemented. In addition, Cities Alliance will emphasize engaging its members and partners to join an advocacy initiative for greater support to cities with high numbers of forced migrants.

The year 2021 also represents the transition to a potential Phase II of the programme. Much work remains to be done by this partnership and other actors to direct greater global and national support to secondary cities at the forefront of historic migration dynamics.

5.3

CITIES FOR WOMEN

Cities Alliance envisions a world where all women and girls live in inclusive and equitable cities and communities.

Overview

With most of the world's population living in cities, Covid-19 has laid bare existing inequalities and stark disparities in access to urban services, particularly for women. Informal low-paid employment. The increased burden of unpaid care. A lack of gender-sensitive public spaces. Difficulty accessing digital technologies. All these highlight women's increased vulnerability to the pandemic's effects. To address this and broader issues around gender equality in urban spaces, everyone involved in urban planning needs to understand how women live in and experience their cities.

At the beginning of 2020, with support from Sida, Cities Alliance launched a new phase of its global programme on gender, the Cities for Women programme. This new phase builds on the Cities Alliance Gender Equality Strategy (2014-2017) and the Strategic Plan (2018-2021) already oriented towards mainstreaming gender equality in our corporate processes and programmes.

The Cities for Women programme aims to identify a clear target for actions, with the awareness that a city that is inclusive towards women's needs is more equitable for everyone. It has three major components:

- **Participatory local action research** targeting local women's organizations, women experts, and local stakeholders focusing on analyzing and proposing solutions to foster inclusive cities strategies.

- **A global platform for knowledge exchange**, including events and articles to improve awareness of relevant policies and contribute to global debates on women's inclusion in urban development.

- **Cross-support and gender mainstreaming** within Global and Country Programmes through dedicated training sessions, project monitoring, and technical support (gender analysis, gender indicators, action plans and / or the development and implementation of specific gender-focused activities).

In 2020 the primary objectives achieved involved setting up the programme and team, increasing the overall visibility of Cities Alliance's work related to gender within and outside the organization, and establishing collaboration with strategic partners and members.

> " Women's empowerment is the way forward for any sustainable development. Women are listening.
>
> – Rohey Malick Lowe, Mayor of Banjul, The Gambia

Activities

PARTICIPATORY LOCAL ACTION RESEARCH

Introducing the Cities for Women Framework

The programme developed the Cities for Women Framework, a collection of tools to actively involve women and girls in urban development and governance. The framework enables women to be engaged in a participatory process with various phases, including an initial assessment of individual perceptions, collection of existing data and policies, through participatory evaluations where representatives from local institutions and organizations collectively assess the level of women's engagement in their cities. This ensures more local engagement and ownership. The Cities for Women Framework toolkit[16] was launched in October 2020, with promotion on social media and dissemination through events and webinars.

The Women's Engagement in Cities Profile

The Cities for Women Framework includes the Women's Engagement in Cities (WEC) profile, a systematic series of qualitative questions organized around four main elements:

Social inclusion

Economic engagement

Institutional and political engagement

Human and social capital

[16] https://www.citiesalliance.org/resources/knowledge/publications/cities-for-women-urban-assessment-framework-through-gender-lens

Photo by: UNOPS

- **Kathmandu, Nepal:** UNOPS Nepal and Cities Alliance conducted a series of online and offline consultations bringing national and local institutions, women-led organizations, and other key stakeholders to collectively explore ideas for women's empowerment in urban planning and policy. Participants identified issues such as the absence of public space in Kathmandu and safety on the city's roads, public transport, in public spaces. They also noted that the pandemic has deepened the gendered division of labour and increased women's responsibilities as caregivers. The findings of the Kathmandu workshop are outlined in the joint report Nepal – Kathmandu, A City for Women, released in January 2021.

Cities Alliance, in cooperation with partners, applied the profile in three laboratories in Nepal, Liberia and The Gambia. The process, implemented through surveys, discussions, and workshops, enabled measuring the women's engagement in their cities and discussing gender-inclusive ideas and planning proposals.

- **Banjul, The Gambia:** With support from UNOPS Gambia office, The Gambia's government is developing a strategic urban plan, the Greater Banjul 2040 project. In this context, Cities Alliance and UNOPS Gambia worked together. Due to Covid-19 restrictions, the activities originally planned in-person took place via social media, radio, and telephone. The profile led to a women-focused participatory process for the Greater Banjul Area that highlighted hidden challenges and underscored the fact that women bring a unique set of experiences into the urban conversation. The results will inform the Banjul 2040 Digital Urban Plan due in July 2021. The findings of the participatory process are outlined in a joint report Planning for Inclusive Greater Banjul released in 2021.

- **Monrovia, Liberia:** The programme worked with the Liberia Country Programme team on a citywide approach to engage women in identifying priorities for planning interventions. The results of this engagement informed the Greater Monrovia Urban Development Strategy and specific Covid-19 response actions in informal settlements. The consensus was that the Greater Monrovia area is not inclusive to women's needs and that women's issues are not prioritized. The findings were presented in a report[17] and a video[18] on Women Transforming Monrovia published in November 2020.

WOMEN TRANSFORMING MONROVIA

An Urban Assessment from a Gender Perspective in Liberia

CITIES FOR WOMEN

"
Women are left behind in all areas: lack of water access, public toilets, poor public transport, and street lighting. These are not only a labelling or infrastructure issue; they are safety issues for women."

– Nyima Camara, participant in the Banjul Women's Engagement in Cities activity

[17] https://www.citiesalliance.org/resources/publications/publications/women-transforming-monrovia
[18] https://www.youtube.com/watch?v=TxG1PPk2nJY&feature=youtu.be&ab_channel=CitiesAlliance

CROSS- SUPPORT TO COUNTRY PROGRAMMES ON GENDER MAINSTREAMING

Monrovia, Liberia

After the citywide consultation, the Cities for Women programme engaged with residents from three informal settlements - Doe Community, Clara Town, and Soko Town. Through the process, participants identified access to clean water as one of the main challenges for women in Greater Monrovia. As a result, the programme provided advisory support to the Liberia Country Programme's community water initiative with tools, an engagement plan, and a draft Gender Action Plan. With funding from Sida, LCP began the construction of 15 water kiosks in the three communities, through its Community Upgrading Fund. Gender was mainstreamed at all stages of the process. Women from the community will manage the kiosks with the support of FOLUPS.

Tunisia

- **Improving the integration of gender mainstreaming in local public policies in Béja and Medenine:** This project aims to reduce gender inequalities in the context of decentralization in Tunisia and foster female leadership. Implemented by the local organization Aswat Nissa, the project analyzes the process of gender mainstreaming in local policies in two TCP partner cities, Béja and Medenine. In 2020, two surveys were conducted with nearly 300 citizens and local officials in each city to identify measures to reduce gender disparities. In Medenine, participants cited freedom of movement as a major constraint; 76.7% of women respondents said they need authorization from a man to carry out trips outside the home. In Béja, they identified safety and

participation in governance as issues; 53.5% of women said they have experienced some form of violence in public space, and that women on the city council can participate but rarely make decisions. Aswat Nissa also provided women council members with a training in leadership.

- **The Femmedina programme in Tunis:** Cities Alliance and USAID formally launched the Femmedina initiative on 3 December. The 18-month programme focuses on reactivating key public spaces in four areas of the Medina of Tunis by engaging its female residents. It also aims to explore the gendered nature of public spaces and promote inclusive planning. The launch event[19] attracted over 120 participants, including international experts and decision makers. The programme will begin operations in 2021 with activities including a safety audit in the Medina, co-design of public spaces with women from the Medina, and construction of pilot public spaces. *For more information see on page 67 under the Tunisia Country Programme.*

> " This training will allow me to improve the way I communicate. We are all here for the benefit of the country."
>
> – Fathia Belhadj Kacem, Chair of the Women's Commission in Beja

Photo by: Aswat Nissa

FEMMEDINA
APPROACHES AND TOOLS TO CREATE INCLUSIVE CITIES

3 DECEMBER 2020 | 10.00 - 13.00 TUNIS TIME

USAID

ADVOCACY

Raising Awareness on Violence Against Women and Girls

To mark the International Day for the Elimination of Violence against Women on 25 November, the programme organized, together with Metropolis and UCLG, an awareness-raising initiative to end violence against women and girls (VAWG) in urban spaces.

As women and girls are at the forefront of the crisis generated by the Covid-19 pandemic, they should be at the centre of the recovery, with feminist leadership as a driver.

The initiative urged political leaders to acknowledge the importance of integrating a gender-sensitive approach into their Covid responses. It also shed light on the fact that violence is the result of existing gender inequality in urban areas, multiplied and exacerbated by the pandemic.

Webinars

The programme organized four virtual events on gender equality issues:

Learning from Cities to Advance Gender Equality[20], in partnership with the Council of European Municipalities and Regions (CEMR); Beyond the Revolution: Women's Political and Cultural Participation in Tunisia[21], in partnership with Aswat Nissa; The Feminist City[22] on the realities and critiques to the foundations of urban space; and Building Cities for Women with EU/DG DEVCO, on how cities can prioritise and mainstream gender-sensitive policymaking. The latter was featured by the UNDP City2City platform[23].

metropolis ● | Cities Alliance Cities Without Slums | UCLG United Cities and Local Governments

LET'S FREE OUR COMMUNITIES, CITIES AND METROPOLISES FROM GENDER VIOLENCE!

[20] https://www.citiesalliance.org/newsroom/events/webinar-learning-cities-advance-gender-equality
[21] https://www.citiesalliance.org/newsroom/events/beyond-revolution-womens-political-and-cultural-participation-tunisia
[22] https://www.citiesalliance.org/newsroom/events/feminist-city
[23] https://city2city.network/webinar-building-cities-women

Lessons Learned

→ Covid-19 highlighted that it is important to combine online tools with small groups working together, using various communication channels, and setting up new methods for future participation when engaging women from informal settlements.

→ Clear timeframes and concrete objectives of the participatory process (such as a defined CDS process or construction of a water kiosk) allow women with limited time to engage.

→ Local partners are key to engaging community members and local stakeholders in participatory processes, identifying priorities, and building trust with the community. In Banjul, close collaboration with the UNOPS Gambia office also led to a stronger relationship with Cities Alliance and increased our visibility at the national level.

→ Strategic partnerships with Cities Alliance members around planning, gender and infrastructure could help ensure broader engagement and project delivery when missions are not allowed (such as during a pandemic), or in places where there are no Country Programmes.

Looking Ahead

The Cities for Women Global Programme plan for 2021 focuses on three major components: advocacy, a new Gender Action Plan for Cities Alliance, and continued cross-support to programmes.

The programme will undertake a series of advocacy events targeting local women's organizations, experts, and local stakeholders focusing on analysing and proposing solutions to foster inclusive city strategies.

In Bangladesh and Uganda, Cities Alliance will provide guidance, tools, and technical assistance to ensure that the urban policies and programmes become tools for women's social and economic empowerment. This involves applying the Women's Engagement City profile and other participatory processes to ensure that women can voice their concerns and wishes for their future in the city. The results of these engagements will be disseminated through dedicated reports. The programme will also undertake some interventions in The Gambia, Liberia, and Nepal to develop actions in response to the priorities identified during the participatory processes conducted in 2020.

In early 2021, a policy paper on the nexus between informality and gender equality in cities will be disseminated to bring the topic to the attention of the international development actors. The programme will also continue to engage in global advocacy through online events, campaigns, webinars, and articles to raise awareness of the relevance of a citywide approach to gender equality and women's empowerment.

The programme will produce a new Gender Action Plan 2022-2025 based on an extensive analysis and evaluation of the gender-related results and improvement across Cities Alliance operations over the past four years. In addition, it will continue supporting Global and Country Programmes to mainstream gender through dedicated training sessions, project monitoring, and technical support.[24] In Tunisia, the Country Programme's gender component will include the implementation of the Femmedina initiative focusing on the creation of inclusive public spaces in the Medina of Tunis.

As women and girls are at the forefront of the crisis generated by the Covid-19 pandemic, they should be at the centre of the recovery, with feminist leadership as a driver.

[24] This technical support includes providing gender analysis, gender indicators, action plans, and the development and implementation of specific gender-focused activities.

Most urban growth is unplanned, incremental – and informal. Most urban growth will take place not in new or smart cities, but as constant additions to existing human settlements.

5.4

INFORMALITY AND COVID-19

Overview

The Covid-19 pandemic was a wake-up call for governments to address informality. High density and lack of sanitation facilities led to a high risk of infection among vulnerable communities. The pandemic also highlighted the need for multi-level participatory governance and collaborative approaches, as emergency responses had to be coordinated among various local and national actors, including municipalities, civil society, and research organizations.

In 2020, Cities Alliance introduced a new Global Programme on Informality to channel and manage responses to the Covid-19 pandemic in informal settlements globally. The programme draws on Cities Alliance's established partnerships in Asia, Africa, and Latin America. It leverages the agenda on informality by raising awareness, addressing structural inequalities, and improving the situation of the urban poor.

Halfway through the programme, Cities Alliance and its partners are succeeding in promoting meaningful, hands-on solutions to challenges faced by informal settlements during the pandemic and beyond. The programme is delivering on its three key objectives: knowledge exchange, filling knowledge gaps, and advocacy.

> **There is an opportunity to address the crisis by better recognising the informal economy as a vital economic force and supporter of livelihoods. This means better integration of the informal economy into the city through re-thinking current approaches to urban planning and city governance.**

Activities

The Informality Programme, funded by Sida, comprises two components: the Covid-19 response at the country level, and knowledge exchange and advocacy on informality at the global level.

KNOWLEDGE AND ADVOCACY AT THE GLOBAL LEVEL

Global and regional activities involve a combination of member engagement, e-learning advocacy, and knowledge initiatives. The advocacy actions leverage the local response actions and call for a long-term global political and financial support for the informality agenda. They also enhance multi-faceted networks to exchange best practices on slum upgrading to support the urban poor and promote change. Through the Informality Programme, Cities Alliance has co-organized knowledge exchanges in the form of Housing Laboratories, Urban Thinkers Campus sessions, webinars, and the Platform for Cities of the Global South to provide cross-national exchange of experiences related to housing, slum upgrading and inclusive urban governance in light of the current Covid-19 pandemic and in response to stakeholder demands on the ground.

Housing Laboratories (LAVs)

The Housing Laboratory framework (called LAVs from the Spanish Laboratorios de Vivienda) is the result of Cities Alliance's longstanding collaboration with and support to the Urban Housing Practitioners Hub[25] in the LAC region. The LAVs provide a platform for governments and urban actors to exchange on urgent responses to the crisis and explore opportunities to improve living conditions in informal settlements over the long term. Cities Alliance organized 15 Housing Laboratories in 2020.

One series of LAVs focused on responses to Covid-19 in informal settlements in support of governments from Latin America and the Caribbean,[26] as well as workshops with a country emphasis on El Salvador, Guatemala, and Mexico. Another series facilitated three exchanges on slum upgrading experiences between South Africa and LAC countries.

[25] The UHPH is an open platform for organizations committed to improving housing conditions for the urban poor in LAC. It combines a digital space with in-person interactions where people can access information on housing, linking policy and planning efforts with practitioners on the ground. Cities Alliance has supported the UHPH since its inception.

[26] https://www.citiesalliance.org/newsroom/news/results/housing-labs-latin-america-new-approach-urban-governance

In India, the programme co-organized four LAVs on rental housing in partnership with the Centre for Policy Research India, the Scaling City Institutions for India (SCI-FI), HFHI, the Housing and Urban Development Corporation Ltd (HUDCO), the World Bank, CURE, the Asian Infrastructure Investment Bank (AIIB), and ADB. As a result of this joint effort, rental housing policies were adjusted at the national level, and a dialogue between and with cities was established.

Webinars on Slum Upgrading in the Context of Covid-19

The programme facilitated two sessions on slum upgrading in the context of the pandemic, as part of the Urban Thinkers Campus driven by UN-Habitat. The sessions were co-organized with University of St. Gallen / St.Gallen Institute of Management in Latin America. The first one, with a focus on Sub-Saharan Africa, offered insights in participatory and inclusive slum upgrading strategies with case studies from Sierra Leone, Kenya, and South Africa. The second incorporated best practices from Bangladesh, Indonesia, and Thailand. Partners included HFHI, UHPH, REALL, GIZ, the World Bank, UN-Habitat, SDI, IIED, and the Lincoln Institute of Land Policy. This breadth of institutions enabled the programme to improve transnational learning experiences, promote awareness among decision makers, and nurture the community of practice of urban experts, local governments, and academia. It also helped the series reach a broad, global audience.[27]

Affordable Housing and Land in Latin America

Learning globally from local best practices in pursuit of Equitable Economic Growth

Online Seminar

Friday, July 24 15:00 CET

Join Here! http://habitat-unit.de/events/webseminar-iv/

27 Social media statistics show that over 16,000 people were reached with 900+ interactions of both sessions.

DECALOGUE FOR PARTICIPATORY SLUM UPGRADING
Roadmap for Latin America and the Caribbean

1. TERRITORIAL GOVERNANCE
Slum upgrading is a long term and multi stakeholder political commitment to guarantee the right to the city of the diverse 'barrios populares' impacting positively the city as a whole.

2. PUBLIC POLICY
Slum upgrading should be part of housing and public health policies committed to implement the social and ecological function of property and prevent evictions.

3. INFRASTRUCTURE PROVISION
Slum upgrading needs to secure universal access to quality essential public utilities, health services, digital connection and social facilities under public/community management.

4. TERRITORIAL PLANNING
Slum upgrading requires to have a territorial and multi scalar approach, led by inhabitants in a multilevel inter organisational alliance.

5. POLITICAL RECOGNITION
Slum upgrading must promote human rights protection to achieve a city free of discrimination and committed to avoid the stigmatization of 'barrios populares'.

6. SOCIAL DIVERSITY
Slum upgrading should focus on care with an intersectional approach that promotes the equitable participation of women, girls, LGBTQIA+, migrants, and racialized population in decisions about the territory.

7. SOLIDARITY ECONOMY
Slum upgrading programs that promote a green productive reactivation that supports food sovereignty and the popular, solidarity and care economy.

8. KNOWLEDGE DIALOGUE
Slum upgrading should be community centred, negotiated, and co-produced based on protected territorial data and local knowledge to coordinate effective interventions.

9. COLLECTIVE MEMORY
Slum upgrading must strengthen a culture of collective care and human security drawing from inhabitants' collective memory and the psico-social support to community leaders.

10. CLIMATE JUSTICE
Slum upgrading needs to work in tandem with climate justice actions, risk reduction efforts and strength resilience from an ecofeminist and intergenerational approach.

Coalition

Joint Campaigning on Slum Upgrading and Migration in LAC

In cooperation with members and partners, the programme co-produced two sets of guiding principles (decalogues) to advocate for and address knowledge shortcomings in two crucial issues:

- **The decalogue on participatory slum upgrading in Latin America** highlights ten concrete steps towards a truly integral slum upgrading process in the region. It reflects key results of a legacy of knowledge exchanges and aggregated crucial outcomes of transnational knowledge platforms such as the UHPH and Synergies for Solidarity (Coinvite). The initiative was presented during the General Assembly of Housing Ministers in LAC. It is now a key component of our ongoing efforts to build a community of practice around housing, informality and the post-pandemic recovery.

- **The decalogue on inclusion of migrants in Mexico**[28] strengthened the collaborative framework of a community of practice including AVSI, AVINA foundation, GIZ Mexico, F40, SIDA, UN-Habitat, and UHPH. The purpose of the initiative is to leverage the agenda of integration of migrants in cities and the role of local governments in Mexico.

Global Community of Practice

The Informality Programme is committed to nurturing peer learning through active collaboration with partners to facilitate a global community of practice on people-centred slum upgrading. The programme organized a cities roundtable on the issue in cooperation with SALGA, the Lincoln Institute of Land Policy, and the City Support Programme of the South African National Treasury that brought governmental and non-governmental actors together. Building on experiences from LAC slum upgrading processes, a space for dialogue was established, completed by technical assistance in the form of recommendations for spatial planning.

Platform for Cities of the Global South Learning Sessions

Cities Alliance engaged with the Platform for Cities of the Global South to organize three learning sessions on identifying city practices that have been successful in managing the spread of Covid-19, protecting the informal sector, and mitigating effects on vulnerable urban populations. The sessions were organized in partnership with UCLG ASPAC, All India Institute of Self Government (AIILSG) and WIEGO. By bridging the gap between government officials and community leaders, the learning sessions fostered mutual understanding and cooperation between stakeholders at the local and national level. The sessions presented holistic approaches that exceed the current emergency by transforming present solutions into long-term approaches. Building on this theme, Cities Alliance, DeLoG, SDI and WIEGO organized a joint webinar around informality and inclusive urban governance[29] that offered a platform of best practices from the context of slums in Kenya and Brazil.

> " We need innovative partners to strengthen our limitations. It is important to improve our policy design and research analysis capacities."
>
> – Smita Zagade, Deputy Municipal Commissioner, Pimpri-Chinchwad Municipal Corporation

> " We need new types of partnerships. The type that are needed to address emergencies during wartime. As this is a historical challenge we hardly had experience with.
>
> **PATRICIA DICHTCHEKENIAN**
> Coordinator – Office of the Secretariat for Human Rights and Citizenship; Sao Paolo City Hall, Brazil

UCLG ASPAC   CitiesAlliance   #Platform4CitiesofGlob

> " It is crucial to consider informal workers not a problem but a solution; and deal with the issue by building proper relations with the governments.
>
> **OKSANA ABBOUD**
> StreetNet International Coordinator of WIEGO, South Africa

UCLG ASPAC   CitiesAlliance   #Platform4CitiesofGlobalSouth

28   https://www.citiesalliance.org/newsroom/news/cities-alliance-news/mexico-decalogue-inclusion-migrants

29   https://www.citiesalliance.org/newsroom/events/addressing-informality-cities-through-inclusive-urban-governance

Looking Ahead

In 2021, the Informality Programme will continue to bring practitioners together to share strategies, technical approaches, and learning on Covid-19 response and informality.

It will expand the LAV model and work to strengthen emerging communities of practice at the country and global level.

The programme will produce high-level knowledge products evaluating its results and impact and structure a knowledge repository for Cities Alliance with a strong emphasis on informality of land and labour.

Cities Alliance will also coordinate with members to explore potentially continuing the programme.

Without a significant shift in the mindset of decision-makers, recognizing the fact that informal settlements and the informal economy are an integral part of the city, many global, national, and local development goals quite simply cannot be met.

The climate change battle will largely be won or lost in cities. With more than half the world's population, cities are on the frontlines of efforts to confront this challenge.[30]

5.5

CLIMATE CHANGE, RESILIENCE, AND INFORMALITY IN CITIES

30 Innovation Through Inclusion - Partnerships for a New Climate Reality. Arne Georg Janssen and Gabriela Mercurio, Urbanet, December 2020 https://www.urbanet.info/innovation-through-inclusion-partnerships-for-a-new-climate-reality/

Overview

In our globally interconnected world, cities hold a key role as centres of economic, social, and environmental development and sustainability. They are responsible for 70% of global GDP, but also 70% of greenhouse gas emissions and global waste, and over 60% of global energy consumption. Amid growing environmental, economic, and political risks, it is often slum dwellers, informal traders, and residents of vulnerable settlements who are the most impacted, particularly in rapidly urbanizing economies.

Communities and cities already vulnerable to other climate and natural disasters have been severely impacted by Covid-19. Climate change mitigation and adaptation thus remain of primary importance for building resilient cities and communities that can withstand both pandemic risks and the projected increase in climate-related natural disasters and anomalies.[31]

The pandemic highlights the need to change current approaches to city planning, housing, urban governance, and international development; incorporating coherent climate adaptation aspects into all urban planning and investment decisions is key to cities' long-term resilience. Prioritizing the provision of essential public goods and resilient infrastructures throughout the city, especially in informal settlements, must be a basic precondition for securing the health and safety of all citizens.

The Climate Change, Resilience, and Informality in Cities programme, supported by Sida, SECO and BMZ, works towards emphasizing the importance of slum upgrading and support to communities to build resilient cities in partnership with local governments. It supports strengthening urban ecosystems, promoting investment in local resilience efforts, and advocating for people-centred resilience. The programme does this through advocacy at the community and global level, advancing tools and knowledge, and piloting new approaches to resilience with a focus on informality.

While Covid-19 impacted the programme's activities – global advocacy, as many international workshops and conferences were cancelled or delayed – the programme was able to adjust its approach and deliver against its workplan.

" *Strengthening the resilience and sustainability of cities needs to be a global priority."*

– Antonio Guterres, UN Secretary General[32]

[31] Policy Brief Covid-19 in an Urban World. United Nations, July 2020
[32] Ibid.

Activities

GLOBAL ADVOCACY

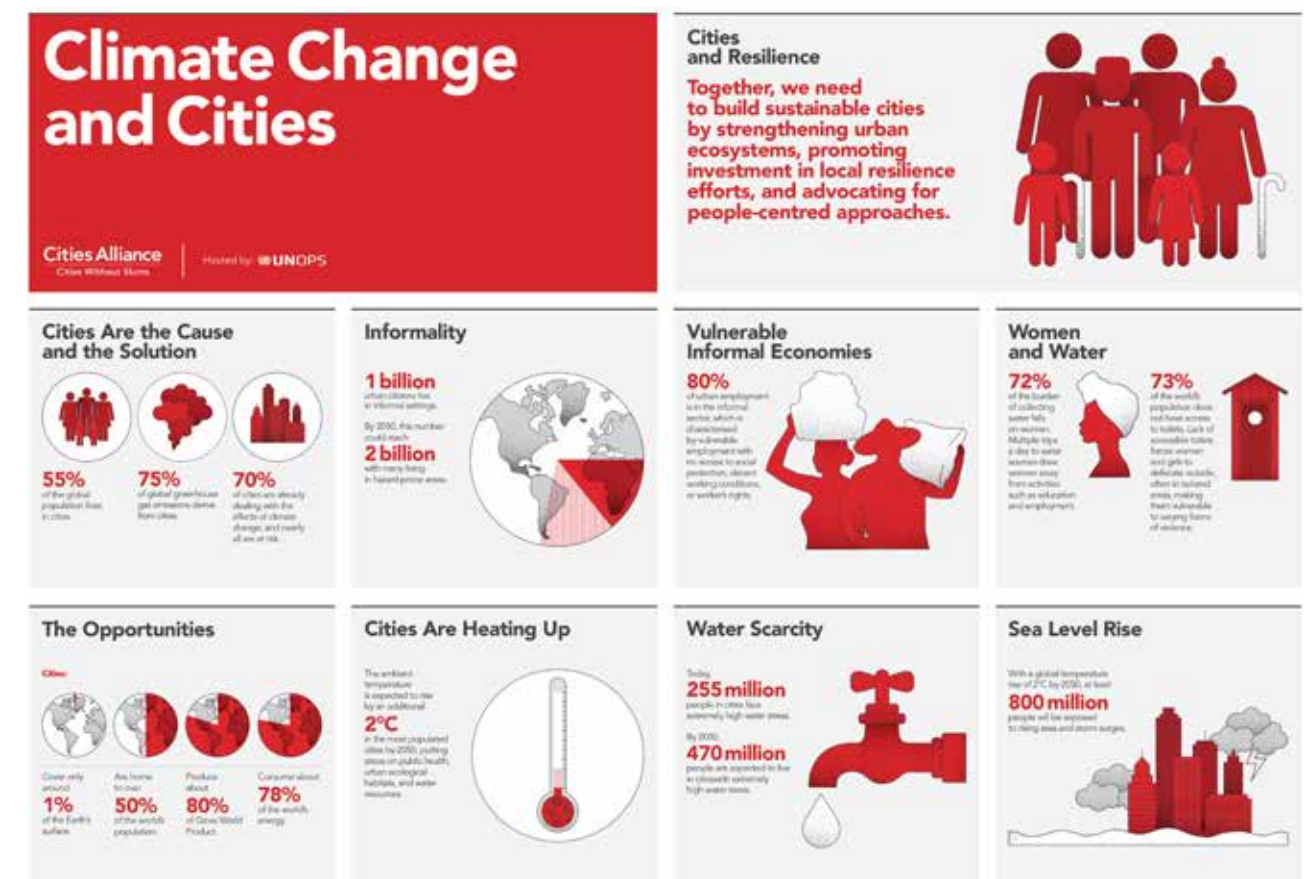### Knowledge Exchange and Global Events

In 2020 the programme participated in multiple events, such as webinars and workshops, in partnership with UN-Habitat,[33] ICLEI,[34] and the Governments of Liberia, Guatemala and South Africa.[35] The programme also liaised with members and key stakeholders[36] seeking thought leadership and expertise as well as further partnerships and collaborations for tackling climate change effects.

The programme also supported the implementation of knowledge exchange through a community of practice. It is a learning platform organized with the grantees of the Innovation Programme's 2020 Call for Proposals on *Stronger Partnerships: Local Innovations for New Climate Realities in Cities*. Knowledge generated through these exchanges is being constantly captured and will support our advocacy efforts in 2021.

Raising Awareness of Key Messages

The programme's outreach activities have focused on informing on the risks informal communities face and illustrating the significant connections between slum upgrading and climate adaptation for improved resilience. In 2020 the programme ran three social media campaigns dedicated to these topics. It also produced a series of key messages and infographics[37] that highlight these linkages and repercussions, collecting and disseminating data to help cities and communities make the case for incorporating climate resilience into city planning.

Climate Change and Cities

[33] https://www.worldurbancampaign.org/Covid-19-urban-thinkers-campus-discuss-pro-poor-investment-urban-adaptation-and-resilience
[34] https://daringcities.org/program/test-your-pitch/
[35] https://www.citiesalliance.org/newsroom/events/housing-laboratory-lav-no-1-libera-solid-waste-management
[36] These members and stakeholders include GIZ, BMZ, ICLEI – Local Governments for Sustainability, SDI and the International Institute for Environment and Development (IIED)
[37] https://citiesalliance.org/newsroom/news/results/climate-change-and-cities-infographic

Observer Status in the Cities Climate Finance Leadership Alliance

The financing needs in the urban sector, and especially of local authorities to react to future challenges, is long term and well known among Cities Alliance members and practitioners. The Cities Climate Finance Leadership Alliance, a multi-level and multi-stakeholder coalition aimed at closing the investment gap for urban subnational climate projects and infrastructure worldwide, has become a reliable source for knowledge exchange and forms a unique opportunity to join forces with key stakeholders in the financing sector. In 2020 Cities Alliance joined the CCFLA as an official observer, and the Climate Change and Resilience programme will serve as the focal point for the exchange.

DIAGNOSTIC WORK AND STUDIES

The anticipated growth in economy and population leads to huge investments needs in infrastructure, especially in urban areas. The programme commissioned two studies, both on track to be completed in 2021.

- Tentatively titled *Adaptation in Informal Settlements in Africa: The Role of Environmental and Social Safeguards for Infrastructure Investments*, this publication will provide an overview of gaps and potential shortcomings in environmental and social impact assessments and safeguarding for infrastructure projects with repercussions for the informal sector. The partnership will discuss the study's results in Q1 of 2021.

- A second publication will endorse the narrative on the nexus of informality, slum upgrading and climate change mitigation and adaptation, as advocated by Cities Alliance. It will inform the audience on the interconnectivity of climate action and informality and promote awareness of slum upgrading as a key opportunity to strengthen climate resilience and adaptation in informal settlements.

COUNTRY-LEVEL MAINSTREAMING SUPPORT

In 2020, the programme began implementing two main initiatives to promote resilience and climate adaptation at the city and community level with other Cities Alliance programmes.

- **Supporting coastal communities in Liberia**: We are working with the Country Programme to implement a special call on Supporting Climate Adaptation in Coastal Communities, through the Community Upgrading Fund. Two informal communities in Greater Monrovia – West Point and King Gray Town – have been identified as the beneficiaries of the project. The projects selected by the communities will focus on fish processing, with the aim of improving livelihoods and thereby enhance their resilience.

- **Fostering innovation for climate adaptation** In 2020, the Cities Alliance Innovation and Climate Change programmes joined efforts to launch a call for proposals on climate adaptation. The initiative, funded by Sida and supported by BMZ, looked at empowering innovative community-based ideas to tackle the effects of global warming in the Horn of Africa and the Bay of Bengal, two of the regions in the world most affected by climate-related disasters.

  The call was directed at communities in informal settlements, aimed at both supporting the urban poor to better adapt to climate change while creating opportunities to improve their living conditions and fully enjoy the right to the city. Five projects from Kenya, Uganda, Somalia, Myanmar and Bangladesh respectively, were selected out of nearly 240 applications. In addition to funding, they are provided networking, visibility and learning opportunities.

  All projects will conclude in 2021.

Stronger Partnerships:
LOCAL INNOVATION FOR
NEW CLIMATE REALITIES IN CITIES

"To successfully battle climate change, urban governance needs to empower vulnerable communities – and make sure to include their ideas and knowledge into urban planning mechanisms."[38]

[38] Innovation Through Inclusion - Partnerships for a New Climate Reality. Arne Georg Janssen and Gabriela Mercurio, Urbanet, December 2020 https://www.urbanet.info/innovation-through-inclusion-partnerships-for-a-new-climate-reality/

Kuakata and Mongla, Bangladesh

Climate resilience plan development with digital maps

Badabon Sangho
Engaging Youth, Educating Local Communities, and Shaping Policy for Climate Resilience Control

In the flood-prone Kuakata and Mongla port municipalities in Bangladesh, the women-led organization Badabon Sangho is engaging youth volunteers in an effort aimed at helping communities build climate resilience.

The region has been affected by frequent cyclones, erosion, and sea-level rise, while saltwater has overflowed into communities, damaging soils, drinking water supplies and livelihoods. These climate-related impacts have been especially devastating for impoverished people, such as indigenous (Rakhine) families and women-headed households living in informal settlements. Municipal authorities lack basic tools for planning, such as maps of local communities and methods for engaging community members in climate resilience plans.

The project has so far trained 12 youth volunteers in data collection and digital mapping, using apps on Android mobile devices along with Open Data Kit (ODK) to collect and upload data in the field. This

is part of a coordinated effort to better inform residents about existing climate risks.

Geo-data and household information have been collected and uploaded on the platform for 770 households in informal settlements. A draft map of three informal settlements in Mongla port municipalities has been prepared, and a community-led Climate Resilience Plan Development Committee has been formed to verify the data.

Consultations are also ongoing with indigenous Rakhine families and women-headed households to identify additional needs to be incorporated in planning efforts.

In the wake of the pandemic, Badabon Sangho has also adapted activities to address other urgent issues within the communities, such as awareness raising of health and hygiene practices, domestic violence, non-hate speech, and anti-early marriage messages.

Yangon, Myanmar

Community-led heat mitigation

Women for the World

Raising Awareness of Heat-Related Health Risks Through Community Process.

In urban housing projects and informal settlements in Yangon, the prevalence of barren open spaces, lack of tree cover, increasing traffic, and factory and pollution sources are exacerbating heat levels. Poor communities lack knowledge about climate change impacts and possible mitigation measures.

To address these issues, the local NGO Women for the World (WfW) is undertaking a project to both raise awareness and implement local solutions for mitigating heat and increasing climate resilience.

The project adds to ongoing community-driven housing projects for the urban poor in Shwepyithar, South Dagon and East Dagon townships.

During the first stage of the project, the team conducted interviews, workshops, and mobilization sessions with community members. These sessions were held at a small scale, in compliance with Covid-19 restrictions, and supported by online-based communications. In the next stages, community members, with support from WfW, will develop and present an action plan to stakeholders for the selected heat mitigation measures.

A significant output of the project will be the implementation of four pilot interventions developed by the community with the support of architects and climate experts. These interventions may include planting shade trees, creating community gardens, securing water, constructing passive building designs, and replacing rooftop materials.

Kampala, Uganda

Waste management for flood control

Tree Adoption Uganda
Engaging the Community to Build Resilience and Create Livelihoods

The poor disposal of waste is a major cause of flooding, especially in informal areas with little or poorly maintained drainage systems and lack of proper garbage collection.

Tree Adoption Uganda (TAU) has developed a project to improve household waste disposal in Bwaise, one of Kampala's most populated slums.

TAU mapped 1,000 households and conducted a baseline community survey to better understand both waste management issues and flooding situations in the area. As a result, the project is distributing carbonization drums. These can be used to convert sorted organic waste into carbon, which can then be made into briquettes for cooking use or sold as additional household income. TAU is also linking residents with recyclers to sell collected reusable plastics.

Due to Covid-19 restrictions, TAU has been engaging with stakeholders virtually, holding awareness and training sessions on sorting waste, carbonizing and briquette making. The project has also conducted community clean-ups at local scale.

Marka, Lower Shabelle Region, Somalia

Strengthening community capacities through inclusive CBDRM

Action for Women and Children Concern

Increasing Community Resilience to Climate-Induced Shocks

Extreme weather conditions have been increasing in Somalia, including both droughts and torrential rains that bring widespread flooding. In 2020 alone, periodic flooding displaced hundreds of thousands of people from their homes and damaged or destroyed crops, houses, livestock, and even infrastructure such as roads and airports, while increasing risks from communicable diseases, including Covid-19.

The Somali NGO Action for Women and Children Concern (AWCC) aims to increase resilience to such climate-induced shocks for 55,000 vulnerable people in the Marka district of the Lower Shabelle region of Somalia.

In collaboration with local government and mobile phone service providers, the AWCC project is developing an SMS-based early warning system tailored to local seasonal calendars to inform communities in advance to prepare for upcoming flooding.

The team conducted a baseline survey and two mobilization sessions for 50 stakeholders. It also organized three trainings for 90 community members, including local authorities and community elders from Marka district, on inclusive Community-based Disaster Risk Management (CBDRM).

In the next phase of the project, AWCC will focus on creating inclusive CBDRM committees, developing community action plans, and implementing the early warning alert system. The organization has also identified specific issues in the local community that require immediate action, such as poor urban sanitation practices in Marka town and damaged irrigation canals that increase flooding risks.

Nairobi, Kenya

Future Yetu: Amplifying community voices for sustainable climate adaptation

Hope Raisers Initiative

Building Climate Resilience in the Slums Through Storytelling

In Korogocho, an informal settlement in the Kenyan capital, Nairobi, the Future Yetu (Our Future) project is using the power of digital storytelling to help residents better understand, adapt and respond to the detrimental impacts of climate change.

The youth-based organization Hope Raisers is developing an innovative approach to engage the community and promote dialogue among residents and local government. It includes using creative media such as comics, music, and podcasts to build understanding in the community, create common goals on climate change adaptation, and motivate people to change their behaviour.

As a central component of the project, residents of Korogocho, along with representatives from Nairobi County, learned how to amplify their voices through digital storytelling. Their stories, which are available online, illustrate the effects of climate change on their everyday lives.

The team has developed edutainment programmes that include screening climate adaptation-related films, community outreach, and a mobile matatu (minibus) exhibition which is being used to reach many communities beyond Korogocho. They are also working to develop a community climate adaptation manifesto which may be used in the future to inform and inspire the creation of the first Nairobi Climate Adaptation Plan.

The project has established a climate change adaptation committee to liaise and promote dialogue between existing and emerging networks and the Nairobi County Environment Department on the topic of climate adaptation. It has also identified vulnerable community members and conducted a knowledge attitude practice survey on climate adaptation to increase awareness and education.

Lessons Learned

The programme's activities have generated some initial reflections that can help cities and their development partners improve their approaches to climate resilience and informality:

→ Communities, especially in informal settlements, often have misguided or non-existent perceptions of climate change issues, increasing their vulnerability. Lack of access to adequate, accurate information about the causes and impacts of climate change curbs the ability of the urban poor to adapt and minimize potential risks.

→ Leveraging knowledge from within the communities is essential to achieve coherent, long-lasting results. The inclusion of all stakeholders in decision-making processes is crucial. It favours ownership and sustainability. Community members are best positioned to provide essential knowledge on the territory and its social organization.

→ The global pandemic has impacted each project differently and shown that better preparation is needed to achieve more resilient cities. Risk assessments and contingency plans are often lacking for community-led and governmental interventions. A lack of proper preparedness leads to greater shocks that overwhelmingly impact the urban poor.

→ Actions that rapidly bring a clear, direct benefit to community members contribute to stakeholder buy-in and sustained engagement for longer-term interventions. Project fatigue is real. Incremental interventions that residents perceive as having a direct, rapid impact can play an important role in keeping stakeholders engaged and promoting the empowerment and ownership required for longer-term investments.

Looking Ahead

In 2021, the programme will implement its initiatives on climate change adaptation and shift focus to distilling and documenting learning. The results of local implementation and the community of practice will feed into global advocacy efforts with Cities Alliance members, including IIED's CBA-15 and COP 26. Lessons learned will also inform the development of the new Cities Alliance Strategic Plan for 2022-2025.

While cities are faced with the challenge of both addressing a growing backlog and planning for future settlement, Cities Alliance will continue to advocate for climate-resilient urban investments, putting informality at the centre of climate adaptive activities. The role of investment and the potential design of resilient infrastructure for informal settings will be a focus of its activities. This includes raising awareness of proper capacity development of city officials and slum residents on how to implement and sustain climate adaptation activities through local partnerships.

6
INNOVATION PROGRAMME

South Africa:
Innovative walk-in centre helps clients feel at home

Zanzibar:
Digital land data collection to secure tenure

Democratic Republic of the Congo:
Using drones to improve land tenure and empower women

Côte d'Ivoire:
Helping street vendors get access to the public space

Kenya:
Building inclusive, sustainable and strong urban communities with STDM

Secure Tenure in African Cities

DEMOCRATIC REPUBLIC OF THE CONGO
ZANZIBAR
KENYA
SOUTH AFRICA
CÔTE D'IVOIRE

Overview

The Cities Alliance Innovation Programme was established by members to incubate fresh thinking on urban challenges, particularly in rapidly urbanizing cities. It is also a flexible instrument designed for new and non-traditional development actors, especially in those cities and communities that are typically left behind.

The programme focuses on innovation in the context of activities and work methodologies, such as the development of new approaches to grant making or new methods of collaboration with grantees, who are considered partners. It establishes thematic Communities of Practice providing grantees with seed funding, access to networking, and tailored, co-designed learning sessions that help them transform their cities and communities. At the technical level, the programme promotes the development of new tools, mechanisms, or approaches to city-

making, with a particular emphasis on fostering collaboration between communities and local governments to address local challenges.

The Innovation Programme is designed to promote comparisons between different approaches to solving a specific problem or challenge. It enables Cities Alliance to analyze different project experiences, identify best practices and lessons learned, and disseminate them at the global level.

Since piloting its first initiative in 2019, the programme has been strengthening its structure. It has gathered lessons learned and feedback from partners, and then used this knowledge to improve its capacity, outreach, and collaboration with local stakeholders.

Activities

In 2020, the Innovation Programme issued a Call for Proposals on climate adaptation in collaboration with the Climate Change, Resilience and Informality Programme. It also finalized the five projects from its 2019 Call for Proposals and compiled insights on the impact of Covid-19 on the urban poor that are informing Cities Alliance's response initiatives in response to the pandemic.

SECURE TENURE IN AFRICAN CITIES: MICRO FUNDS FOR COMMUNITY INNOVATION

Launched in 2019 with support from Omidyar Network and PlaceFund, this initiative investigated how security of tenure, land and property rights could be further promoted in African cities through accessible, simple and affordable innovations, facilitated by modern technologies and youth engagement. Five projects were selected for funding in Côte d'Ivoire, the DRC,

Kenya, South Africa, and Tanzania. They illustrate how small-scale, short-term incremental solutions can be key to improving tenure security and housing conditions, as well as city-building.

This video captures the key outcomes of each of the projects: https://www.youtube.com/watch?v=fK1GMD36WHE

LACK OF LAND RIGHTS FOR RURAL COMMUNITIES
expose them to tenure insecurity, conflict and land grabbing

DRC:

Using Drones to Improve Land Tenure and Empower Women

"The drones facilitate the real-time collection and rapid updating of land data, compared with traditional methods."

– Boniface Makando Ngu,
Director of Land Affairs of Kasangulu

This project by grantee Initiative Régionale de Documentation et d'Accompagnement Communautaire au Développement (IRDAC) showed how digital tools and participatory processes can help vulnerable communities formalize and protect their land and property rights, while reducing potential conflicts and modernizing land governance systems.

Implemented in Kasangulu, a small city of about 28,000 people in the outskirts of Kinshasa and where most residents lack official property titles, the project established a digital, automated cadastral database to modernize DRC's land management tools. The project team trained 31 locals – including young people, district land registry agents and others – on how to use drones and topographical surveys to collect data.

They used the technology to create a complete land registry plan covering 622,000 ha, extracting nearly 5,000 land plots from the drone's aerial digital images. A customized smart filter app extracts individual land data from the land registry database that can be used to produce official land titles. The new technologies, tools, and methods streamlined the process for gathering land information.

In addition to the technology component, the project brought together community members, customary leaders, business owners, and land authorities for a successful three-day dialogue to discuss land tenure insecurity and explore possible solutions. Despite some limitations brought by the pandemic, it also helped to increase awareness, especially among women, about the value and potential benefits of securing and formalizing their property rights.

The project created a complete land registry plan covering covering **622,000 ha, extracting nearly 5,000 land plots** from the drone's aerial digital images.

Zanzibar:

Digital Land Data Collection to Secure Tenure

Implemented by grantee Spatial Collective, this project demonstrated that widely available and affordable technology can speed up the collection of information on land use, enabling governments to issue title deeds faster and more efficiently.

In the past, the Revolutionary Government of Zanzibar has struggled to collect the information needed to provide title deeds in a timely manner. Delays in obtaining land tenure records have limited people's ability to use and manage their properties effectively. It has also limited the government's ability to implement land development projects to meet the needs of the growing population.

This project piloted a new methodology that relies on commonly accessible digital tools – such as mobile phones, tablets, customized apps and technology – to dramatically speed up the collection of land data and the claims adjudication process. The methodology was piloted in Shakani, a town in the Zanzibar Urban/West Region of Unguja Island.

In just six weeks, ten trained data collectors were able to map 492 plots and document the claims of 230 men and 85 women as landowners. After the data was analyzed, high resolution drone imagery

(7cm) was incorporated into the workflow process to further improve the accuracy of the location data and ensure that it met the specifications set by the Commission for Lands.

The new methodology has proven so effective that it may be scaled up and incorporated with other digital strategies as part of a process to help quickly regularize land tenure throughout the island nation.

In just 6 weeks, **ten trained data collectors** were able to map **492 plots** and **document the claims of 230 men and 85 women as landowners.**

"Innovation in land management doesn't happen often, and to not only develop a new process, but to have it adopted enthusiastically by a state, makes us believe that this successful pilot project charts a new path in this space."

– Primož Kovačič, Co-founder and Director of Spatial Collective

Kenya:
Building Inclusive, Sustainable and Strong Urban Communities with STDM

This project from grantee Pamoja Trust explored how tools such as the Social Tenure Domain Model (STDM), a pro-poor land information management system, could facilitate more inclusive planning and governance, create inclusive cities, and promote access to land with secure tenure, as envisioned by the New Urban Agenda.

Conventional tools for city planning, administration and land management are not designed to address complex questions involving land rights, tenure security and other issues in Africa's large urban informal settlements. Without information on who lives in the settlements and their relationship to the urban space they call home, it can be very difficult to record and recognize informal land rights.

This project scaled up STDM to help residents in Mashimoni, Nairobi County and Kwa Bulo in Mombasa County plan for a more secure future. It collected information that helped bridge the gap between the informal and established systems so that residents of the informal communities could move towards tenure regularization and better access to economic and social services.

One of the key outcomes is the certificates of occupancy issued to members of the Kwa Bulo community that enabled Mashimoni to be included in the Kenya Informal Settlements Improvement Project (KISIP), allowing the community to benefit from Kenya's informal settlements infrastructural development programme. A housing bill has been prepared to use STDM to develop the Mombasa County housing information system and land inventory. The communities integrated STDM into the local women's movement, creating space for women in leadership, planning, and participation.

The project also established youth teams from Mathare 4B, Mashimoni and Kwa Bulo and trained them to use STDM to build future capacity and to advocate for tenure in their settlements. The youth teams have also provided a way for young people to contribute to their communities and to support the leadership through their technology skills.

The communities integrated STDM into the **local women's movement, creating space for women in leadership, planning, and participation.**

"Most of us youths in Mathare 4B Settlement are computer literate. We were able to use these skills to help our community in the pursuit of security of tenure. Now, we can manage our community data in computers. STDM identifies the relationship that a particular person has with a particular space. In the instance where our space is threatened, the STDM process will help us engage stakeholders on an evidence-based basis."

– Jackline, of STDM Team Mathare 4B

South Africa:

Innovative Walk-In Centre Helps Clients Feel at Home

The Centre for Affordable Housing Finance (CAHF) in Africa and 71point4 established a Transaction Support Centre (TSC). The walk-in centre provides direct assistance to residents with navigating the complex title-transfer process from start to finish. The team at the TSC also helps low-income homeowners resolve other property-related concerns and provides both information and friendly support.

The TSC has taken on 392 walk-in cases since first opening its doors in 2018. The Cities Alliance grant has helped the TSC secure 26 title deeds for clients; another seven title transfers have been formally lodged, and 52 more are in process. The TSC team has also proactively identified 930 households across four sites in Makhaza that do not yet have the title deeds for their properties and began negotiating the transfer of the deeds for 656 of those properties.

This action-research pilot project has allowed the TSC to document its experience, sharing insights and lessons learned with stakeholders and advocating for process improvements and systemic change. The TSC is currently in discussions with two commercial banks for a partnership that will extend mortgage loan

services for low-income clients in lower value neighbourhoods – a market that is traditionally underserved by commercial lenders. The project has also been able to secure funding for a further phase of work and is in the process of negotiating an agreement with the City of Cape Town to collaborate more deliberately in dispute resolution involving low-income households' tenure rights.

Identified **930 households across four sites in Makhaza** that do not yet have the title deeds and **began negotiating the transfer of the deeds for 656 of those properties.**

"I found the most helpful people, who gave me a warm welcome [at the TSC]. They never gave up on me, they always made sure I understood the process and called with updates. I would like to give my utmost gratitude to the team."

– TSC client, after the resolution of her informal cash sale
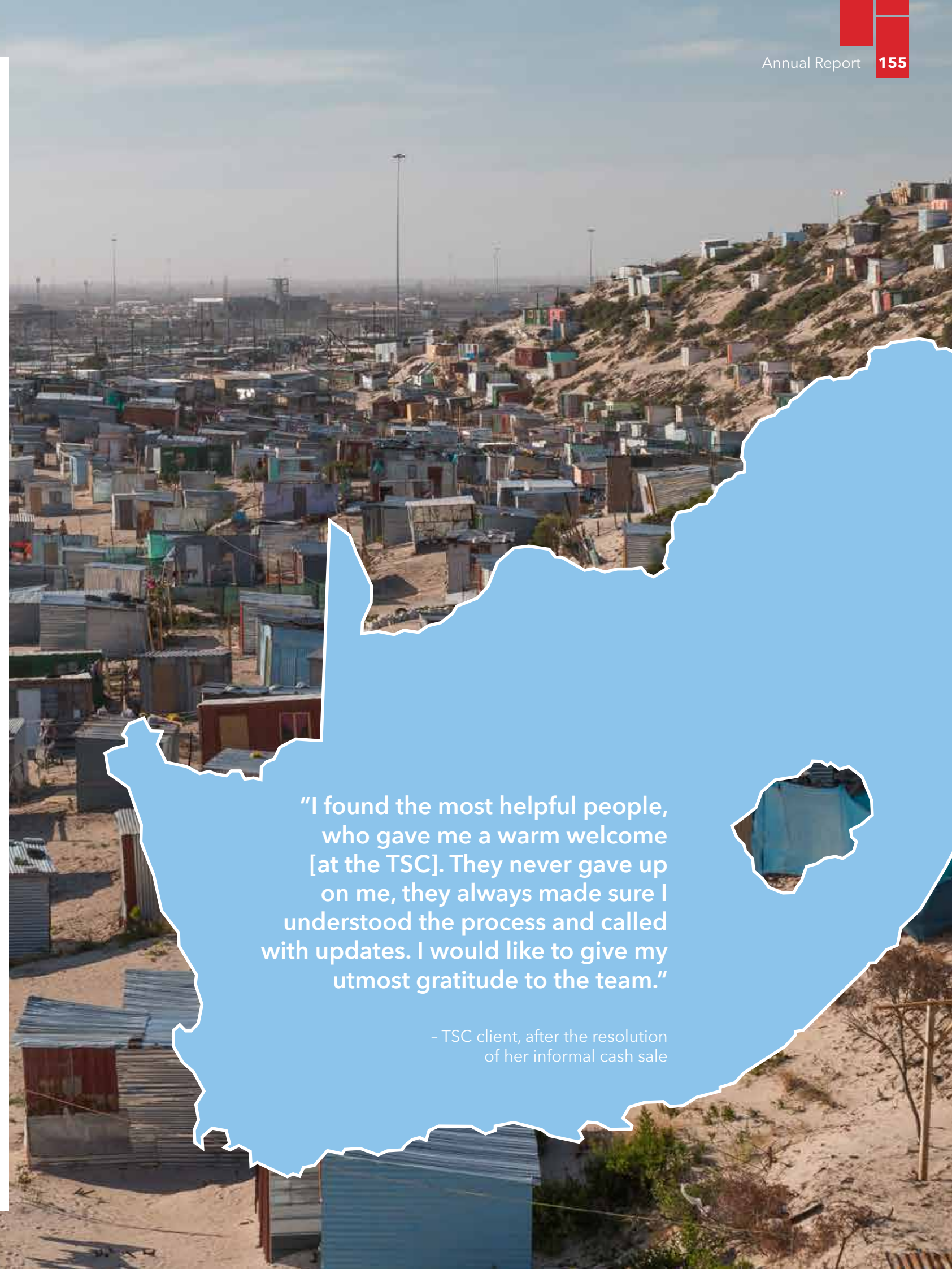
Côte d'Ivoire:

Helping Street Vendors Get Access to Public Space

The eServices Techniques project, implemented by Association 3535, has demonstrated how open-source software applications can help speed up the issuance of permits for the occupation of public space for informal vendors and small businesses.

In Côte d'Ivoire, people who wish to engage in informal commercial activity in the public space must apply to the municipality for an administrative authorization for temporary occupation. The process is cumbersome and lengthy, requiring multiple steps that can take up to eight weeks. Without this authorization, people are at risk of constant eviction.

Using open-source technology to support land tenure and livelihoods for low-income households and small businesses, this innovative project developed a digital solution, free for municipalities, that digitizes the request and renewal of authorization permits. The application also enables municipal technical services agents to write up their reports. The vendor can receive a pending permit confirmation through the web application, as well as make a fee payment by mobile money or other means.

During the pilot phase, the application enabled 140 small vendors to obtain an occupancy permit. On average, the processing time of the request has significantly decreased from 8 weeks to 22 working days. The platform was piloted in Cocody City, with the idea of eventually expanding it throughout the country.
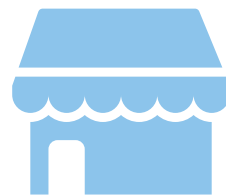
140 vendors obtained occupancy permits. On average, the **requests' processing time decreased** from 8 weeks to 22 days.

"When I heard I could ask for an occupancy permit right from my mobile phone, I decided to give it a try, and it worked for me."

– Ms. Saly, orange juice stall vendor

6
THE CITIES ALLIANCE SECRETARIAT

BRUSSELS		
Julian	Baskin	Principal Urban Advisor
Fitsum	Bekele Kefyalew	Project Analyst (from 12/10/20)
Brunella	Canu	Programme Analyst (from 01/09/20)
Yamila	Castro	Communications Officer
Pietro	Ceppi	Intern (from 01/10/20)
William	Cobbett	Director
Alessandra	Di Giacomo	Intern (from 01/10/20)
Joshua	Drake	Urban Economic Development Specialist (to 21/11/20)
Skye	Dobson	Urban Specialist (from 07/09/20)
Anais	Fasano	Administrative Senior Assistant
Charlotte	Hallqvist	Communications Analyst
Pieter	Herroelen	Programme Assistant
Muris	Hodzic	Intern (from 01/10/20)
Brigitte	Hoermann	Senior Migration Specialist
Rene	Hohmann	Acting Head of Programmes
Lamberte	Ingabire	Executive Assistant
Arne	Janssen	Urban Environment Specialist

BRUSSELS		
Alemu	Kidane	Financial Management Specialist
Aye Chan	Ko Ko	Programme Analyst
Senthil	Kumar Subramani	Support Services Officer (from 17/08/20)
Florence	Lozet	Programme Analyst
Giulia	Maci	Urban Specialist Gender Focal Point
Erika	Puspa	Head of Portfolio and Operations
Pauline	Raabe	Intern (from 01/10/20)
Alice	Rowley	M&E Specialist
Federico	Silva	Head of Strategy and Results
Keith	Tatenda Mudadi	Programme Analyst
Vivien	Toth	Intern (from 01/10/20)
Chitra	Venkat	Head of Finance
Gabriela	Violim Mercurio	Urban Analyst
Shuo	Yang	Programme Analyst (to 31/10/20) Partnerships and Resource Planning Officer (from 1/11/20)

LIBERIA COUNTRY PROGRAMME | MONROVIA

Fred	Abankwa	Project Manager
Senjovu	Andrew	Monitoring and Evaluation Specialist
Garmondyu	Boyblue Zogar	Solid Waste Management Specialist (from 06/01/20)
Mohammed	Dolluy	Receptionist / Driver
Prince	Gibli Williams	Grants Officer (from 03/08/20)
Francisco	Juarez Lopez	Country Manager
Yondeh	Moore	Outreach and Capacity Building Specialist
Abdulai	Nyei	Finance Analyst
Edward	McClain	Driver
Patmillia Doe	Paivey	Communications and Visibility Officer (to 31/12/020)

TUNISIA COUNTRY PROGRAMME | TUNIS

Nazek	Ben Jannet	Project Manager (from 15/06/20)
Olfa	Hamrouni	Finance Associate (from 24/02/20)
Touhami	Rhaiem	MENA Regional Manager
Hendrik	Von Schlieben	Programme Analyst

UGANDA COUNTRY PROGRAMME | KAMPALA

Deborah	Asikeit	Project Manager
Didas	Kisembo	Communications Officer (from 01/09/20)
Samuel	Mabala	Country Urban Advisor
Ronard	Mukuye	Country Programme Support Officer

LATIN AMERICA AND THE CARIBBEAN | SÃO PAULO, BRAZIL

Anaclaudia	Rossbach	Regional Manager

ASIA | BANGKOK, THAILAND

Ajay	Suri	Regional Manager (to 30/09/20)

7
FINANCIALS

2020 INCOME AND EXPENDITURE STATEMENT[39] (ALL AMOUNTS IN THOUSANDS OF US$)			
	CORE	PROJECTS	TOTAL
A. INCOME			
Income	3.901	8.320	12.221
Interest	88	17	105
TOTAL	3.989	8.337	12.326
B. EXPENDITURE			-
Programmes 2020			-
Joint Work Programmes	565	3.905	4.470
Regional Strategies	242	-	242
Country Programmes	-	3.328	3.328
Catalytic Fund/Innovation Programme and Other	-	1.223	1.223
Operations 2020	-	-	-
Secretariat Cost	2.043	-	2.043
UNOPS Management Fee	218	535	753
Net Exchange Gain/Loss	4	-	4
TOTAL	3.072	8.991	12.063
			-
C. BALANCE OF INCOME OVER EXPENDITURE	917	(654)	263
			-
D. FUNDS BROUGHT FORWARD FROM FY 2019	7.140	11.420	18.560
E. INTERPROJECT TRANSFER	(800)	800	-
			-
F. PROJECT ADVANCE AND ASSETS	5	11	16
G. COMMITMENTS[40]	532	2.198	2.730
H. BALANCE OF FUNDS C/F TO FY 2021	6.720	9.357	16.077

" **There is an urgent need to rethink and transform cities to respond to the reality of Covid-19 and potential future pandemics, and to recover better, by building more resilient, inclusive and sustainable cities."**

– Antonio Guterres, UN Secretary General

[39] UNOPS financials for FY 2020 are currently being audited by UN Board of Auditors. Hence above figures are interim and not final.
[40] The YE 2020 commitment includes the balance of the purchase orders relating to grants, goods and services.