

A group of smiling children, likely of African descent, are looking out from a window frame. The children are of various ages, and their expressions are joyful. The window frame is made of light-colored wood or metal. The background outside the window is a warm, orange-brown color.

Cities Alliance
Cities Without Slums

Hosted by
 **UNOPS**

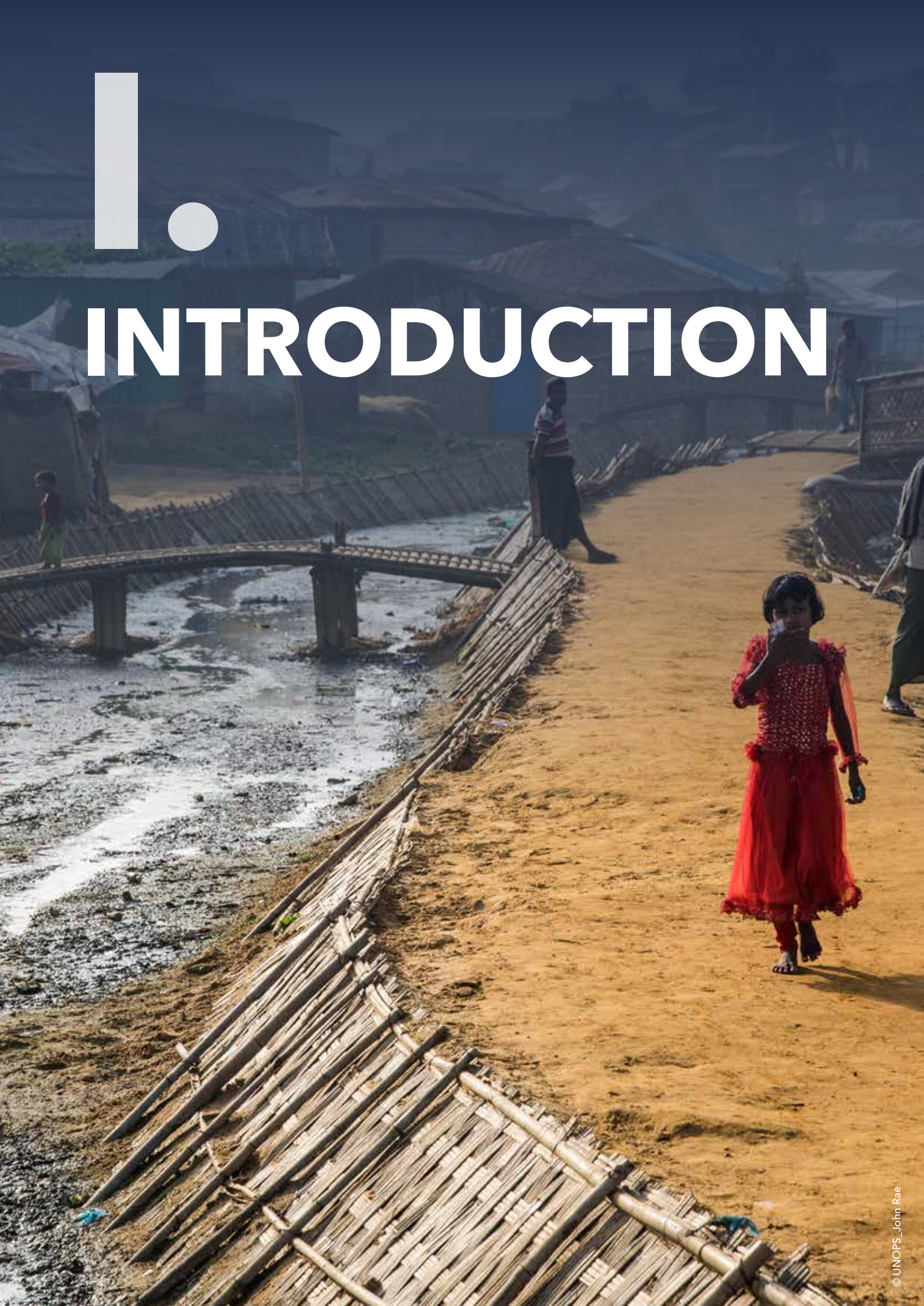
2021 CORPORATE SCORECARD

Special Addition: 2018-2021
Performance Summary



CONTENTS

I. INTRODUCTION	4
II. CORPORATE PERFORMANCE IN IMPLEMENTING THE CITIES ALLIANCE STRATEGIC PLAN 2018-2021	6
III. 2021 SCORECARD PERFORMANCE SUMMARY	14
1. Highlight Corporate Results for 2021	16
2. Tier I Indicators: SDG Urban Development Context.....	19
3. Tier II Indicators: Client Level Results (City and Neighbourhood Level Indicators)	22
4. Tier III: Programme Results (Programme Level Indicators).....	28
5. Tier IV: Cities Alliance Secretariat Results (Key Performance Indicators).....	46
IV. CITIES ALLIANCE RESULTS-BASED SYSTEM	50
V. INDICATOR DEFINITIONS.....	53

A photograph of a village scene. In the foreground, a young girl in a bright red dress with ruffles is walking on a dirt road, looking towards the camera. To her left, a large pile of bamboo poles is stacked on the ground. In the background, a small wooden bridge crosses a stream, and a person is walking on it. The village houses with corrugated metal roofs are visible in the distance under a clear sky.

I.

INTRODUCTION

At the core of the Cities Alliance results-based monitoring and reporting system is the Corporate Scorecard, which serves as a summary of the organisations' overall results and performance and as a report to the Management Board. The scorecard provides the Cities Alliance Secretariat and members with information on the achievement of development results, effectiveness in achieving those results, and the efficiency of the operations. It also supports strategic planning to fill crucial gaps, foster learning and corrective actions, and promote accountability for results.

The scorecard's structure and logic reflect the Cities Alliance Results Framework (see Section IV below), which articulates the different tiers of results expected by Cities Alliance interventions. It lays out the products and services that will be delivered by the Cities Alliance Secretariat (Tier IV), the changes these products and services will generate in the short/medium time (Tier III), the contributory effect on client cities (Tier II), and the overall context of the Sustainable Development Goals (Tier I).

2021 marked the final year of the four-year period of executing the "**Cities Alliance Strategic Plan 2018-2021 - Implementing the SDGs**". As the final year of the strategic period, this special edition of the Scorecard includes a summary of corporate performance against the indicators and targets which were established in 2018. Performance over the

four-year period has been documented annually in the **2018, 2019** and **2020** Scorecards, including the operational challenges faced due to the COVID-19 pandemic in the final two years of implementation.

LOOKING FORWARD:

The Cities Alliance "**Strategic Plan 2022-2025: Delivering for the Urban Poor**" aims to respond to the urgency of rising inequalities and fragility in the face of hazards and the unprecedented challenges that are impacting cities, their informal settlements, and most acutely, the urban poor. The new Strategic Plan was approved by the Management Board in late 2021 and includes a set of Corporate Results Framework indicators to track strategic objectives: from organisational performance and efficiency, to programmatic outcomes and contributions to developmental impact. The new Corporate Results Framework will ensure that Cities Alliance maintains its results focus and implements a performance monitoring system to measure results and to provide evidence for adaptive management and learning. The revised Results Framework will incorporate a renewed focus on capturing gender-sensitive indicators and the quality of integration of gender-responsiveness and resilience to climate change across the Cities Alliance portfolio.



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**¹, 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**².

¹ 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.

² 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 delivered

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

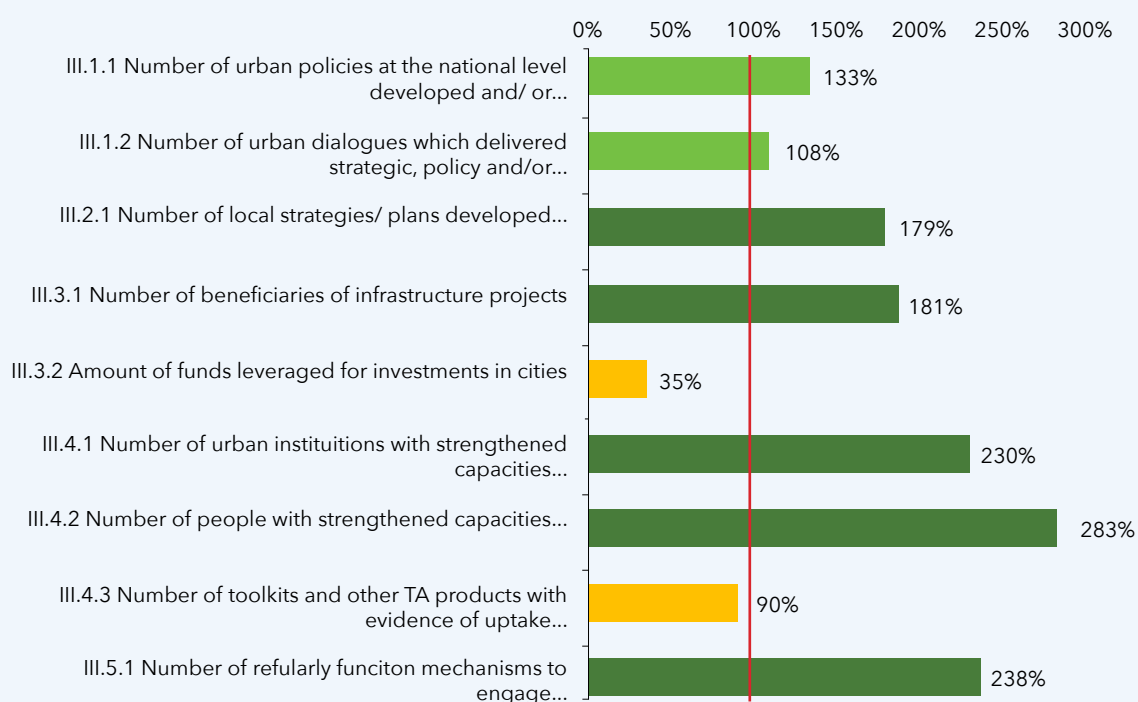
Programmatic Performance

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 (IPPC) 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.

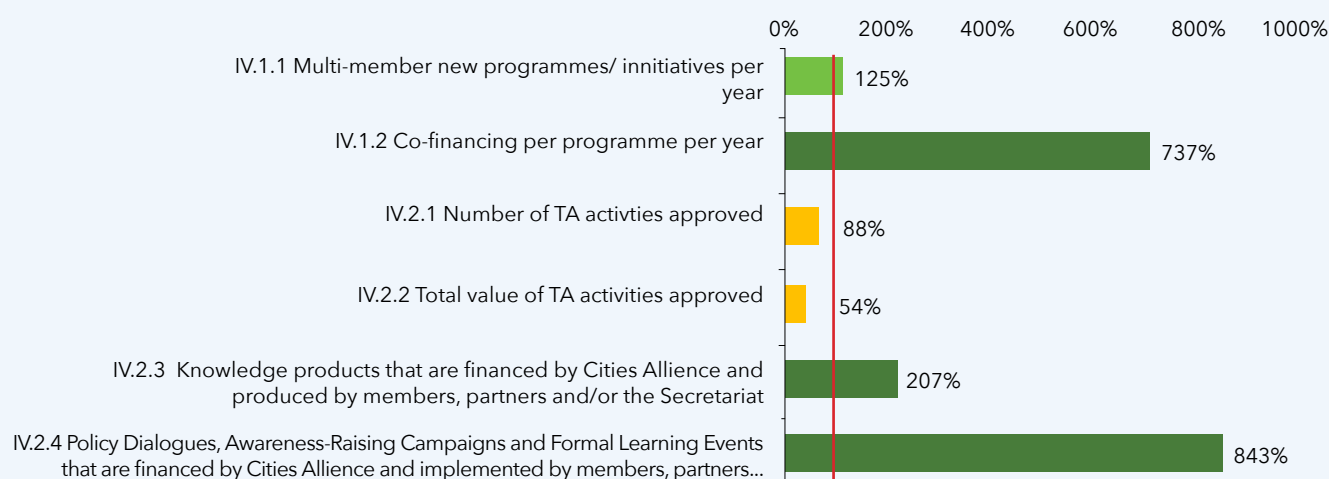
Tier IV indicator performance at the end of the strategy reflected the transition period: As major programmes came to completion, the volume of knowledge products, dialogues and awareness raising activities were at their highest over the strategic period.

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).





2021 SCORECARD PERFORMANCE SUMMARY

2021 PERFORMANCE

TIER I. Developmental Context (Macro level indicators)

- Selected SDGs

TIER II. Client Level Results (City and Neighbourhood level indicators)

- | | |
|---------------------------------------|--------------------------------|
| ● Result Area 1: Municipal Government | ● Result Area 3: Citizenship |
| ● Result Area 2: Services | ● Result Area 4: Local Economy |

TIER III. Programme Results (Programme level indicators)

- | | |
|--|--|
| ● Result Area 1: Urban policies | ● Result Area 4: Capacity development |
| ● Result Area 2: Local strategies and plans | ● Result Area 5: Civil society and communities |
| ● Result Area 3: Infrastructure and investment | |

TIER IV. Secretariat Results (Key Performance Indicators)

- | | |
|-----------------------------------|--------------------------------------|
| ● Performance Area 1: Partnership | ● Performance Area 3: Efficiency |
| ● Performance Area 2: Volume | ● Performance Area 4: Sustainability |

LEGEND:

- CHALLENGE. Majority of indicators show decrease from baseline, have failed in achieving the established targets, or are significantly far under the established performance standards.
- WATCH. Majority of indicators show no significant increase or decrease from baseline, have not yet achieved the established targets, or are under the established performance standards (although within tolerance).
- ON TRACK. Majority of indicators show significant increase from baseline, have achieved the established targets, or meet/exceed the established performance standards.
- SUSTAINABLE. Targets/performance standards are consistently achieved, and mechanisms/processes underlying change are institutionalised and/or maintained without external assistance.
- NOT APPLICABLE. Insufficient data to establish a trend, or no target or performance standard is set.

For Tier I, colour-coded traffic lights and targets are not provided since they pertain to the macro developmental context.

1. Highlight Corporate Results for 2021

Scorecard results demonstrate the continued delivery, effectiveness in performance and attainment of results, and the organisational strength of Cities Alliance during the strategic transition year in 2021.

TIER II: 2021 CLIENT RESULTS

Tier II. Indicators report client results as promoted, supported and/or influenced by Cities Alliance. Partner cities and national governments are the primary parties responsible for results at this level.

In 2021, the Liberia Country Programme came to closure. The Independent Final Evaluation concluded that the Liberia Country Programme had contributed lasting transformational impact on urban decision-making processes. The evaluation replicated the household survey administered at baseline and midline and found that the programme had contributed to improved access to basic services in the informal settlements targeted:

↑ 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**³



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 disposal⁴



³ Final Evaluation of the Liberia Country Programme, Liberia, 2021.

⁴ Final Evaluation of the Primary Solid Waste Project, Liberia, 2021.

TIER III: 2021 PROGRAMME RESULTS

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

Corporate performance against Tier III indicators in 2021 reflected consolidated delivery by mature programmes at the end of the 2018-2021 Cities Alliance Strategic period. In 2021:

693,429 new beneficiaries of infrastructure projects:

205,424 individuals with improved access to basic services

through the construction of water kiosks, and repair of water points and reservoir rehabilitation.



488,005 beneficiaries of improved public space:

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.



14 local strategies and plans to deliver effective and inclusive urban development were completed in 2021,

- 2 slum upgrading feasibility studies, and four urban expansion plans in Uganda;
- 1 diaspora engagement strategy in Jigjiga, Ethiopia;
- 2 marketing strategies for responsible tourism in Jendouba and Kairouan;
- 1 strategy for women's participation in the medina in Tunis in Tunisia; and
- 3 participatory strategies for the integration of labour migrants in Amatitlán, Guatemala.



Over 5,700 individuals had strengthened capacities in 2021

Including in solid waste management, recycling and composting; water management and maintenance; sustainable usage and maintenance of renewable energy equipment; urban policy development and management; financial management; project management and prioritisation; gender and social inclusion; biofil toilet technologies; construction and maintenance techniques; migration management; communications including digital stories and videos; Monitoring, Evaluation and Learning (MEL); gender-sensitive budgeting; climate resilience planning; Disaster Risk Reduction; and climate change mitigation.

111 urban institutions were in the process of institutional capacity strengthening

through partnerships with the Cities Alliance, 34 capacity strengthening partnerships came to completion in 2021 and a further 77 were in progress.



A FURTHER 14 regularly functioning mechanisms

to engage communities and civil society in urban governance were established in 2021, bringing the total to 50 over the four-year period.

TIER IV: 2021 SECRETARIAT RESULTS

Tier IV Indicators track the organisational and operational performance of the Cities Alliance Secretariat through its two operating windows (global window and country window) and across four different areas: partnership, volume, efficiency, and sustainability.

Performance against TIER IV indicators echoed the strategic transition period, as the partnership indicators and the revenue growth rate decreased (as large programmes came to closure), whilst all the volume indicators and 83% of efficiency indicators improved on 2020 results. Three of the four grant making efficiency indicators outperformed all other years of the strategic period. The Secretariat continued to demonstrate strong operational performance and effectiveness as 70% of Tier IV indicators improved on 2020 results.

The volume of knowledge products, policy dialogues, awareness raising campaigns and formal learning events increased significantly and performed well above yearly performance standards. In 2021:



A TOTAL OF

824,672 people
were directly reached through Cities Alliance
programmes in 2021

This includes new beneficiaries of improved basic services and improved public space; members of savings groups; members of supported federations of the urban poor benefitting from interventions; individuals participating in training programmes, in-person awareness raising events and dialogues, or people receiving direct support of any type. Indirect beneficiaries, who have not been quantified, include the audience for broadcast awareness-raising campaigns and the population of communities who will benefit from the implementation of local strategies, policies and plans which were developed or influenced by Cities Alliance.



**269 dialogues,
awareness**

**raising campaigns and formal learning
events were facilitated by Cities Alliance
- against the annual performance target
of 10:**

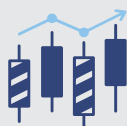


**Dialogues on urban development
in Tunisia and Uganda achieved
substantive policy influence in 2021**
and the Cities for Women programme
generated significant interest in
scaling the tested methodologies for
inclusive city development.



**74 knowledge
products**

were produced and disseminated by Cities Alliance, **against
an annual performance target of 15.**



**3 of the 4 indicators
which measure grant making
efficiencies improved on 2020 results:**

Time from submission of proposal to approval of grant was down to **21 days**; from approval of grant, to grant agreement was just **10 days**; and from grant expiration to closing was **119 days**.

CITIES ALLIANCE ATTRACTED NEARLY



**US \$3.8 million
in co-financing,**

over five times the **yearly performance
target of US \$700,000.**

**Audience access to knowledge products
increased by 150% from 2020, to**



**144,000
unique visitors**
to the Cities Alliance website.

2. Tier I Indicators: SDG Urban Development Context

TABLE 1: TIER I INDICATORS: SDG URBAN DEVELOPMENT CONTEXT

RESULT	INDICATORS	CRITERIA	LDC		MDC	
			BASELINE [2017]	CURRENT [2021]	BASELINE [2017]	CURRENT [2021]
I.1 Improved quality of life, socio-economic condition and inclusion of the urban poor	I.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing (SDG indicator 11.1.1)	%	58.9% ⁵	59.3% ⁶	8%	8.2% ⁷
	I.1.2 Proportion of population below the international poverty line (SDG indicator 1.1.1)	%	42.85%	42.65%	0.2% ⁸	0.2%
	I.1.3 Proportion of total adult population with secure tenure rights to land (SDG indicator 1.4.2)	Per 1,000	N/A ⁹	N/A	N/A	N/A
	1.1.4 Proportion of seats held by women in (a) national parliaments and (b) local governments (SDG indicator 5.5.1)	%	a) 21.98% b) 45.69% ¹⁰	a) 22.91% b) N/A	a) 31.34 b) 48.49%	a) 26.27% b) N/A

⁵ All data from the SDG Database: <https://unstats.un.org/sdgs/dataportal/database>

⁶ Current is latest available, 2018.

⁷ 2018 data. The Baseline is 2016.

⁸ Baseline and Current is latest available, 2015.

⁹ The database only reports 2014 data for Uganda as 90.3%. No data is available for Liberia or Tunisia.

¹⁰ Uganda only, there is no official data for Liberia.

Tier 1 indicators are Sustainable Development Goal (SDG) indicators which relate to the developmental context within Cities Alliance Country Programmes. The reported data is drawn from official statistics measured at the national level and available on the new Global SDG Indicators Data Platform, launched in September 2021. Tier I data is therefore not measured directly by Cities Alliance. There are ongoing measurement gaps relating to SDG data in general, for example, SDG 1.4.2 relating to tenure security has yet to be measured.

TRACKING TIER I WITHIN THE SCOPE OF COUNTRY PROGRAMMES

In addition to tracking official SDG data for Country Programmes and in part to mitigate the measurement gaps, where feasible, Cities Alliance commissions independent baselines and evaluations to measure Tier I indicators within the geographic scope of Country Programme activities. It should be noted that the geographic scope is defined by the specific location of Cities Alliance projects.

Liberia

TABLE 2: LIBERIA COUNTRY PROGRAMME TIER I SDG INDICATORS

RESULT	INDICATORS	CRITERIA	BASELINE [2017]	MID LINE [2019]
I.1 Improved quality of life, socio-economic condition and inclusion of the urban poor	I.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing (SDG indicator 11.1.1)	%	65.5%	65.5%
	I.1.3 Proportion of total adult population with secure tenure rights to land (SDG indicator 1.4.2)	Per 1,000	64.6%	62.8%

- For the Liberia Country Programme (LCP), the baseline of the proportion of the urban population living in slums in Greater Monrovia was measured in 2017 as 65.5%, with no change measured by the Mid Term Evaluation of the LCP¹¹ in 2019.
- Data measured by the 2019 Evaluation in the 12 Local Government Associations (LGAs)¹² covered by the LCP included a small reduction in the proportion of households in urban areas with secure tenure (down from 64.6% in 2017, to 62.8% in 2019).

Uganda

- The Baseline Report¹³ for the Kampala Jinja Expressway (KJE) Implementing the Resettlement and Livelihood Restoration Plan (RLRP) - No One Worse Off, Uganda Country Programme was produced in 2020 by Cities

Alliance, in partnership with AVSI. For SDG indicator 1.4.2 - the proportion of household population with secure tenure to land (defined as registered title owners) - the baseline measurement was 2.7%: 1.5% in the affected areas of Kampala (the Right of Way), and 4.0% in the neighbouring settlements.

- The Independent Evaluation conducted in 2021 was not tasked with the direct follow-up measurement of the Tier I baseline indicators, since the measurement of these indicators is required following the completion of relocation and not before. This evaluation measured the proportion of affected households with secure tenure to land within the ROW (the 11 villages of Kasokoso and Kinawataka) settlements only. Both sets of data - baseline and mid-line evaluation - will be used to inform the final assessment, which would follow relocation.

¹¹ <https://www.citiesalliance.org/resources/publications/cities-alliance-knowledge/mid-term-evaluation-cities-alliance-liberia>

¹² The 12 LGAs are Barnersville, Caldwell, Clara Town, Congo Town, Gardensville, Johnsonville, Logan Town, Monrovia, New Georgia, New Kru Town, Paynesville, and West Point.

¹³ <https://www.citiesalliance.org/sites/default/files/2020-07/KJE%20NOWO%20Baseline%20Final%20Report-100720.pdf>

TABLE 3: UGANDA COUNTRY PROGRAMME TIER I SDG INDICATORS

RESULT	INDICATORS	CRITERIA	BASELINE [2017]	MID LINE [2019]
	I.1.3 Proportion of total adult population with secure tenure rights to land (SDG indicator 1.4.2)	Per 1,000	2.7%	4%

Tunisia

- In 2021, the Tunisia Country Programme commissioned a specific baseline study on 21 indicators, including one Tier I indicator in the four cities of Beja, Jendouba, Médenine and Tataouine.

TABLE 4: TUNISIA COUNTRY PROGRAMME TIER I SDG INDICATORS

RESULT	INDICATORS	CRITERIA	BASELINE [2021]	CURRENT
I.1 Improved quality of life, socio-economic condition and inclusion of the urban poor	I.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing (SDG indicator 11.1.1) ¹⁴	%	38.79%	-

¹⁴ Defined as living in 'unplanned neighbourhoods' in the Baseline. For full definition please consult the Tunisia Phase II Baseline Study, published in October 2021.



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

TABLE 5: TIER II INDICATORS - CLIENT LEVEL RESULTS (CITY AND NEIGHBOURHOOD LEVEL INDICATORS)

RESULT	INDICATORS
II.1 Cities increasingly characterised by effective local government, active citizenship, and delivering improved and responsive services to the poor	II.1.1 [Municipal Government] Average municipal expenditures per person per year
	II.1.2 [Municipal Government] Average number of municipal employees as a percentage of the total population
	II.1.3 [Municipal Government] Average number of women among municipal employees
	II.1.4 [Municipal Government] Proportion of municipal employees with post-secondary education
	II.1.5 [Services] Proportion of population in slum and/or low-income areas with regular access to safely managed drinking water services (SDG 6.1.1)
	II.1.6 [Services] Proportion of population in slum and/or low-income areas using safely managed sanitation services
	II.1.7 [Services] Proportion of population in slum and/or low-income areas with regular electricity connections
	II.1.8 [Services] Proportion of population in slum and/or low-income areas with regular access to solid waste collection
	II.1.9 [Citizenship] Average percentage of voter participation in most recent local elections
	II.1.10 [Citizenship] Average ratings on participatory planning process in place (budgetary or other) (SDG 16.7.2)

	CRITERIA	LDCS ¹⁵			MDCS		
		BASELINE [2017]	CURRENT [2021]	TARGET [2021]	BASELINE [2017]	CURRENT [2021]	TARGET [2021]
	US\$	3.15 USD	N/A	3.31 USD	39.36 USD	N/A	41.33 USD
	% per 1,000 inhabitants	0.4	N/A	0.42	3.28	1.98 ¹⁶	3.44
	%	31.6%	N/A	33.18%	14.56%	21%	15.29%
	%	19.4%	N/A	20.37%	6.87%	12%	7.21%
	%	84.4% (87.7% ¹⁷)	88.4% (85% ¹⁸)	88.62% (90%)	98.83%	93.59%	98.83%
	%	72.1% (76% ¹⁹)	N/A ²⁰ (87%)	75.71% (80%)	91.14%	N/A	91.14%
	%	48.6% (78.9% ²¹)	55% (83%)	51.03% (80%)	99.4%	98.7%	99.4%
	%	35.9% (36% ²²)	40% (54%)	37.7% (40%)	89.21%	N/A	93.67%
	% of all eligible voters	75.2%	N/A	78.96%	19.94%	26.82%	20.94%
	Scale [0-2]	0	2	1	2	2	2

¹⁵ Baseline (2017), targets and data here represent the Liberia Country Programme, Uganda Country Programme (KJE-NOWO Programme) in parenthesis is the baseline data as measured in 2020.

¹⁶ Please note that the Phase II Baseline Study in Tunisia (conducted in 2021) was not consistent in the scope, definition and the sampling criteria used with the initial Baseline Study. This data should be treated with caution and does not allow for direct comparison. Follow-up studies would need to address inconsistencies in the definition and sampling strategies used in the initial Baseline Study and the Baseline Phase II Study.

¹⁷ The 2020 KJE Baseline measured 87.7% of the population having access to safely managed drinking water services, 87% in the affected areas (the Right of Way), and 88.3% in the neighbouring settlements.

¹⁸ Please note that the Evaluation (conducted in Kampala in 2021) was not consistent in the scope, definition and the sampling criteria used with the initial Baseline Study. This data should be treated with caution and does not allow for direct comparison. Further analysis is required to allow for comparison between the population within the ROW and should be conducted as part of the final evaluation.

¹⁹ The 2020 KJE Baseline measured 76% of the population using safely managed sanitation services in the KJE location in Kampala, 79.1% in the affected areas (Right of Way), and 72.6% in the neighbouring settlements.

²⁰ The Liberia SWM Mid Term and Final Evaluation measured a slightly different indicator and recorded an 8.2% improvement in proportion of households with improved sanitation services (from 15% in 2017 to 21.6% in 2019) and 23.2% in 2021).

²¹ The 2020 KJE Baseline measured 78.9% of the population with regular electricity connections in the KJE location in Kampala, 74.6% in the affected areas (Right of Way), and 83.3% in the neighbouring settlements.

²² The 2020 KJE Baseline measured 36% of the population with access to regular solid waste collection in the KJE location in Kampala, 39.7% in the affected areas (Right of Way), and 32.1% in the neighbouring settlements.

TIER II: BACKGROUND, METHODOLOGY AND RESULTS

Tier II describes the impact that funding leveraged from Cities Alliance technical assistance contributes towards cities abilities to deliver improved, responsive services to the urban poor, as well as effective governance, inclusiveness, and participation. The collection of data requires household surveys in many instances, and the protocols for data collection comply with SDG indicator definitions to the greatest possible extent. However, direct comparisons may not always be statistically accurate due to changes in the character of settlements, project locations and adapted sampling methodologies due to the restrictions imposed in response to the COVID-19 pandemic.

Tier II data is not updated annually, but at a minimum at baseline and programme closure. Impact at this level requires time to emerge and cannot be directly attributed to Cities Alliance activities.

Liberia

The **Baseline Study for the Liberia Country Programme**²³ collected data for the Comic Relief and EU-funded components in 2017. The methodology included household surveys, interviews and focus groups and covered the 12 Local Government Areas (LGAs) of Greater Monrovia where programme activities would be focused: Barnersville, Caldwell, Clara Town, Congo Town, Gardensville, Johnsonville,

Logan Town, Monrovia, New Georgia, New Kru Town, Paynesville, and West Point.

- In 2019, the **Independent Mid Term Evaluation**²⁴ of the Liberia Country Programme repeated the household-level data collection utilising stratified representative samples in the 113 profiled communities of the 12 Local Government Areas (LGA) in the programme.
- The **Final Liberia Country Programme Evaluation** (conducted in 2021) repeated the methodology in the same locations to provide an end-line assessment. In May 2020, the **Mid Term Evaluation**²⁵ of the **European Union funded Solid Waste Management project** - 'Delivering Climate-Resilient Solid Waste Management Services in Greater Monrovia, Liberia through CBEs' - was completed. This evaluation was impacted by the COVID-19 restrictions in Liberia and resulted in some oversampling of several LGAs and under sampling of others.
- In November 2021, the **Final Evaluation of the SWM project** was completed to verify results in the 12 LGAs in the programme. Tier II data analysis included the following:
 - **1.8%** increase in proportion of households with access to solid waste collection services. 35.9% at baseline to 37.7% at final evaluation.
 - **51%** increase in the proportion of households with a planned forms of garbage disposal: 36% at baseline to 87% in 2021 at final evaluation.²⁶

²³ <https://www.citiesalliance.org/sites/default/files/CA-LCP%20BASELINE%20FINAL%20REPORT-21June2017.pdf>

²⁴ <https://citiesalliance.org/resources/knowledge/cities-alliance-knowledge/mid-term-evaluation-cities-alliance-liberia-country>

²⁵ <https://www.citiesalliance.org/resources/publications/cities-alliance-knowledge/mid-term-evaluation-solid-waste-management>

²⁶ Final Evaluation of the Primary Solid Waste Project, Liberia, 2021.

LIBERIA COUNTRY PROGRAMME

Independent Final Evaluation Findings

TIER II: CLIENT LEVEL RESULTS (CITY AND NEIGHBOURHOOD LEVEL INDICATORS)

Examples of improvements in household access to services in slum and low-income areas between 2017 and 2021 include:

- **4%** increase in households with access to safely managed drinking water services - 85% at baseline, 87.8% at mid-term to 89% at final evaluation.
- **8%** improvement in the households with access to potable water: 60% at baseline, 60.9% at mid-term to 68% at final evaluation.
- **4%** decrease in proportion of households that have to move more than 200 meters to access safe water

(between mid-line in 2019 and final evaluation in 2021). *"This could be attributed to construction of 66 Water Points through the Community Upgrading Fund but also interventions by Cities Alliance during COVID-19 where 4 broken and faulty Water Points were repaired to improve access to safe water during the Pandemic"* Final Evaluation Report.

- **8.2%** increase in proportion of households with improved sanitation services: 15% at baseline, 21.6% mid-line and 23.2% at final evaluation.

Key Evaluation Findings:

The evaluation confirmed that that despite the challenges of delivering a complex programme in a complex environment, the Comic Relief funded Liberia Country Programme delivered transformative change in Greater Monrovia and lasting impact for the urban poor:

- *The five-year journey of the LCP transformed Greater Monrovia into an area characterized by active citizenship, inclusive governance, and resilient municipal service delivery drawing on an effective partnership between slum dwellers and pro poor local governments.*
- *The development of four key policy frameworks i.e., NUP diagnosis note*

and discussion paper, Greater Monrovia Urban Development Strategy, Slum Upgrading and Affordable Housing Framework, and the Voluntary Gender Responsive Relocation Policy Guidelines, has helped to counter the culture of eviction and exploitation of the urban poor.

- *There is improved provision of slum upgrading and incremental housing solutions for the urban poor. The shift in the National Housing Authority's (NHA) approach towards addressing issues of people within the low-income pyramid triggered the development of the framework which has since been adopted by the authority.*

²⁷ <https://www.citiesalliance.org/sites/default/files/202111/Cities%20Alliance%20Liberia%20Country%20Programme%20%20%20Independent%20Evaluation%202021.pdf>

- *Adopting a multi-sectoral and multi-partner approach ensured long term Programme sustainability and brought greater coherence of effort.*
- *Prior to the outbreak of COVID-19, 66 Water kiosks had been installed in 25 communities. These were highly impactful in improving access to quality water during the COVID-19 pandemic.*

On **gender equity, mainstreaming and results**, the evaluation concluded:

- **Gender has been consistently mainstreamed into Programme activities and results.** *The M&E framework has gender sensitive indicators with focus on generating, analysing and presenting gender disaggregated data. The Programme*

Steering Committee was chaired by a woman who is a strong advocate for women's emancipation and empowerment, and this provided a framework for gender integration and mainstreaming into LCP interventions.

- **The LCP enhanced women's participation in urban development and slum upgrading initiatives.** *As a result of female participation (83.6% of saving group members are women), the sustainability and continuity of saving groups was found to be higher. Women have been central to identifying community priorities through settlement forums. Interventions with petty traders were designed to ensure equal opportunities to both men and women, to improve their wellbeing and livelihoods²⁸.*

Evaluation Methodology:

The Cities Alliance commissioned an Independent Final Evaluation of the Comic Relief funded Liberia Country Programme, which closed at the end of 2021 to:

1. Engage stakeholders and programme participants in a participatory and empowering process to identify and document outcomes (intended and unintended), feedback and lessons learned, (to include adaptive capacity to a changing implementation environment).
2. Verify the results achieved and make conclusions and recommendations relating to performance during the 5 years of implementation.
3. Support the Cities Alliance Country Programme model by generating

evidence-based recommendations relating to the design and implementation process.

The evaluation was designed to combine qualitative (interview and focus group), quantitative (household survey), and participatory methodologies (the collection and participatory analysis of Most Significant Change stories), to assess how the LCP performed, impacted stakeholders, beneficiaries and communities within informal settlements and to capture learning. The evaluation engaged a cross section of stakeholders including 472 household heads, 470 petty traders, 5 commissioners, and 7 national government officials, 20 local government officials, and over 50 federation of the urban poor members.

²⁸ <https://www.citiesalliance.org/sites/default/files/202111/Cities%20Alliance%20Liberia%20Country%20Programme%20%20%20Independent%20Evaluation%202021.pdf>

Tunisia

The **Phase II Baseline Study** was collected and finalised in 2021 to establish a baseline and contextual understanding for the second phase of the SECO-funded programme. Data collected focused on the four municipalities participating in the Phase II of the programme (Beja, Jendouba, Médenine and Tataouine). As such, the locations for sampling diverged from the initial Baseline Study conducted in 2017, and direct comparisons between the two data sets are not appropriate. The 2021 baseline identified available sources of data and conducted surveys to measure indicators without available data across the four municipalities.

Uganda

- The **Baseline Study**²⁹ collected data in Kampala relating to the safeguarding implementation of the EU-funded Kampala-Jinja Expressway “No-one worse off” (KJE-NOWO) initiative in mid-2020. The Baseline study area related to Volumes 5 and 8 of the KJE, which includes 11 villages in the areas of Kinawataka and Kasokoso informal settlements. Given the context and sensitivities within the 11 communities and the risk of survey fatigue, some data was extracted the Uganda National Rail Authority (UNRA) census data collected to inform the KJE-NOWO. AVSI, an implementing partner of the initiative, participated in the the data collection, analysis and reporting. The baseline data collection comprised three main research activities: i) sampling and analysis of household data collected within the ROW by UNRA – stratified by location (402 households in total); ii) sampling and analysis of household and business survey collected from outside the ROW by AVSI (402 households, comprising 201 businesses in total); iii) 18 qualitative interviews and 6 Focus Group Discussions, conducted inside the ROW.
- Tier II baseline and target values for Uganda were incorporated into the 2020 Corporate Scorecard and are provided in parenthesis in the LCD section of the table above. The selected Tier II indicators (II.1.6, 1.7, 1.8 and 1.9) were considered the most relevant to the intended results of the Programme.
 - In 2021 an **Independent Evaluation** of the KJE-NOWO initiative was conducted. Due to programmatic delays (a result of COVID-19 restrictions, as well as delayed compensation and relocation), the evaluation was reoriented from a focus on outcome measurement, to providing an assessment of progress and recommendations for the final stage of Phase I (an 18-month extension) and anticipated follow up Phases. The Evaluation deployed a multi-methods approach and included key informant interviews, focus group discussions, Most Significant Change (MSC) story collection and conducted 311 household and 193 business surveys. Further analysis will be required at endline to make direct comparisons between the initial baseline and evaluation findings, as the 2021 evaluation was only conducted in the area to be relocated (the Right of Way), and not the neighbouring communities:
 - Access to safely managed drinking water services within the ROW was 85% in 2021 (SDG Indicator 6.1.1).
 - 87% of households within the ROW have access to improved sanitation facilities in 2021 (SDG Indicators 6.2.1).
 - 83% of surveyed households were found to have an electricity connection in 2021 (SDG Indicator 7.1.1).
 - 54% of households have access to regular solid waste collection in 2021 (SDG Indicator 11.6.1).

²⁹ <https://www.citiesalliance.org/sites/default/files/2020-07/KJE%20NOWO%20Baseline%20Final%20Report-100720.pdf>

4. Tier III: Programme Results (Programme Level Indicators)

TABLE 6: TIER III INDICATORS - PROGRAMME RESULTS

RESULT	INDICATORS
III.1 National policy frameworks developed and/or enhanced to address urban development needs	III.1.1 Number of urban policies at the national level developed and/or updated [Rating scale (0-3)]
	III.1.2 Number of urban dialogues which delivered strategic, policy and/or normative influence [Rating scale (0-3)]
III.2 Local strategies and plans developed towards effective urban development	III.2.1 Number of local strategies/plans developed [# of strategies/plans]
III.3 Infrastructure and leveraging of funds	III.3.1 Number of beneficiaries of infrastructure projects
	III.3.2 Amount of funds leveraged for investments in cities
III.4 Capacities strengthened in city governance and management areas such as strategic planning, financial management, and human resources management	III.4.1 Number of urban institutions (Cities Alliance members, local governments, national public organisations, universities, training institutions, associations of cities, etc.) with strengthened capacities [Rating scale (0-2)]
	III.4.2 Number of people (professionals in the national and local governments, community representatives, civil society, etc.) with strengthened capacities
	III.4.3 Number of toolkits and other TA products with evidence of uptake by the stakeholders and/or beneficiaries
III.5 Mechanisms to engage citizens in city/urban governance developed	III.5.1 Number of regularly functioning mechanisms developed to engage communities and civil society in urban governance

	CRITERIA	BASELINE [2017]	TARGET [2021]	COMPLETE [2021]	% IN PROGRESS [2021]	% COMPLETE [2018-2021]
	Unit (aggregate from scale: values = or > 2)	0	3	1	1 (33%)	133% (4) ³⁰
	Unit	0	12	3	N/A	108% (13) ³¹
	Unit (aggregate from scale: values = or > 2)	0	14	14	64% (9)	179% (25) ³²
	Unit	0	600,000	693,429	N/A	181% (1,086,599)
	US\$ total value (,000)	0	60mn	4.35mn	N/A	35% (21mn)
	Unit (aggregate from scale: values = or > 2)	0	23	34	335% (77)	230% (53) ³³
	Unit	0	2,000	5,708	N/A	285% (5,708) ³⁴
	Unit	0	20	5	N/A	90% (18) ³⁵
	Unit (aggregate from scale: values = or > 2)	-	21	14	N/A	238% (50) ³⁶

³⁰ Completed national policies include the National Housing and Habitat Policy in Paraguay, the Slum Upgrading and Affordable Housing Framework in Liberia, the Voluntary Gender Responsive Relocation Policy Guidelines (VGRRG) in Liberia, and the National Urban Policy for Tunisia which was provisionally approved in March 2022.

³¹ Previously reported urban dialogues include the Equitable Economic Growth, Resilience, and Cities Alliance's contributions to the Intergovernmental Panel on Climate Change (IPPC) in 2018. Influential dialogues reported as completed in 2019 included the dialogue on Cities and Migration, the Urban Housing Practitioner Hub (UHPH) open platform in the Latin America and Caribbean (LAC) region, the Community Upgrading Fund mechanism in Greater Monrovia, and the dialogue around the policy paper "Addressing Informality in Cities", and reported as completed in 2020, the dialogue on rental housing in India.

³² Completed strategies include the nine CDSs in mostly inland cities in Tunisia, completed in 2018, and the two completed strategies for 2020: the Strategic Urban Framework for Greater Monrovia, Liberia, and the Integrated Solid Waste Strategy for the Kinawataka wetlands in Kampala, Uganda, and the 14 local strategies completed in 2021, which are detailed below.

³³ Programmes reporting urban institutions with completed capacity strengthening support include the Liberia Country Programme (2021), and Equitable Economic Growth and the Innovation Programme (2020).

³⁴ This data is for 2021 only and does not include results reported in previous Scorecards, due to the risk of double counting. Single-event participants where there was no training element are not included but are listed below in the narrative section.

³⁵ The 8 reported in 2018/9 included: 3 feasibility assessments for the Solid Waste Management sector in Greater Monrovia, Connecting Systems of Secondary Cities book, the "Addressing Informality in Cities" policy paper, the WIEGO suite of resources to support regulated access to public space for the informally working poor, the CEE ratings for Asia and Africa, and, the publication 'An overview of national urban laws in Latin America and the Caribbean: case studies from Brazil, Colombia and Ecuador' which outlined the basis for the UHPH knowledge-sharing forum. The five reported for 2020 included the Concept for a Community Support Centre in Uganda, two Local Assessment Reports in Kenya, technical assistance products in Guatemala, and the Cities for Women Framework.

³⁶ Completed mechanisms reported in 2020 include the CUF Steering Committee and the Settlement Forums, both in Greater Monrovia, Liberia.



Tier III: Evidence

III.1 NATIONAL POLICY FRAMEWORKS DEVELOPED AND/OR ENHANCED TO ADDRESS URBAN DEVELOPMENT NEEDS

III.1.1 Number of urban policies at the national level developed and/or updated

The Tunisia Country Programmes continued to work in 2021 towards the development of a National Urban Policy (NUP) as a key component contributing to developing a favourable policy environment for the effective management of urban development. The Liberia Country Programme closed in 2021 and completed the diagnostic phase for the development of the NUP.

LIBERIA

The Liberia Country Programme through a grant to UN-Habitat and in partnership with the Ministry of Internal Affairs successfully completed the second phase (Diagnosis phase) of the Liberia National Urban Policy (NUP) in 2021. The diagnosis phase of the NUP began in 2018 and the successful completion of the activities resulted in the validation of the diagnosis note by stakeholders across the country. In 2021, UN-Habitat finalised and published the finalised *Diagnosis Phase of the National Urban Policy for Liberia*³⁷. The diagnosis note analysed the issues raised in the feasibility phase including urban legislation, land governance, socio-economic development, municipal finance, decentralization, environment, and resilience to climate change. The diagnostic identified urban trends in Liberia, priority opportunities and challenges, including the inability of municipalities to plan and prepare for urban growth (due to revenue and other capacity issues), and similar challenges faced by the government which is impeding the implementation of the Local Government Act of 2018. It also proposes key areas for consideration during policy formulation.

TUNISIA

The Tunisian National Urban Policy development process, led by the Tunisian Ministry of Equipment, Housing and Territorial Planning

(MEHAT), with the support of UN-Habitat and the Cities Alliance, built off the completion of the feasibility phase in 2019, and the diagnostic phase in 2020, and moved into the formulation phase in 2021. Five regional workshops were held in 2021 which engaged stakeholders from Tunisia's 24 governorates to develop 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. To support the implementation of the NUP, expert support was provided to the Ministry team in charge of revising the legal framework for land use and urban development. Additionally, an advocacy and communication strategy was prepared to integrate the results of the process into local and sectoral strategies. The policy document was conditionally approved by the Steering Committee in March 2022.

OTHER ONGOING NATIONAL URBAN POLICY FRAMEWORK INFLUENCE IN 2021

- In Uganda, the review of (Urban) Refugee and/or Migration Policy by the Uganda Bureau of Statistics was been supported by the Cities and Migration Programme. The final report was completed in October 2021 and recommended that "*the central government not only to recognise the presence of refugees in the City, but to consider more resource allocation to the City in respect of the management of refugee populations*". The report confirmed the necessity of a review of the Refugee Policy, and the Cities and Migration Programme continues to advocate for increased attention to urban refugees in secondary cities.
- The report generated by the COVID-19 Response Programme from the series of webinars on Metropolitan Governance in the wake of the pandemic in Mexico was presented by the national government to the Senate Metropolitan Commission. Key aspects of the recommendations are to institutionalize participatory governance mechanisms, strengthen local governments and enshrine recognition of the social function of the land.

³⁷ <https://unhabitat.org/diagnosis-note-for-liberia>

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

TUNISIA

The Tunisia Country Programme delivered a substantial and influential urban dialogue in 2021. Dialogues at the national level (including five regional consultation workshops to discuss the National Urban Policy), as well as local dialogues for the preparation of Local Development Plans (in the four cities participating in phase II of the programme), increased the alignment among stakeholders as well as the visibility and prominence of urban development. Cities Alliance participated in ministerial working groups upon invitation by the Ministry of Local Affairs to assist in the Ministry-led periodic working groups on a concerted approach to local development planning and greater coordination among national and international development stakeholders. Cities Alliance experts assisted in two of the four working groups and contributed to the preparation of reference documents and application texts for the Local Government Code. Additionally, the National Federation of Tunisian Municipalities (FNCT), with the support of the Country Programme, scaled up its role as a platform for peer learning at the national level through the Network on Territorial Development Planning. The network launched in October with an initial membership of 20 municipalities.

UGANDA

In 2021, the Uganda Country Programme influenced the integration of slum upgrading into

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

CITIES FOR WOMEN

The Cities for Women Programme launched a new phase of the global programme in 2020 and delivered significant influence as a platform for knowledge and approaches to strengthening inclusive cities in 2021. In 2021, Cities for Women facilitated three city-level participatory laboratories (in Tunisia, Uganda and Liberia); engaged in a policy dialogue on Housing and Urban Renewal in the Africa-EU Partnership; shared learning and experiences at the 2021 Congress of Francophone Mayors; and co-organised event with UN Women on City Planning for Gender Equality, among others. Drawing from experiences 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?' mapped relevant gender gaps and proposed strategies for the implementation of the EU Gender Action Plan III at the local level. The programme engaged members and partners in the design of its new Gender Equality Action Plan, which generated significant interest, and potential for leveraged investments.



UPDATES ON PREVIOUSLY REPORTED INFLUENTIAL URBAN DIALOGUES

INFORMALITY AND COVID-19: COVID-19 RESPONSE

In 2021, the COVID-19 Response Programme facilitated a range of knowledge and learning events which included metropolitan governance in the LAC region; slum upgrading, social housing and the impacts of COVID-19 in South Africa and LAC; migration, remittances, urban development and the impact of COVID-19 in LAC and Guatemala; land use management and tenure regularisation in India and Africa; regional responses to COVID-19 in Central America; and integration into the city in Mexico. The COVID-19 Response Programme with SISCA partners co-organised two high-level LAVs where a Regional Plan for the Implementation of the New Urban Agenda (PRINAU – Plan Regional de Implementación de la Nueva Agenda Urbana) was approved. The results of the two LAVs then were discussed at a higher policy dialogue level in a specific session of the Central American Council of Housing and Human Settlements (CCVAH – Consejo Centroamericano de Vivienda y Asentamientos Humanos) with the presence of the housing ministers of the countries of the region. CCVAH subsequently issued a policy statement where the commitment to the implementation of PRINAU is reinforced with housing and urban development at the centre.

CITIES AND MIGRATION

In 2021, the programme continued to leverage partnerships at the local, national and global levels to identify strategies for improved local migration management. The programme provided technical assistance, advocacy and knowledge exchange to participating cities, to support the drafting of urban expansion plans. 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. Under the Comprehensive Refugee Response Framework (CRRF), the programme facilitated knowledge exchange and influence among seven cities in the Horn of Africa through two peer-learning workshops.

In Jigjiga, the first Somali Diaspora Forum in February 2021 discussed roles and responsibilities for following up on the diaspora engagement action plan. Knowledge on managing migration in cities was further mainstreamed at Jigjiga University's Somali Cities Study Conference in early July. As a result of the exchange, the Ethiopian Disapora Agency (EDA) fully endorsed the relevance of a decentralised diaspora engagement approach for Ethiopia and requested that Jigjiga University support the integration of regional recommendations into the national diaspora policy. The Jinja city workshop gathered 139 participants to exchange knowledge, ideas, best practices and build mutual trust. Following the workshop, representatives of the statal Microfinance Support Centre visited several saving groups in Jinja and expressed its willingness to partner with the project to make more funds available to the groups via the Jinja Community Development Fund.

In 2021, the programme supported the participation of partner cities in two major global forums. Following the African review of the implementation of the Global Compact for Safe, Orderly and Regular Migration, and a Global Compact on Refugees (GCR) event hosted by UNHCR, Cities Alliance supported four cities to pledge their support to implement the principles of the GCR. The experiences of the four supported cities were featured in the Outcome Report: Cities and their Contribution to the Global Compact on Refugees, ahead of the first High-Level Officials Meeting in December 2021 in Geneva, Switzerland.

CLIMATE CHANGE, RESILIENCE, AND INFORMALITY IN CITIES

The programme participated in several influential dialogues in 2021 and continued to advocate for the inclusion and financing of local climate adaptation in the global agendas at the Climate Adaptation Summit and 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.

III.2 LOCAL STRATEGIES AND PLANS DEVELOPED TOWARDS EFFECTIVE URBAN DEVELOPMENT

III.2.1 Number of local strategies/plans developed

UGANDA

- Slum Upgrading Feasibility Study for Kasokoso and Kinawataka: This feasibility study for the in-situ incremental slum upgrading of the informal settlement of Kasokoso and Kinawataka was produced to under the “KJE Corridor Low Cost Housing and Urban renewal initiative” of the wider Kampala-Jinja Expressway No One Worse Off (KJE-NOWO) initiative. The study was developed through dialogue and engagement through settlement forums, the collection and analysis of technical information, and field observation. Proposed interventions include the adaption of infrastructure, including roads, water, sanitation, and energy, as well as mechanisms for resettlement, including household support and the proposed housing support centre (which was subsequently funded by the FCDO), and detailed planning of the slum upgrading framework.
- Nakawa Market Feasibility Study: To safeguard against negative impacts which were identified in the Environmental and Social Impact Assessment (ESIA) report for the KJE, this study was commissioned to establish and determine the exact scope of work needed for safeguarding the viability of the Nakawa Market. The study detailed three stages of intervention which aim to improve the working conditions in the short-term, upgrade the road network and transport in the medium term and in the longer-term, support the urban renewal of the market.

CITIES AND MIGRATION

- Regional Diaspora Engagement Strategy and Action Plan, Jigjiga, Ethiopia: In 2021, the Regional Diaspora Engagement Strategy which was prepared by Jigjiga University and the Regional Investment and Diaspora Affairs Bureau of the Regional Government Council of the Ethiopian Somali Region and validated through stakeholder consultations was finalised. The strategy presents recommendations for improved policies, legal frameworks, engagement, and

support mechanisms to enhance the diaspora's impact on local development. In July 2021, the Swiss Agency for Development and Cooperation (SDC) and the Cities Alliance Management Board approved a costed extension of US \$70,000 to allow the city initiative to implement at least two actions of the regional diaspora engagement strategy: a diaspora mentorship network and a survey of returning migrants.

- Multi-Stakeholder Territorial Marketing Strategies for Jendouba and Kairouan, Tunisia: The Cities and Migration Programme, with partners including the National Union of Tunisian Women in Kairouan, and the Association of Women, Youth and Children in Jendouba, undertook analyses of the economic and social potential associated with responsible tourism in 2021, including a focus on how rural-urban migrants can be better integrated into the economic and social life of the cities. The strategies highlighted opportunities for valorising the region's cultural, architectural, and patrimonial heritage, as well as its agricultural and artisanal goods. Four formerly un- or under-exploited sites and itineraries were identified and eco-tourist circuits high in potential mapped, in close alignment with the Regional Office for Tourism in Kairouan (CRTK). As a result, the Tunisia National Office for Tourism will fully develop the identified tourism circuits in the three communes of Ain Jeloula, Haffouz, and Oueslatia as part of a new programme worth TDN 20 million (ca. US \$7.5 million).
- Four Urban Expansion Plans developed: In 2021, participating cities in the Cities and Migration Programme made progress on developing urban expansion plans for their cities. The Programme convened local and national stakeholders in March 2021 for two separate in-person workshops in Jinja, Uganda and Jigjiga, Ethiopia. Based on projections prepared in January and February 2021, the teams prepared draft urban expansion plans that set out the framework for growth in their cities over the next 30 years. Urban expansion plans offer a longer timeline for growth than standard master plans and focus on two key framing elements: arterial roads and public open spaces. In Uganda, the four cities of Arua, Gulu, Jinja, and Mbale have completed their draft plans. The engagement of national-level officials in the process proved critical as they are now providing follow-up support, giving valuable official impetus for the finalisation of the plans. In the Ethiopian partner cities of Adama, Dire Dawa, and Jigjiga, the plans are close to completion.

- Three participatory strategies in Amatitlán, Guatemala: With the support of the Cities and Migration programme, the process of designing and implementing municipal governance mechanisms for the reception, management, and integration of labour migrants in the city through the updating of the Municipal Development Plan for the Municipal Policy was initiated. Three participatory strategies were finalised in 2021 on i) local economic development, ii) access to housing, and iii) prevention of violence. These strategies build on the project's socio-urban and environmental diagnosis report, the Diplomaed in Territorial Management curriculum, and the technical assistance provided to the municipality.

CITIES FOR WOMEN

- An Assessment of Women's Participation in the Medina of Tunis: This assessment presented the results of a participatory evaluation of women's social, cultural, economic, political, and institutional participation in the Medina of Tunis, particularly in the districts of Medina Centrale, Bab Souika, Bab Bhar, and Sidi el Bechir. The assessment report recommended a series of policy, planning and programmatic interventions to enhance women's engagement, and proposed a series of spatial interventions in selected public spaces.

OTHER LOCAL STRATEGIES/PLANS UNDER DEVELOPMENT IN 2021

TUNISIA

- Local Development Plans: In 2021, Béja, Jendouba, Médenine and Tataouine completed the pre-diagnostic phase for the development of Local Development Plans. 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.

CITIES AND MIGRATION

- Kalobeyei Corridor Planning Programme, Kenya: Under the Cities and Migration Programme, the County Government of Turkana, in partnership with UN-Habitat, continued the development of the Kalobeyei Corridor Development Plan in Kenya. This plan is set to become an

advisory document for county development planning for the area, and to guide other partners intending to invest in the area. In June 2021, the second regional stakeholder workshop on the Kakuma-Kalobeyei cluster in Kenya, took place virtually. It was the first time the North Rift Economic Bloc (NOREB) counties, the national government, UN agencies, and local governments from Uganda and South Sudan came together to discuss urbanisation and development along the corridor. The draft plan was validated with the local government and at a community workshop in September 2021. A full plan for the Economic Enterprise Zone is being finalised, to include the development of the land use proposals and the economic planning aspects.

- Four Urban Expansion Plans in Ethiopia: In the Ethiopian partner cities of Adama, Dire Dawa, and Jigjiga, the urban expansion plans are close to completion.



III.3 INFRASTRUCTURE AND LEVERAGING OF FUNDS

III.3.1 Number of beneficiaries of infrastructure projects

LIBERIA

The Liberia Country Programme's Community Upgrading Fund (CUF) projects are small, community-driven initiatives to build basic social and physical infrastructure selected by the communities themselves. In 2021, the CUF mechanism delivered 18 water kiosks, benefitting 105,424 residents of informal settlements. Nine of the water kiosks constructed in 2021 are women-led and were identified following participatory gender assessments with local stakeholders. In 2021, access to safe water was improved for a further 100,000 residents of Greater Monrovia through the rehabilitation of four water storage reservoirs and 100 water points. CUF projects constructed since the start of the Liberia Country Programme, have increased access to basic services for approximately 598,424 people living in densely populated and growing neighbourhoods of Greater Monrovia.

TUNISIA

In 2021, municipal projects selected by the CDS process in eight Tunisia Country Programme Madinatouna partner cities were completed. They included:

- An Energy-efficient LED-powered public lighting system for greater safety in Kairouan, benefitting approximately 187,000 residents.
- A one-stop-shop office in Sidi Bouzid, co-financed with GIZ, where citizens can get administrative documents and access to municipal services is benefitting 6,385 individuals and is processing 35 individual files a day.
- The rehabilitation of public spaces and a park, in collaboration with UNDP, in Médenine is benefitting up to 119,237 residents.
- An improved rainwater management system against recurrent flooding in Jendouba improved public space for 3,600 residents.
- The improvement of public lighting in M'saken has improved public space for the 7,000 residents of the 'Cite Enmour' residential area.

- The equipment of a sports hall in Tataouine reaches 300 direct beneficiaries.
- The rehabilitation of a park in Béja is benefitting up to 75,000 residents.
- The rehabilitation of the Corniche de Gabès benefits all 83,360 residents.

CITIES AND MIGRATION

Several city pilot initiatives to design and implement local migration management mechanisms with a focus on integration of migrants and social cohesion were completed in 2021, including:

- The construction of the Niva Youth centre in Arua was completed in 2021 and will benefit youth who are direct beneficiaries and have completed apprenticeship training in hairdressing, tailoring and motorcycle repair.
- Basic infrastructure is provided in IDP settlements to improve living standards and economic opportunities. Migrants currently engage in informal business and work as street vendors, which is illegal and can lead to detainment. The project reached an agreement with the Adama City Administration to formally provide in-kind 1,875 sqm of land for two market centres. In 2020, a design of the market centres was prepared in line with internationally accepted UNOPS safeguards, a strenuous process for the local partner that required close support and guidance from the Cities Alliance team. In 2021, construction was in full swing, and the main building was finalised. A new extension will be concluded in early 2022 to provide space for a total of 100 vendors.
- The refurbishment of public office space - the new municipal registration centre reception desks - in Adama, Ethiopia, benefited at least 3,540 migrants and IDPs in 2021.
- In 2021, the Kairouan initiative finalised a women-run artisanal market, for which five artisanal wooden market stalls were constructed. The market was inaugurated by the Director of Swiss Cooperation in Tunisia, Mr. Willi Graf, and the Mayor of Kairouan Radhouen Boudhen in October 2021. It provides 25 local artisanal entrepreneurs space to market their art and products. The project's implementation partner, the

National Union of Tunisian Women, envisions scaling-up the market with more stalls and promoting it across Tunisia for different regional festivities.

- The construction of the Niva Youth centre in Arua was completed in 2021 and has already benefitted at least 53 youths who are direct beneficiaries and have completed apprenticeship training in hairdressing, tailoring and motorcycle repair.
- The refurbishment of public office space - the new municipal registration centre reception desks - in Adama, Ethiopia, benefited at least 3,540 migrants and IDPs in 2021.

Other Cities and Migration city pilot initiatives will be completed and become operational in 2022.

CITIES FOR WOMEN

In 2021, the Femmedina project in Tunis completed the rehabilitation of a series of public spaces, which were identified through the participatory assessment and co-design process. The public space projects, which benefit at least 1,500 direct users include a women's safe haven, a learning hub, a library, two training centres and two transformed green spaces.

RESILIENCE

In 2021, the Resilience Programme delivered freezers and ice making equipment powered through solar panels to local trade associations representing fishermen and fishmongers in the coastal urban communities of King Gray Town and West Point, Greater Monrovia. This allows the safe storage of fish and increases the livelihood and resilience of at least 1,030 local fishmongers and market workers. The project benefits will extend to the whole community, which is heavily dependent on the fish catch for livelihoods.

III.3.2 Amount of funds leveraged for investments in cities

LIBERIA

The Liberia Country Programme leveraged an additional US \$707,213 in 2021. This additional funding provided by the UK Foreign, Commonwealth and Development Office (FCDO) enabled the Country Programme to extend COVID-19 response, through the construction of an additional 18 water kiosks.

TUNISIA

Leveraged funding in 2021 towards the development of city projects included:

- The municipality of Médenine contributed \$518,000 towards the rehabilitation project (from the own source revenue of the municipality, grants, a loan from the Tunisian Local Government Bank and contributions from the Ministry of Equipment.
- The municipality of Tataouine contributed \$93,000 towards the preparatory works prior to the installation of urban park equipment financed by Cities Alliance.
- Jendouba municipality contributed \$13,000 to the preparatory rehabilitation works for the public park.

UGANDA

In 2021, the Kampala-Jinja Expressway No One Worse Off Project (KJE NOWO) leveraged \$1,064,993 in additional funding from the UK Foreign, Commonwealth and Development Office (FCDO) for a Community Support Centre (CSC) to guide incremental slum upgrading in Kinawataka and Kasokoso. The CSC will facilitate secure housing to households in the Kinawataka and Kasokoso area through i) a micro-credit facility and a Community Upgrading Fund, ii) delivering capacity training in masonry, carpentry and plumbing to youth, and iii) providing construction equipment to the informal settlements.

In support of the COVID-19 response, the EU provided \$105,612 (EUR 100,032) in funding in 2021 to finance COVID-19 interventions in Nakawa Market. All items (including masks, sanitisers, tents, handwashing facilities, water tanks, tarpaulins, etc.) were procured and handed over to Kampala Capital City Authority (KCCA) in an event held in November 2021. Additionally, SIDA provided \$73,888 (EUR 70,000) for COVID-19 interventions in Kasokoso and Kinawataka settlements. Funds were used to procure and distribute masks and other Personal Protective Equipment (PPE).

CITIES AND MIGRATION

In Guatemala, the city project mobilised 25,000 short financial advisory sessions for 6,000 remittance recipients, who formalised \$2,370,000 in savings (target was \$2 million). Cooperating banks leveraged

\$450,000 into loans for local entrepreneurship, exceeding the target of \$300,000.

In Tunisia, \$140,000 of public funding was leveraged in 2021, as the National Office for Tourism committed to fully develop the tourism circuits identified through the project in the three communes of Ain Jeloula, Oueslatia, and Haffouz as part of a new government programme.

In-kind contributions by participating cities to the pilot initiatives amounted to \$33,750 in 2021. This included dedicated staff time to the preparation of Urban Expansions Plans. In Arua, AVSI leveraged other projects to contribute to staff salaries, and the purchase of toolkits for the village savings and loans associations and other operations, to a total of \$8,000.

Adama provided in-kind the land for a market dedicated to Internally Displaced Persons (IDP) and local stakeholders. The plot size is 1875 meters squared, and the estimate land lease price is approximately US \$643,383 (equivalent to 32,812,500 Ethiopian Birr).

An additional \$219,000 in funding was leveraged for 2021 from the EU Trust Fund for Africa (EUTF) to facilitate regional networks and dialogue and foster exchange and collaboration on the integration of refugees among seven secondary cities in the Horn of Africa.

CITIES FOR WOMEN

In 2021, the Tunis Municipality contributed at least \$100,000 towards the Femmedina public space projects, as in-kind contributions in the form of the provision of staff dedicated to supporting the implementation of projects and towards the formulation of the budget for management and maintenance.

COLLABORATION WITH THE WORLD BANK ON COVID-19 RESPONSE

As part of the COVID-19 response in 2021, the World Bank provided \$182,400 for Cities Alliance and Slum Dwellers International (SDI) to collect real-time geo-spatial and qualitative data for select priority slums in eight cities across Africa and South Asia: Accra, Bhubaneswar, Freetown, Kisumu, Kampala, Mumbai, Nairobi and Pune. The data fed into a hotspot prediction tool to help cities deliver resources to the most vulnerable.



III.4 CAPACITIES STRENGTHENED IN CITY GOVERNANCE AND MANAGEMENT AREAS SUCH AS STRATEGIC PLANNING, FINANCIAL MANAGEMENT, AND HUMAN RESOURCES MANAGEMENT

III.4.1 Number of urban institutions (Cities Alliance members, local governments, national public organisations, universities, training institutions, associations of cities, etc.) with strengthened capacities

Cities Alliance programmes were engaged in capacity strengthening partnerships with a total of 111 urban institutions in 2021, and 34 of these partnerships were concluded during the year. An additional 77 other urban institutions received some form of capacity strengthening in the form of training, participating in learning visits or learning exchange, and institutional support. These activities were not reported in the scorecard due to the limited or indirect nature of the support

provided and are listed by programme at the end of the section.

Completed capacity strengthening partnerships in 2021

LIBERIA

The Liberia Country Programme (LCP) continued during 2021 to strengthen the capacities of the slum dweller and working poor organizations to organise, negotiate and actively influence city governance. A total of 27 urban institutions were engaged in capacity strengthening, these partnerships concluded at the end of 2021.

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

- At the local government level, the Country Programme supported the capacity of the Monrovia City Corporation and Paynesville City Corporation.
- Civil society associations included the National Association of Community Based Enterprises, the Federation of Liberia Urban Poor Savers and the Federation of Petty Traders and the Informal Workers Union of Liberia.
- CBEs/SME were further capacitated in solid waste management, recycling and composting in 2021.
- Additionally in 2021, a micro loan technical committee was established and capacitated financial and fund management.

CITIES FOR WOMEN

Under the Cities for Women Programme, Aswat Nissa completed initiatives in the cities of Béja and Médenine, Tunisia, to improve the integration of gender mainstreaming in local public policies.

Training sessions were provided in 2021 on political communication for both municipalities. Synergies between the two municipalities were developed to enrich exchanges and good practices in gender-sensitive budgeting.

CLIMATE CHANGE, RESILIENCE, AND INFORMALITY IN CITIES

In 2021, the programme completed its support to five innovative community-led adaptation projects addressing climate-induced impacts in informal settlements in the Greater Horn of Africa (GHA) and the Bay of Bengal (BoB). The five grantees include Women for the World (Myanmar), Tree Adoption (Uganda), Badabon Sangho (Bangladesh), Action for Women and Children Concern (Somalia), and Hope Raisers Initiative (Kenya). All the grantees participated in a Cities Alliance facilitated peer-learning mechanism and were supported to share learning and increase their visibility through global events such as the Climate Adaptation Summit, the IIED Community-Based Adaptation (CBA) Conference and COP26.

ONGOING CAPACITY STRENGTHENING IN 2021

TUNISIA

The Tunisia Country Programme, in collaboration with the National Federation of Tunisian Municipalities (FNTC) maintained its support to the eight municipalities (Kairouan, Sidi Bouzid, Médenine, Jendouba, M'saken, Tataouine, Béja and Gabès), who are implementing CDS projects. Additionally, the National Federation of Tunisian Municipalities (FNCT) has itself received support to strengthen its capacity to provide technical assistance to the municipalities and represent their interests. National bodies who are engaged in capacity strengthening partnerships with Cities Alliance include the Ministry of Local Affairs and the High Authority on Local Finance.

UGANDA

The Uganda Country Programme, through the Kampala-Jinja Expressway No One Worse Off (KJE NOWO) project engaged five institutions

in ongoing capacity strengthening in 2021. National institutions include the Uganda National Roads Authority (UNRA), the Ministry of Lands, Housing and Urban Development (MLHUD), the National Housing and Construction Company Limited (NHCCCL) and Uganda Land Commission. Additionally, at the local government level, the Kampala Capital City Authority (KCCA).

CITIES AND MIGRATION

The launch of a series of peer-learning events for the project "CRRF1: Inclusive Urban Development and Mobility" financed by the European Union and implemented by Cities Alliance within the frame of the European Emergency Trust Fund for Africa, was organized in Arua, Uganda in March 2021. The second exchange with 42 city representatives took place in November in Addis Ababa, Ethiopia. The events, the first in a series of five, brought

participants from the project's seven partner cities together, with the aim of strengthening the capacities of local authorities through a regional network to address the dual challenges of the rising number of displaced people and wider urbanisation.

The Cities and Migration Programme was engaged in direct capacity strengthening partnerships in with a total of 27 urban institutions, across the participating cities: Kakuma-Kalobeyi in Kenya, Arua and Jinja in Uganda, Adama and Jigjiga in Ethiopia, Jendouba and Kairouan in Tunisia, and Amatlán and San Marcos in Guatemala. The Programme is reinforcing the capacities of local authorities and partners to facilitate orderly, safe, regular and responsible migration, and to receive, manage and integrate labour migrants and involuntary migrants.

Partners engaged in direct capacity strengthening in 2021 include: In Ethiopia, The Adama Science and Technology University (ASTU), Adama city-level, Labour and Social Office, Jigjiga University (JJU), Regional Investment and Diaspora Affairs Bureau of the Regional Government Council of the Ethiopian Somali Region; in Uganda the AVSI Foundation, Arua Municipal Council, Uganda Bureau of Statistics (UBOS), Jinja Municipal Council, Makerere University and ACTogether; in Tunisia, the National Union of Tunisian Women in Kairouan, Association of Women, Youth and Children in Jendouba, Municipality of Kairouan, Municipality of Jendouba; and, in Guatemala the Inter-American Dialogue, Association of Municipalities of the Naranjo River Basin (MANCUERNA), AVINA Foundation, Municipality of Amatlán, and the Municipal Development Council (COMUDE)

The topics and methods for capacity strengthening through the Cities and Migration Programme in 2021 were diverse and included, peer-learning processes and knowledge exchange, workshops and technical training. Highlights include:

- Peer learning between Jinja saving groups and the Kampala Metropolitan Boda-boda Entrepreneurs Association (KAMBE).
- A city knowledge exchange in Jinja between savings groups, the Uganda Registration

Services Bureau (URSB), the Microfinance Support Centre (MSC), the Uganda Small Scale Industries Association (USSIA), and the Uganda Vocational Training Institute (UVTI).

- A training workshop for 48 participants from the new Arua City Council with support of the Office of the Prime Minister and the West Nile Development Association (WENDA) to raise awareness of national policies and concepts of integration of refugees.
- In Adama, training for government officials and local NGO leaders to enhance knowledge on the local management and integration of migrants and IDPs.
- Three diaspora coordination offices at JJU, Jigjiga City Administration, and the regional diaspora office were established to mainstream migration and development themes into local and regional development planning. Continued training of staff is scheduled for 2022.
- In 2021 in Kairouan and Jendouba (Tunisia), the project provided on-site support to youth, guiding them through creating their own tourism agency and learning how to manage it independently as a social enterprise.
- In Amatlán, 25 technical staff from Commonwealth of the Great City of the South (MGCS) municipalities and San Marcos were trained. The last capacity building activity on social and economic inclusion of migrants took place in the second half of 2021, with over 50 participants from the Ministry of Foreign Affairs, NGOs (including Casa del Migrante), the Guatemalan Migration Institute (IGM), and members of 'Guate te Incluye.'

CITIES FOR WOMEN

The Cities for Women Programme engaged extensively with the Municipality of Tunis on implementing the Femmedina public space interventions in 2021. Capacities of the municipal staff in women's leadership, gender sensitive budgeting, managing municipal projects and the integration of vocational training were all enhanced in 2021.

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

LIBERIA

During 2021, the Liberia Country Programme strengthened the capacities of a total of 2,692 individuals. This included capacity building workshops on Solid Waste Management for 129 people, 60 CBE/SME staff and owners were trained in recycling and composting, 22 individuals from the Miro Loan Technical Committee who participated in a series of sessions on financial management, and a further 171 people were capacitated on M&E and administration. In March 2021, 20 community WASH team members participated in a 10-day water management and maintenance workshop. An additional 75 savings groups were formed during 2021, with a total of 2,212 new savers capacitated on financial management. Finally, in May and June 2021, Cities Alliance and the Institute for Housing and Urban Development Studies (IHS) facilitated two tailor-made management training courses on Solid Waste and Water management in Greater Monrovia, which were delivered to 25 officials directly working in the waste management sector.

TUNISIA

The Tunisia Country Programme delivered a series of trainings and workshops to both national participants and to stakeholders in the four cities developing Local Development Plans in 2021, reaching a total of 310 individuals. These included 20 individuals from the national government who participated in the forums and process for defining the National Urban Policy, staff from the 8 partner cities (Béja, Gabès, Jendouba, Kairouan, Médenine, M'saken, Sidi Bouzid and Tataouine), who were trained in project management, prioritisation, and fundraising, as well as staff from the National Federation of Tunisian Municipalities (FNCT).

UGANDA

The Uganda Country Programme enhanced the capacities of at least 484 individuals in 2021. In March and April, all KJE-NOWO implementing partners (KCCA, SDI/ACTogether, PLAVU and AVSI) were trained in gender and social inclusion in project/programme management. The training was conducted jointly by Cities Alliance and the Cities and Infrastructure for Growth (CIG)

Programme of the FCDO. An additional seven staff of KCCA were trained in gender and social inclusion. A sanitation team of 15 members were trained to promote the biofil toilet technology as a means to reducing the effects of pollution to water tables from the existing pit latrines in Kinawataka wetland areas. A total of 30 youth had been trained in building techniques. Additionally, during 2021, 428 informal traders were supported by the Uganda Country Programme to develop business restoration plans.

CITIES AND MIGRATION

The number of individuals with strengthened capacities through the Cities and Migration Programme reached a total of over 1,500 in 2021. Staff from the following partners organisations were engaged in ongoing direct capacity strengthening: In Ethiopia, the Adama Science and Technology University (ASTU), Adama City Level, Labour and Social Office, Jigjiga University (JJU), Regional Investment and Diaspora Affairs Bureau of the Regional Government Council of the Ethiopian Somali Region; in Uganda, AVSI Foundation, Arua Municipal Council, Uganda Bureau of Statistics (UBOS), Jinja Municipal Council, Makerere University and ACTogether; in Tunisia, The National Union of Tunisian Women in Kairouan; Association of Women, Youth and Children in Jendouba, Municipality of Kairouan, Municipality of Jendouba; and, in Guatemala, the Inter-American Dialogue, Association of Municipalities of the Naranjo River Basin (MANCUERNA), AVINA Foundation, Municipality of Amatitlán, and the Municipal Development Council (COMUDE).

Within the participating cities, a total of 1,269 individuals were capacitated by Cities Alliance partners in 2021, including:

- Following the organizational capacity assessment (OCA) of the areas needed for improvement in Arua, AVSI organized a capacity building training programme which reached 57 participants from Arua City Council (ACC) and the Arua City Development Forum (ACDF).
- In Adama, 12 individuals from public organization received training on migration related themes.
- A total of 236 individuals from partners organisations were engaged and capacitated in the process of dialogue and preparation for the Kakuma Corridor Development Planning.

- 932 youth received a training diploma in in San Marcos, Guatemala.
- 32 people, including representatives from MANCUERNA and three municipal governments, credit cooperatives, and a private sector company were trained on how to integrate migration into local planning and development in Guatemala.

CITIES FOR WOMEN

The Cities for Women Programme delivered a series capacity enhancing workshops with partners and enhanced the capacity of at least 67 individuals during 2021. A two-day training on political communication was delivered to municipal staff of Béja (in October) and Médenine (in June) reaching a total of 26 participants. The workshop on women's leadership and gender-sensitive budgeting, and sessions on initiating and managing projects, which were delivered in August, reached 15 Tunis municipal staff. Additionally, the Femmedina project involved 26 people in the co-creation workshop.

CLIMATE CHANGE, RESILIENCE, AND INFORMALITY IN CITIES

The Climate Change, Resilience and Informality in Cities Programme enhanced the capacities of a total of 654 individuals in 2021, both directly and through significant capacity enhancement delivered by partner grantees. In 2021, the programme supported knowledge exchange through a learning platform organised with the five grantees for the 2020 call for proposals on 'Stronger Partnerships: Local Innovations for New Climate Realities in Cities'. In Liberia, 64 community leaders, fishmongers and representatives of fishermen organisations were trained on the sustainable usage and maintenance of the renewable energy equipment installed in King Gray and West Point coastal communities in Monrovia. In addition, the local partners engaged in significant capacity enhancement initiatives including:

- In Bangladesh, the grantee Badabon Sangho formed a Climate Change Resilience Plan Development Committee and engaged 42 civil society actors (human rights activists, women leaders, journalists, and businesspeople), 26 elected bodies, and 32 government officials of two cities in the development of resilience plans. The project also trained 50 youth volunteers and 12 women leaders in two cities in climate resilience planning in digital mapping and data collection with Android mobile device apps and ODK (Open Data Kit).
- The project in Somalia, implemented by Action for Women and Children Concern, facilitated five trainings for 150 community members, as well as local authorities and community elders from Marka district, and six staff from network service providers. The project also organised and conducted mobilisation sessions for 50 stakeholders on the effects of climate change, community capacities on DRR, and how to capitalise on existing potential and synergies to increase community resilience and mitigate climate-induced shocks.
- In Kenya, the project implemented by Hope Raisers Initiative engaged 100 community members in a local service delivery review and built communities' technological literacy and access to new media communications tools through the process of creating digital stories. 20 community members acquired skills in basic script writing, plot development, and video production.
- In Uganda, the Tree Adoption Uganda project trained 94 women and nine men in waste sorting and in making valuable products such as briquettes. The training programme included proper waste handling, sorting and collecting plastics for sale, making char from dry organic waste, and making briquettes for sale for cooking.



OTHER INDIVIDUALS REACHED THROUGH CAPACITY STRENGTHENING INTERVENTIONS IN 2021

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

- Prior to its closure at the end of 2021, the LCP had mobilised a total of 9,701 community saving group members and supported their capacities to organise and manage savings through training and capacity building.
- Through the Cities and Migration Programme in Guatemala, 3,537 individuals in the MANCUERNA area participated in financial advisory sessions to transform remittance savings.
- COVID-19 Response Programme mutual learning events reached approximately 3000 individuals in 2021. Session topics included urban renewal, migration, COVID-19 response and slum upgrading, metropolitan governance, and housing. Participants included key stakeholders such as leadership from public and social sectors, academia and the private sector. The audience on social media platforms is estimated to be in the tens of thousands.

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

UGANDA

Feasibility studies in Support of the Kampala-Jinja Expressway No One Worse Off Initiative: In 2021, the Uganda Country Programme produced two key feasibility studies, i) the Slum Upgrading Feasibility Study for Kasokoso and Kinawataka and ii) the Nakawa Market Feasibility Study. The knowledge and recommendations for the feasibility assessments influenced the integration of slum upgrading into two local plans in Kampala, Uganda. In 2021, the Kira and the Kampala Capital City Authority (KCCA), integrated the principles into local strategies and plans: the Kira Municipality Physical Development Plan and the Kampala Capital City Authority Strategy.

CITIES AND MIGRATION

Community and Housing Upgrading Fund manuals, Jinja, Uganda: In 2021, the Jinja City Council used the Community and Housing Upgrading Fund manuals developed by Cities Alliance and Actogether to support initiatives to improve access to economic opportunities and decent housing. The project also partnered with a financial institution for a gender-sensitive

community housing upgrading scheme that will be co-financed by the Jinja City Council with a target of providing more decent housing and improved services to 2,000 slum dwellers - both migrants and long-term residents.

Migration Mainstreaming Toolkit, Guatemala: Based on the Migration Mainstreaming Toolkit which was finalized under the Cities and Migration Programme in Guatemala in 2021, the Association of Municipalities of the Naranjo River Basin (MANCUERNA) scaled up the strategy to start developing a Territorial Strategy for Migration, which aims to strengthen local capacities across the different municipalities, specifically their Local Economic Development Units (UDELS).

OTHER

Six papers to inform the African Development Bank: In 2021, Cities Alliance produced a series of six papers to inform the African Development Bank's (AfDB) Sustainable Urban Development Action Plan (SUDAP). The topics of the papers covered Urban Mobility and Transport, Sub-national and Municipal Finance, Shelter and Housing, Resilience, Environment and Climate Change, Governance and Essential Services. Through this technical support, Cities Alliance has supported AfDB to define the guiding principles for the SUDAP.

OTHER TOOLKITS AND TA PRODUCTS WHICH WILL BE MONITORED FOR TAKE UP IN 2022

- Under the Tunisia Country Programme, Local Finance Diagnostics for each of the four municipalities concluded (prospective and retrospective analyses), with a detailed insight into current financial situation and the options for increased own-source financing and attracting investments from the local development bank (CPSCL).
- Also, as part of the TCP, the Madinatouna II Baseline study, which was published in 2021, generated a discussion on the creation of municipal databases in collaboration with UNDP, ILO and GIZ.
- In 2021, the Cities and Migration Programme in partnership with the World Bank produced a flagship report titled: Migrants, Markets and Mayors - rising above the Employment Challenge in Africa's Second cities.
- In 2021, authorities in Adama, Ethiopia, expressed strong interest in the case study research and policy brief developed by Oxford University, a grantee of the Cities and Migration Programme.
- In partnership with members (including the World Bank, the German Cooperation Agency-GIZ, UN-Habitat, IIED, Habitat for Humanity, the Government of South Africa, UNICEF, AVSI, Slums Dwellers International (SDI), WIEGO, the Swiss Agency for Development and Cooperation (SDC) and the State Secretariat for Economic Affairs SECO), the COVID-19 Response Programme produced a series of seven papers in 2021 - the Global Review Series on Informality.

III/5 MECHANISMS DEVELOPED TO ENGAGE CITIZENS IN CITY/ URBAN GOVERNANCE

III.5.1 Number of regularly functioning mechanisms developed to engage communities and civil society in urban governance

LIBERIA

Monrovia and Paynesville municipal forums continuously engaged community dwellers through city wide forums and community forums. During 2021, a total of six forums were convened. This resulted in the development of draft solid waste management policy guidelines at community level, solid waste action plans and a review of city ordinances. These forums were reported in previous scorecards.

TUNISIA

The Tunisia Country Programme further strengthened participatory city planning through the establishment of four local Steering Committees for the elaboration of Local Development Plans in Béja, Jendouba, Médenine and Tataouine.

UGANDA

Under the Uganda Country Programme, and in the context of the Kampala-Jinja Express (KJE) project, an additional four settlement forums were established in Kinawataka and Kasokoso settlements in 2021, taking the total to 11. The forums provide the space for discussion of key issues related to the physical and socio-economic

impacts of implementing the KJE project activities, including the relocation and resettlement of affected people.

CITIES AND MIGRATION

The EU-funded regional learning network to strengthen policy development for greater social cohesion, under the Comprehensive Refugee Response Framework (CRRF) initiative, was active in 2021. This network brings together partner city representatives and community stakeholders from seven secondary cities across four countries - Borama and Gabiley (Somalia), Jigjiga and Asosa (Ethiopia), Kakuma-Kalobeyei (Kenya) and Kobobo and Arua (Uganda) - with the objective of strengthening policy development for greater social cohesion.

Municipal forums took place in all nine partner cities in 2021. For example, in Amatitlán (Guatemala), in 2020, the project engaged city and metropolitan stakeholders for coalition building and project support. The municipal forums were delayed due to COVID -19, but eventually the first one took place in 2021. It included mayors as well as technical staff from municipalities that completed the Diplomaed in Territorial Management and aimed to apply the learning to real situations of participating cities. A second municipal forum was organised in the second half of 2021, in combination with the final events of the entrepreneurship capacity-building activities. In addition, in Jigjiga (Ethiopia), the Diaspora Engagement Platform was initiated in early 2021 and discussed roles and responsibilities for following up on the diaspora engagement action plan. In Jinja (Uganda) a Community Development Fund Board, and the Jinja Housing Upgrading Fund Board were established.



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

TABLE 7: TIER IV INDICATORS - SECRETARIAT RESULTS (KPIS)

RESULT	INDICATORS	CRITERIA	2010	2012	WORLD BANK	UNOPS	2014
IV.1 Partnership	IV.1.1 Multi-member new programmes/ initiatives per year	Unit	1	2	2	1	1
	IV.1.2 Total co-financing per programme per year	US\$ total value, thousands	928	796	3,862	2,959	1,251
	IV.1.3 Members' impression of Secretariat effectiveness	Scale AVG score	N/A	N/A	N/A	4	5
IV.2 Volume	IV.2.1 Number of TA activities approved	Unit	21	15	6	1	8
	IV.2.2 Total value of TA activities approved	US\$ total value, thousands	8,081	3,978	2,792	1,152	2,370
	IV.2.3 Knowledge products that are financed by Cities Alliance and produced by members, partners and/or the Secretariat	Unit	7	21	30	13	23
	IV.2.4 Policy Dialogues, Awareness-Raising Campaigns and Formal Learning Events that are financed by Cities Alliance and implemented by members, partners and/or the Secretariat	Unit	16	10	22	6	6
IV.3 Efficiency	IV.3.1 Grant Making: Average time from initial submission of proposal to approval of grant	Days	113	67	89	86	65
	IV.3.2 Grant Making: Average time from approval of grant to grant agreement	Days	107	80	44	16	59.8

2015	2016	2017	2018	2019	2020	2021	YEARLY PERFORMANCE STANDARD	2021 % COMPLETE
2	2	2	2	3	4	1	2	50%
6,487	7,484	659	6,500	5,970	4,407	3,750	700,000	535%
5	5	N/A	N/A	4.1	N/A	N/A	4	N/A
26	23	7	8	25	24	48	30	160%
7,132	5,264	1,068	2,279	5,658	2,262	3,661	7,500	52%
36	33	24	16	10	24	74	15	493%
23	12	13	10	21	37	269	10	2,690%
158	127	65	138	54.5	83	21	70	333%
39.0	63	34	21	19	34	10	30	300%

RESULT	INDICATORS	CRITERIA	2010	2012	WORLD BANK	UNOPS	2014
	IV.3.3 Grant Making Efficiency: Average time from grant agreement to first disbursement	Days	N/A	N/A	N/A	42	16.8
	IV.3.4 Grant Making Efficiency: Average time from grant expiration to closing	Days	N/A	N/A	N/A	N/A	N/A
	IV.3.5 TA activities effectively supervised	% of total reports received	N/A	N/A	75	75	N/A
	IV.3.6 Audience access to knowledge products	Unique Visitor Access	36,656	69,830	78,881	23,874	53,392
IV.4 Sustainability	IV.4.1 Secretariat staff capacity on Gender Mainstreaming	% positive feedback ratings	N/A	N/A	N/A	N/A	N/A
	IV.4.2 Secretariat Greenhouse Gas Emissions performance (tonnes CO ₂ equivalent)	Average emissions per staff	N/A	N/A	N/A	N/A	13.4
	IV.4.3 Secretariat Delivery Performance	% completed activities	N/A	N/A	N/A	N/A	N/A
	IV.4.4 Cities Alliance revenue growth rate	%	N/A	N/A	N/A	N/A	N/A

2015	2016	2017	2018	2019	2020	2021	YEARLY PERFORMANCE STANDARD	2021 % COMPLETE
10.0	12	19	30	10.7	5	15	10	67%
N/A	N/A	N/A	317	N/A	120	119	120	100%
90	90	90	91	97%	95%	100%	90%	111%
76,520	76,530	73,821	73,637	53,000	96,351	144,000	70,000	206%
57%	N/A	N/A	N/A	N/A	87%	N/A	75%	N/A
12.3	8	5	5	3.96	1.48	1.48	5	338%
N/A	N/A	N/A	51%	77%	70%	N/A	100%	N/A
9%	-16%	-30%	20%	99.95%	-29%	-56%	15%	-71%

IV.

CITIES ALLIANCE RESULTS-BASED SYSTEM



BACKGROUND

As per its Charter, the main objective of Cities Alliance is to reduce urban poverty and promote the role of cities in sustainable development. To assess the extent to which its efforts and those of partners are making progress toward that objective, Cities Alliance monitors, evaluates and publicly reports its activities within an agreed-upon corporate performance and results framework and through a dedicated result-based management system.

CORPORATE SCORECARD

At the core of Cities Alliance's reporting system is the Corporate Scorecard, which serves as a summary of the organisation's overall results and performance for 2020 and as a report to the Management Board. The scorecard provides the Cities Alliance Secretariat and members with information on the achievement of development results, effectiveness in achieving those results, and the efficiency of the operations. It also supports strategic planning to fill crucial gaps, foster learning and corrective actions, and promote accountability for results. The scorecard relies on 42 selected indicators to help measure and document progress and performance at the portfolio level across the various tiers of results at different intervals of time. The scorecard indicators aggregate information from the various programmes. The indicators are core, meaning they have standard definitions and each programme is required to report on them.

In addition to the core indicators reported in the scorecard, each Cities Alliance programme designs and implements a customised Monitoring, Evaluation and Learning (MEL) framework within each programme. This ensures accurate and specific reporting on programme results and incorporates a learning function into the Monitoring and Evaluation (M&E) system to improve programmatic knowledge sharing, organisational learning, decision making and ultimately performance.

THE TIERS

The scorecard's structure and logic reflect the Cities Alliance Results Framework, which articulates the different tiers of results expected by Cities Alliance interventions. It lays out the products and services that will be delivered over a period of time (Tier IV), the changes these products and services will

generate in the short/medium time (Tier III), the effect on the main clients (Tier II), and the overall influence on the national and global developmental goals (Tier I). The vertical progression across tiers approximates the chronological and causal or logical progression across a result chain: from inputs to outputs, intermediate outcomes, outcomes and impact. It should be noted that, for corporate-wide aggregating exercises, this vertical progression – which is different from project logframes – should not be considered scientific or attributable.

OUR ROLE

Different attribution vs. contribution approaches apply in relation to the various tiers. The Cities Alliance Secretariat is responsible, and should be held accountable, for effectively delivering Tier IV. These input/output levels form the basis of the Terms of Reference of the Cities Alliance Secretariat. At Tier III, the Secretariat has a *direct* (when implementing) and/or *shared responsibility* with its international and country institutions (when financing partner organisations) to deliver the desired change. Attribution of results can be established to a reasonable degree. Moving further up the chain, the level of control decreases, and the attribution gap increases. Tier II is the core of the organisation and its reason for being. However, results at this level are delivered primarily by client cities and communities with the support of Cities Alliance, members and partners. They are to some degree beyond the control of Cities Alliance, and as such only contribution factors – if any – can be established. Tier I results and progress are well beyond the control of Cities Alliance, and the observations of Tier I indicators are attributed to the collective efforts by countries and their development partners. Since development effectiveness is more than a “flag-planting” exercise, it is in Cities Alliance's interest (and that of development in general) to track progress against the macro context.

TIERS EXPLAINED

Tier I. Development Goals. As per standard international practice, this tier is primarily contextual and reports on the long-term development goals that partner countries are achieving. The universe of measurement is the priority countries where Cities Alliance has long-term engagements. Developmental impact is measured in terms of a subset of Sustainable Development Goals (SDG), i.e. those which relate most to the Cities Alliance mission and

livelihood of the target population – the urban poor – across three aspects: poverty, tenure and gender representation. It is important to include Tier I in the Results Framework to encapsulate Cities Alliance interventions within the broader developmental picture and define what the organisation is ultimately trying to influence.

Tier II. Client Results. This level reports on the clients' results as promoted, supported and/or influenced by Cities Alliance. The city (broadly defined) is the client of the Cities Alliance. In fact, the Cities Alliance provides technical assistance services and demonstration projects. It also facilitates the leverage of financing that helps cities be more effective, participatory, and able to deliver improved, responsive services to the urban poor. Partner cities and national governments are the primary parties responsible for results at this level.

Tier III. Cities Alliance Programmatic Results. This tier covers the results of Cities Alliance's programme activities. Through its Secretariat, members and partners, Cities Alliance provides technical assistance support for upstream diagnostics, planning, and policy

advice and development. It also supports long-term institutional strengthening and capacity development by engaging and investing in national, regional, local and community institutional structures, including universities. Cities Alliance contributes to infrastructure development in slums, typically delivered through community engagement and dedicated funds. Specific attention is paid downstream to project preparation, aligning Cities Alliance support to maximise the mobilisation of domestic and international financial resources. Cities Alliance is responsible and accountable for delivering these outcomes via the Secretariat, implementing members, and partners. It is the partnership's Terms of Reference.

Tier IV. Cities Alliance Organisational and Operational Performance. This tier covers the overall performance of the Cities Alliance Secretariat through its two operating windows (global window and country window) and across four different areas: partnership, volume, efficiency, and sustainability. The Secretariat is responsible and accountable for delivering these outputs. It is the Secretariat's Terms of Reference.

A full-page background image showing a worker in a yellow hard hat and safety vest standing on a roof with solar panels. The background features palm trees and a body of water under a clear sky.

V.

INDICATOR DEFINITIONS

TIER I: DEVELOPMENT CONTEXT

I.1. Improved quality of life, socioeconomic condition and inclusion of the urban poor

I.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing (SDG indicator 11.1.1): The urban population living in slums, informal settlements or inadequate housing (numerator) divided by the total urban population (denominator), expressed as a percentage.

Source: <https://unstats.un.org/sdgs/metadata/>

I.1.2 Urban poverty gap at national poverty lines (%) (equivalent to SDG indicator 1.1.1): Urban poverty gap at national poverty lines is the urban population's mean shortfall from the poverty lines (counting the nonpoor as having zero shortfall) as a percentage of the poverty lines. This measure reflects the depth of poverty as well as its incidence.

Source: <https://data.worldbank.org>

I.1.3 Proportion of total adult population with secure tenure to land (SDG indicator 1.4.2): Indicator is composed of two parts: (A) measures the incidence of adults with legally recognised documentation over land among the total adult population; while (B) focuses on the incidence of adults who report having perceived secure rights to land among the adult population.

Source: <https://unstats.un.org/sdgs/metadata/>

I.1.4 Proportion of seats held by women in local governments (SDG indicator 5.5.1): Indicator measures the proportion of positions held by women in local government. It is expressed as a percentage of elected positions held by women in legislative/deliberative bodies of local government.

Source: <https://unstats.un.org/sdgs/metadata/>

TIER II: CLIENT RESULTS

II.1. Cities increasingly characterised by effective local government, active citizenship, and delivering improved and responsive services to the urban poor.

II.1.1 Average municipal expenditure per person per year [Municipal Government]. Numerator: Total operating expenditures of municipality in a given year. Denominator: total population of municipality in same year. Average expressed in US\$.

Sources: Finance department of municipality; national population census and population estimates.

II.1.2 Total municipal revenue per year [Municipal Government]. Total annual revenue generated by the local government from sources other than direct central government transfers. Figure expressed in US\$.

Source: Finance department of municipality.

II.1.3 Average number of municipal employees as a percentage of the total population [Municipal Government]. Numerator: Total number of employees directly or indirectly employed by the municipality in a given year. Denominator: Total population of municipality in same year. Figure expressed as a percentage.

Sources: Human Resources department of municipality; national population census and population estimates.

II.1.4 Average number of women among municipal employees [Municipal Government]. Numerator: Total number of women directly or indirectly employed by the municipality in a given year. Denominator: Total number of municipal employees in same year. Figure expressed as a percentage.

Sources: Human Resources department of municipality; national population census and population estimates.

II.1.5 Proportion of municipal employees with post-secondary education [Municipal Government]. Numerator: Number of well-trained employees (engineers, technical experts, etc.) in a municipality in a given year. Denominator: Total number of municipal employees in the same year. Figure expressed as a percentage.

Sources: Human Resources department of municipality; national population census and population estimates.

II.1.6 Proportion of population living in slums, informal settlements or inadequate housing areas with access to safely managed drinking water services (equivalent to SDG indicator 6.1.1) [Services]. Proportion of population using safely managed drinking water services is currently being measured by the proportion of population using an improved basic drinking water source which is located on premises, available when needed, and free of faecal (and priority chemical) contamination. "Improved" drinking water sources include piped water into dwelling, yard or plot; public taps or standpipes; boreholes or tube wells; protected dug wells; protected springs; packaged water; delivered water; and rainwater. Numerator: Population living in slums, informal settlements or inadequate housing areas with

access to safely managed drinking water services. Denominator: Total population living in slums, informal settlements or inadequate housing areas. Figure expressed as a percentage.

Sources: Municipal water/sanitation departments; surveys.

II.1.7 Proportion of population living in slums, informal settlements or inadequate housing areas using safely managed sanitation services (equivalent to SDG indicator 6.2.1) [Services]. "Safe" sanitation facilities include the following: flush or pour flush toilets to sewer systems, septic tanks or pit latrines; ventilated improved pit latrines; pit latrines with a slab; and composting toilets. Numerator: Population living in slums, informal settlements or inadequate housing areas with access to safely managed sanitation services. Denominator: Total population living in slums, informal settlements or inadequate housing areas. Figure expressed as a percentage.

Sources: Municipal water/sanitation departments; surveys.

II.1.8 Proportion of population living in slums, informal settlements or inadequate housing areas with regular electricity connections (equivalent to SDG indicator 7.1.1) [Services]. Access to electricity refers mainly to connection to the grid, but it also includes other reliable off-grid electricity sources such as solar energy. Numerator: Population living in slums, informal settlements or inadequate housing areas with connection to electricity. Denominator: Total population living in slums, informal settlements or inadequate housing areas. Figure expressed as a percentage.

Sources: Municipal/local electricity supply agency; surveys

II.1.9 Proportion of population living in slums, informal settlements or inadequate housing areas with access to regular solid waste collection (either publicly or privately) (equivalent to SDG indicator 11.6.1) [Services]. Regularly Collected Municipal Solid Waste refers to municipal solid waste that is routinely collected from specific addresses or designated collection points. Waste collection is conducted directly by municipal authorities or private contractors licensed/commissioned by municipal authorities with a regular schedule of the day of the week and time of collection. In some cases, private waste collection companies have contracts with clients individually and provide collection services. Numerator: Population living in slums, informal settlements or inadequate housing areas that are served

by regular solid waste collection (either publicly or privately). Denominator: Total population living in slums, informal settlements or inadequate housing areas. Figure expressed as a percentage.

Sources: Municipal sanitation departments; surveys

II.1.10 Average percentage of voter participation in most recent local elections [Citizenship]. Numerator: Number of eligible voters who voted in most recent local elections. Denominator: Number of eligible (or registered) voters in municipality for the same election. Figure expressed as a percentage.

Sources: The Global City Indicators Facility, election registers

II.1.11 Average rating of participatory planning processes in place (budgetary or other) [Citizenship]. Participatory planning is a tool for identifying the collective needs of all individuals within a community, a way of building consensus, and a means of empowering disadvantaged or disenfranchised groups (The World Bank).

Rating scale:

- 0 Little or no participatory planning
- 1 Participatory planning processes are in place but are ad hoc and irregular
- 2 Participatory planning processes are in place, formalised and used regularly.

Sources: Surveys and interviews

II.1.12 Average rating of the informal economy working environment [Local Economy]. Informal economy as described by the International Labour Organization. This indicator measures the extent to which the informal economy is recognised and supported by the national and local government.

Rating scale:

- 0 No support to the informal economy / hostility towards the informal economy
- 1 Ad hoc and unsystematic support to the informal economy
- 2 Systematic and regular support to the informal economy

Sources: Surveys and interviews

TIER III: PROGRAMME RESULTS

III.1 National policy frameworks developed and/or enhanced to address urban development needs.

III.1.1 Number of urban policies at the national level developed and/or updated [Urban Policies].

The indicator counts the maturity stage and number of urban-related policies at the national level developed and/or updated through Cities Alliance. Policies on urban development may include sectoral policies covering some or all of the following aspects: housing, slum upgrading, transport, land, and fiscal decentralisation.

Unit: Number (#) and Rating scale

- 0 Policy not developed
- 1 Policy development/update in process
- 2 Policy development/update completed

Sources: Copies of the official policies; Secretariat records

III.1.2 Number of urban dialogues which delivered strategic, policy and/or normative influence [Urban Policies]. The indicator counts the number of urban dialogues shaped by Cities Alliance at the global, national and local level which have had some form of influence on urban policies/thinking. Influence is captured in one or more of the following broad dimensions: increased interest/knowledge on urban issues, increased alignment and partnerships, increased visibility and prominence of urban issues, significant quantity and profiles of attendees, significant follow-up actions, shift in certain values/beliefs (e.g. on forced evictions), and adoption of policy recommendations.

Sources: Secretariat records, feedback survey, interviews, fact-finding stories

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

III.2.1 Number of local strategies/plans developed [Local Strategies/Plans]. The indicator measures the maturity stage and number of strategies/plans developed in cities in which Cities Alliance works, such as city development strategies (CDSs), slum upgrading strategies, resilience plans, investment plans, etc.

Unit: Number (#) and Rating scale

- 0 Strategy/Plan not developed
- 1 Strategy/Plan development in process
- 2 Strategy/Plan development completed

Sources: Copies of the strategies/plans, and Secretariat records

III.3 Infrastructure and leveraging of funds

III.3.1 Number of beneficiaries of infrastructure projects [Infrastructure and Investment]. This indicator counts the number of people who have directly benefitted from infrastructure projects implemented through Cities Alliance funding such as Community Upgrading Fund (CUF) projects.

Unit: Number (#)

Source: Secretariat records

III.3.2 Amount of funds leveraged for investments in cities [Infrastructure and Investment]. This indicator measures the amount of co-, parallel, and follow-up funds committed by other partners (local and international) towards urban projects as a result of investments by Cities Alliance.

Unit: US\$

Sources: Secretariat records

III.4 Capacities strengthened in city governance and management areas such as strategic planning, financial management, and human resources management.

III.4.1 Number of urban institutions (Cities Alliance members, local governments, national government units/agencies, public organisations, universities, training institutions, associations of cities, etc.) whose capacities have been strengthened [Capacity Development]. This indicator counts the number of institutions (local governments, national public organisations, universities, training institutions, associations of cities, etc.) whose capacities have been strengthened in city governance and management areas such as strategic planning, financial management, and human resources management. It also monitors the extent to which the engagement of Cities Alliance members in country-based and/or global programmes have contributed to a change in members' corporate practices and policies.

Unit: Number (#) and Rating scale

- 0 Institutional capacity not strengthened
- 1 Institutional capacity strengthening in process
- 2 Institutional capacity strengthening completed

Sources: Secretariat records, programme-based member survey

III.4.2 Number of people (local and national government officials and technicians, community representatives, civil society, etc.) whose capacities have been strengthened [Capacity Development]. This indicator counts the number of people (local governments, national public organisations, universities,

training institutions, associations of cities, etc.) whose capacities have been strengthened in city governance and management areas such as strategic planning, financial management, human resources management, community project management, etc.

Unit: Number (#)

Sources: Secretariat records Annual Report

III.4.3 Number of toolkits and other TA products with evidence of uptake by the stakeholders and/or beneficiaries The indicator counts the number of toolkits or similar knowledge products on urban issues that have been developed, synthesised and/or updated by Cities Alliance and show sign of uptake by the stakeholders/beneficiaries. Toolkits are understood as thematic guidelines and practitioners' materials to inform technical assistance programmes. These toolkits may derive for example from a global review of case studies, national and local diagnostic work and/or a review of existing practices and guidelines, etc.

Unit: Number (#)

Sources: Copies of the toolkits and Secretariat records

III.5 Mechanisms developed to engage citizens in city/urban governance

III.5.1 Number of participation mechanisms developed to engage citizens in city governance [Civil Society and Communities]. This indicator rates the degree of participation by citizens – with a specific focus on slum dwellers, informal workers and civil society – in city governance by counting governance mechanisms such as social accountability mechanisms, slum development committees, informal workers' associations, municipal forums, etc.

Unit: Number (#) and Rating scale

- 0 Mechanism not developed
- 1 Development of mechanism in process
- 2 Development of mechanism completed

Source: Secretariat records



TIER IV: SECRETARIAT RESULTS

IV.1.1 Multi-member new programmes and/or initiatives per year [Partnership]. Indicator measures the number of formalised cooperation frameworks involving two or more members in a given year as a measure of the degree of success of the Secretariat convening process. Forms of formalised cooperation may be framework documents for Country Programmes, MOUs, resolution of partners, or a statement of agreement. Multimember is defined as two or more Cities Alliance members.

Source: Secretariat records

IV.1.2 Scaling: Total co-financing per programme per year [Partnership]. Indicator measures total co-funding contributed in a given year to a specific programme by partners directly and/or jointly fundraised. It also calculates the value ratio of the total funds per Secretariat funding.

Source: Secretariat records

IV.1.3 Members' impression of Secretariat effectiveness [Partnership]. Average rating by members in a given year. Scale of five (1 - very unsatisfactory; 5 - very satisfactory) on selected statements.

Source: Cities Alliance Secretariat yearly survey of members

IV.2.1 TA activities (Country Programme, JWP and Innovation Fund) approved [Volume]. Indicator measures the total number of TA activities [both grants and contracts] approved in a given year following the appraisal process.

Source: Secretariat records

IV.2.2 Total value of TA activities (Country Programme, JWP and Innovation Fund) approved [Volume]. Indicator measures the total cumulative US\$ value funded by Cities Alliance of TA activities [both grants and contracts] approved in a given year following the appraisal process.

Source: Secretariat records

IV.2.3 Knowledge products that are financed by Cities Alliance and produced by members, partners and/ or the Secretariat [Volume]. Indicator measures the total number and cost of knowledge products developed with Cities Alliance financing, as well as the alignment of the knowledge products and strategy, and demonstrates clear and proactive management of the delivery of Cities Alliance knowledge to targeted

audiences. Knowledge products may include: thematic publications; published diagnostic studies such as the CEE ratings, State of the Cities Report, (SOCR) or Urbanisation Review (UR); toolkits; and other guides, policy papers, etc. produced by members and partners with Cities Alliance Secretariat support and funding. Generally, a knowledge product should have a Cities Alliance logo.

Source: Cities Alliance Secretariat records

IV.2.4 Policy Dialogues, Awareness-Raising Activities and Formal Learning Events that are financed by Cities Alliance and implemented by members, partners and/or the Secretariat [Volume]. Revised indicator. Indicator measures the total number of policy dialogues, advocacy, awareness-raising events, and knowledge and learning events that are financed by grants and carried out by member and partners. Policy dialogues may include: (i) formal consultation events with members and/ or relevant institutions (e.g. IBSA, Policy Advisory Forum, 100RC); (ii) Advocacy/ Communications events (e.g., seminars/ workshops at Africities, the World Urban Forum). Awareness-raising activities include activities (e.g. broadcasts, print materials distributed or events) with messaging targeting stakeholders and/or the general public. Formal learning exchanges could include peer-to-peer events and study tours, learning workshops and seminars.

Source: Cities Alliance Secretariat records

IV.2.5 National, City, Settlement Forums where communities and civil society engage in urban governance. [Volume] Anticipated new indicator for 2020. Indicator measures the total number of national, city or settlement forums held, where communities engage in urban governance dialogue and decision making, that are financed by grants and carried out by member and partners.

Source: Cities Alliance Secretariat records

IV.3.1 Grant Making - Average time from initial submission of proposal to approval of grant [Efficiency]. Average time, in days, from initial submission of proposal to approval of grant for projects completing this phase in a given year.

Source: Cities Alliance Secretariat records

IV.3.2 Grant Making - Average time from approval of grant to grant agreement [Efficiency]. Average time, in days, from approval of grant to signature of grant agreement for projects whose agreement was signed in a given year.

Source: Cities Alliance Secretariat records

IV.3.3 Grant Making - Average time from grant agreement to first disbursement [Efficiency].

Average time, in days, from signature of grant agreement to first disbursement for projects receiving first disbursement in a given year.

Source: Cities Alliance Secretariat records

IV.3.4 Grant Making - Average time from final disbursement to closing [Efficiency]. Average time, in days, from final disbursement to closing for projects closed in a given year.

Source: Cities Alliance Secretariat records

IV.3.5 TA activities effectively supervised [Efficiency].

Indicator measures quality of supervision. Percent of grants and contracts with progress and completion reports that include information on process and results achieved in a given year. Numerator: number of grants/contracts with at least 75% of all required progress and completion reports. Denominator: Total number of TA activities supervised.

Source: Cities Alliance Secretariat records

IV.3.6 Audience access to knowledge products [Efficiency]. Indicator measures the effective distribution of knowledge products via the Cities Alliance website (number of unique visitors to the Cities Alliance website on specific knowledge pages/downloads from targeted countries). Total number of unique visitors to the Cities Alliance website from targeted countries.

Source: Cities Alliance Secretariat records

IV 3.7 Numbers of people a) directly, b) indirectly reached through Cities Alliance programmes. [Efficiency] Anticipated new indicator for 2020. This indicator aggregates the number of people reached annually, directly and indirectly. Direct beneficiaries include the population size of communities benefiting from new or improved services (such as CUF projects, primary waste collection, and improved public space) and those directly participating in activities designed to enhance livelihoods or competencies (savings group members, members of supported federations of the urban poor benefitting from interventions, individuals

participating in training programmes, in-person awareness raising events and dialogues, or receiving direct support of any type). Indirect beneficiaries include the audience for broadcast awareness-raising campaigns and the population of communities benefitting from the implementation of, for example, specific local plans. In 2020 guidelines and data systems will be developed and integrated into the Cities Alliance Monitoring and Evaluation Frameworks to collect this data systematically.

Source: Cities Alliance Secretariat records

IV.4.1 Secretariat staff capacity on Gender Mainstreaming [Sustainability].

Average feedback rating by staff in a given year on selected statements evaluating workshops and other capacity development activities focused on gender.

Source: Cities Alliance Secretariat feedback and evaluation forms

IV.4.2 Secretariat Greenhouse Gas Emissions performance [Sustainability].

Average emissions per Cities Alliance staff (tonnes CO2 equivalent) calculated on the following sources: air travel, on-site electricity, on-site refrigerants, public transport during official travel, purchased heat/steam, CFC/HFCs.

Source: UNOPS GHG Annual Inventory as part of Greening the Blue initiative

IV.4.3 Secretariat Delivery Performance [Sustainability].

Indicators measure the rate of completed activities against the approved annual work plan in a given year.

Source: Cities Alliance Secretariat Annual Work Plan reviews

IV.4.4 Cities Alliance revenues growth rate [Sustainability].

Revenue Growth Rate measures the year-over-year percentage increase in revenue. Revenue Nominator: Revenue current year. Denominator: revenue previous year.

Source: Cities Alliance Secretariat accounting records

Cities Alliance

Cities Without Slums

Hosted by



UNOPS

UN House

Boulevard du Régent, 37, 1000 Brussels

Brussels, Belgium

www.citiesalliance.org

Follow us on

Twitter

LinkedIn

Facebook