



Cities Alliance  
Cities Without Slums

Hosted by  
 UNOPS

# ANNUAL REPORT 2022

# ACRONYMS

<b>AfDB</b>	African Development Bank	<b>HfHI</b>	Habitat for Humanity International	<b>SDI</b>	Slum Dwellers International
<b>AFD</b>	Agence Française de Développement	<b>IHS</b>	Institute for Housing and Urban Development Studies, Erasmus University Rotterdam	<b>SECO</b>	State Secretariat for Economic Affairs
<b>AVSI</b>	Association of Volunteers in International Service	<b>IIED</b>	International Institute for Environment and Development	<b>SIDA</b>	Swedish International Development Cooperation Agency
<b>BMZ</b>	German Federal Ministry of Economic Cooperation and Development	<b>IMRIS</b>	Increasing Municipal Revenues to Improve Services	<b>SWAC</b>	Sahel and West Africa Club
<b>CBEs</b>	Community Based Enterprises	<b>JWP</b>	Joint Work Programme	<b>SUDAP</b>	Sustainable Urban Development Action Plan
<b>CEE</b>	City Enabling Environment Ratings	<b>KJE</b>	Kampala-Jinja Expressway	<b>SWM</b>	Solid Waste Management
<b>CIG</b>	Cities and Infrastructure for Growth	<b>LAC</b>	Latin America and the Caribbean	<b>UCLG</b>	United Cities and Local Governments
<b>COVID-19</b>	Coronavirus Disease 2019	<b>LCP</b>	Cities Alliance Liberia Country Programme	<b>UCLGA</b>	United Cities and Local Governments Africa
<b>CPSCF</b>	Tunisian Municipal Development Fund	<b>LDP</b>	Local Development Plan	<b>UNDP</b>	United Nations Development Programme
<b>CRRF</b>	Comprehensive Refugee Response Framework	<b>MENA</b>	Middle East and North Africa	<b>UN-Habitat</b>	United Nations Human Settlements Programme
<b>CDS</b>	City Development Strategy	<b>NGOs</b>	Non-governmental Organisations	<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>CLGF</b>	Commonwealth Local Government Forum	<b>NHA</b>	National Housing Authority	<b>UNOPS</b>	United Nations Office for Project Services
<b>CUF</b>	Community Upgrading Fund	<b>NHCC</b>	National Housing and Construction Company	<b>UNRA</b>	Uganda National Roads Authority
<b>EU</b>	European Union	<b>NUA</b>	New Urban Agenda	<b>USAID</b>	United States Agency for International Development
<b>EUTF</b>	European Union Trust Fund	<b>NUP</b>	National Urban Policy	<b>WASH</b>	Water, Sanitation and Hygiene
<b>FCDO</b>	Foreign, Commonwealth and Development Office of the UK	<b>NYU</b>	New York University	<b>WIEGO</b>	Women in Informal Employment: Globalizing and Organizing
<b>FEPTIWUL</b>	Federation of Petty Traders and Informal Workers Union of Liberia	<b>OECD</b>	Organisation for Economic Co-operation and Development	<b>WUF</b>	World Urban Forum
<b>FNCT</b>	National Federation of Tunisian Municipalities	<b>PPE</b>	Personal Protective Equipment	<b>WWF</b>	World Wildlife Fund
<b>GHG</b>	Greenhouse gases	<b>SDC</b>	Swiss Agency for Development and Cooperation		
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit	<b>SDGs</b>	Sustainable Development Goals		

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## FOREWORD



This Annual Report reflects the activities and achievements of the Cities Alliance partnership in 2022. It has been a year where the operating environment has been extremely complex. The post-Covid recovery period required continued adaptation of programme priorities and flexible working arrangements, but also represented continued hardship and need amongst the communities we serve.

The outbreak of war in Europe in February 2022 with changed priorities amongst the European donor community, and the UNOPS S3i funding issue in March with a resultant donor financing freeze, meant that available funding became severely constricted at a time when the need was greatest. Ongoing conflict in Ethiopia throughout the year added to this complexity.

The communities where Cities Alliance works have, during this year, faced multiple crises - economic stagnation post Covid, increasing unemployment, and food and energy insecurity. Inequalities have soared and the number of people living in extreme poverty has risen. This has not been matched with increased developmental resources.

In spite of all this, Cities Alliance has achieved impacts across its programmes through both its global and country window programmes. The partnership has also coalesced for advocacy at key global events such as Africities, the World Urban Forum, COP27 and the UCLG World Congress.

After being unable to physically meet since 2019 due to Covid, members were finally

able to convene at our invigorating the Assembly, held in Tunis in October. This was also a year of transition with the conclusion of the tenure of Clare Short as the Chair of the Board, and the election in July of Professor Thuli Madonsela, as the new Board Chair, and new Board representatives.

Going forward, the organisation will need to keep adapting to the current and upcoming challenges for cities including the climate crisis, high levels of migration, vulnerability and increasing levels of poverty. This will require the extension of our activities to also support the most vulnerable communities in increasingly fragile contexts in countries such as Haiti and Ukraine. Building community resilience and continuing to work towards more inclusive cities will remain at the forefront of our organisation's efforts.

Greg Munro  
Director, Cities Alliance

# Highlights

## 2022



### Launching a new strategy

The new [Strategic Plan 2022-2025](#) was unanimously adopted by Cities Alliance members. It reaffirms our commitment to supporting sustainable and inclusive urban development to improve the lives of the most vulnerable city residents. The new plan builds on our 20 years of experience fighting urban poverty and testing solutions to the most pressing challenges that are impacting cities today. It focuses on six thematic areas:

- › Slum Upgrading and Housing for the Poor
- › Basic Services in Cities
- › Resilience, Cities, and Climate Change
- › Economy and Investments
- › Women and Gender Equality in Cities
- › Migration and Cities

### Strengthening civil society organisations to take the lead on the paths to recovery

Cities Alliance and Slum Dwellers International (SDI) launched Phase II of their programme to [support civil society-led recovery](#) projects in informal settlements. The programme, funded by Sida, offers a new path forward to strengthen local solutions and reinforce the resilience of marginalised communities, following the shocks of the COVID-19 pandemic. This second phase covers initiatives implemented by federations of the urban poor across 16 countries in Africa, Asia, and Latin America.

### Promoting circular economy as a driver of socio-economic development

The new report [Rapid Urbanisation and the Circular Economy - At the Intersection of Climate Change and Poverty](#) was released. Co-produced with Arup, with support from the Swiss Agency for Development and Cooperation (SDC) and BMZ, the publication demonstrates how strengthening circularity principles already embedded in the informal sector offers a unique opportunity to bolster climate action and socio-economic prospects in urban poor settings. The paper was welcomed by practitioners and policy makers at its launch event in Brussels, and in Sharm El-Sheikh, where it was presented alongside ICLEI, Circle Economy, and the Ellen MacArthur Foundation during COP27.



### Fostering new partnerships to improve urban migration management

Phase II of the [Cities and Migration](#) programme was launched to strengthen migration management approaches in secondary cities. The programme, funded by SDC, will continue supporting city initiatives in Ethiopia, Guatemala, Tunisia and Uganda. It will also explore new partnerships to localise urban planning training, services and advocacy in East African cities. Through a project funded by the European Union (EU), seven cities in the Horn of Africa continued developing a regional network to foster dialogues and knowledge exchanges on supporting refugees in urban settings.



### Mainstreaming gender in climate adaptation plans

[Her4Climate](#), a new women-centred tool for integrating gender perspectives in climate adaptation, was developed by Cities Alliance in collaboration with Arup. Funded by Sida, the tool enables local governments and urban practitioners to promote women's participation, leadership, and agency in the design of urban climate plans. It does this through three dimensions: health and well-being, built and natural environments, and governance and decision-making.



### Rebuilding cities without reviving gender gaps for Ukraine's cities

Cities Alliance, StreetNet International, and Women in Informal Employment: Globalizing and Organizing (WIEGO) launched the report [Rebuilding with Women: Amplifying Their Voices in Ukraine's Recovery](#). Based on a series of interviews with Ukrainian women, the publication examines the disproportionate impact of the war on women and girls, especially those working in the informal sector, and calls for greater inclusion of women throughout the reconstruction of Ukraine's cities.

### Operationalising Local Development Plans in Tunisia

The [Madinatouna II](#) programme, funded by SECO, reached its final stage of implementation. It supports four municipalities (Béja, Jendouba, Medenine and Tataouine) to operationalise participatory Local Development Plans. It is estimated that the diverse urban infrastructure and service initiatives carried out under the programme have benefited more than 400,000 people.

### Improving service delivery in Haiti

A newly signed collaboration between USAID and Cities Alliance will support municipalities and communities in Haiti to increase the delivery of services in secondary cities. The objective of the programme *Increasing Municipal*

*Revenues to Improve Services (IMRIS)* is to promote long-term, locally driven economic and social development. In the current context of political turmoil and social unrest, the programme will initially focus on supporting local governments and civil society groups to better identify and respond to the immediate needs of slum residents.

### Delivering inclusive urban spaces in Tunis that strengthen women's voices

After two years of implementation, the [Femmedina](#) programme, funded by USAID, wrapped up activities in the Tunisian capital. Through this USAID-funded initiative, launched in order to improve women's participation in urban life, seven public spaces, including a community library, a training centre, and two playgrounds, were created across the Medina of Tunis. The project was delivered in collaboration with the municipality and co-designed with residents of the Medina. These spaces have benefited over 1,500 women.



### Implementing safeguards in infrastructure in Uganda

With funding from the EU, the Uganda Country Programme completed the implementation of a safeguarding project for the Kampala-Jinja Expressway (KJE). It provided support services to households and businesses disrupted by the construction of the road. Services included tenure security, livelihood, skills training, and incremental upgrading of neighbourhoods.





# Partnership in Focus

## New Leadership

In July, the Cities Alliance Management Board elected Professor Thuli Madonsela of South Africa as its new Chair. Professor Madonsela is the Director of the Centre for Social Justice at Stellenbosch University and is a member of the African Academy of Sciences. She founded the Thuma Foundation for Democracy Leadership and Literacy and was one of the drafters of the South African Constitution. She succeeds Clare Short, former UK Secretary for International Development, who had served in the role since 2016.

Anibal Gaviria of Colombia was re-elected President of the Cities Alliance Assembly. He is currently serving a second term as the Governor of Antioquia and is a former mayor of Medellin.

**A new Board was also nominated comprising 14 MEMBERS from all four constituencies of the Cities Alliance:**



› **GOVERNMENTS:**

Germany, South Africa, Sweden, Switzerland, Uganda and United States;



› **MULTILATERAL ORGANISATIONS:**

UN-Habitat and The World Bank;



› **LOCAL AUTHORITIES:**

CLGF and UCLG;



› **CIVIL SOCIETY:**

Habitat for Humanity International, Reall, SDI and WIEGO.

## About us

**Cities Alliance is a global partnership that is part of the United Nations system, hosted by UNOPS.** Its mission is to tackle urban poverty and support cities to deliver inclusive, equitable, and sustainable development.

The organisation and its 23 members promote long-term programmatic approaches to support national and local governments develop policy frameworks, strengthen local capacities, undertake strategic city planning, and facilitate investment.

Cities Alliance's core areas of work include climate resilience, urban migration, gender equality, and economic development, with a focus on the informal sector within secondary cities.




## CITIES ALLIANCE NEW LEADERSHIP



**PROF. THULI MADONSELA**  
Chair of the Management Board



**ANIBAL GAVIRIA**  
President of the Assembly

# The Cities Alliance Assembly

The [Cities Alliance Assembly](#) gathered in Tunis last October. The event brought together in person many of our members for the first time since the pandemic and provided a stocktaking opportunity for the partnership as well as an opportunity to look ahead at how we can leverage our collective expertise to advance sustainable and inclusive urbanisation.

The Assembly gave participants the opportunity to get a first-hand look at projects being carried out by Cities Alliance and our partners in Tunisia. The three-day event consisted of the Management Board meeting, field visits to urban regeneration initiatives, and panel discussions.

The Assembly included visits to urban projects in Tunis where members engaged local stakeholders. Initiatives included the [Espace Citoyen](#) (Citizen's Space), a one-stop-shop supported by GIZ, that seeks to increase the quality of services provided by municipal administrations.

The members also toured the old Medina of Tunis and visited some of the public spaces created or rehabilitated through the Femmedina project. These spaces support women's inclusion and safety in the city. They include "The Hive," a shaded recreational area for families that features a playground and an open library.

“The Assembly fully met my expectations. I was new to the role and the SDC portfolio Cities Alliance is part of. I wanted to get to know who is behind the Secretariat, but also the members. I had a lot of interesting conversations with very relevant organisations and the people behind them. It was also a safe space where everyone felt free to share their points of view and discuss them.”

**Renate Bucher**  
Programme Manager, Migration and Forced Displacement, SDC

In cooperation with the National Federation of Tunisian Municipalities (FNCT), Cities Alliance also organised a photo exhibition and a panel discussion to showcase the main results of the Madinatouna project and successful examples of Local Development Plans (LDPs).

“The site visits were really valuable. Being able to talk to the partners and the on-the-ground implementers of the initiatives really reflected the kind of value and the impact that Cities Alliance's work can have and is having on the ground.”

**Stephen Seidel**  
Senior Director Global Partnerships, Habitat for Humanity International

A full day was dedicated to thematic discussions on three core topics aligned with Cities Alliance's new Strategic Plan: climate resilience, gender equality and economic development.

Many discussions focused on Africa's rapidly growing cities and ways to make them more liveable and inclusive. Speakers emphasised this meant working with informal communities since the informal sector delivers many vital goods and services to urban residents.

“What would cities look like if they were designed for women and men in the same terms? It is so important to incorporate the ideas and perceptions of women in city planning.”

**Prof. Thuli Madonsela**  
Chair of the Cities Alliance Management Board



# The Task Force on Informality

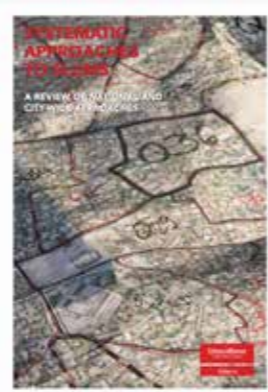
Established in May 2021, the Global Task Force on Informality is a space where Cities Alliance members work together to bring the informality agenda to the global stage. It aims to develop, design and incrementally implement activities around five intervention areas: knowledge and evidence, policy and advocacy, capacity building and training, communities of practice, and demonstration projects.

Participants include AVSI, GIZ, Habitat for Humanity International, IIED, the Government of South Africa, SDI, UN-Habitat, UNICEF, WIEGO, and The World Bank.

Under the knowledge component, and in close cooperation with the Task Force, the Secretariat developed a **Global Review Series on Informality**, which synthesises global experiences and challenges around key topics of informality in cities. It comprises seven thematic papers:



The Challenge of Slums—An Overview of Past Approaches to Tackle It



Systematic Approaches to Slums—A Review of National and City-Wide Approaches



An International Review of Slum Upgrading Practices



COVID-19 and Informality—Good Practices for Reducing Risk and Enhancing Resilience



Informal Land Markets—City Government Interventions for Enhancing Land Access and Tenure Security



Community-led Mechanisms—For Upgrading Informal Settlements and Informal Work in Southern Cities



Understanding Informality—Towards a Multi-dimensional Analysis of the Concept

# Global Advocacy on Urban Issues

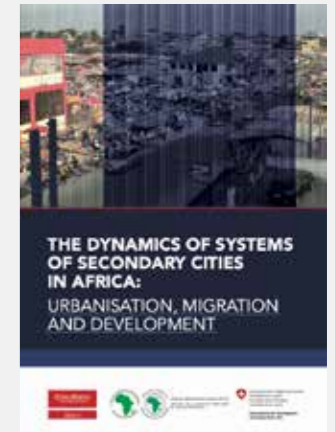
## Africities Summit KISUMU, KENYA

As an institutional partner of UCLG Africa's Africities, Cities Alliance coordinated the political segment of the Summit, which included co-hosting several high-level events and launching two major publications.



## DYNAMICS OF SYSTEMS OF SECONDARY CITIES IN AFRICA

Produced in partnership with the African Development Bank (AfDB), with support from SDC, this publication analyses the challenges, learning outcomes and critical actions to support the development of secondary cities on the African continent through eight city case studies from Angola, Ethiopia, Ghana, Kenya, Nigeria, Tunisia, Senegal and South Africa. The book shows how and why a new approach is needed to support the creation of national systems of cities that recognise the importance of secondary cities to national development.



## CITY ENABLING ENVIRONMENT RATINGS IN AFRICA 2022

The City Enabling Environment Ratings (CEE Ratings) is a publication produced by UCLG Africa and Cities Alliance every three years. It assesses the evolution of the institutional environment created by states to nurture subnational governments. This new edition covers the period 2018-2021 and looks at 53 African countries, excluding Libya. The goal of the CEE Ratings is to help cities and subnational governments determine which reforms should be taken at the national level to increase effectiveness in urban management. A key finding, present in 31 of the 50 countries studied, is that in most countries the institutional environment is unfavourable to subnational government action.

The sessions covered topics including:

- › [The Role of Secondary Cities in Promoting and Providing Durable Solutions to Migration and Forced Displacements](#), co-organised with IGAD, GIZ and UCLG Africa.
- › [The Role of Intermediary Cities in the Settlement Pattern of Africa](#), in partnership with the OECD [Sahel and West Africa Club](#).
- › [Meeting of Development Partners – Support for Decentralisation and Local Authorities in Africa](#), co-organised with the OECD, SWAC, and UCLG Africa.
- › [Tripartite dialogue meeting between ministers, mayors and development partners](#), where Cities Alliance Director Greg Munro represented the constituency of development partners.

**World Urban Forum (WUF11)  
KATOWICE, POLAND**

The Secretariat actively engaged with members and partners at UN-Habitat's WUF11. Under the theme *Transforming*

*our Cities for a Better Urban Future*, the Forum provided a platform for urban actors to advance ways in which cities can be better prepared to address future crises. Cities Alliance [co-hosted four events](#) focused on our priority

areas, including migration, gender equality and informality at large. We also launched a flagship publication in partnership with UNOPS and the AfDB on the provision of critical infrastructure services in African cities.

“Communities have a key role to play when it comes to infrastructure development. Development disrupts people’s lives and livelihoods. Fostering ownership and community engagement is how we can have a breakthrough and reach consensus.”

**Sarah Nandudu**  
Deputy Chair Slum Dwellers International (SDI)



**The WUF11 sessions included:**

- › [New Land for Migrants – Planning for Growth on the Urban Periphery](#), organised by Cities Alliance and NYU’s Marron Institute, provided examples from cities in Uganda, Ethiopia, and Somaliland regarding their locally led approaches to dealing with high influxes of migrants.
- › [Cities for Everybody: Capacity Building for Gender-Sensitive Urban Planning](#), coorganised with USAID, this training discussed tools, practices, and lessons learned from programmes that emphasise women’s participation in city-making.
- › [Scaling Up Essential Services in African Cities](#), organised by UNOPS in partnership with Cities Alliance and the AfDB, focused on the need to look at multiple, cost-effective, and sustainable provision of services in African cities, especially in informal settlements.
- › [Leaving No One in Cities Behind: Addressing Inequalities through Resilient Infrastructure](#), co-hosted with BMZ and SECO, discussed the potential for creating resilient infrastructure to address inequalities in cities, including national perspectives from donors and receiving countries.
- › [Community-led Strategies to Build Back Better in Informal Settlements](#), organised by SDI, showcased the role of federations of the urban poor in the response and recovery of the COVID-19 pandemic. This was part of the Sida-funded SDI/Cities Alliance programme to support civil society organisations on the recovery path.




**CITIES FOR EVERYBODY: capacity building for gender-sensitive urban planning**



“If we don’t look at the heterogeneity of women and the living conditions of men and women, we miss the picture. Gender-inclusive planning and design have to be done ‘with’ women and not ‘for’ women. It must be empowering, growing the capacity and influence of underrepresented groups in key decisions.”

Maitreyi Das, Practice Manager, Urban, Disaster Risk Management, Resilience and Land Global Practice, World Bank



**SCALING UP ESSENTIAL SERVICES IN AFRICAN CITIES**

This report – published jointly by the AfDB, Cities Alliance, and UNOPS – demonstrates a way forward to ensure more effective delivery of basic services through infrastructure for the urban poor, especially for communities living in informal settlements. Africa’s growing urban centres require innovative approaches and new business models for service provision to leapfrog to more sustainable development pathways. This is part of a paper series within AfDB’s Sustainable Urban Development Action Plan (SUDAP) 2021–2025 developed by Cities Alliance. The AfDB adopted the SUDAP to guide investments into African cities to improve the quality of life of citizens.





Nature-based solutions are the basis for urban resilience. The national development plan of Uganda helps to look ahead and preserve natural habitats, such as wetlands and forests, by improving spatial planning.

**Hon. Judith Nabakooba**  
Minister of Lands, Housing and Urban Development, Uganda



**COP27 SHARM-EL-SHEIKH, EGYPT**

Cities Alliance had a visible presence at COP27 in Sharm el-Sheikh, Egypt in November, co-hosting and participating in several sessions, including:

- › [Environmental Restoration Through Nature-based Solutions](#), hosted by Cities Alliance. This session showcased results from Cities Alliance’s work to restore the Kinawataka wetlands in Uganda, highlighting the project as a crucial nature-based solution with value for the city.



- › [Tackling Urbanisation, Climate, and Poverty in Cities through Circular Economy](#), co-hosted by Cities Alliance, ICLEI, Circle Economy, and the Ellen MacArthur Foundation, showcased approaches to circularity from different countries and how these can help address long-term solutions towards a just transition. It also featured insights from our recent publication on the same topics.
- › [New Partnerships that Work for People and Planet](#), co-hosted by Cities Alliance, World Wildlife Fund (WWF), and the Velux Group,

showcased global partnerships between diverse actors uniting to implement high-impact solutions for climate mitigation, adaptation, and livelihood creation.

- › [Climate Risks and Mobility in Intermediate Cities](#), hosted by the Global Centre for Climate Mobility and the Africa Climate Mobility Initiative. Cities Alliance shared insights from its work on the Urban Expansion Planning approach and on urban migration management, including its support for refugee-hosting cities in the Horn of Africa.

- › [Amplifying Voices from Urban Informal Settlements: Governance and Finance Models that Advance Climate Justice and Urban Resilience](#), hosted by SDI and GAYO. A key message was that for climate interventions to be effective, they must include communities from the urban poor – especially women and youth – as lead designers, planners, and implementers.





A city that cares fulfils its obligations to human rights and addresses the needs and aspirations of all citizens. Action on the progressive reform of Caring Systems is an urgent matter of equality, fairness, and non-discrimination.

**Greg Munro**  
Director Cities Alliance



**UCLG World Congress and Summit of Local and Regional Leaders  
DAEJEON, SOUTH KOREA**

Cities Alliance was invited by UCLG to lead a Town Hall process and the development of a policy paper on the topic of [Caring Systems](#). This process was part of a series of consultations with civil society and the political leadership of local and regional governments to jointly define global policies that contribute to shaping UCLG's [Pact for the Future](#).



There cannot be strong countries without strong cities. The Pact for the Future puts people and cities at the centre to promote development and opportunities for everyone. Equality is a pillar to building peace in our communities.

**Souad Abderrahim**  
Mayor of Tunis



The policy paper offers local and regional governments key elements to consider when designing social, political, economic, or environmental urban interventions that support the creation or improvement of caring systems, societies, and communities based on equality, inclusion, and human and workers' rights. It views care as holistic

and rights-based, contributing to human empowerment, addressing the needs of all, and supported by public systems and infrastructure that are adequately funded and responsibly regulated.

During the Congress, Cities Alliance Director Greg Munro facilitated the

plenary session [Governing Local and Global Realities as one: The Future of Government](#). The aim of the session was to stimulate dialogue between representatives of local and regional governments to address the role they will play in the multilateral systems of the future.

**Caring Systems**

#CitiesAreListening  
Town Hall Track

**UCLG DAEJEON 10-14 OCT 2022**

**Town Hall Track CARING SYSTEMS**

#CitiesAreListening

**Policy recommendations:**

1. Prioritise the informal and most marginalised;
2. Foster development from the bottom up;
3. Invest in accessible technology to allow people access to essential services;
4. Care for people and the environment promoting a just transition;
5. Ensure that public services are publicly funded, delivered, and regulated.

Cities Alliance  
Cities Without Slums  
UNOPS

# Cities Alliance in the Media

A series of explainer videos was produced to highlight Cities Alliance's identity and core themes of work based on the new Strategic Plan 2022-2025. They are being used on corporate social media platforms as part of Cities Alliance's global advocacy on urban issues.

Cities Alliance's work and impact was also covered in international media such as [Reuters](#), [World Economic Forum](#), [Geographical](#), [Radio France Internationale](#), [African Cities Magazine](#), and the [Financial Times](#).



Who We Are



Economy and Investments



Cities and Migration



Women and Gender Equality



Climate Change



Basic Services



Slum Upgrading and Housing

Media coverage includes:

- Geographical:** Secondary cities are vital for Africa's future – and their citizens know best to improve them
- Financial Times:** Why youth must have a say in how cities grow
- African Cities Magazine:** Resilient and sustainable cities through innovative solutions
- Other articles:** Kenya: au sommet Africités, gros plan sur les villes intermédiaires, stratégiques et pourtant délaissées; OPINION: Zanzibar: drones, digital mapping speed up land ownership



# Impact and Results

## Tunisia

Launched in 2016, the Tunisia Country Programme aims to strengthen decentralisation and promote inclusive and sustainable local development. In the coming years, the programme will build on the results of the Madinatouna project and support initiatives around migrant integration in secondary cities and gender mainstreaming in urban planning.

### The Madinatouna Project: Final Stages of an Urban Transformation

After nearly six years, the Madinatouna strategic city planning initiative, funded by SECO in two phases, reached its final stages. In the first phase (2016–2020) eight municipalities (Béja, Gabès, Jendouba, Kairouan, Medenine, M'saken, Sidi Bouzid and Tataouine) prepared city development strategies for long-term development and strengthened their approaches to urban management and service delivery.

Phase II (2020–2023) supported four municipalities (Béja, Jendouba, Medenine and Tataouine) to operationalise their development plans, implement and package urban infrastructure projects, and created a framework for dialogue on

urban issues at the national, regional, and local levels. Its activities clustered around four components:

#### 1. Implementing plans for inclusive climate-resilient development

The four municipalities developed and operationalised Local Development Plans through a broad participatory, innovative, and integrated process that was the first of its kind in Tunisia. The planning process took local economic, social, environmental, and spatial development challenges and opportunities into consideration and was aligned with regional development plans and the cities' own master plans. Each city identified priority infrastructure projects to develop, and Cities Alliance provided technical assistance to the cities throughout the process.

In 2022, over 100 training workshops helped an estimated 6,000 people participate in the plan preparation, with specific workshops organised for youth, women, and people with disabilities. Surveys collected socio-economic data from 3,100 households in Béja, Jendouba, and Medenine to feed into the plans. City, government, and FNCT representatives were also trained in elaborating the data-driven LDPs.

I learnt new techniques for steering dialogues, mediating, and managing conflicts and got a better picture of citizens' needs and perspectives. People in the remote areas of the municipality were surprised and excited: it was the first time public representatives came and listened to them. I feel we have forged new relationships with our citizens, based on better understanding and trust.

Farhat Ksiksi  
Technical Director City of Medenine

A financial diagnostic improved the financial planning and the management capacities of technical city staff and is making it easier for the cities to mobilise both own-revenue and external resources to finance their LDPs. Stakeholders used this diagnostic to formulate their 2035 development visions. The LDPs' budgeted and operational action plans serve as a basis for the cities' 2023 budget and investment, and beyond. The cities are also engaging with ministries and other public and non-public institutions to mobilise further financing for infrastructure investments.

#### 2. Urban infrastructure projects and services that respond to the needs of city residents

Following a series of dialogues with citizens, city authorities prioritised, designed, packaged and/or implemented various urban infrastructure and service projects. Through this process, municipal teams acquired technical skills to design, set up, deliver, and monitor similar projects. The projects benefited an estimated 409,000 people and leveraged more than \$1 million in co- and follow-up funding.

##### Examples of projects:

- Three public parks were rehabilitated in Tataouine and two parks in Jendouba, providing much needed inclusive, accessible, and safe green spaces for city dwellers.
- Energy audits of the public lighting systems (20,000 light points in total) of three cities have provided data the cities can use to develop action plans to reduce energy consumption and improve the quality and safety of public lighting. The cities will also save (approximately 30 per cent) on their electricity bills with the savings reallocated to other priority investments.
- Béja and Tataouine replaced traditional public lighting with energy-saving LED and photovoltaic street lighting systems. Encouraged

by the positive feedback from residents, city authorities have already mobilised additional resources to install larger sets of LED streetlights in more neighbourhoods.



Parks are the best and only places to come and play and meet with friends. We don't have beaches, we don't have swimming pools, we don't have places to play, and the hotels are very expensive and far away. Now we have our own park. I always come here with my family after school. We have fun, we eat. It's a wonderful place.

Asma  
Citizen of Tataouine



- A cinema hall and cultural venue in Medenine has been renovated and will reopen in 2023. It aims at becoming the major artistic hub for southern Tunisia.

#### 3. Leveraging opportunities and partnerships to access financing in Medenine

Medenine is the commercial and trade centre of southern Tunisia. Under the leadership of the mayor and city council and with technical support from Cities Alliance, a multi-stakeholder partnership designed a EUR 4.6 million flagship project to boost local economic development and provide 1,200 jobs. Once complete, the project will create an inclusive commercial hub hosting craftspeople, migrant workers, and local firms. This will also serve as an incubator for social entrepreneurs and start-ups and support women's economic empowerment.

By integrating local formal and informal vendors currently occupying the surrounding main roads of the city centre, the project will help to reduce traffic and uncontrolled waste disposal. A waste sorting and recycling system will also be put in place, generating revenues for city authorities.

#### 4. Making room for collaborations and institutional capacity development at the municipal and national levels

Cities Alliance fostered improved collaboration and facilitated stronger partnerships between national and local government authorities, civil society, academia, and the private sector to maximise coherence and the impact of sustainable development.

A new peer-to-peer

#### LEARNING AND KNOWLEDGE EXCHANGE NETWORK ON TERRITORIAL DEVELOPMENT PLANNING

has strengthened the FNCT's role as a technical assistance body by developing members' capacity through training, coaching, and mutual learning.



More than

35 WORKSHOPS, CONFERENCES, AND TRANSDISCIPLINARY FORUMS

have improved inclusive and sustainable local development planning at the national level and within cities.

15 URBAN DEVELOPMENT DIAGNOSTICS, PLANS, ASSESSMENTS, AND SURVEYS

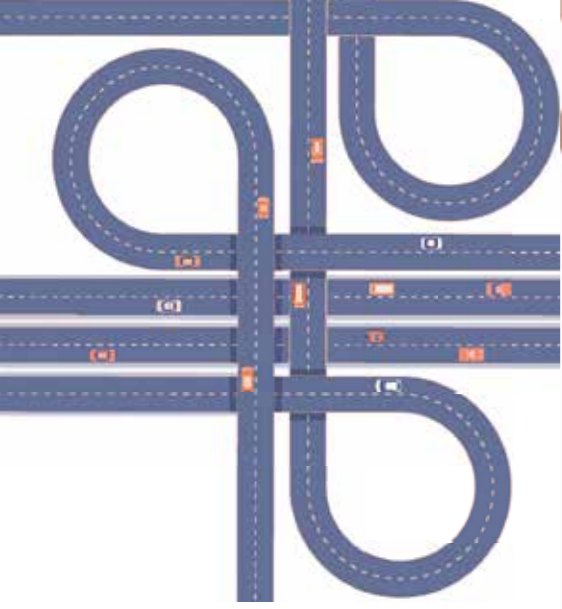
have delivered targeted, contextual guidance tailored for high-impact interventions.

Over

400 POLITICAL LEADERS AND TECHNICAL STAFF

from national and local urban stakeholders, including civil society, have gained knowledge and skills to maximise the impact of their work.





## Uganda

### The Kampala-Jinja Expressway: No One Worse Off Project

In 2022, the Uganda Country Programme completed a social and environmental safeguarding project for the KJE, a major infrastructure initiative comprising a limited access tolled expressway in central and eastern Uganda.



#### KEY RESULTS 2018–2022

The project identified and provided support to the most vulnerable households.

**1,995**  
HOUSEHOLDS WERE PROFILED.

**84** of the most vulnerable households were supported with  
**CASH TRANSFERS AMOUNTING TO A TOTAL OF UGX 300,000.**

**90** YOUTH from vulnerable households were offered  
**ON-THE-JOB SKILLS TRAINING.**

**1,065** INFORMAL TRADERS were supported through **BUSINESS AND LIVELIHOOD RESTORATION PLANS.**

**157** INFORMAL TRADERS were provided with **BUSINESS SKILLS TRAINING.**

**1,206** were migrated to the **SOCIAL TENURE DOMAIN MODEL (STDM).**

**355** households who were found to be too vulnerable were assisted  
**WITH RELOCATION PLANS.**

**116** COMMUNITY MEMBERS received **LIFE SKILLS TRAINING.**

**6** COMMUNITY SETTLEMENT FORUMS were established.

**23** SAVINGS GROUPS were established.

**15** COMMUNITY MEMBERS WERE TRAINED IN CONSTRUCTION.

**5** BIOFIL TOILETS were constructed.

**12** CLEAN UP INITIATIVES were carried out.



With funding from the EU, Cities Alliance and partners implemented four of the seven activities outlined in the [Resettlement and Livelihood Restoration Plan](#) (RLRP) developed by the Uganda National Roads Authority (UNRA). Cities Alliance also provided additional support for setup, governance, and consultation structures for the project.

#### 1. KJE Corridor Low-Cost Housing and Urban Renewal Initiative

This activity aimed to ensure that relocated households and businesses would be re-integrated into the adjacent communities. It focused on:

- › **Secure tenure.** The Cities Alliance consortium engaged with the National Housing and Construction Company (NHCC) to secure tenure rights for affected residents, with 50 of 292 acres of land designated for slum upgrading.
- › **Long-term, incremental upgrading.** Communities worked with Kira Municipality to develop a participatory,

in-situ upgrading plan, and a new Community Support Centre provided technical and financial support during the resettlement of critically vulnerable households and incremental housing upgrading in Kasokoso and Kinawataka settlements.

- › **Mapping 11 villages and potential relocation sites.** A spatial geo-referenced location map of 2,107 households provided data on project affected persons, including their level of vulnerability; 210 were identified as critically vulnerable. Ten relocation sites were mapped and assessed, and plans were developed to relocate those 210 critically vulnerable people to areas offering socio-economic, environmental, physical, and political investment opportunities.

#### 2. KJE Community Assistance Initiative

This activity sought to minimise the impact of the expressway's construction

on critically vulnerable households along the Right of Way (RoW). It developed criteria for consumption support eligibility for these households, including a cash stipend, psychosocial and livelihood support. An apprenticeship job skills pilot programme trained 90 youths from these vulnerable households in marketable trades.

#### 3. KJE Small Business Transition Initiative

This activity helped mitigate the negative impacts of relocation on the 2,653 informal businesses in 11 villages. Informal traders are benefiting from a new agreement with an opportunity bank, and a prototype mobile roadside stall was developed with the intention of making it easier for them to sell their items. They are engaging with each other and the community through new business forums. They also received support with business planning and skills training:



#### 4. KJE Kinawataka Sustainable Wetland Management Initiative

The expressway project will run along the fragile Kinawataka wetland, and this activity supported environmental safeguards to restore and/or rehabilitate the wetland by transforming neighbouring communities and other key actors into its defenders.

- › **Waste management.** A strategy was developed with Kira Municipality to improve sanitation and hygiene in the

informal settlements through improved collection and management of solid waste. The project developed a design for Biofil toilets to reduce pollution caused by existing pit latrines. Five Biofil toilets were piloted by the community, and landlords have since adopted the technology.

- › **Environment clubs in schools.** Club members from three schools conducted 48 sensitisation sessions on the dangers of encroaching on the wetlands, illegal

waste dumping, and reclaiming the wetlands. These sessions have become models for other schools in the area.

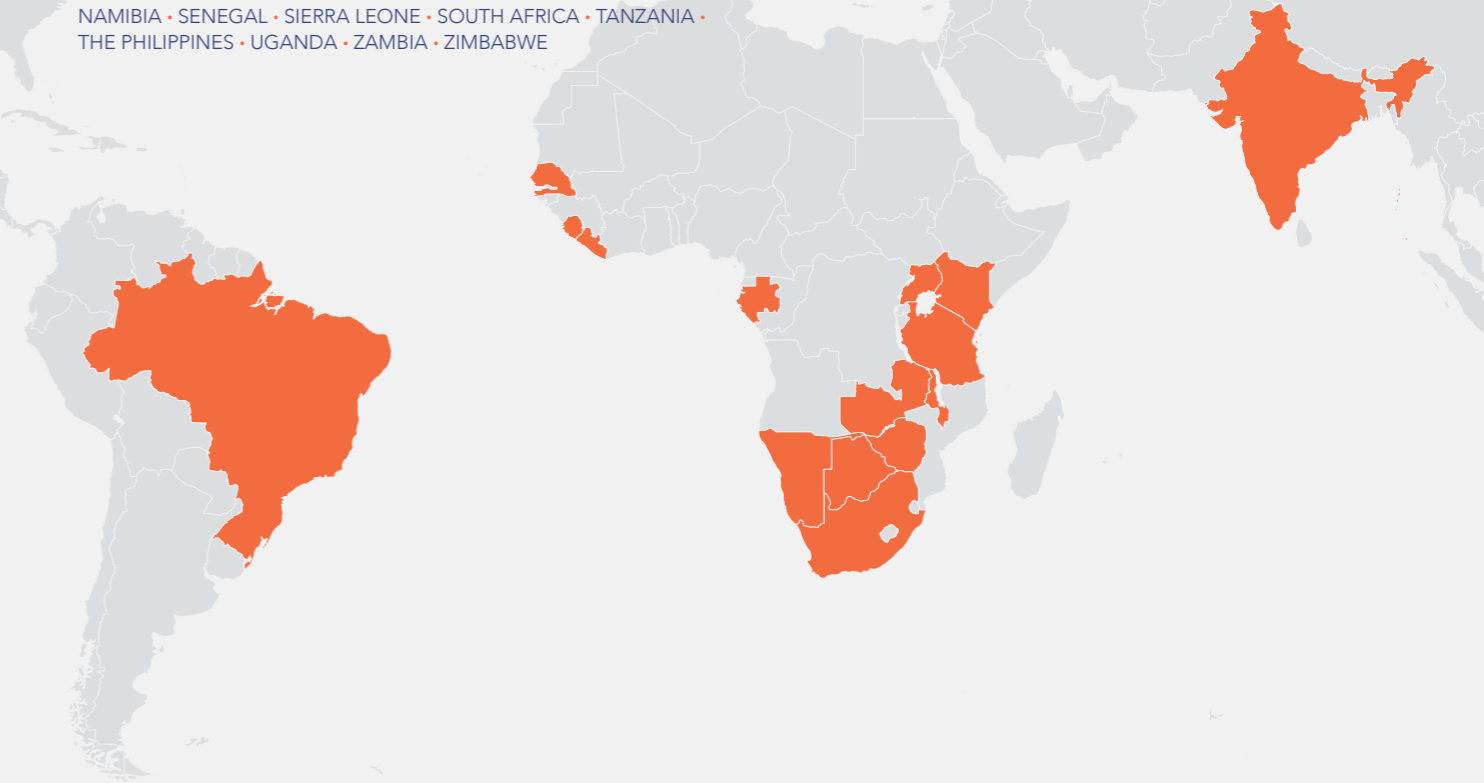
- › **Community sensitisation.** An information education communication plan was designed and implemented with messages on how human activity affects the wetlands.



# \$2.46 MILLION

## in grant funding for SDI affiliates IN 16 COUNTRIES

BOTSWANA • BRAZIL • GHANA • INDIA • KENYA • LIBERIA • MALAWI •  
NAMIBIA • SENEGAL • SIERRA LEONE • SOUTH AFRICA • TANZANIA •  
THE PHILIPPINES • UGANDA • ZAMBIA • ZIMBABWE



**SUPPORT COMMUNITIES AS THEY RECOVER FROM THE PANDEMIC AND EMPOWER THEM TO BUILD THEIR RESILIENCE**

## Building Resilience in Informal Settlements

In 2020–2021, a partnership between Cities Alliance and SDI, with funding from Sida, supported informal communities in 17 countries to respond and recover from COVID-19. Communities implemented activities which included delivering handwashing materials to households, establishing public handwashing stations, providing masks, and raising awareness about the virus. The initiative played a

vital role in the communities' response to COVID-19 and highlighted the central role that organised communities of the urban poor play in responding to crises.

In August 2022, the programme moved into a second phase focused on recovery. Sida provided around \$2.46 million in grant funding for SDI affiliates in 16 countries. The funding will

help slum dweller federations support communities as they recover from the pandemic and empower them to build their resilience so that they will be better able to withstand future economic, climate, and public health crises.

Each individual grant is capped at 250,000. Projects are to be implemented within 15 to 18 months. SDI is implementing the programme, with Cities Alliance providing grant intermediation and monitoring, evaluation, and learning support. Implementation will take place throughout 2023.

The activities centre around three components:



› **Federation building**, including capacity and leadership, savings, and livelihood support, and improving infrastructure and access to basic services.



› **Know Your City activities** such as data collection and management, advocacy, and communications. Know Your City is a global campaign by Cities Alliance, SDI and UCLG Africa, driven by communities to collect city-wide data and information on informal settlements.



› **Institutional strengthening**, which includes investing in network governance and strengthening finance and administrative capacities.

# Cities and Migration

The Cities and Migration programme provides financial and technical assistance to city stakeholders to improve local migration management. It is also building partnerships at the local, national, and global levels to jointly identify and negotiate better ways forward. Its activities are part of two programmes, one funded by SDC, and a second by the European Union Trust Fund (EUTF) for Africa.

## SDC Programme > CONCLUSION OF PHASE I

The first phase of the SDC-funded programme concluded in May 2022. It provided technical support to nine secondary cities in the Horn of Africa, North Africa, and Latin America. The goal was to help urban leaders understand and address local migration management, with women as the main beneficiaries. It also produced new evidence on migration in secondary cities, organised regional peer learning

events, and provided partner cities with opportunities to amplify their concerns at global migration-related events.

## > CITY INITIATIVES

The programme supported initiatives in Arua and Jinja (Uganda), Adama and Jigjiga (Ethiopia), Kairouan and Jendouba (Tunisia), Kakuma-Kalobeyi (Kenya), Gabiley and Borama (Somaliland, Somalia), and San Marcos and Amatitlán (Guatemala).  
**Results included:**

initiatives, a wealth of evidence was produced on migration in secondary cities. The research has provided international financing institutions with evidence-based information on how to leverage labour migration for

equitable growth in secondary cities, and how local political leaders (and the international community) are acting on new data on refugees in secondary cities.

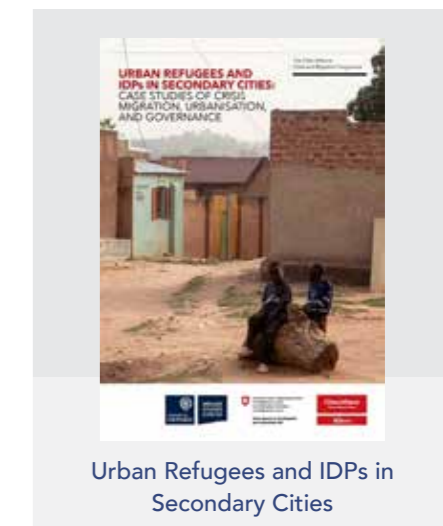
The knowledge products are:



Managing Migration and Urban Expansion in Secondary Cities



Climate-Resilient Urban Expansion Planning



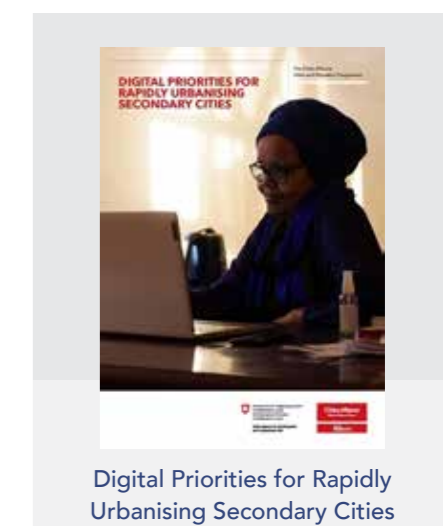
Urban Refugees and IDPs in Secondary Cities



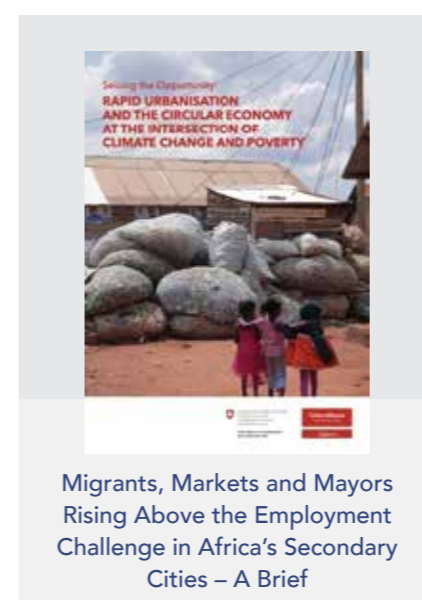
Climate-induced Displacement in the Horn of Africa



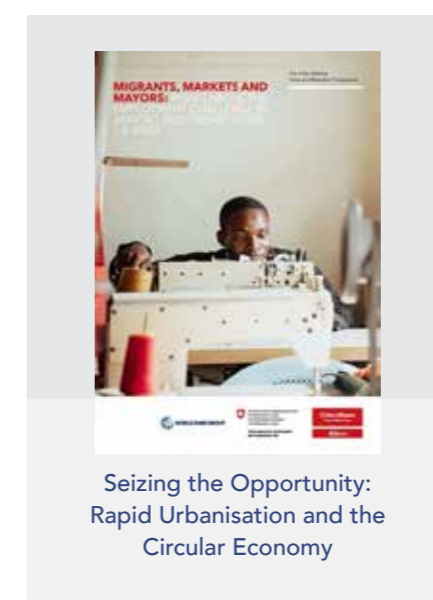
Improving Local Governance in Forced Migration



Digital Priorities for Rapidly Urbanising Secondary Cities



Migrants, Markets and Mayors: Rising Above the Employment Challenge in Africa's Secondary Cities – A Brief



Seizing the Opportunity: Rapid Urbanisation and the Circular Economy

**9** secondary cities in the **HORN OF AFRICA, LATIN AMERICA, and NORTH AFRICA**

ARE APPLYING NEW URBAN PLANNING INSTRUMENTS

(such as Urban Expansion Planning)

TO PREPARE FOR VAST

POPULATION GROWTH



ENSURE FINANCING

FOR THEIR IMPLEMENTATION.

**16** SECONDARY CITIES in low-income countries with a population

of at least

**2 MILLION** NEW AND EXISTING RESIDENTS

received demand-driven **technical and financial assistance** to manage local migration dynamics and forced displacement.



Approximately

**44,000** MIGRANTS AND HOST COMMUNITY MEMBERS

participated in programme activities, **DIRECTLY BENEFITING** at least

**170,000** HOUSEHOLD MEMBERS WITH:



increased income



access to services and/or



participatory governance



**> AT URBAN FORUMS, A FOCUS ON ADVOCACY AND MIGRATION**

Partner cities lobbied for greater mandates and financing for local migration management at key global events, including the Global Forum on Migration and Development and its Mayoral Mechanism. These forums relate to the Global Compact on Refugees and CRRF, Africities, the World Urban Forum, and the UN Secretary-General High-Level Panel on IDPs.

The programme also facilitated peer learning, advocacy, and cooperation. It organised one regional forum in Kampala and two national forums in Tunis and Hargeisa. Overall, the programme's partner cities conveyed their messages

to an audience of over 1,100 participants from influential public institutions and civil society during Phase I.

**> LAUNCH OF PHASE II**

Phase II of the programme, *Resilient Systems of Secondary Cities and Migration Dynamics*, launched in November with funding from SDC. It renews and builds on the achievements of existing partnerships from Phase I for city initiatives in Uganda, Ethiopia, Somalia, Guatemala and Tunisia. It is also exploring new partnerships to localise the training, services, and advocacy for urban planning in cities in East Africa.

Phase II is expanding from city initiatives to a corridor approach

such as the Berbera Corridor, which links landlocked Ethiopia with the port of Berbera in Somaliland. The programme provides financing for projects fostering cooperation among secondary cities along the corridor with the aim of improving access to work and basic services for migrants and host communities. Phase II will run through 2026.

In 2022, the programme engaged in advocacy at major migration-related events including COP27 in Egypt, the UNHCR High Commissioner's Dialogue on Protection Challenges in Geneva, and a thematic meeting on climate change and migration that was part of the Khartoum Process.

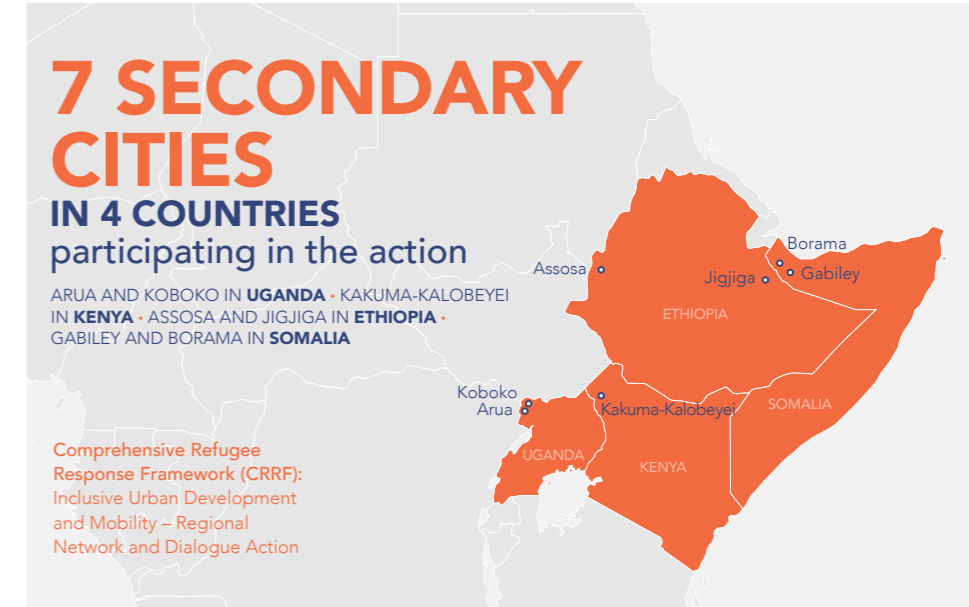
**EUTF: Regional Network and Dialogue Action**

The [Comprehensive Refugee Response Framework \(CRRF\): Inclusive Urban Development and Mobility – Regional Network and Dialogue Action](#) aims to facilitate policy dialogue to help secondary cities in the Horn of Africa better address the challenges and opportunities related to refugees in urban settings.

Seven secondary cities in four countries are participating in the Action. They are Arua and Koboko in Uganda, Kakuma-Kalobeyei in Kenya, Assosa and Jigjiga in Ethiopia, and Gabiley and Borama in Somalia.

Its activities include building a regional network and dialogue and two pilot projects, one in Koboko, Uganda and a second in Assosa, Ethiopia. Together, these three components are equipping secondary cities with tools to increase the safety and well-being of displaced populations and their host communities in urban or peri-urban settings.

The Action is establishing a space for regional dialogue through five peer-learning events, each one dedicated to a different theme. The third peer-learning event was held in Kampala,



Uganda in March 2022. Its theme was [Conceptualising Urban Planning and Integration in an Era of Urbanisation and Displacement](#). The event demonstrated that the new network is beginning to coalesce, and its members are committed to enhancing and sustaining it. A governance structure for the network was established and partnerships are being explored. Participants were introduced to the principles of Urban Expansion Planning, a cost-effective approach that cities use to proactively plan for urban expansion. An accompanying technical paper was produced titled [Ready to](#)

[Grow: Urban Expansion Planning for Cities Hosting IDPs and Migrants.](#)

The Action co-organised a [session at Africities](#) in collaboration with IGAD and UCLG Africa to discuss the role of secondary cities in providing durable solutions to migration and forced displacement. It also issued a Call for Papers on Managing Migration in the Horn of Africa. The winner of this competition presented their findings at the fourth peer-learning event in Lodwar, Kenya in January 2023.



# Cities for Women

The Cities for Women Programme carries out activities in three areas:

- › Cross-support and gender mainstreaming in urban projects for Cities Alliance, its members, and partners
- › Promoting the use of Cities Alliance’s [Cities for Women framework](#)
- › Advocating for and generating knowledge around gender-transformative urban development and women’s agency in climate adaptation.

The programme has also established a strategic engagement in the MENA region, reinforcing its presence in Tunisia to better align with the development of the Femmedina pilot initiative. It plans to expand to other countries in the region in 2023.

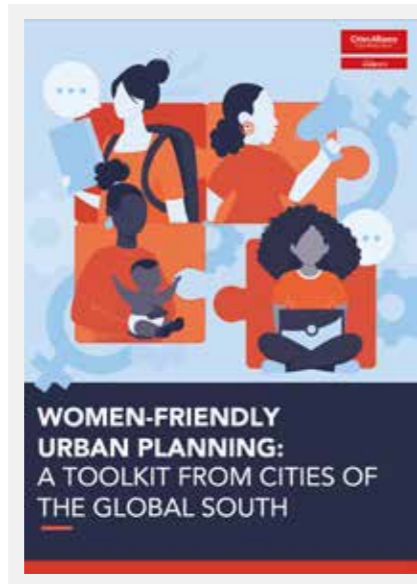
## Supporting Urban Planning by and for Women

The programme collaborates with other units in the Secretariat and partner institutions to advance gender mainstreaming in urban planning. For example, in 2022 it worked with the Cities and Migration programme to develop specific gender indicators to monitor

and evaluate the implementation of activities and grants funded by SDC. It also supported training for SDI affiliates participating in the COVID-19 recovery programme to help them integrate a gender lens into their proposals and include a gender marker for the projects.

### › TOOLKITS

The Cities for Women framework uses tools and participatory research to identify the priorities of women in selected cities and designs concrete policy recommendations, urban solutions, and pilots. Over the course of the year, the programme organised workshops to test the tools, assess



women’s priorities and needs in urban areas, and work with women and girls to create solutions.

In collaboration with *Womenability* and with funding from Sida, the programme created the [Women-Friendly Urban Planning: A Toolkit from Cities of the Global South](#) and the [Checklist for Mainstreaming Gender in Urban Projects Based on a Participatory Approach](#). The toolkits provide development practitioners, project managers, local authorities, and the Secretariat with detailed explanations, tools, and approaches for mainstreaming gender and mobilising women within each phase of urban projects.



## Knowledge and Advocacy

Throughout 2022, the Cities for Women programme engaged with Cities Alliance members, partners, and donors through advocacy and knowledge-sharing activities, such as [WUF11](#) and the [Urban Thinkers Campus](#).

### Other highlights include:

- › The study [Metropolitan Spaces for Women](#), produced in collaboration with Metropolis. It investigates four metropolitan areas (Kathmandu, Mexico City, San Salvador, and Tunis), focusing on a specific issue and gender-responsive policy in each city.



- › The exhibition [When Women Transform Cities](#) in Tunis, held in collaboration with the French Institute. It presented the results of Cities Alliance’s projects on women’s empowerment in Tunisia, including the Femmedina programme, initiatives to strengthen the economic and social inclusion of labour migrants, and collaboration with local organisation *Aswat Nissa* on gender-sensitive budgeting in the cities of Béja and Medenine.



- › The workshop [HERitage: Creating Green and Inclusive Public Spaces in Historical Cities in Jordan](#) organised with the Embassy of France in Jordan. The event brought together representatives from Jordanian civil society, local and national government, as well as international experts and donors to share experiences and ideas on how to better engage women in creating and activating public spaces and green solutions to make Jordan’s historical cities more resilient and inclusive.



## Tunis: Femmedina wraps up

Cities Alliance and the municipality of Tunis implemented the Femmedina – Inclusive City Programme between December 2020 and June 2022, with funding from USAID. The goals of the initiative were to create more inclusive urban areas that respond to the needs of women. The programme also examined gender-sensitive approaches to urban planning that supported women living in the Medina (the old city centre of Tunis) and city leaders to improve participatory decision making.

Femmedina had three complementary components:

- › A [participatory assessment](#) of the economic, political-institutional, and civic-cultural aspects of women’s participation in the Medina. This

was done to better understand their needs and challenges. Approximately 150 women and key stakeholders were engaged through surveys, stakeholder interviews, assessment workshops, and co-creation sessions. In addition, 11 city officials were trained in gender-sensitive budgeting and participatory project management.

- › [Creating women-led public space projects](#) in the Medina to make it more inclusive. Based on the results of the assessments, the initiative implemented seven inclusive public space interventions across four districts in the Medina of Tunis, benefiting over 1,500 women, most of them residents of the Medina. The spaces include a Women’s Safe Haven with a market space and playground, green spaces where women can spend time with friends and

children, and a Learning Hub to help women learn how to produce artisanal products and training centres.

- › A [city-to-city exchange](#) to share the Femmedina approach and results with other cities in Tunisia. Materials shared included nine practical knowledge products, publications, and videos. Six cities are already incorporating lessons learned in their approaches to gender-related initiatives.

Femmedina has emerged as a flagship programme for gender-sensitive urban development, and a second phase of the initiative is in the works. Cities Alliance disseminated its methodological approach, objectives, and results at multiple national and international forums, underlining the importance and necessity of gender-responsive urban planning.







# Climate Change, Resilience, and Informality in Cities

This programme focuses on global advocacy, diagnostic work, and mainstreaming climate-related issues across Cities Alliance operations. Together with the membership, it

seeks to increase visibility for the urban climate nexus and better position urban poverty and informality in the field of urban climate resilience.

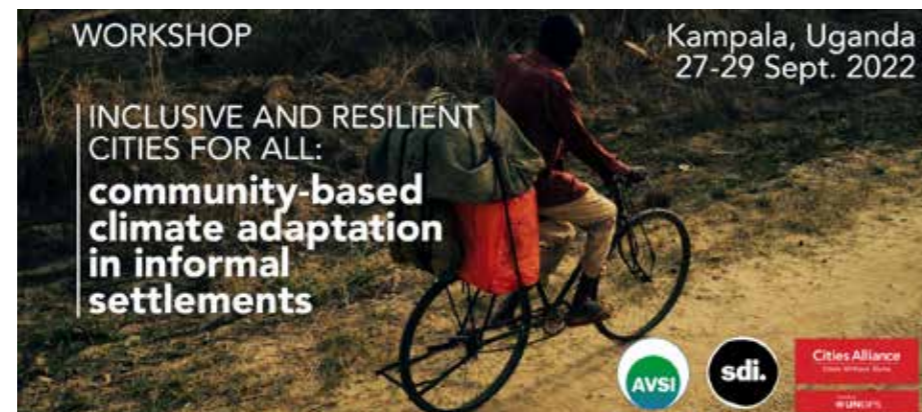
## Promoting Urban Climate Adaptation in East Africa

Organised by Cities Alliance in collaboration with AVSI and SDI, [the lab](#) was held in Kampala in September. It brought together more than 40 practitioners, civil society representatives, academics, and public authorities from East Africa. Discussions centred around how to prepare for climate change impacts in informal settlements while improving livelihoods and strengthening local resilience.

The lab featured sessions organised around different types of activities, such as case studies, hands-on exercises, panel and group discussions, and field visits. They helped participants develop a better understanding of climate adaptation and reflect on how to improve the inclusion of climate action in development programming.

The activities also highlighted Cities Alliance's capacity to foster practical collaboration among members, partners, and grantees. In addition to AVSI and SDI, WIEGO, Habitat for Humanity, local partners from Uganda, and several Cities Alliance grantees from East Africa participated.

The lab was a follow-up to the Enabling Local Governments and Urban Communities to Build Up and



“When I came for the workshop, I was not sure how the work we do fits in climate adaptation. However, from the presentation I got to understand our work is related to climate change. The workshop was truly resourceful.”

Participant at the Uganda Lab

Improve Adaptation and Advocate for People-centred Resilience project, which was funded by Sida.

“The survival of our people must go hand-in-hand with the survival of our environment. For so many years, we have not taken care of nature and now nature has come over us. If we don't deal with poverty the way we need to, it will determine the survival of our urban poor communities and all those being affected severely by the impacts of climate change.”

Theresa Carampatana  
President of the Homeless Peoples Federation, Philippines



## Knowledge and Advocacy

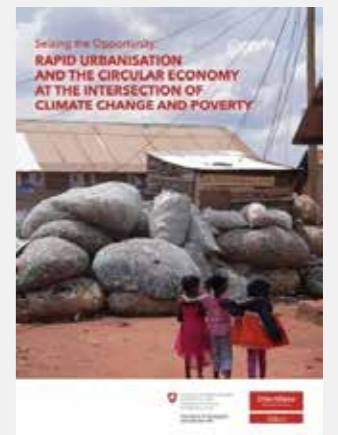
In 2022, the programme continued to share knowledge from Cities Alliance projects and reinforce its advocacy on climate change and informality. In cooperation with members and partners, Cities Alliance co-hosted/ contributed to five sessions at COP27.

In addition, Cities Alliance's extensive experience with the Community

Upgrading Fund mechanism was repeatedly tapped around the issue of urban climate finance, notably at ICLEI's [Daring Cities](#). There, Cities Alliance, along with SDI and Habitat for Humanity, co-organised a workshop on Partnering with Vulnerable Groups for Inclusive Local Climate Investment Prioritisation and Planning. The programme collaborated closely with key actors on urban climate finance, such as the Cities Climate Finance Leadership Alliance (CCFLA).

## SEIZING THE OPPORTUNITY: RAPID URBANISATION AND THE CIRCULAR ECONOMY

This publication explores the interdependent nature of circular economy, urbanisation, and poverty. It examines how the circular economy and climate mitigation actions can improve socio-economic conditions in developing cities, and the role of integrated, inclusive city planning approaches. Informal settlements and their economies are a good basis from which to transition to more circular approaches that can support climate mitigation and create economic opportunities for communities of urban poor. Some of the principles of the circular economy are already embedded in informal settlements and their economies. Strengthening these processes and integrating them into more holistic urban planning approaches has the potential to maximise their impact.



## HER4CLIMATE

The Cities for Women and the Climate and Resilience programmes jointly developed this participatory assessment tool to mainstream gender considerations in climate adaptation. The tool, created in collaboration with Arup, is designed primarily for international development practitioners, in-country facilitators, government representatives, and urban professionals. It provides a framework for understanding women's exposure and their capacity to respond to climate change in urban areas, including identifying key climate impacts that require action and future levels of climate adaptability. It also promotes women's participation, leadership, and empowerment in the design and management of climate adaptation initiatives.

The programme published a series of human-interest stories to highlight the interconnectedness of climate change impacts. Those stories were based on community-led adaptation projects addressing challenges for urban development and climate-induced risks in informal settlements.



Child Marriage: A Hidden Consequence of Climate Change



Tech Tools for Tackling Climate Change in Informal Settlements



Women's Crucial Role in Climate Adaptation and Resilience



Community Engagement on Climate Change in Informal Settlements



No Time to Lose: How Youth in Informal Settlements in Bangladesh and Kenya are Enabling Local Action on Climate Adaptation





2022 Income and Expenditure Statement\*  
(All amounts in thousands \$)

A. INCOME	CORE	PROJECTS	TOTAL
Income	825	12,177	13,002
Interests	113	(68)	45
Miscellaneous Revenue	10	26	36
<b>TOTAL</b>	<b>948</b>	<b>12,135</b>	<b>13,083</b>
B. EXPENDITURE	CORE	PROJECTS	TOTAL
<b>Programmes 2022</b>			
Joint Work Programmes	51	1,876	1,927
Regional Strategies	-	222	222
Country Programmes	-	2,265	2,265
Catalytic Fund/Innovation Programme and Other	-	1,155	1,155
<b>Operations 2022</b>			
Secretariat Cost	804	1,311	2,115
UNOPS Management Fee	69	493	562
Net Exchange Gain/Loss	6	1	7
<b>TOTAL</b>	<b>930</b>	<b>7,323</b>	<b>8,253</b>
C. BALANCE OF INCOME OVER EXPENDITURE	CORE	PROJECTS	TOTAL
	18	4,812	4,830
D. FUNDS BROUGHT FORWARD FROM FY 2021	CORE	PROJECTS	TOTAL
	6,950	3,763	10,713
E. INTER-PROJECT TRANSFER	CORE	PROJECTS	TOTAL
	(430)	430	-
F. PROJECT ADVANCE AND ASSETS	CORE	PROJECTS	TOTAL
	3	3	6
G. COMMITMENTS (INCLUDE FEES)	CORE	PROJECTS	TOTAL
	216	413	629
H. BALANCE OF FUNDS CARRIED FORWARD TO FY 2023	CORE	PROJECTS	TOTAL
	6,319	8,589	14,908

\* UNOPS financials for FY 2022 are currently being audited by UN Board of Auditors. Hence above figures are interim and not final.



# Cities Alliance

Cities Without Slums

Hosted by



UNOPS

