

**Cities Alliance**  
Cities Without Slums

Hosted by  
**UNOPS**

# CORPORATE PERFORMANCE IN IMPLEMENTING THE CITIES ALLIANCE STRATEGIC PLAN 2018-2021



**Strategic Objective Cities Alliance Strategic Plan 2018-21 - Implementing the SDGs:** By 2021, as part of the global joint efforts to implement the Sustainable Development Goals, we seek to improve the lives of 20 million of the world's urban poor and empower women in more than 60 cities across seven or more countries.

## Performance Summary

Under the 2018-21 Strategy, Cities Alliance achieved a substantial global presence, with operations in **63 cities** across **30 countries**<sup>1</sup>, and with an annual direct reach of over **800,000 people** by 2021.

Over the four-year strategic period, Cities Alliance programmes delivered significant targeted progress towards the SDGs: including **strengthened urban governance and institutional development, increased access to basic services and improved public space, and enhanced citizen participation in governance**<sup>2</sup>.



<sup>1</sup> Bangladesh, Brazil, Chile, Cote D'Ivoire, Democratic Republic of the Congo, Ecuador, Ethiopia, The Gambia, Ghana, Guatemala, India, Indonesia, Italy, Kenya, Lebanon, Liberia, Malaysia, Myanmar, Nepal, Niger, Nigeria, Philippines, Rwanda, Senegal, Somalia, South Africa, Tunisia, Uganda, Vietnam, Zanzibar.

<sup>2</sup> Cities Alliance commissions independent third-party assessments to assess and verify performance and results: between 2018 and 2021, four baseline studies and five **independent evaluations** were commissioned. In addition to tracking Scorecard indicators, Cities Alliance implements customised Monitoring, Evaluation and Learning (MEL) frameworks to track quantitative and qualitative programme indicators, and facilitates internal reviews and participatory monitoring to ensure inclusion, learning and adaptation.

Direct impact on access to basic services through community-led, gender-responsive, and resilient infrastructure:

Over 1 million people gained better access to improved basic services and/or public space directly as a result of Cities Alliance during the 2018-2021 strategic period.

## EXAMPLES OF INCREASED ACCESS TO BASIC SERVICES

### LIBERIA COUNTRY PROGRAMME

At the closure of the Liberia Country Programme in 2021, the independent final evaluation established that the Liberia Country Programme had contributed to delivering the SDGs within the informal settlement locations covered by the programme (including SDG 6.1.1 improved access to safely managed drinking water services), and confirmed the benefits of multiyear integrated programming:

↑ 4%  
increase  
in households

with access to **safely managed drinking water services**



↑ 8%  
improvement  
in households

with access to **potable water**



↓ 4% decrease  
in proportion of  
households

that have to move more than  
**200 meters to access safe water**



↑ 8.2% increase  
in proportion of  
households

with **improved sanitation services**



Additionally, the final evaluation of the EU-funded Solid Waste Management project in Liberia found a small increase in access to solid waste collection services, and a significant increase in households with planned forms of garbage disposal in Greater Monrovia:

↑ 1.8%  
increase  
in proportion of  
households

with access to **solid waste collection services**



↑ 51%  
increase  
in proportion of  
households

with a planned forms of  
**garbage disposal**



Indirect impact - through gender-sensitive diagnostics and inclusive planning, strengthening of local and national institutions, fostering citizen participation in governance, and knowledge generation and dissemination:

Whilst indirect impact emerges (and needs to be tracked) over time, Cities Alliance programmes delivered significant results towards strengthened urban governance, institutional development and citizen participation in governance over the period.

### Highlight results include:



**4 National Urban Policies**

completed



**13 Urban Dialogues**

achieved strategic, policy and/or normative influence at global, regional, national and local levels



**25 local Strategies and Plans**

developed with city stakeholders



**US \$21 million leveraged**

by Cities Alliance towards investments in cities



**130 Urban Institutions**

engaged in capacity strengthening partnerships with Cities Alliance



**≈ 4,275**

**Individuals had strengthened capacities**

per year



**50 regularly functioning mechanisms**

to engage communities and civil society in urban governance established



**337 Policy Dialogues,**

awareness-raising campaigns, and formal learning events delivered



**124 Knowledge Products**

produced and disseminated



**18 Toolkits and other TA products**

produced by Cities Alliance demonstrate evidence of uptake by the stakeholders and/or beneficiaries

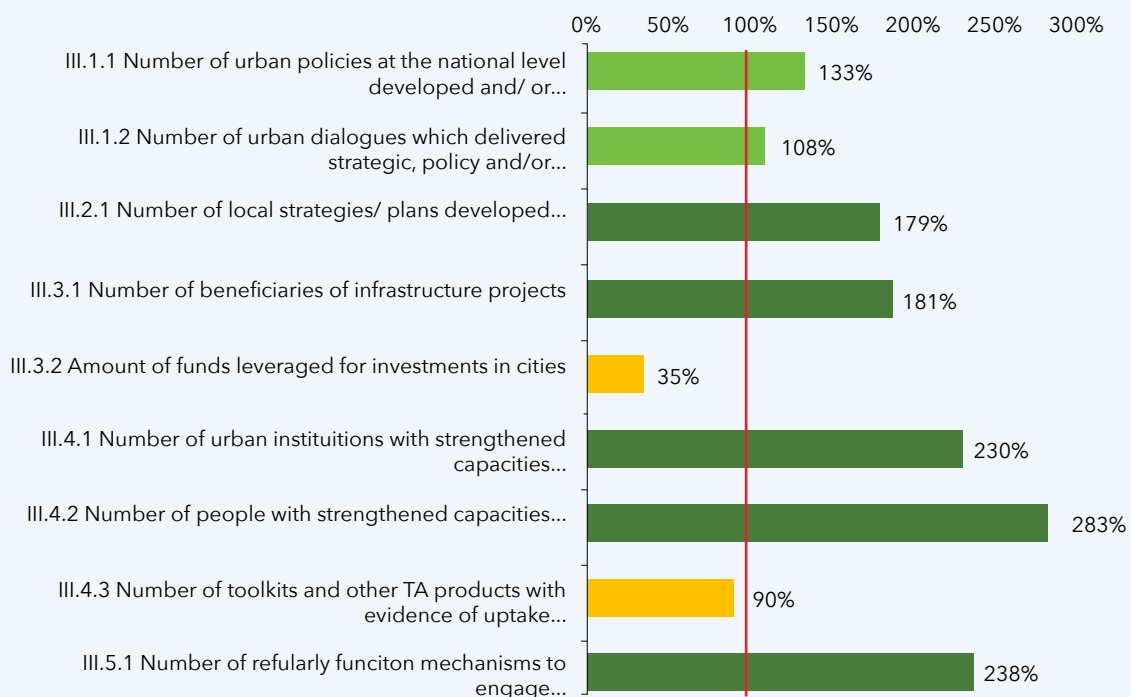
## Programmatic Performance

At the end of the Cities Alliance 2018-2021 Strategic Plan period, seven of the nine programmatic (Tier III) indicators were fully met, and six (two thirds) had significantly exceeded strategic targets. This indicates robust organisational performance and effectiveness in achieving intended results towards the SDGs over the four-year strategic period.

The one indicator that had a weaker performance was the amount of funds leveraged, which amounted to a total of US \$21 million, against a strategic target of US \$60 million. Performance here had improved year on year but fell after 2020 (and may reflect an overall trend of falling

investments to cities during the COVID-19 pandemic). Two of the capacity indicators significantly outperformed strategic targets and the third is a lagging indicator as evidence of the uptake of toolkits and TA products takes time to emerge.

**FIGURE 1: 2018-2021 PERFORMANCE AGAINST PROGRAMMATIC TARGETS**



## Cities Alliance met the targets for the development of national policy frameworks and influential dialogues to support improved and inclusive management of urbanisation

- **4 completed national policies (133% of target) included:** the National Housing and Habitat Policy, Paraguay; the Slum Upgrading and Affordable Housing Framework, Liberia; the Voluntary Gender Responsive Relocation Policy Guidelines, also Liberia; and the National Urban Policy for Tunisia, which was provisionally approved in March 2022.
- **13 urban dialogues delivered strategic, policy and/or normative influence**

**(108% of target):** including contributions to the Intergovernmental Panel on Climate Change (IPCC) in 2018; the ongoing dialogue on Cities and Migration; the Urban Housing Practitioner Hub (UHPH) open platform in the Latin America and Caribbean (LAC) region; the dialogue around the policy paper "Addressing Informality in Cities"; and Cities for Women as a platform for knowledge and tested methodologies for strengthening inclusive cities.

## Results towards local strategies and plans developed to improve inclusive governance, citywide service delivery and increased resilience outperformed the target by 179%

- **25 local strategies and plans were developed by Cities Alliance during the four-year strategy.** These include nine City Development Strategies in Tunisia, and the Strategic Urban Framework for Greater Monrovia, Liberia; an Integrated Solid Waste Strategy for the Kinawataka wetlands in Kampala, Uganda; the Slum Upgrading Feasibility Study for Kasokoso and Kinawataka and the Nakawa Market Feasibility Study, both in Kampala, Uganda; a Regional Diaspora Engagement Strategy and Action Plan for Jigjiga, Ethiopia; Multi-Stakeholder Territorial Marketing Strategies for both Jendouba and Kairouan in Tunisia; four Urban Expansion Plans for the cities of Arua, Gulu, Jinja, and Mbale in Uganda; three participatory strategies for municipal mechanisms for the reception, management and integration of labour migrants in Amatitlán, Guatemala; and an assessment of women's participation in the Medina of Tunis, which proposed a series of spatial interventions.

## Between 2018 and 2021 over a million (1,086,599) people gained improved wellbeing, health and/or livelihoods as direct beneficiaries of Cities Alliance infrastructure projects, against a target of 600,000 (181%)

- A total of **598,594** residents of densely populated settlements in Greater Monrovia have improved access to basic services, including through the construction of 122 community infrastructure projects including water points, fish storage infrastructure and the rehabilitation of water infrastructure.
- A further **484,805** residents of cities in Tunisia, Uganda and Ethiopia have access to improved public space through rehabilitated parks, women's safe havens, training centres, transformed green spaces, constructed youth centres, energy-efficient public lighting systems and refurbished reception centres for migrants.

## Cities Alliance leveraged a total of US \$21 million in investments to cities (35%) over the strategy

## Capacity strengthening to catalyse urban transformation through inclusive city governance and to sustain impact and scale was integrated across the portfolio and achieved considerable results

- **130** urban institutions were engaged in capacity strengthening partnerships with Cities Alliance (230%), ranging from **national authorities** in Liberia, Tunisia and Uganda to **local governments and civil society associations** in Bangladesh, Côte d'Ivoire, Democratic Republic of Congo, Ethiopia, The Gambia, Ghana, Guatemala, India, Kenya, Liberia, Myanmar, Nepal, Somalia, South Africa, Tunisia and Uganda.
- An average of **4,275 individuals had strengthened capacities** per year (213%).
- **18** toolkits and other TA products had evidence of uptake by the stakeholders and/or beneficiaries (90% - the uptake of toolkits and technical products is a lagging indicator): Including three feasibility assessments for the Solid Waste Management sector in Greater Monrovia; the Connecting Systems

of Secondary Cities book; the “Addressing Informality in Cities” policy paper; the WIEGO suite of resources to support regulated access to public space for the informally working poor; the CEE ratings for Asia and Africa; the publication ‘An overview of national urban laws in Latin America and the Caribbean: case studies from Brazil, Colombia and Ecuador’ which outlined the basis for the UHPH

knowledge-sharing forum; the Concept for a Community Support Centre in Uganda; two Local Assessment Reports in Kenya; technical assistance products in Guatemala; the Cities for Women Framework; Feasibility studies in support of the Kampala-Jinja Expressway - No One Worse Off initiative; community and housing upgrading fund manuals in Jinja, Uganda; and a migration mainstreaming toolkit in Guatemala.

## 50 regularly functioning mechanisms to engage and empower communities and civil society in inclusive urban governance were established in seven countries (238%)

### Secretariat Performance

The Secretariat demonstrated strong operational performance and effectiveness, and improvement over the four-year period. Despite annual variations, which were in part due to the impact of the COVID-19 pandemic, 71% of Tier IV indicators had improved on 2018 results by the end of the strategy.

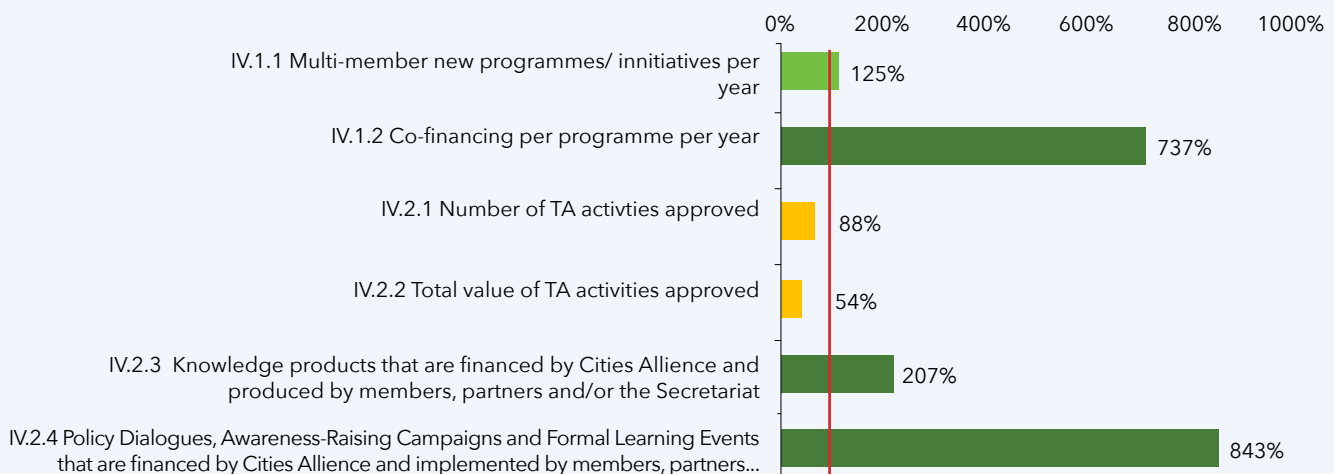
Tier IV indicator performance at the end of the strategy reflected the transition period: As major programmes came to completion, the volume of knowledge products, dialogues and awareness raising activities were at their highest over the strategic period.

Over the strategic period, there was a shortfall in the total value of TA activities, which did not meet the ambitious annual target of US \$7.5 million. Mid-strategy performance in 2019, prior to the pandemic was stronger, at a total value of over US \$5.6 million. Similarly, the large increase

in the Cities Alliance revenue growth rate in 2019 (99.95%), dropped off towards the end of the period.

Co-financing attracted was significantly above the target for each year of the strategy, indicating a strong partnership model and coherence with development partners and client cities. Organisational effectiveness in grant management improved over the course of the strategy - with all performance indicators significantly outperforming 2018 results by 2021.

FIGURE 2: 2018-2021 SECRETARIAT PERFORMANCE AGAINST YEARLY PERFORMANCE STANDARDS



**Over US \$20 million** in co-finance was attracted by Cities Alliance programmes.

**124** Knowledge products were produced and disseminated.

**337** policy dialogues, awareness-raising campaigns, and formal learning events were facilitated by Cities Alliance, including the awareness raising campaigns and knowledge events on COVID-19, and diverse topics on inclusive urban development (local economic development, slum upgrading, social housing, remittances, land use management, tenure, solid waste management, recycling and composting,

water management and maintenance, urban policy development and management, financial management, project management and prioritisation, gender and social inclusion, biofil toilet technologies, infrastructure construction and maintenance techniques, migration management, digital data collection, communications including digital stories and videos, gender-sensitive budgeting, climate resilience planning, Disaster Risk Reduction and climate mitigation).

Audience access to knowledge products almost doubled over the strategic period to **144,000** unique visitors to the Cities Alliance website in 2021 (206% of strategic target).







# Cities Alliance

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