Annual Report
2021

Cities Alliance
Cities Without Slums

Hosted by
UNOPS

ACRONYMS

AFD	Agence Française de Développement	**GHGs**	Greenhouse gases	**SDGs**	Sustainable Development Goals
AVSI	Association of Volunteers in International Service	**GIZ**	Deutsche Gesellschaft für Internationale Zusammenarbeit	**SECO**	State Secretariat for Economic Affairs
BMZ	German Federal Ministry of Economic Cooperation and Development	**HfHI**	Habitat for Humanity International	**SIDA**	Swedish International Development Cooperation Agency
CBEs	Community Based Enterprises	**IHS**	Institute for Housing and Urban Development Studies, Erasmus University Rotterdam	**SWM**	Solid Waste Management
CIG	Cities and Infrastructure for Growth	**IIED**	International Institute for Environment and Development	**UCLG**	United Cities and Local Governments
CPSCL	Tunisian Municipal Development Fund	**JWP**	Joint Work Programme	**UCLGA**	United Cities and Local Governments Africa
CRRF	Comprehensive Refugee Response Framework	**KJE**	Kampala-Jinja Expressway	**UHPH**	Urban Housing Practitioner's Hub
CDS	City Development Strategy	**LAC**	Latin America and the Caribbean	**UKRI**	UK Research and Innovation
CLGF	Commonwealth Local Government Forum	**LCP**	Cities Alliance Liberia Country Programme	**UNDP**	United Nations Development Programme
CUF	Community Upgrading Fund	**LWSC**	Liberia Water and Sewer Corporation	**UN-Habitat**	United Nations Human Settlements Programme
EU	European Union	**LDP**	Local Development Plan		
FCDO	Foreign, Commonwealth & Development Office of the UK	**NGOs**	Non-governmental organisations	**UNHCR**	United Nations High Commissioner for Refugees
FEPTIWUL	Federation of Petty Traders and Informal Workers Union of Liberia	**NHA**	National Housing Authority	**UNOPS**	United Nations Office for Project Services
		NUA	New Urban Agenda		
FNCT	National Federation of Tunisian Municipalities	**NUP**	National Urban Policy	**UNRA**	Uganda National Roads Authority
		OECD	Organisation for Economic Co-operation and Development	**USAID**	United States Agency for International Development
FOLUPS	Federation of Liberia Urban Poor Savers	**PPE**	Personal Protective Equipment		
		SDC	Swiss Agency for Development and Cooperation	**WASH**	Water, Sanitation and Hygiene

CONTENTS

FOREWORD

This annual report represents both a year of achievements and a year of transition. 2021 marked the final phase of our current three-year strategy, during which Cities Alliance operated in 63 cities across 30 countries, with an annual direct reach of over half a million people. The global context in which we work has, however, become much more complex.

The impacts of Covid-19, the climate crisis, and the exacerbating threats to peace and security globally have increased the vulnerability of the poor, with women being disproportionally affected. These compounded crises have multiplied internal and cross-boundary migration, placed cities under more pressure to deliver services, and heightened the need for more resilient infrastructure, processes, and communities.

Increasing national interests also challenge the effectiveness of international cooperation and multilateralism, yet at the same time we can only respond to current development needs with greater partnership and collective effort amongst all stakeholders.

During the past year, through close collaboration with our members, Cities Alliance continued to deliver transformative change for the urban poor. From improving access to sanitation in Liberia, to integrating slum upgrading into local planning in Uganda, to bolstering the resilience of informal communities during the pandemic across 17 countries, and to calling for action on climate change and urban poverty at global level, the results of our action are manifold.

Some of these crucial achievements include the development of a new plan that will place gender priorities in all our programmes and operations, the deepening and advancement of knowledge on safeguards in infrastructure, and the support to the development of the African Development Bank's sustainable urban development strategy. All three areas will help shape and support our work in the future.

It has also been a year of transition. We bid farewell to my predecessor, Billy Cobbett, who had served the organisation, its beneficiaries, and the partnership since its inception. Working together with the members, we have also achieved a key milestone by developing a new Strategic Plan, which defines the future direction of the organisation for the period 2022–2025.

The plan highlights the Cities Alliance partnership's outstanding experience in tackling urban poverty and sharpens the organisation's focus on tested solutions to the most pressing challenges in cities, from climate impacts to unprecedented migration and increasing inequalities. It also envisages more integrated programming and strengthened collaboration with and between members.

None of our work would be possible without our advocacy, implementation, funding, and local community partners, and the strength of our partnership and network. It is only through this collaboration, and the commitment of our staff and our members, that we can deliver in our quest to serving the urban poor and building better and more inclusive Cities for All.

Greg Munro,
Director of Cities Alliance

KEY ACHIEVEMENTS
2021

Integrating Slum Upgrading into Local Planning in Uganda

The Kampala-Jinja Expressway - No One Worse Off (NOWO) initiative has deepened municipalities' understanding of the slum upgrading process. The project enabled two of them, Kira and the Kampala Capital City Authority (KCCA), to integrate the principles into local strategies and plans: the Kira Municipality Physical Development Plan and the Kampala Capital City Authority Strategy.

Developing a New Gender Action Plan

Cities Alliance released its Gender Equality Action Plan 2022–2023, to ensure that gender equality and women's empowerment are reflected in all our programmes and processes, through collaboration with members as well as in global and in-country operations. The plan reaffirms the Secretariat's commitment to addressing gender inequalities in city development and to fostering the capacities of local governments, women's organisations, and community-based initiatives to effectively engage women in urban planning.

Responding to the Pandemic and Bolstering Community Resilience in Informal Settlements

Cities Alliance, in partnership with Slum Dwellers International (SDI), supported community-led responses to Covid-19 in informal settlements across 17 countries. The initiative, funded by the Swedish International Development Cooperation Agency (Sida), provided funding for SDI-affiliated federations globally to sustain services to informal settlements and better prepare their residents to overcome future crises.

Supporting Community-led Climate Adaptation

The Secretariat continued to strongly advocate for the inclusion and financing of local climate adaptation in the global agendas through active engagement at major global forums such the Climate Adaptation Summit and COP26; by providing a platform for local actors to expand visibility and secure further support; and with the publication of a flagship report making Cities Alliance's practical knowledge and experience in building climate-resilient cities available to the global climate community.

Advancing Knowledge on Safeguards in Infrastructure

In partnership with the Swiss State Secretariat for Economic Affairs (SECO) and BMZ, Cities Alliance conducted a deep-dive study to identify the shortcomings in environmental and social safeguarding for infrastructure projects in Africa. The key findings and recommendations informed the report NO ONE WORSE OFF? The role of Environmental and Social Safeguards for Resilient Infrastructure Projects in Cities. The publication's main purpose is to expand and improve the knowledge surrounding the relationships between environmental and social safeguard systems and climate change, in the context of informality.

Shaping the African Development Bank's Sustainable Urban Development Action Plan

The Secretariat supported the African Development Bank (AfDB) in developing a new action plan to guide its urban activities for the period 2021–2025. The plan identifies sector priorities for AfDB towards becoming a centre of excellence and leading authority for sustainable urban development in Africa. It also defines guiding principles for urban development interventions that blend project and programme lending, analytical and advisory services for policy and sector reforms, institutional design to promote public-private partnerships, and capacity building.

Delivering Energy-Efficient Projects in Tunisia

As part of the quick-win infrastructure projects led by the Secretariat in Tunisia, the Country Programme successfully concluded the installation of cost-effective and sustainable LED lighting in public spaces in the cities of Msaken and Kairouan. The projects were implemented by the National Federation of Tunisian Municipalities (FNCT) with financial support from SECO.

Promoting Internally Displaced People's Inclusion in Ethiopia

With funding from the Swiss Development Cooperation (SDC), the Cities and Migration programme successfully implemented a project to support the economic integration of IDPs in the city of Adama. The initiative covers the registration of IDPs by the municipality to provide them guidance on city services, as well as the construction of a market to boost the local economy. Over 3,500 people sought services at the registration centres and more than 700 migrants (95 per cent of them female) have already been matched with jobs at the local industrial park.

The Liberia Country Programme Delivers Transformative Change

The Liberia Country Programme (LCP) wrapped up activities after five successful years of operations. LCP supported the government to deliver results aligned with the SDGs through an integrated, multi-level approach. An independent evaluation completed in 2021 highlighted that despite the complexity of the implementation and the challenges of the local context, the programme delivered transformative change in Greater Monrovia, with lasting impact for the urban poor. Examples include:

- Fostered partnerships and a culture of dialogue underpinning urban development efforts. Through settlement and municipal forums, informal communities have space for participatory urban planning and policy making at the national and municipal levels.

- Improved access to water and sanitation for slum residents through the Community Upgrading Fund (CUF). This included the construction of 104 water kiosks, particularly relevant to mitigate contagion risks during the Covid-19 pandemic.

- Establishment of the Federation of the Liberia Urban Poor Savers (FOLUPS) to improve urban poor communities' livelihoods and capacity to engage with authorities on city planning and service delivery.

- Creation of the Federation of Petty Traders and Informal Workers Union of Liberia (FEPTIWUL), a platform for engaging with government and city authorities on issues affecting informal workers.

- Development of four key policy frameworks: National Urban Policy, Greater Monrovia Urban Development Strategy, Slum Upgrading and Affordable Housing Framework, and the Voluntary Gender Responsive Relocation Policy Guidelines, that contribute to counter the eviction and exploitation of the urban poor.

- Development and adoption of the Slum Upgrading and Affordable Housing Framework through a shift in the approach of the National Housing Authority (NHA) towards meeting the needs of low-income residents.

- Provision of financial support to 121 infrastructure projects through the CUF, including water points, toilet facilities, schools, and community halls. The fund demonstrated the efficiency of community-conceived and implemented slum upgrading initiatives.

PARTNERSHIP HIGHLIGHTS

Strategic Objective 2022-2025: By 2025, as part of the global joint efforts to respond to the current crises, we seek to improve the lives and resilience of 28 million of the world's urban poor and empower women in 24 or more cities across 10 or more countries.

Defining the New Strategic Plan 2022-2025. Throughout the year, Cities Alliance's members and the Secretariat worked closely together to outline the new strategic direction of the organisation for the next three years. The participatory process took place through the Board and Strategic Committee meetings, with substantive inputs and constructive discussions among members. The Plan highlights the partnership's outstanding experience in tackling urban poverty and sharpens the organisation's focus on tested solutions to the most pressing challenges in cities, from climate impacts to unprecedent migration and rising inequalities. It seeks to contribute to the achievement of the Sustainable Development Goals (SDGs) and to foster transformative urban recovery, with focus on the most marginalised communities. It also envisages more integrated programming and strengthened collaboration with members to efficiently address the challenges and seize the opportunities of urbanisation.

Advocating for Regenerative Development in Secondary Cities Post Covid-19. Members and partners of Cities Alliance co-authored a publication on how secondary and intermediary cities can recover from the impacts of Covid-19 and adopt a pathway towards more sustainable and regenerative development. The book explores nine key sub-themes to recovery and provides policy and planning recommendations, as well as practical approaches for city stakeholders. The launch of the book brought

together more than 300 former and current Cities Alliance staff, members and friends to bid farewell to former Director Billy Cobbett.

Collecting Slum-Level Data to Help Cities Prioritise Covid-19 Resources. The World Bank partnered with Cities Alliance, SDI, and local SDI affiliates to collect real-time, geospatial, qualitative slum data in eight cities across Africa and South Asia: Accra, Bhubaneshwar, Freetown, Kisumu, Kampala, Mumbai, Nairobi and Pune. The data fed into a hotspot prediction analysis tool developed by the Bank to help cities prioritise and target resources to the most vulnerable. The tool identifies hotspots where the risk of exposure and community contagion is likely to be high. The successful joint initiative filled critical data gaps for the benefit of the most vulnerable urban residents.

Mobilising the partnership around Covid-19 Response and Gender Equity. During 2021, members acted as a sounding board for the work of the Covid-19 Response Programme. They played an instrumental role in establishing a global knowledge exchange platform that leveraged governments, NGOs, international organisations, the private sector, and universities in more than 40 events, with an estimated 5,000 participants from 25 countries sharing their experiences and solutions to the crisis. Members including WIEGO, United Cities and Local Governments (UCLG), AVSI, SECO, and USAID provided key inputs for the development of the new Gender Equality Action Plan.

Making the Case for Urban Poverty and Climate Action at COP26. At the UN climate conference in Glasgow, Cities Alliance drew attention to key issues at the intersection of climate change and urban poverty to help advance climate action with and for the urban poor. Two main events on Climate Justice and Youth and Climate were co-organised, with Mayor of Freetown Yvonne Aki-Sawyerr and Kenyan climate activist Elizabeth Wathuti as keynote speakers, respectively. The sessions were made possible thanks to a strong collaboration with the Commonwealth Local Government Forum (CLGF), UCLG, IIED, WIEGO and SDI. We also engaged with members under the umbrella of the Global Alliance Cities for Children, including Unicef, ICLEI, Habitat for Humanity (HFHI), and UN-Habitat. Secretariat staff joined events hosted by German Cooperation Agency (GIZ), BMZ, and the Global Task Force of Local and Regional Governments.

ELIZABETH WATHUTI
Climate Activist and Founder of Green Generation Initiative

COVID-19 RESPONSE PROGRAMME

Conceived as an urgent response to the crisis unfolding in informal settlements, Cities Alliance implemented the Covid-19 Response Programme between July 2020 and December 2021 with generous support from Sida. The programme was designed to enhance the overall resilience of slum communities during the pandemic, allowing them to support the prevention and containment measures in informal settlements while strengthening their capacity and preparedness systems for future emergencies. The project had two components:

Support to community-led Covid responses: direct grants were provided to 17 SDI federations across Africa, Asia and Latin America, to guarantee the sustainability of slum dweller organisations' initiatives as first responders to the crisis in informal settlements. This component was implemented in partnership with SDI.

Prevention and protection against the pandemic: this component aimed at reducing the social and economic impacts of the outbreak in four countries in which Cities Alliance had operations (Bangladesh, Guatemala, Liberia, and Uganda). Personal Protective Equipment (PPE), sanitation materials and hand-washing facilities were provided to slum residents, along with health messaging and community awareness campaigns at the city level. This component also coordinated a global and regional multi-stakeholder response through knowledge exchange and advocacy.

The global reach of the Cities Alliance Covid-19 Response Programme
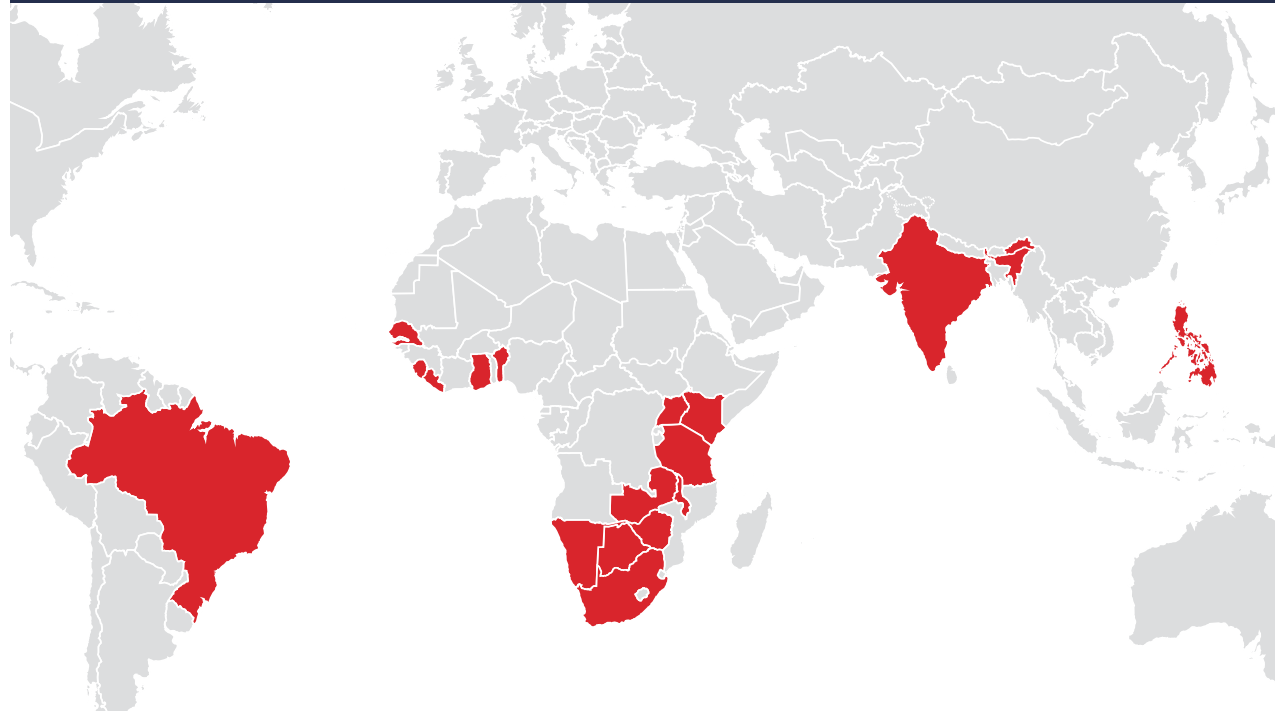
"For interventions to be sustained there is need for continued and targeted capacity building on Covid-19 community response through the established local community structures. Unlike the handout approach that is being facilitated by government and other partners, the Zambia SDI Alliance has trained women and youth in the making of masks, fabrication of hand washing facilities and in spearheading community sensitisation activities and precedent setting."

– Zambia affiliate of SDI.

Key Achievements and Results

- SDI-affiliated slum dweller organisations sustained civil society efforts and enhanced the resilience of their communities in 17 countries. These activities are outlined in a brochure.

- SDI's federations demonstrated their critical role to governments and development partners as reliable actors at the forefront of the provision of services for the urban poor.

- A coordinated regional and global knowledge exchange platfom helped link informality and the impact of Covid-19 and strengthened efforts towards developing longer-term resilience.

- As a result of housing laboratories held with countries in the region, a Regional Plan for the Implementation of the New Urban Agenda was approved, with relevant housing authorities in the region committed to its implementation.

"As a disabled person, the hygiene package is very helpful for me, for us. We can fill the bucket with drinking water and keep ourselves clean with soap and clean our clothes with detergent powder. I can wear a mask when I go out. We have benefited a lot from these things."

– Resident of Mohammadpur, Dhaka.

Covid-19 Response Programme Results | ON THE GROUND

17 SDI federations delivered services to informal settlements including provision of:

hand-washing facilities

enhanced economic resilience

community-mapping to inform urban policies

improved collaboration between city authorities and slum residents

Over **106,000** items of Personal Protective Equipment distributed in **Bangladesh, Guatemala, Liberia, and Uganda**.

12 WASH facilities built (nine women-led water kiosks in Liberia and three Biofil toilets in Kampala).

Nearly **323,000** beneficiaries in these **4 countries**

KNOWLEDGE SHARING

43 learning events facilitated at global, national and regional levels

Nearly 5,000 individuals from 90 Cities Alliance member and partner organisations participated

25 countries shared their experiences and best practices

18 knowledge products and toolkits were created

"This donation is very helpful for the care of Covid-19 patients and will ensure that doctors and nurses have the supplies need for better performance in their work, as well as for the patients that require and are using the healthcare services offered by the hospital."

– Dr. Macario Chavez, Director of the National Hospital of Amatitlán.

Lessons Learned: The Challenges of Implementing Projects in a Pandemic

- More **investment** is required in resources and skills to ensure that **online programming is inclusive**. Community leaders and members need to be capacitated and adequately resourced to be able to participate in project activities using online platforms.

- Women and girls, the elderly, people with disabilities, and those living under precarious conditions were exposed to additional risks and potential abuses during Covid-19. Awareness raising and concrete action to improve **gender equality**, such as gender-sensitive planning and prevention of gender based violence, are urgently needed.

- Covid-19 response actions have also created **new opportunities**. Families are using income-generating projects such as making liquid soap and sewing reusable face masks to earn a living.

- **Partnerships are key to success**, especially in harnessing efforts and avoiding duplication. For example, SDI-Kenya and local NGO Muungano collaborated with various CSOs to fight evictions. A court ruling about the land has allowed affected families to start rebuilding their homes.

"Slum communities had challenges in adapting to the pandemic due to their inherent vulnerabilities, and the project's strategic interventions were in line with the needs and priorities of these vulnerable communities. Data was crucial in influencing government decisions towards basic service delivery in slums, and the humanitarian services as well as the basic services were key in reducing the effects of the pandemic. In this regard, the project's work streams addressed the challenges that were faced by the slum dwellers."

– SDI Affiliate.

COUNTRY PROGRAMMES

Liberia

The Liberia Country Programme (LCP) provided long-term, programmatic support to help Liberia realise its developmental objectives in a way that benefits the urban poor. The multi-level urban development programme to improve the lives and opportunities of slum dwellers in Greater Monrovia, concluded in 2021. The LCP was funded by Comic Relief for projects on small basic services infrastructure and strengthening the participation of informal workers and slum residents in city governance, and by the European Union for the improvement of solid waste management services.
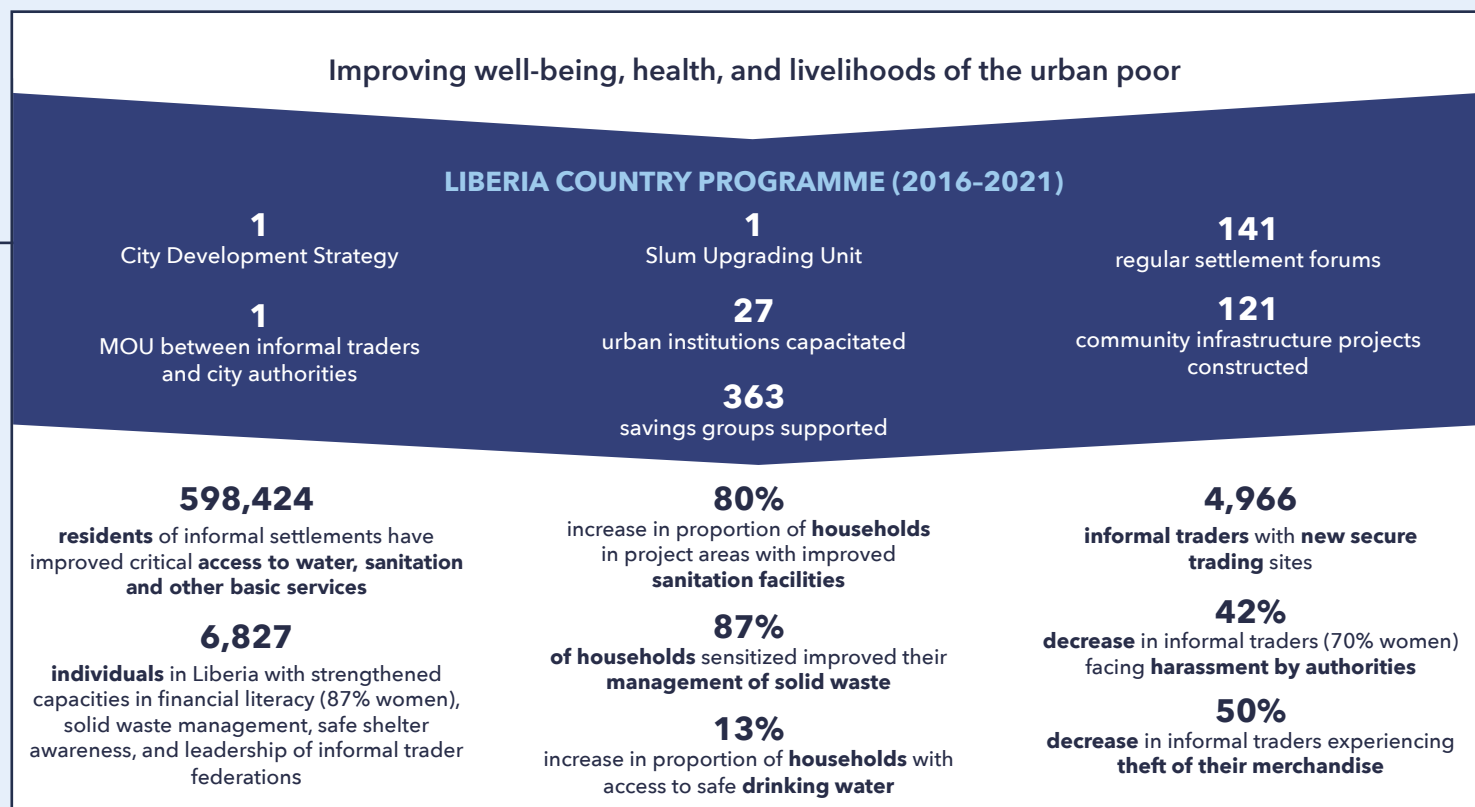
Lasting Impact after five Years of Operations

The LCP component funded by Comic Relief sought to improve well-being, health, and livelihoods of the urban poor in Greater Monrovia. The programme mobilised Cities Alliance members IHS, WIEGO, HFHI, SDI and UN-Habitat, as well as local partners, to implement activities at the community, municipal and national levels. Projects were designed to develop active citizenship, strengthened livelihoods, inclusive governance, and resilient service delivery, drawing on effective partnerships between the urban poor and local governments. An independent final evaluation of the project in 2021 demonstrated the impact of the integrated and multi-level approach of the Country Programme over five years, despite political and economic instability.

Impact of the Liberia Country Programme

Improving well-being, health, and livelihoods of the urban poor

LIBERIA COUNTRY PROGRAMME (2016-2021)

1
City Development Strategy

1
Slum Upgrading Unit

141
regular settlement forums

1
MOU between informal traders and city authorities

27
urban institutions capacitated

121
community infrastructure projects constructed

363
savings groups supported

598,424
residents of informal settlements have improved critical **access to water, sanitation and other basic services**

80%
increase in proportion of **households** in project areas with improved **sanitation facilities**

4,966
informal traders with **new secure trading** sites

6,827
individuals in Liberia with strengthened capacities in financial literacy (87% women), solid waste management, safe shelter awareness, and leadership of informal trader federations

87%
of households sensitized improved their **management of solid waste**

42%
decrease in informal traders (70% women) facing **harassment by authorities**

13%
increase in proportion of **households** with access to safe **drinking water**

50%
decrease in informal traders experiencing **theft of their merchandise**

KEY OUTCOMES

The final evaluation included first-hand accounts of how residents of Greater Monrovia's informal settlements have benefited from the programme. They revealed improved well-being, health, livelihoods, education opportunities, and access to basic services in informal settlements. Residents have a new attitude towards saving, incremental housing solutions, and slum upgrading. Local contractors have improved capacity to deliver infrastructure projects, and petty traders are experiencing much better working environment and conditions. On a broader level, government and stakeholders increasingly recognise slum dwellers as citizens who need to be fully engaged in city planning processes.

Savers improve housing

"I used to live in a one bedroomed zinc house with poor ventilation, doors and windows for over 15 years. My dream was to have a better place for my family. In 2017, I started saving L$100 per day. A few years later I had accumulated a significant amount and was able to start building my house incrementally. My new two bedroomed house, which is safer for my family is now fully completed."
– 45-year-old resident of Pipeline community.

Closer access to safe water

"Through the LCP, our community has a water point installed. We no longer have to move longer distances to access a water source. It is nows just 200m away from my house. I can access water at any time of the day. My children no longer have to worry about collecting water before going to school."
– Disabled resident of Popo Beach.

Improved sanitation

"Thanks to the project, my household and many others (over 60) can access improved sanitation facilities. These facilities will go a long way in improving latrine coverage and reduce the burden of diarrheal diseases within communities."
– Resident of King Peter Community.

Slum dwellers recognised as equal citizens

"We organised ourselves through the Federation of Liberia Urban Poor Savers FOLUPS to advocate for better services. Since then, Government started recognising that people in slums are important stakeholders that contribute to the development of the country. We have seen the President of Liberia, the First Lady, ministers, and many senior government officials visiting slum communities and committing to support and improve access to basic services. We are being recognised as citizens who need to be fully engaged in city planning and development and as legitimate development actors, not merely the beneficiaries of slum upgrading initiatives."

– Participant in the CUF project.

Enhanced capacities of local contractors

"The model adopted by Cities Alliance emphasises that community infrastructure projects should be implemented by local contractors. This is a good methodology because our capacity to deliver quality construction works has been strengthened. We had to ensure that our work meets the minimum quality standards set by the United Nations."

– General Manager of a local construction firm contracted by LCP.

BEFORE

AFTER

The workshop of Clawakee Enterprise (housing construction materials) before and after renovation by Cities Alliance and HFHI.

20 markets in Greater Monrovia obtained greater access to basic sanitation and hygiene.

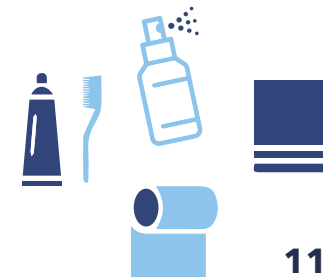**11,107 residents** of informal settlements received basic sanitation and hygiene products.
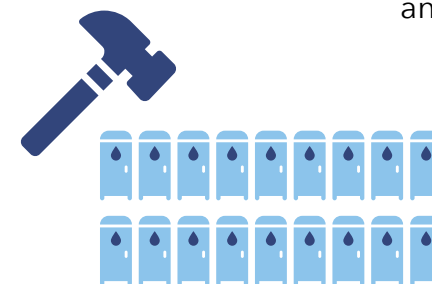
Clean Water to Fight Covid-19 in Slums

With funding from Comic Relief, the Country Programme procured and donated materials and tools to the Liberia Water and Sewer Corporation (LWSC) to rehabilitate faulty water points in informal settlements across Greater Monrovia. It also supported the LWSC to expand services and access to safe drinking water in informal settlements by enabling the municipal water agency to extend its network and continuous supply. This project closed in June 2021.

18 water kiosks were constructed through the CUF mechanism, with funding from the Foreign, Commonwealth & Development Office (FCDO).

100 water points were rehabilitated or restored, improving access to safe drinking water for approximately 100,000 people.

4 water storage **reservoirs were rehabilitated.**

Improving Solid Waste Management in Greater Monrovia

Cities Alliance implemented a solid waste management (SWM) project, funded by the EU, that helped communities develop lasting capacities to collect primary waste. The project improved coverage and effectiveness of SWM through Community Based Enterprises (CBEs), the local waste collectors providing climate-resilient solid waste management services in Greater Monrovia.

According to the final evaluation of the initiative, accessibility to waste collection services increased from 36 per cent in 2018 to 52 per cent by end of 2021. The increase was mainly attributed to a proportionate increase in the number of CBEs registered and licensed by the city corporations and the subsequent increase in the number of communities served from 89 to 300 in the last three years.

To support the CBEs as central actors of the SWM system, LCP provided loans to 21 CBEs to help them strengthen their operations by purchasing equipment including wheelbarrows, push carts, tricycles, pickup trucks, shovels, and spare parts to repair existing equipment. The loans also financed office equipment.

The mechanism has been handed over to the Ministry of Internal Affairs, which has stressed its intention to sustain the project.

The programme also had a strong awareness component. Education and sensitisation campaigns were carried out in schools and communities, along with radio talk shows, street theatre performances, and door-to-door mobile public address systems. The "Kick dirt out of informal settlements" initiative encouraged citizens to participate in cleanup campaigns through sports activities. It reached an estimated audience of over 22,000 people.

SWM stakeholders received training and engaged through city forums to come up with resource- efficient and community-sensitive solutions to minimise waste generation and improve its management practices. As a result, SWM guidance and plans were developed.

"The Minister of Internal Affairs, Hon. Varney A. Sirleaf and the Executive Director of the Environmental Protection Agency, Professor Wilson Tarpeh, recognised the positive impact of the interventions on Liberians' lives and expressed gratitude to the international community for their support."

– FrontPage Africa.

KEY OUTCOMES

The project delivered significant results, despite ongoing and systemic challenges faced by the waste section in Liberia that constrained project delivery. Highlights include:

- A more cohesive CBE sector with improved organisation and technical capacities and better access to financing, through the micro-credit facility established by the LCP.

- Communities changed behaviour and increased awareness around relevant waste topics. Some communities also established sanitation taskforces.

- Youth were empowered to become change agents on SWM within schools and communities.

- Public sector individuals and institutions working in the waste sector enhanced technical capacities.

Despite the encouraging progress, several areas need to be strengthened to ensure a more sustainable and efficient SWM system in Liberia, including better recycling and composting solutions, support to city governments to take advantage of PPPs, and appropriate budget allocations to enhance waste sector governance.

A cohesive and well-coordinated CBE network

"The project leaves behind a cohesive, clustered and well-coordinated CBE network. The capacity of the National Association of Community Based Enterprises (NACOBE) has been strengthened through the trainings provided to executive members. We are now well capacitated to deliver our mandate and benefits to members and will continue working with them post project."

– J. Saah Joe, President of NACOBE.

Unity and cohesion among community members

"In our community, we have decided to have clean-up activities every Saturday. We work together to clean our homes and neighbourhoods and have all the garbage disposed in one place, then call a CBE to pick it up. We contribute some little money to pay the CBE. This has been adopted in several other nearby communities. We are also strengthening social cohesion among community members. After the clean-ups, we take-off time to discuss other issues affecting us such as adolescent health, security, access to safe water, politics and many other things."

– Resident of the Pipeline Community.

Financial management capacities of CBEs

"Today, my enterprise is self-sustaining, thanks to the financial management training. Over time, I've seen an improvement in the way finances are managed within the enterprise and as I speak, we can account for each single dollar that has gotten into our account in the past three-and-a-half years. This is helping us to grow and expand our operations."

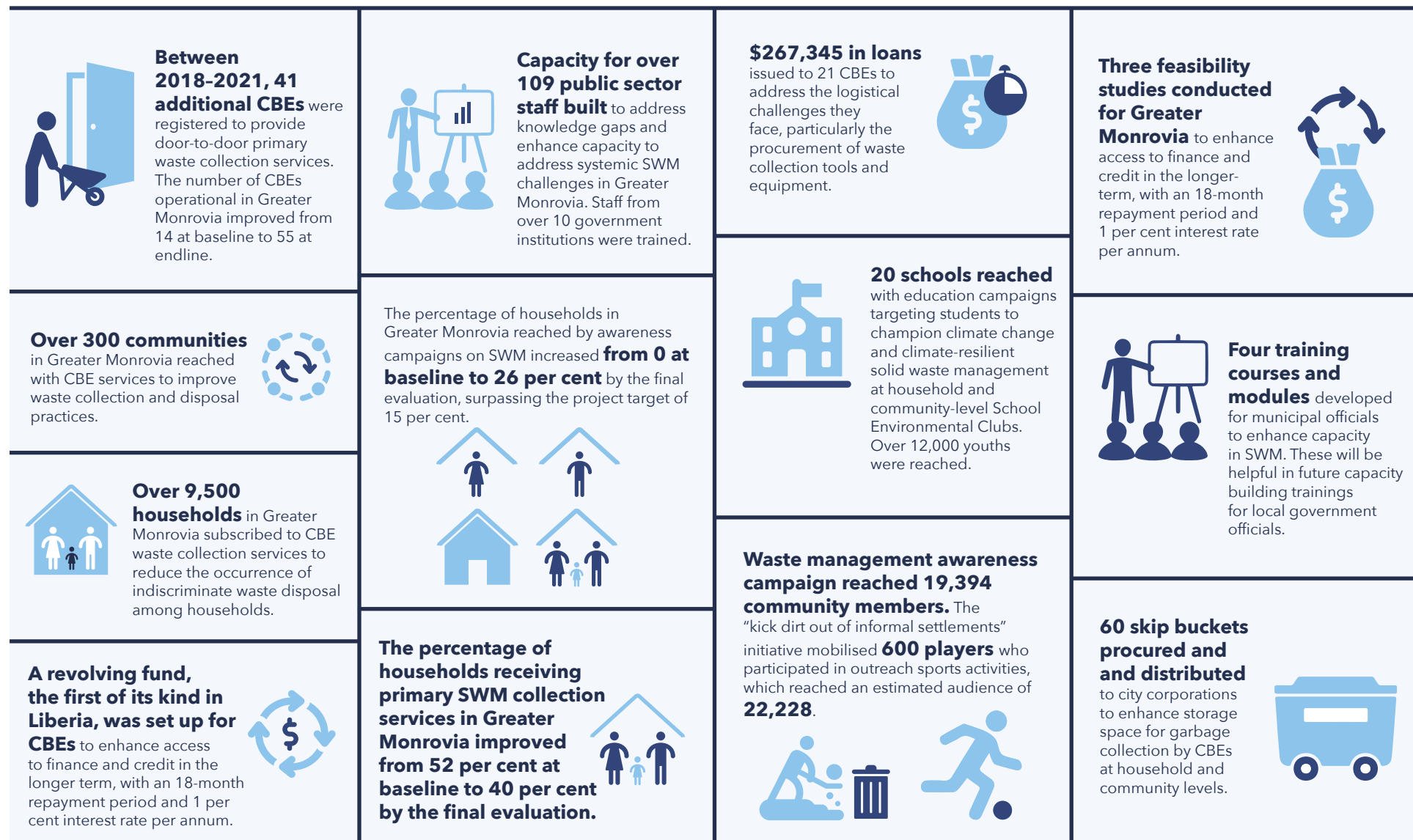– Owner of a CBE in Paynesville.

Changed behaviours around waste and environment

"Our community leaders mobilised us to participate in a Cities Alliance awareness campaign about SWM. The team delivered their messages so well through drama plays. We were over 500 people in attendance. We were taught about the dangers of using garbage in back filling and reclaiming land. Some of consequences they talked about were already happening to our community, for instance diseases, flooding, etc. Since then, people have become more responsible in the way they manage and dispose garbage. The awareness activity had a huge impact in changing people's behaviour regarding waste disposal."

– Resident of Buzzi Quarter.

Results of the SWM Activity in Greater Monrovia | FINAL INDEPENDENT EVALUATION

Between 2018–2021, 41 additional CBEs were registered to provide door-to-door primary waste collection services. The number of CBEs operational in Greater Monrovia improved from 14 at baseline to 55 at endline.

Capacity for over 109 public sector staff built to address knowledge gaps and enhance capacity to address systemic SWM challenges in Greater Monrovia. Staff from over 10 government institutions were trained.

$267,345 in loans issued to 21 CBEs to address the logistical challenges they face, particularly the procurement of waste collection tools and equipment.

Three feasibility studies conducted for Greater Monrovia to enhance access to finance and credit in the longer-term, with an 18-month repayment period and 1 per cent interest rate per annum.

Over 300 communities in Greater Monrovia reached with CBE services to improve waste collection and disposal practices.

The percentage of households in Greater Monrovia reached by awareness campaigns on SWM increased **from 0 at baseline to 26 per cent** by the final evaluation, surpassing the project target of 15 per cent.

20 schools reached with education campaigns targeting students to champion climate change and climate-resilient solid waste management at household and community-level School Environmental Clubs. Over 12,000 youths were reached.

Four training courses and modules developed for municipal officials to enhance capacity in SWM. These will be helpful in future capacity building trainings for local government officials.

Over 9,500 households in Greater Monrovia subscribed to CBE waste collection services to reduce the occurrence of indiscriminate waste disposal among households.

A revolving fund, the first of its kind in Liberia, was set up for CBEs to enhance access to finance and credit in the longer term, with an 18-month repayment period and 1 per cent interest rate per annum.

The percentage of households receiving primary SWM collection services in Greater Monrovia improved from 52 per cent at baseline to 40 per cent by the final evaluation.

Waste management awareness campaign reached 19,394 community members. The "kick dirt out of informal settlements" initiative mobilised **600 players** who participated in outreach sports activities, which reached an estimated audience of **22,228**.

60 skip buckets procured and and distributed to city corporations to enhance storage space for garbage collection by CBEs at household and community levels.

Tunisia

Launched in 2016, the Tunisia Country Programme (TCP) aims to strengthen decentralisation and promote inclusive, sustainable local development through technical assistance in participatory strategic city planning; capacity building for local authorities; developing, implementing and financing infrastructure projects; promoting gender equality and women's participation in decision making; and integrating labour migrants into Tunisia's secondary cities (see the migration and gender sections for more information).

The Madinatouna II Local Development Planning Project

The Madinatouna II project supports and advises four partner municipalities (Béja, Jendouba, Medenine and Tataouine) on elaborating and implementing their Local Development Plan (LDP), the primary development planning instrument for Tunisian municipalities. Regional and local authorities receive comprehensive training in territorial development planning, financial and technical diagnostics, gender-sensitive planning, project design, and effective communication to facilitate implementation of municipal investment projects. The project has three main components:

1. **Elaborating Local Development Plans.** In 2021, the four cities elaborated LDPs with the participation of key national and local stakeholders. They completed the pre-diagnostic phase, with secondary data collection, analysis into local finances, and training materials on the LDP process. Cities Alliance initiated a partnership with the High Authority for Local Finance and the General Committee for the Control of Public Expenditures to develop an internal control and scoring system and help the cities increase their operational efficiency, financial transparency, and credibility to facilitate access to financial services.

2. **Preparing and implementing municipal development projects.** Cities Alliance provided technical assistance to the cities in this process, providing feasibility and technical specifications. The projects identified include improvement of public spaces and increased efficiency in basic services such as energy provision.

3. **Project packaging and infrastructure financing.** This activity supports the four cities to develop a pipeline of bankable projects and access to infrastructure financing. The cities identified projects in innovative municipal market models for job creation, energy transition and flood control management, as well as the rehabilitation of heritage sites to attract tourism and improve service delivery. Budgets range from US$500,000 to US$2 million.

Other Achievements

*   The TCP supported three cities in applying to the Alliance of Municipalities for Energy Transition programme, financed by SECO and implemented by the National Agency for Energy Management and the Municipal Development Fund. The proposed projects involve replacing traditional public lighting with more efficient LED street lighting.

*   The Ministry of Local Affairs invited Cities Alliance to assist in periodic working groups on a concerted approach to local development planning and greater coordination among national and international stakeholders. Cities Alliance experts contributed to the preparation of reference documents and application texts of the Local Government Code and mapped actors and projects currently operating in local development in Tunisia.

Key Results

Béja is installing LED street lighting to increase its energy efficiency and improve safety. Electricity prices are rising, and the improved lighting will allow the municipality to cut expenditures and save money to finance investment projects.

Medenine is rehabilitating a former cinema into a multi-purpose cultural space for all residents. The facility, expected to open in 2022, will also make the area safer, especially for women. The project costs, about US$650,000, are co-financed by the TCP (20 per cent), the municipality and national financing partners.

Tataouine is redeveloping three urban parks to improve the environment and provide leisure space for citizens, especially women and young people. The parks will promote a healthy lifestyle and enhance awareness of environmental issues. The TCP providing the furniture and equipment for the parks, while the municipality co-financing the redevelopment and maintenance of the spaces.

Jendouba is redeveloping an urban park in the city centre, following a similar structure to the project in Tataouine.

Elaborating a National Urban Policy (NUP)

As Cities Alliance's implementing partner, UN-Habitat has supported the Tunisian government to formulate a national urban policy. In 2021, through five regional workshops, city stakeholders from Tunisia's 24 governorates developed a draft NUP, an urban charter, and an action plan that outlines responsibilities and concrete actions among the various urban development actors. UN-Habitat is currently supporting the Ministry of Housing and Public Works to revise the legal framework for land use planning and urban development, an important step towards operationalising and implementing the NUP. An advocacy and communication strategy were prepared to integrate the results of the process into the core of local and sectoral strategies.

Implementing Projects and Building Capacity in Partner Cities

The TCP further strengthened strategic and participatory city planning in its eight partner cities (Béja, Gabès, Jendouba, Kairouan, Medenine, M'saken, Sidi Bouzid and Tataouine). With technical support from the National Federation of Tunisian Municipalities (FNCT), the partner cities implemented projects including: energy-efficient, LED-powered public lighting for greater safety in underprivileged neighbourhoods; citizen space for more responsive administration (co-financed with GIZ); rehabilitating public spaces and municipal parks (co-financed with UNDP); playgrounds and local markets; improving rainwater management against the recurrent flooding of neighbourhoods and public facilities; waste recovery for recycling; and a centre for elderly care. Municipalities financed between 20-75 per cent of total project costs.

The municipal teams of each partner city received tailored training and coaching in project management from senior local development experts throughout implementation. This included a workshop on mentoring, coaching, and integrating change management into city management, complemented by a guide with tools for translating the knowledge into practice, and the use of using the City Development Strategy for resource mobilisation.

To scale-up its role as technical assistance body and platform for peer learning at the national level, FNCT launched the Network on Territorial Development Planning in October 2021. The network aims to strengthen the capacities of its member municipalities through the provision of training, coaching, peer-learning and hands-on knowledge tools. The Madinatouna II project will further support the network by providing financial and technical support to its first thematic forum on inclusive planning for enhanced territorial attractiveness and inviting members to capacity enhancement trainings.
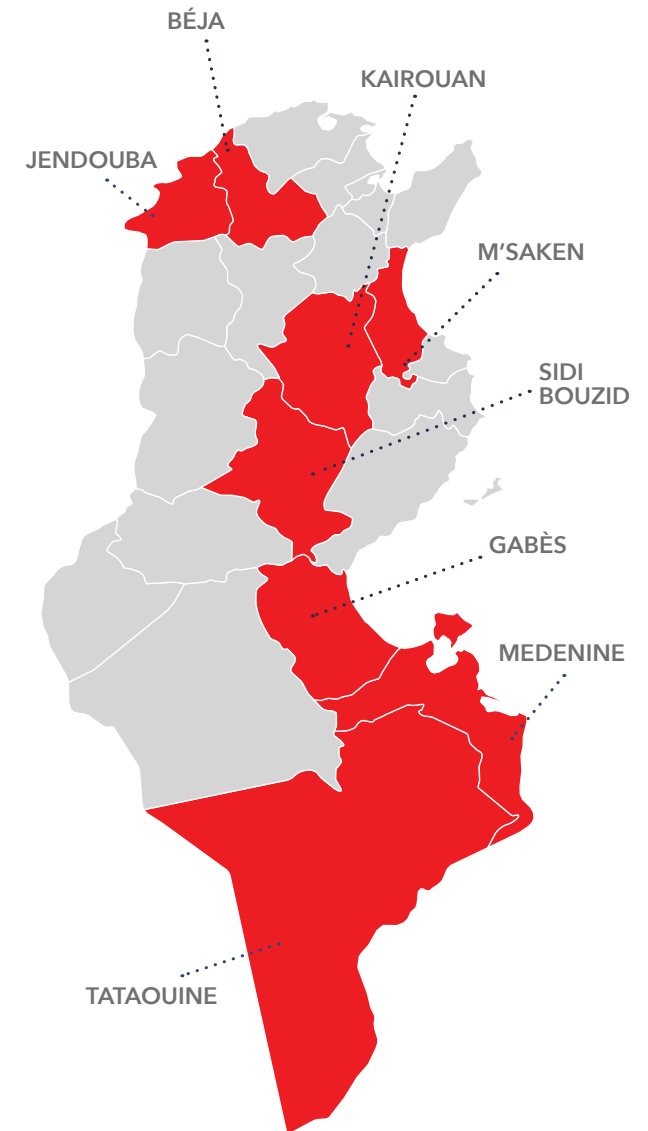
Gender-Sensitive Local Budgeting

The project to improve the integration of gender mainstreaming in local public policies in the cities of Béja and Medenine concluded in 2021. The implementing partner, local NGO Aswat Nissa, conducted a **Gender-responsive Budget Analysis** in partnership with Cities Alliance and the Heinrich-Böll Stiftung. The analysis compared the specific needs of women living in the two cities with the local administrations' budget and household decisions and provided detailed information about existing gender inequalities.

The report urges local authorities to introduce methods for integrating a gender perspective in annual budgets and establish consultation mechanisms with CSOs to benefit women. The closure event in Tunis showcased the results of the research and the role of gender-sensitive public policies in fighting political violence. The event marked the starting point of a national debate on the role of local administrations in reducing gender inequalities in Tunisia

Gender-responsive Budget Analysis

Uganda

Cities Alliance has been active in Uganda for over a decade. In 2019, the Uganda Country Programme (UCP) began implementing a safeguarding project for the Kampala-Jinja Expressway. It also supports city initiatives in Arua and Jinja and urban expansion planning in Arua, Gulu, Jinja and Mbale with the Cities and Migration programme (see that section for more information). In 2021, the Uganda team coordinated activities for the Covid-19 Response Programme.

The Kampala-Jinja Expressway No One Worse Off Project (KJE NOWO)

The KJE NOWO project aims to clear the expressway's Right of Way (RoW) for construction while providing support services to all affected households and small and micro enterprises in targeted areas to enable improved livelihoods, security of tenure, housing for the longer-term market, and neighbourhood incremental upgrading. It addresses the social and environmental safeguards required for the construction of the expressway, as stipulated in a **Resettlement and Livelihood Restoration Plan** (RLRP) developed by the Uganda National Roads Authority (UNRA).

The project is close to completing Phase I and has successfully engaged local stakeholders, including UNRA, which expressed interest in replicating the approach in other urban areas. The project was extended to the initial months of 2022 due to Covid-19 lockdowns that limited field activities and engagements of implementing partners and stakeholders.

The project is funded by the European Union and implemented by Cities Alliance and partner organisations comprising of the Ministry of Lands, Housing and Urban Development (MoLHUD), Slum Dwellers International (SDI),

Platform for Vendors in Uganda (PLAVU) and the Association of Volunteer Services International (AVSI). The Country Programme and partners are implementing four of the seven components of the **RLRP**.

KEY OUTCOMES

Small Business Transition Initiative

Aims to ensure that households on the RoW whose livelihoods are impacted by the project are empowered with new space, skills, and resources to either continue their enterprise or adapt to a new opportunity. In 2021, the Kampala Capital City Authority (KCCA) and PLAVU completed the profiling of informal vendors and businesses of Nakawa Market and surrounding areas who will be directly affected by the construction of the road. Some of the vendors received training on digital marketing and the use of e-payment platforms. As part of Cities Alliance's Covid response and with additional financial support from the EU, the UCP provided protective equipment and hand-washing facilities to the vendors of Nakawa Market to help them work in safer conditions.

Community Assistance Initiative

Aims to ensure that the most vulnerable households are identified and supported in the relocation process. The team compiled a list of affected households in the RoW and organised them by vulnerability level and gender. The vulnerabilities were harmonised with IFC standards for corresponding interventions. The profiling of vulnerable households and support to facilitate their relocation was made possible through the work of partners AVSI, UNRA and SDI.

Nearly 6,800 informal vendors registered who will be displaced by the KJE NOWO project.
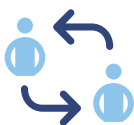
428 informal traders have received support to develop business restoration plans.

210 critically vulnerable households profiled to receive compensation and housing support.

3 greenfields identified for resettlement of most vulnerable households.

355 households supported in developing their relocation plans.

30 local youths trained in building techniques.

3 Biofil toilets built.

6 schools engaged through environmental clubs in the Kinawatawa wetland.

1 waste removal strategy for Kinawatawa wetland developed.

"The conditions have been tough to the extent that we have even lost lives. There is a time when vendors could not leave the market so they could not access health services. We are very grateful for this relief because it will save lives and give hope to our people."

– Paul Mugambe, mayor of the Nakawa Division.

## Corridor Low-Cost Housing and Urban Renewal Initiative

Aims to ensure that relocated households and businesses are re-integrated with secure tenure and plans for long-term incremental upgrading. Two main outcomes:

- **Drafting a slum upgrading framework:** Tailored around improved housing and infrastructure for the affected communities of Kinawataka and Kasokoso, the draft was developed through a consultative process involving stakeholders such as ACTogether, UNOPS and the National Housing and Construction Company. FCDO provided additional funding for a Community Support Centre to guide incremental slum upgrading in both settlements, with support from Cities Alliance and UNRA. Through the Companionship of Works Association (COWA), local youths were provided with <u>vocational training</u> in building techniques. They will integrate a support team to help the centre with its activities.

- **Mainstreaming gender in KJE NOWO activities:** In collaboration with Cities and Infrastructure for Growth (CIG), Cities Alliance conducted a training for the KJE NOWO project implementing partners (SDI, KCCA, PLAVU and AVSI). The training was designed to enhance the partners' capacity to mainstream gender and social inclusion in the project activities, in accordance with the required social and environmental safeguards.

- **Increasing community awareness:** The team produced a set of advocacy materials to explain the KJE NOWO project, FAQs on relocation, and posters with Covid messaging.

Kinawataka Sustainable Wetland Management Initiative

Aims to support the sustainable rehabilitation of the wetland through community engagement and implementation of solutions for waste management and ecosystem preservation. In consultation with key stakeholders, guidelines were developed on operationalising environmental clubs in schools, and a feasibility study was completed that provides detailed information about the wetland within and beyond the scope of the 11 villages in the area. A solid waste removal strategy was also drafted that will lay the foundation for waste sorting, recycling, and reuse as part of the wetland protection and restoration plan. Sida provided additional funding to construct eight Biofil toilets. Five have been constructed so far.
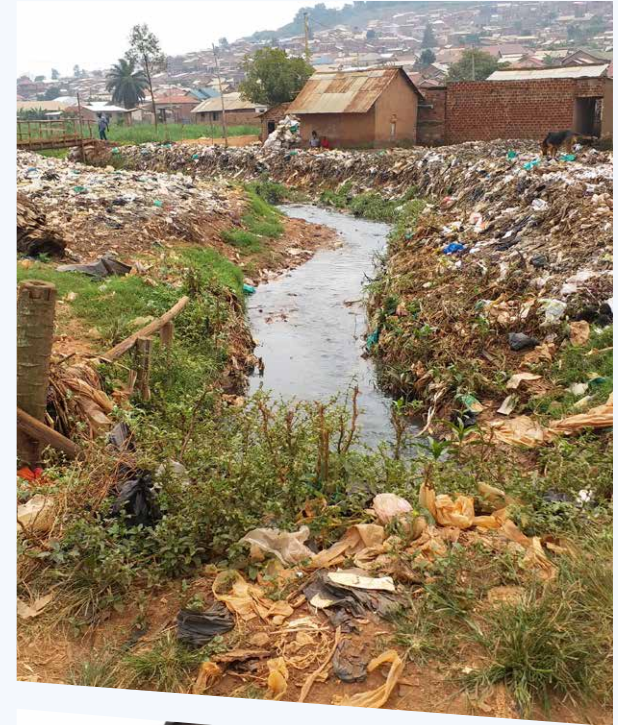
KJE NOWO Factors for Success

An independent evaluation concluded that, despite project delays and the complexities faced, the KJE-NOWO project is on track to achieve its intended outcomes:

- Ensures the involvement and participation of local leaders and community ownership of the project, facilitated by settlement forums and savings groups.

- Positions partners with the relevant expertise for project components.

- Provides quality technical support, backed backed by EU flexibility in adapting the projects to challenges faced.

- Maintains a trustworthy relationship with UNRA and the impacted communities.

- Allows deeper understanding of the slum upgrading process and its integration into local strategies, such as the Kira Municipality Physical Development Plan and the KCCA Strategy.

"When SDI/ ACTogether came to Kasokoso, as the community, me and a few friends were interested in what they were teaching. After understanding the benefits of rearing worms, I took it on. When I find a worm anywhere, I want to pick it up and take it home because I now know the benefits. I feed the worms to my hens, turkeys, pigs and I put some in my Biofil toilet. I also improved my shoe crafting skills thanks to the training we received. This project has benefited women and youths."

– Secretary of a savings group in Kasokoso, who received training in craft making, saving, and worm rearing.

GLOBAL PROGRAMMES

Cities and Migration

The Cities and Migration programme provides financial and technical assistance to local stakeholders to identify and implement approaches for improved local migration management that are relevant to each city's context. As migration and displacement in developing countries are characterised by informality, Cities Alliance builds partnerships among various constituencies at the local, national, and global levels to jointly identify and negotiate a better way forward. Its activities are part of two main programmes: Migration Management in Secondary Cities, and Comprehensive Refugee Response Framework (CRRF): Inclusive Urban Development and Mobility – Regional Network and Dialogue Action.

Addressing Local Migration Management

The Migration Management in Secondary Cities programme, funded by SDC, benefits nine cities across the Horn of Africa region, Tunisia and Guatemala. In 2021, the programme began exploring the interlinkages of climate change, forced migration, and secondary cities in the region. This programme is expected to conclude in May 2022. Despite challenges imposed by Covid-19, most initiatives capitalised on new opportunities and are largely on track.

UGANDA

- In **Arua,** the local-national disparities on refugee management sparked the preparation of an advocacy campaign that Cities Alliance will facilitate during a potential Phase II of the programme. This will allow cities to allocate additional resources to effectively respond to involuntary migration.

- The activity drew the programme's attention to spatial disparities in recognising the presence of urban refugees.
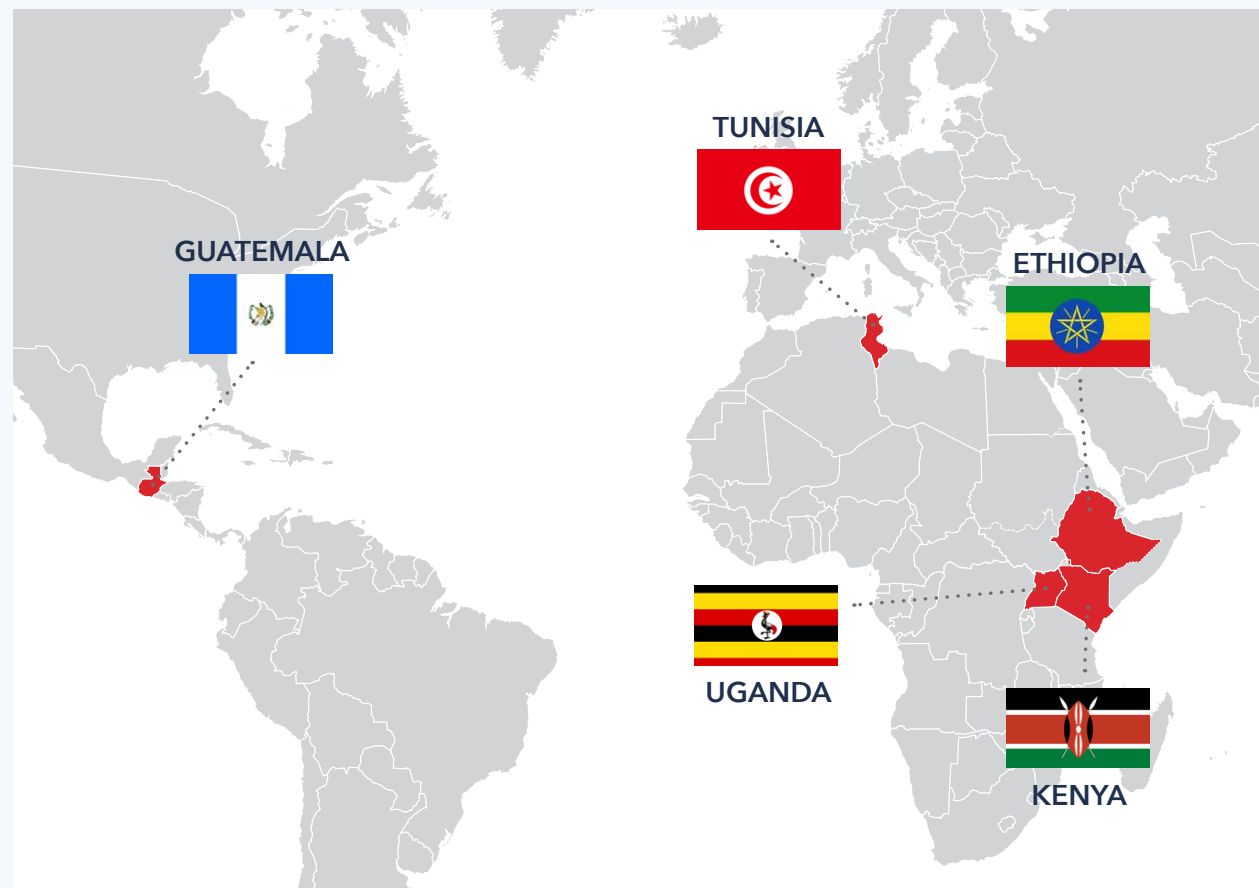
- In **Jinja,** SDI/ACTogether mobilised small businesses in 162 saving groups with over 8,800 members. The initiative established the Jinja Community Development Fund and provided 12 saving groups with funding to boost their micro-businesses. A partnership with a financial institution for a gender-sensitive housing upgrading scheme will benefit 2,000 slum dwellers, both migrants and long-term residents. The community forums allowed residents to prioritise projects such as the construction of a health centre and a drainage channel, opening of access roads, and installing solar street lighting.

ETHIOPIA

- In **Adama,** a market dedicated to Internally Displaced Persons (IDP) and local stakeholders is almost complete, and 3,540 migrants and IDPs have already sought services at new municipal registration centres. Over 700 migrants (95 per cent of them female) were matched with jobs in the city industrial park in 2021.

- In **Jigjiga,** the first Somali Diaspora Forum discussed ownership and roles for the new Diaspora Engagement Strategy. Three diaspora coordination offices were set up. The project undertook diaspora mapping that facilitates targeting and outreach. Knowledge on migration and cities was further mainstreamed at Jigjiga University's Somali Cities Study Conference, which featured 400 participants. A new partnership with a local micro-finance provider will provide financial services to unbanked migrants.

TUNISIA

- In **Kairouan,** a women-run artisanal market was inaugurated, with support from SDC. The initiative aims to strengthen the local economy and the protection of cultural heritage. The market, strategically located next to the old doors of the Medina, was designed following traditional architecture techniques and using sustainable building materials.

- In **Jendouba and Kairouan,** an initiative to design tourism circuits leveraged US$140,000 in public funding. The project included individual coaching and mentoring for 60 youths and support for 20 of them to create and manage their own tourism agency as a social enterprise. The National Office for Tourism decided to develop the tourism circuits in three communes (Ain Jeloula, Oueslatia, and Haffouz) as part of a new government programme. A promotional video campaign on social media to boost local tourism obtained over 100,000 views in just three weeks.

"…The [Cities and Migration] programme has made remarkable progress in reframing agendas, mobilising knowledge, and building partnerships, while technically and financially empowering local municipalities. It has successfully inserted migration and mobility into global and local governance debates and planning. It demonstrates that with limited financial support, peer-to-peer learning, research, and engagements can be a powerful and relatively inexpensive way to empower local authorities."

– Cities Alliance / SDC mid-term review 2021.

KENYA

- **Kakuma-Kalobeyei** held a virtual regional stakeholder workshop where participants committed to building stronger alliances and a network of cities and towns along the Turkana corridor. They discussed the government of Kenya's decision to close the Dadaab and Kakuma camps, and the delay in raising Kakuma to municipality status. A draft plan for an Economic Enterprise Zone in Turkana County was validated by the community. The project engaged with community-based groups to support local entrepreneurship activities: The Kalobeyei Women Handcraft Cooperative Society, and the Natokobenyo and Kakuma Town Fresh Produce Market.

GUATEMALA

- **San Marcos** achieved most of its targets well before the project end and received a costed extension until February 2022 to further increase the number of beneficiaries for financial services and entrepreneurship. To date, the programme's investment of US$300,000 has funded more than 28,500 short financial advisory sessions that mobilised 6,000 remittance recipients (50 per cent women), who formalised US$2,370,000 in savings. Cooperating banks have already transformed US$450,000 of those savings into loans for local entrepreneurship. A manual on migration and local governance was produced and disseminated among municipalities across the country.

- **Amatitlán, Guatemala** finalised its project as planned in November 2021. Three participatory strategies on local economic development, access to housing, and prevention of violence have been drafted. The city has also provided entrepreneurship training to 75 newly registered migrants. The project ensured sustainability of its activities, including identifying new financing partners to continue job-matching services such as the *OportuGuate* platform.

Urban Expansion Planning Moves Ahead

Urban expansion planning is a simple, cost-effective way for cities to proactively plan for their growth. It involves gauging the amount of land needed for growth, preparing a grid of arterial roads in the urban periphery before it is developed, and securing the rights of way for the roads before urban development happens. This approach can help manage migration and support mitigation of greenhouse gas (GHG) emissions and adaptation to climate risks.

In 2021, the Programme provided technical assistance to the nine participating cities to draft urban expansion plans. In Uganda, the four cities of Arua, Gulu, Jinja, and Mbale have completed their draft plans. The cities presented their plans at a workshop and discussed how to join forces to implement urban expansion plans on the ground with national planning authorities. In the Ethiopian partner cities of Adama, Dire Dawa, and Jigjiga, the plans are close to completion. To foster coordination and support for urban expansion planning at the national level, the programme engaged and built the capacities of the lead urban development ministries in Ethiopia and Uganda, which have established a team of high-level officials to spearhead the urban expansion initiative.

"The urban expansion planning workshops were a rare opportunity for an interdisciplinary team of city officials to actually draw plans for the growth of their cities – something which is typically done by consultants from abroad."

– Ms. Tsigereda Tafesse, Urban Expansion Expert, Ethiopia.

New Flagship Report: Managing Migration in Africa's Secondary Cities

A new flagship report commissioned by Cities Alliance was produced by the World Bank with SDC funding. *Migrants, Markets and Mayors – Rising Above the Employment Challenge in Africa's Secondary Cities* addresses key policy issues and recommends how African secondary towns and cities can better prepare for and manage internal economic migration to the mutual benefit of both cities and migrants. The findings push the knowledge boundaries on migrant integration into cities and provide new insights into where the challenges really lie.

The report offers three main recommendations for cities:

- Support markets through more information, less red tape for businesses, and forward planning to provide better urban infrastructure, services, and jobs.

- Build the ability of mayors to respond to the needs of urban dwellers through stronger finances and capacities, as well as better citizen engagement.

- Target migrants when divisions are strong, with actions that improve living standards for all.
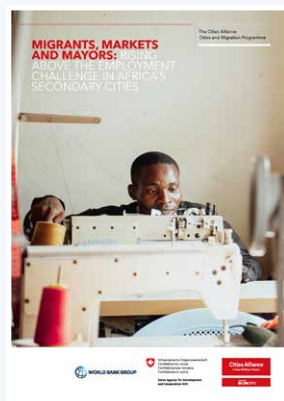
# CRRF: Inclusive Urban Development and Mobility Action

Funded by the EU Trust Fund for Africa, this project facilitates regional networks and dialogue to foster knowledge exchange and collaboration among seven secondary cities in the Horn of Africa on the challenges and opportunities related to the integration of refugees in the region. The partner cities are Borama and Gabiley (Somalia/Somaliland), Jigjiga and Assosa (Ethiopia), Kakuma-Kalobeyei (Kenya) and Koboko and Arua (Uganda).

KEY OUTCOMES

Peer-learning workshops

- Arua, Uganda, 23-24 March 2021: the first of a series of five, this event focused on drawing attention to refugees residing in cities and their host communities. It also served as the official launch of the project.

- Addis Ababa, Ethiopia, 2-3 November 2021: the event focused on mobilising resources: domestic and international frontiers for funding and support.

Two reports were produced that include the highlights and recommendations from both events:
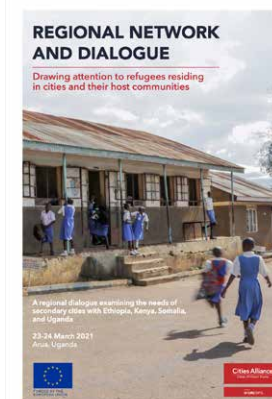
Global Advocacy

The programme supported the participation of partner cities in two major global forums:

The African <u>review</u> of the implementation of the Global Compact for Safe, Orderly and Regular Migration, where Cities Alliance co-organised a <u>side event</u> with the Intergovernmental Authority on Development (IGAD) and UCLG Africa on the role of secondary cities in promoting the inclusion and integration of migrants. The panel featured <u>partner secondary cities</u> Arua, Assosa, Gabiley, and Koboko.

At a <u>Global Compact on Refugees (GCR) event</u> hosted by UNHCR, Cities Alliance supported four cities to pledge their support to implement the principles of the GCR. Their experiences are featured in the <u>Outcome Report</u>: *Cities and their Contribution to the Global Compact on Refugees*, a stocktaking document ahead of the first High-Level Officials Meeting in December 2021 in Geneva, Switzerland.

Cities and Women

Cities Alliance envisions a world where all women and girls can live in inclusive and equitable cities and communities. The Cities for Women Global Programme works towards this goal, aiming to increase women's and girls' engagement in urban development and governance. It has three components: Participatory local action research, a global platform for knowledge exchange, and cross-support and gender mainstreaming within Cities Alliance programmes.

2021 was a critical year for the consolidation and expansion of the programme. An internal progress review helped identify the strengths and gaps of our gender-related work, along with opportunities for future activities. The review fed the development of the Gender Equality Action Plan. The programme also implemented a series of pilot projects to increase women's engagement in urban development and governance.

New Gender Equality Action Plan

Following the implementation of the previous Gender Action Plan (2016–2021), the Secretariat conducted an internal review process in 2021 that identified lessons learned and opportunities for future programmatic work. The new Gender Equality Action Plan 2022–2023 builds on earlier policies and strategies. It reaffirms Cities Alliance's commitment to addressing gender inequalities in city development and to fostering the capacities of local governments, women's organisations, and community-based initiatives to effectively engage women in urban planning, through three key objectives:

- Contribute systematically and comprehensively to promoting gender equality and women's empowerment in all activities.

- Develop a premier global partnership working on women's engagement in cities.

- Raise awareness of gender equality and develop capacity and resources for inclusive city planning and governance at local levels.

To achieve these objectives, the Secretariat will continue to fully integrate gender-equality considerations in the work of the organisation. This includes mainstreaming gender by increasing advocacy, engaging key members and partners, effectively monitoring internal activities, and providing cross-support between programmes. It also involves raising awareness, building capacities, and developing partnerships for gender-equal cities by further developing in-country, gender-specific programmes.

CITIES ALLIANCE
GENDER EQUALITY
ACTION PLAN
2022–2023
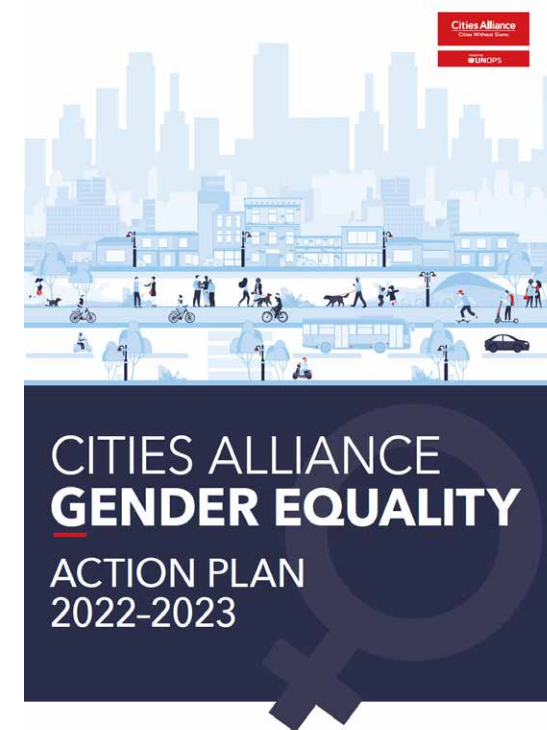
Femmedina: Creating Safer Public Spaces in the Medina of Tunis

The Femmedina project, a collaboration between the municipality of Tunis and Cities Alliance and funded by USAID, aims to create safer public spaces to enhance women's economic, political, social and cultural participation in the city and, in particular, in the districts of Bab Bhar, Bab Souika, Medina Centrale, and Sidi el Bechir.

In 2021, the programme organised participatory research and five co-design sessions that engaged 200 women. The activities helped identify key hindrances to and enablers of of women's participation in the Medina. As a result, medium and long-term policy and urban planning recommendations, as well as short-term spatial and physical interventions in public spaces, were identified to respond to current challenges of women living in these areas. The findings and detailed recommendations are part of a report (available in English and Arabic) launched in October at an event with the Municipality of Tunis and USAID.

FEMMEDINA
INCLUSIVE CITY PROGRAMME IN TUNIS
An assessment of women's participation in the Medina of Tunis
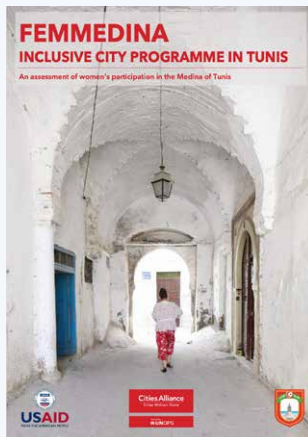
Fostering Gender Equality in Cities

The programme has developed a Cities for Women Framework as a first step to help local stakeholders gain an understanding of the current engagement of women in the various dimensions of their environments. It includes existing and new tools such as the Women Engagement in Cities (WEC) profile, which guides policymakers in the collection and analysis of data on how women and girls interact with their city to better inform public policies and address women's needs. The framework has been deployed in different cities during workshops and urban laboratories and their results captured in knowledge products.

IMPROVING GENDER INCLUSION IN LIBERIA

Based on gender audits conducted by the Federation of Liberian Urban Poor Savers in three informal settlements of Greater Monrovia, a report was produced titled *Liberia: How Women Experience the City*.

Some of the key recommendations on how to improve gender inclusion in informal communities include:

- Increasing safety in public spaces.
- Improving water and sanitation infrastructure.
- Establishing partnerships with governments, NGOs, and donors.
- Empowering women to participate in city decision-making processes.
- Building skills for slum dwellers and women's organisations on gender mainstreaming, safety and safeguard procedures, and vocational training to improve livelihood opportunities.

LIBERIA: HOW WOMEN EXPERIENCE THE CITY
Gender Audit in Three Informal Communities

CITIES FOR WOMEN
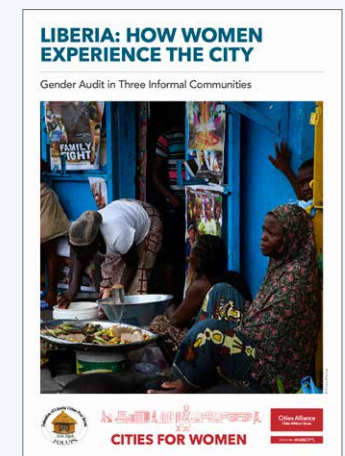
PROMOTING WOMEN'S ENGAGEMENT IN URBAN GOVERNANCE IN UGANDA

A citywide urban assessment workshop was organized in Kampala as part of the Kampala-Jinja Expressway - No One Worse Off project. The workshop sought to improve gender awareness of city policymakers and local stakeholders, identify obstacles to and enablers for women's engagement in urban governance and planning, and promote women's active engagement in city governance and planning.

The results will inform ongoing and future Cities Alliance projects in the country. A report, *Women Talking, Kampala Listening*, was produced outlining the key findings of the workshop, such as:

- Improve services for women, including safer public transport and public spaces and better access to sexual and reproductive health.

- Facilitate and enhance women's political participation.

- Strengthen women's skills and support their economic inclusion.

- Improve cultural opportunities and spaces for women and girls.
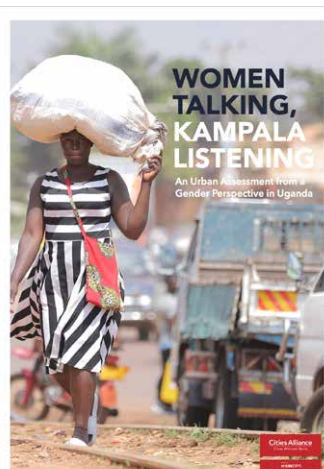
"As a woman I appreciate that we now have a political space. For example, in the recently concluded elections we saw a huge percentage of women participating – however, even if the Constitution gave us a platform, there is still a gap."

– A female participant in the Cities for Women Kampala workshop.
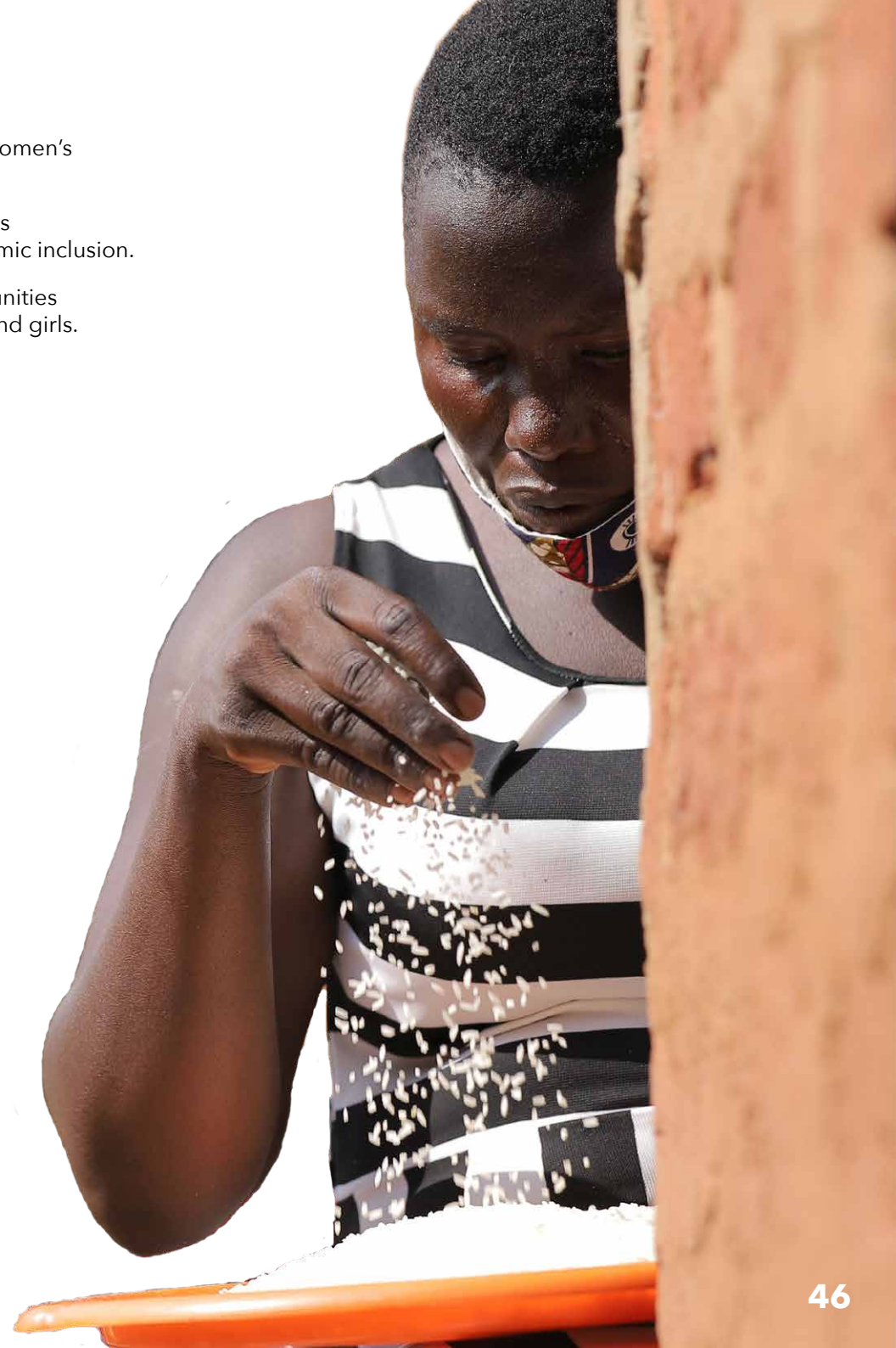
MEASURING WOMEN'S ENGAGEMENT IN NEPAL

The report *Kathmandu - A City for Women*, developed in collaboration with UNOPS, collects women's perceptions and experiences including accessibility, political representation, and use of public spaces. It highlights the need to take gender aspects into account in the design of public services. The publication suggests priority action areas to help address the most pressing issues hindering women's participation:

- Challenge traditional cultural norms and share domestic responsibilities.
- Make public spaces, streets, and public transport safer for women.
- Implement specific gender policies and foster the participation of women in local governance.
- Improve education and training opportunities for women and girls.
- Assess the benefits of cooperatives for less educated women.
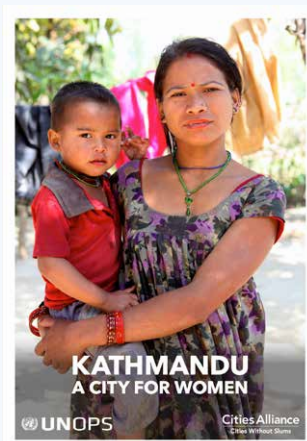
SUPPORTING WIDER WOMEN PARTICIPATION IN THE GAMBIA

This report is the outcome of a workshop organized by Cities Alliance and UNOPS in Banjul, which focusedfocused on assessing the level of women and girls' engagement across four domains: economic, political-institutional, human and social capital, and spatial. Women identified poverty, lack of finances, and high costs, followed by lack of skills, education, and training as the most challenging problems for their participation in the city. The *Planning for Inclusive Greater Banjul* report's key recommendations include:

- Facilitate meaningful decision making and uphold laws and policies meant to protect women.
- Improve ability to operate businesses.
- Improve access to land and safety in cities.

The findings will be incorporated into the Greater Banjul 2040 strategic planning process.

MAPPING INFORMALITY AND GENDER GAPS–EU GENDER ACTION PLAN

Building on ongoing work in cities and informal settlements undertaken by Cities Alliance and its members, the policy brief *Ghost Citizens: Women and Informality in Cities, What Can Europe Do?* maps relevant informality and gender gaps and proposes directions for the implementation of the EU Gender Action Plan III at the local level. The publication is the result of a **panel discussion** with CSOs, urban experts and EU representatives working on gender equality. It identifies the role of women in the informal economy, describes the spatial and political dimensions of gender inequalities in cities, and makes recommendations to address the issues affecting urban poor women.
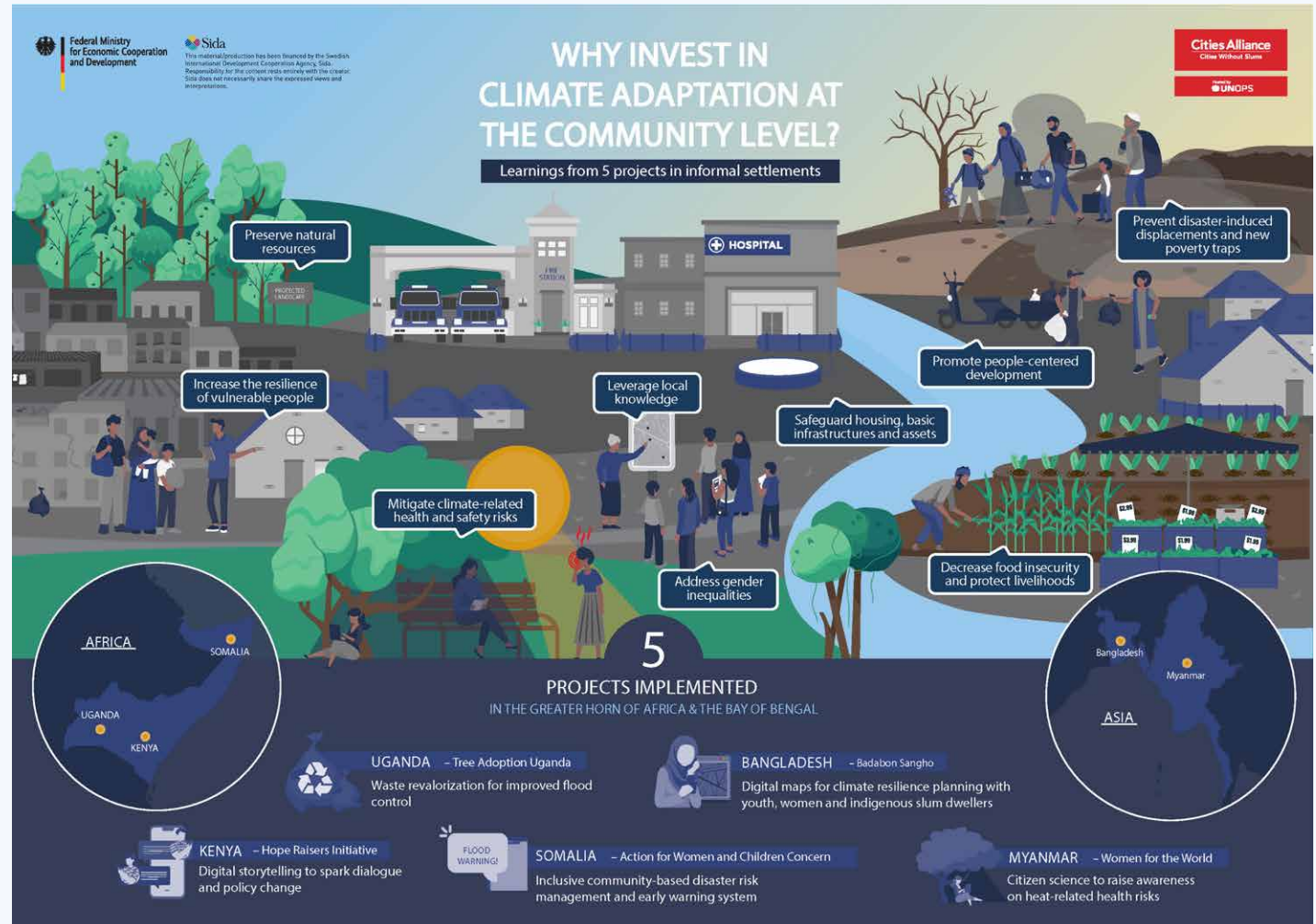
Climate Change, Resilience and Informality in Cities

The Climate Change, Resilience and Informality in Cities programme works to support communities – in partnership with local governments – to build resilient cities that reduce both risk and vulnerability by strengthening urban ecosystems, promoting investment in local resilience efforts, and advocating for people-centred resilience. It operates through advocacy and pilot projects, examining various aspects and covering multiple countries, including a global perspective to promote resilience and the importance of public-community partnerships.

Supporting Community-led Adaptation

In 2021, Cities Alliance completed its support to five innovative community-led adaptation projects addressing climate-induced impacts in informal settlements. Funded by Sida, with support from BMZ and SECO through the Innovation Call Stronger Partnerships: Local Innovations for New Climate Realities in Cities, the initiatives in Bangladesh, Kenya, Myanmar, Somalia, and Uganda, were implemented by local NGOs with strong community ties.

The projects, granted small grants, achieved substantive impact including increased awareness on climate impacts and mitigation options, development of local resilience plans, and mobilisation of local authorities in support of adaptation strategies.

Peer learning and global visibility for the grantees

- A **community of practice** was established with the five leading organisations to foster dialogue and enhance peer-to-peer learning around climate adaptation action and urban poverty in informal settlements.

- The grantee organisations benefited from international exposure through participation in select global events such as the **Climate Adaptation Summit**, IIED's **Community-based Adaptation Conference** and **Development and Climate Days**, as well as the **COP26**.

DANIEL ONYANGO
Community Youth Leader and founder of the Hope Raisers Initiative, Kenya

TOGETHER FOR OUR PLANET

HOW CAN LOCAL ACTORS INNOVATE EFFECTIVELY FOR INCLUSIVE CLIMATE RESILIENCE IN INFORMAL SETTLEMENTS?

A CONVERSATION BETWEEN LOCAL PRACTITIONERS FROM AFRICA AND ASIA

9 Nov 2021
8:30am GMT

Co-organizers:

Key Results

Enhanced climate resilience for the communities

- **KENYA: The Future Yetu** (Our Future) project used digital storytelling to spark dialogue between residents and policymakers on climate adaptation in Korogocho, one of Nairobi's largest slums. Women were trained in digital storytelling and the community increased knowledge of climate change. Through a network of local grassroots environmental groups, the project contributed to a growing movement pressuring local governments for more climate action. Detailed results can be found **here**.

- **UGANDA: Three Adoption Uganda** (TAU) worked directly with local stakeholders in Bwaise, a densely populated slum in Kampala and heavily affected by flooding. Through the project, TAU contributed to changing community behaviour towards waste disposal and recycling, created livelihood opportunities with the production of biomass briquettes using waste, and addressed the pressure points on the waste disposal chain. More results can be found **here**.

- **SOMALIA: Action for Women and Children Concern** (AWCC) implemented a project aimed at managing and reducing disaster risks in the flood-prone Lower Shabelle region. The initiative contributed to help communities build awareness of climate change and increase their resilience. It also fostered collaboration with local government, mobile service providers, and local media to develop an early warning system for flooding and other climate-related events. More results can be found **here**.

- **BANGLADESH: Badabon Sangho** used a three-part approach to build community awareness of climate risks and improve climate resilience in the flood-prone Kuakata and Mongla port municipalities. The approach was based on social mobilisation, youth training for digital data collection, and development of climate-integrated resilience plans. One of the project's key outcomes was the engagement of women-headed households, indigenous slum dwellers, and youth volunteers in shaping policy for climate resilience. More details are available **here**.

- **MYANMAR: Women for the World** sought to mitigate heat damage in urban poor neighbourhoods, increase climate change awareness, and mainstream community-led processes in Yangon. The project implemented simple and low-cost solutions to raise awareness, integrate green landscape design into infrastructure plans, and increase local knowledge on home-building techniques that can help moderate high temperatures. Due to ongoing conflict the project could not be finalised.

Climate change risks and its impact on our livelihoods was not discussed before. Now we understood why resilience plan is important.''

- A woman resident of Mongla Port municipality, Bangladesh.

Other initiatives

EXPANDING THE ADAPTATION ACTIVITIES TO LIBERIA

The programme financed **climate adaptation projects** in the informal settlements of West Point and King Gray Town, in the Greater Monrovia area. A pilot intervention supported through the Community Upgrading Fund in Liberia aimed to identify the vulnerabilities within the two communities and determine a community-driven response. Fish processing is the major source of income for both communities. The assessment identified two major interlinked challenges: The fluctuation of market prices and the lack of space to store the catch leads to the common practice of drying the fresh catch immediately, often using locally available wood from nearby mangroves and other illegal logging activities for the fires. The most feasible solution was the introduction of solar-driven technologies for fish storage in the two communities.

The project supports enhanced livelihoods through new storage capacities for fish catches, allowing the fishmonger communities to sell their fish at the best price and store the products in safe conditions. Enhanced livelihoods lead to more savings that improve the capacity to react to shocks, hence, to improved resilience.

MAINSTREAMING GENDER AND RESILIENCE IN BANGLADESH

The programme organised a workshop in Bangladesh on mainstreaming resilience and gender in local adaptation projects. It brought together experts, community activists and local practitioners in support of women to prepare for climate change impacts in informal settlements in Bangladesh. The grantee from the climate adaptation project Badabon Sangho also participated in the event. Participants discussed key challenges in partnership building and the use of new technologies in community-based engagement approaches. Lessons learned will inform the Cities Alliance's global dissemination and advocacy work as well as future technical assistance on gender-responsive access to resilient services in slums.

"It is often a personal measure that they take to adapt as there is not enough support from organisations. We need community groups to identify and voice out the needs of women. Women often lack information about disaster management as it is considered as a 'man's job.' As a result, they are cut off from the conversation."

– Workshop Participant.

Lessons Learned

The report *Stronger Partnerships and Local Innovations: Tackling New Climate Realities in Cities* documents the key lessons from the locally led adaptation projects. It presents six recommendations for supporting community-driven climate action in urban areas:

1. Prioritise building resilience with the urban poor.

2. Tackle barriers to inclusion.

3. Build local partnerships for resilience.

4. Co-produce local solutions for adaptation.

5. Prioritise inclusive climate action.

6. Maximise local impact through better funding and support.

STRONGER PARTNERSHIPS AND LOCAL INNOVATIONS

Tackling new climate realities in cities

This summary report is based on learnings from Cities Alliance-funded projects on local adaptation to climate change. It synthesizes six lessons from projects in Bangladesh, Kenya, Liberia, Myanmar, Somalia and Uganda that successfully bridged local governance with community action and demonstrates how such initiatives can be supported by international agencies, national governments and non-government organizations (NGOs).

The report also draws on global debates and emerging consensus among expert researchers and practitioners in the field of community-driven climate adaptation and resilience. It highlights what needs to be done to support local climate action in urban areas through citywide infrastructure, policy changes at municipal and national level, infrastructural development and increased availability of finance to support community-driven responses.

Cities Alliance
Cities Without Slums

@UNOPS

KEY LESSONS

4.
CO-PRODUCE LOCAL SOLUTIONS FOR ADAPTATION

Low-cost and locally led innovations and solutions can boost local resilience while supporting city-wide planning and action. Their effectiveness can be greatly enhanced when implemented through partnerships with local and municipal governments.

2.
TACKLE BARRIERS TO INCLUSION

Local and national governments must align climate adaptation solutions with local development needs by framing climate initiatives within existing community priorities. This will also help tackle the knowledge gap in policy planning and implementation.

1.
PRIORITIZE BUILDING RESILIENCE WITH THE URBAN POOR

Local and national governments urgently need to respond to climate change impacts threatening low-income residents living in informal settlements. They must recognize the rights of residents to participate in developing local climate action plans.

3.
BUILD LOCAL PARTNERSHIPS FOR RESILIENCE

Local governments should adopt people-centred approaches to build relationships between local government, residents' associations, community-based organizations (CBOs) and other key stakeholders.

5.
PRIORITIZE INCLUSIVE CLIMATE ACTION

Adaptation and resilience projects must recognise local diversity, gendered inequalities and the vulnerabilities that youth, people with disabilities and other minorities face. Local governments and projects must promote women's empowerment and include disadvantaged minority groups.

6.
MAXIMIZE LOCAL IMPACT THROUGH BETTER FUNDING AND SUPPORT

Donors should invest in funding mechanisms that target local communities, governments and institutions and support long-term collaborative and context-driven climate action. This will boost the impacts of interventions and help institutionalise good practice.

Flagship Knowledge Products

THE ROLE OF ENVIRONMENTAL AND SOCIAL SAFEGUARDS FOR RESILIENT INFRASTRUCTURE PROJECTS

Safeguards are internationally recognised mitigation measures designed to significantly reduce or remove negative environmental and social impacts caused by infrastructure projects. Cities Alliance, in partnership with SECO and BMZ, conducted the deep-dive study *No One Worse Off? The Role of Environmental and Social Safeguards for Resilient Infrastructure Projects in Cities*. It identifies gaps and shortcomings in environmental and social safeguarding for infrastructure projects in the context of informality. The study examines the landscape of existing safeguards and illustrates how environmental and social impact assessments can help address informality in cities through the protection of livelihoods and the environment. The study offers key recommendations to increase the sustainability of urban development projects:
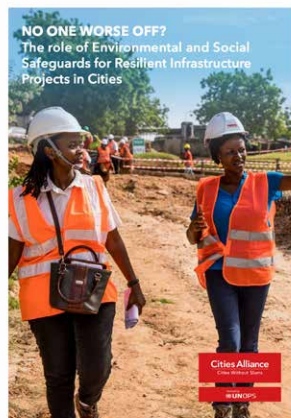
- Safeguard implementation would benefit from early involvement of development finance institutions in the assessment stage to ensure an adequate implementation of planning, monitoring, and auditing processes.

- Further quality assurance and control in the post-environmental social impact assessment phases of project implementation and operation is strongly recommended, as well as improved usage of Strategic Environmental Assessments.

- National governments are often unable to fund such studies, and development finance institutions need to increase their support for undertaking Strategic Environmental Assessments for large infrastructure development programmes within urban areas in parallel with overall city planning.

Strategic Environmental Assessments are particularly effective in urban environments, as they give urban residents a say in how their city develops in an integrated, sustainable and people-centred manner.

BUILDING CLIMATE RESILIENT AND SUSTAINABLE CITIES FOR ALL

Cities Alliance has supported cities across Africa, Asia, and Latin America to address informality while building climate resilience and environmental sustainability for all. Twenty years on, this approach to integrated and inclusive urban governance and planning, services and infrastructure upgrading, and local economic development represents a unique body of knowledge, tools, and methods.

Building Climate Resilient and Sustainable Cities for All explores the interactions between climate change and urban informality and proposes an approach in eight key points to achieve climate-resilient urban environments. The report is organised around three main sections: Enhancing Basic Services for Climate Resilience and Sustainability; Building Safe, Resilient Infrastructure; and Planning and Designing Cities and Communities for Resilience. Each section provides context on the issue as well as Cities Alliance's experience, approach to interventions, what is achieved, and why the organisation is uniquely placed to address the challenge. The study was undertaken by Arup for Cities Alliance, with funding from Sida and support from BMZ.

FINANCIALS
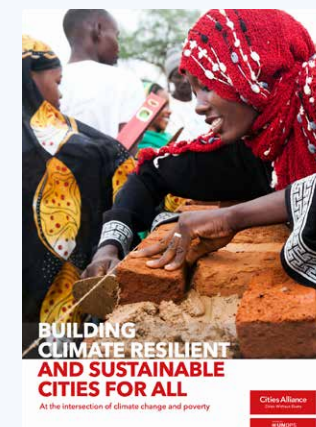
2021 INCOME AND EXPENDITURE STATEMENT[1] | (all amounts in thousand US$)

	CORE	PROJECTS	Total
A. INCOME			
Contribution	2,861	2,899	**5,760**
Interest	34	7	**41**
Refunds	-	(434)	**(434)**
TOTAL	**2,895**	**2,472**	**5,367**
B. EXPENDITURE			
Programmes 2021			
Joint Work Programmes	658	2,537	**3,195**
Regional Strategies	122	121	**243**
Country Programmes	-	4,366	**4,366**
Catalytic Fund/Innovation Programme and Other	-	2,142	**2,142**
Operations 2021	-	-	
Secretariat Cost	2,197	-	**2,197**
UNOPS Management Fee	224	624	**848**
Net Exchange Gain/Loss	2	(1)	**1**
TOTAL	**3,203**	**9,789**	**12,992**
C. BALANCE OF INCOME OVER EXPENDITURE	**(308)**	**(7,317)**	**(7,625)**
D. FUNDS BROUGHT FORWARD FROM FY 2020	7,258	11,565	**18,823**
E. PROJECT ADVANCE AND ASSETS	3	9	**12**
F. COMMITMENTS (include fees)[2]	142	477	**619**
G. BALANCE OF FUNDS CARRIED FORWARD TO FY 2022	**6,805**	**3,762**	**10,567**

[1] UNOPS financials for FY 2021 are currently being audited by UN Board of Auditors. Hence above figures are interim and not final.

[2] The commitment does not include HR projection for FY 2022.