Cities Alliance
Cities Without Slums

CITIES ALLIANCE CORPORATE SCORECARD

2022

CONTENTS

ACRONYMS

AVSI	Association of Volunteers in International Service
EBRD	European Bank for Reconstruction and Development
EU	European Union
FNCT	Fédération Nationale des Communes Tunisiennes
GIZ	German Agency for International Cooperation
IOM	International Organization for Migration
ISET	Institute for Social and Environmental Transition
LDPs	Local Development Plans
MENA	Middle East and North Africa
M/F	Male/Female
NGO	Non-Governmental Organisation
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
SDI	Slum Dwellers International
S3i	Sustainable Infrastructure Impact Investments initiative (UNOPS)
TA	Technical Assistance
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
UNDS	United Nations Development System
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
USAID	United States Agency for International Development
USD	United States dollar

2022 PERFORMANCE

TIER I. Developmental Context (Macro level indicators)

- Selected SDGs

TIER II. Developmental Impact in Cities

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

TIER III. Programme Results (Programme level indicators)

- Result Area 1: National urban policies
- Result Area 2: Local strategies and plans
- Result Area 3: Urban capacities
- Result Area 4: Citizen engagement in urban governance
- Result Area 5: Services, Infrastructure and Leverage

TIER IV. Secretariat Results (Key Performance Indicators)

- Performance Area 1: Integrated programming
- Performance Area 2: Partnerships
- Performance Area 3: Volume
- Performance Area 4: Efficiency
- Performance Area 5: 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.

HIGHLIGHT CORPORATE RESULTS 2022

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2022 was the first year of implementation of the Cities Alliance Strategic Plan 2022–2025: Delivering for the Urban Poor. The 2022 Corporate Scorecard reports against the revised Corporate Results Framework, which has been developed to manage and monitor the implementation of the 2022-2025 Strategic Plan.

PROGRAMME RESULTS, 2022

Tier III indicators capture Cities Alliance programmatic outcomes, delivered 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.

15 local strategies and plans to deliver effective and inclusive urban development. **Included urban expansion plans in Uganda, Ethiopia and Somalia, migration management strategies in Guatemala and Kenya, and Local Development Plans in Tunisia**

156 urban institutions were engaged in capacity strengthening partnerships by Cities Alliance, **including 25 slum dweller federations**
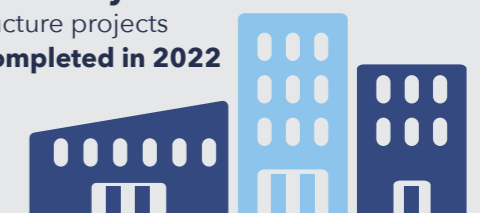
5,227 individuals had strengthened capacities in 2022, **through training, workshops and exchange events**

2 toolkits produced by Cities Alliance demonstrate evidence of uptake by stakeholders and/or beneficiaries including the toolkit for **Women-Friendly Urban Planning Toolkit and the Her4Climate: Gender Mainstreaming in Climate Adaptation Plans Tool**

13 community infrastructure projects **were completed in 2022**

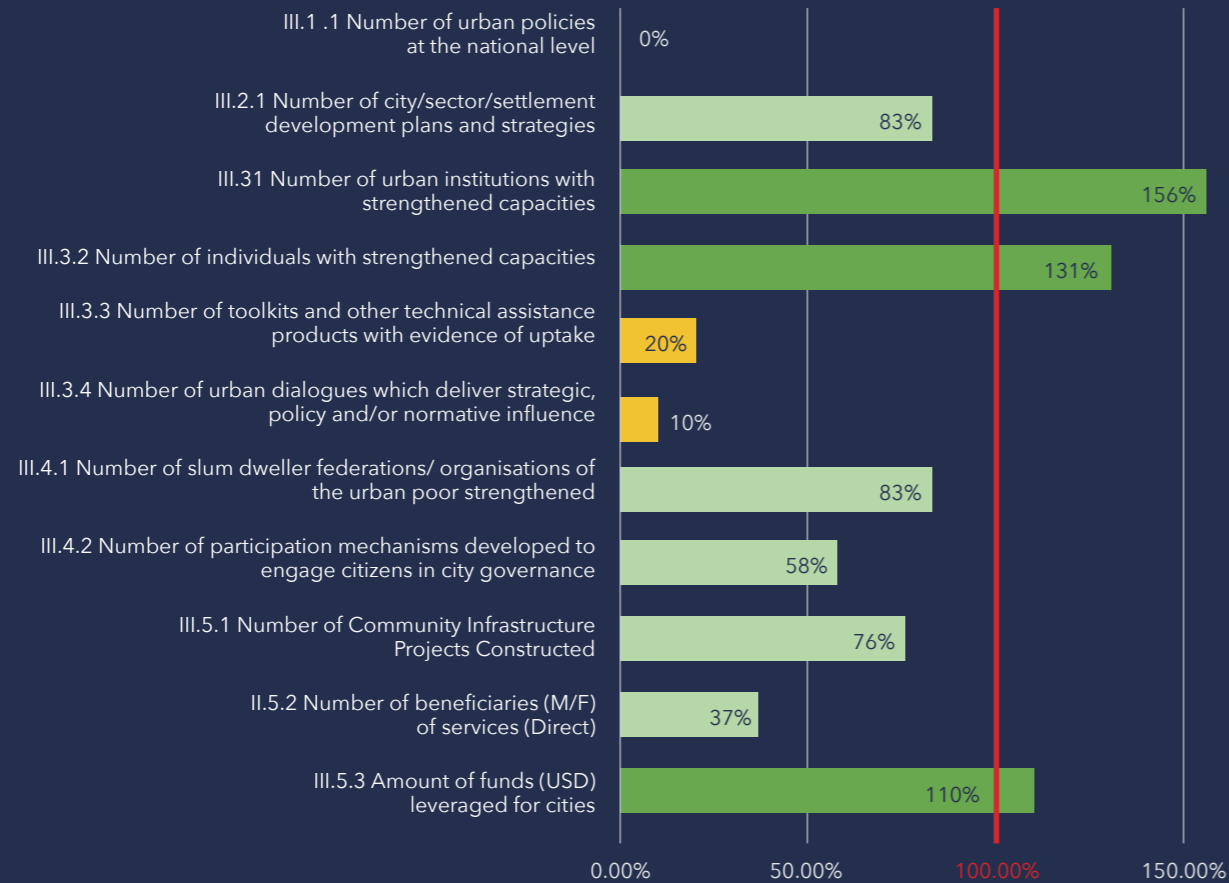**555,950 individuals** benefited from Cities Alliance services **in 2022**

Over US $20 million in funding for cities was leveraged, including follow up and parallel investments **in Tunisia, Uganda and Guatemala**

2022 Performance against Strategic Plan 2022-2025 Targets:

Despite the challenges faced in 2022 following the UNOPS S3i situation, and the stalling of several planned activities, Cities Alliance performance towards strategic targets was nevertheless strong with several indicators reaching over 50% or exceeding the four year strategy targets. These results were delivered largely by mature programmes which were initiated in the previous strategy period. The funds leveraged for cities in 2022 was a remarkable achievement - and exceeded the strategy target of $20 million by 2025.

All indicators are on track towards the 2025 targets. This includes III.3.3 Toolkits with evidence of uptake and III.3.4 Influential dialogues, which are both lagging indicators. Learning from the previous strategy (2018–2022) demonstrated that Tier III results for these indicators were delivered in the final years of the strategic period. Similar patterns in results delivery should be anticipated and accounted for in scorecard analysis and interpretation for the current strategy.

Secretariat Results chart (left):

- III.1 .1 Number of urban policies at the national level — 0%
- III.2.1 Number of city/sector/settlement development plans and strategies — 83%
- III.31 Number of urban institutions with strengthened capacities — 156%
- III.3.2 Number of individuals with strengthened capacities — 131%
- III.3.3 Number of toolkits and other technical assistance products with evidence of uptake — 20%
- III.3.4 Number of urban dialogues which deliver strategic, policy and/or normative influence — 10%
- III.4.1 Number of slum dweller federations/ organisations of the urban poor strengthened — 83%
- III.4.2 Number of participation mechanisms developed to engage citizens in city governance — 58%
- III.5.1 Number of Community Infrastructure Projects Constructed — 76%
- II.5.2 Number of beneficiaries (M/F) of services (Direct) — 37%
- III.5.3 Amount of funds (USD) leveraged for cities — 110%

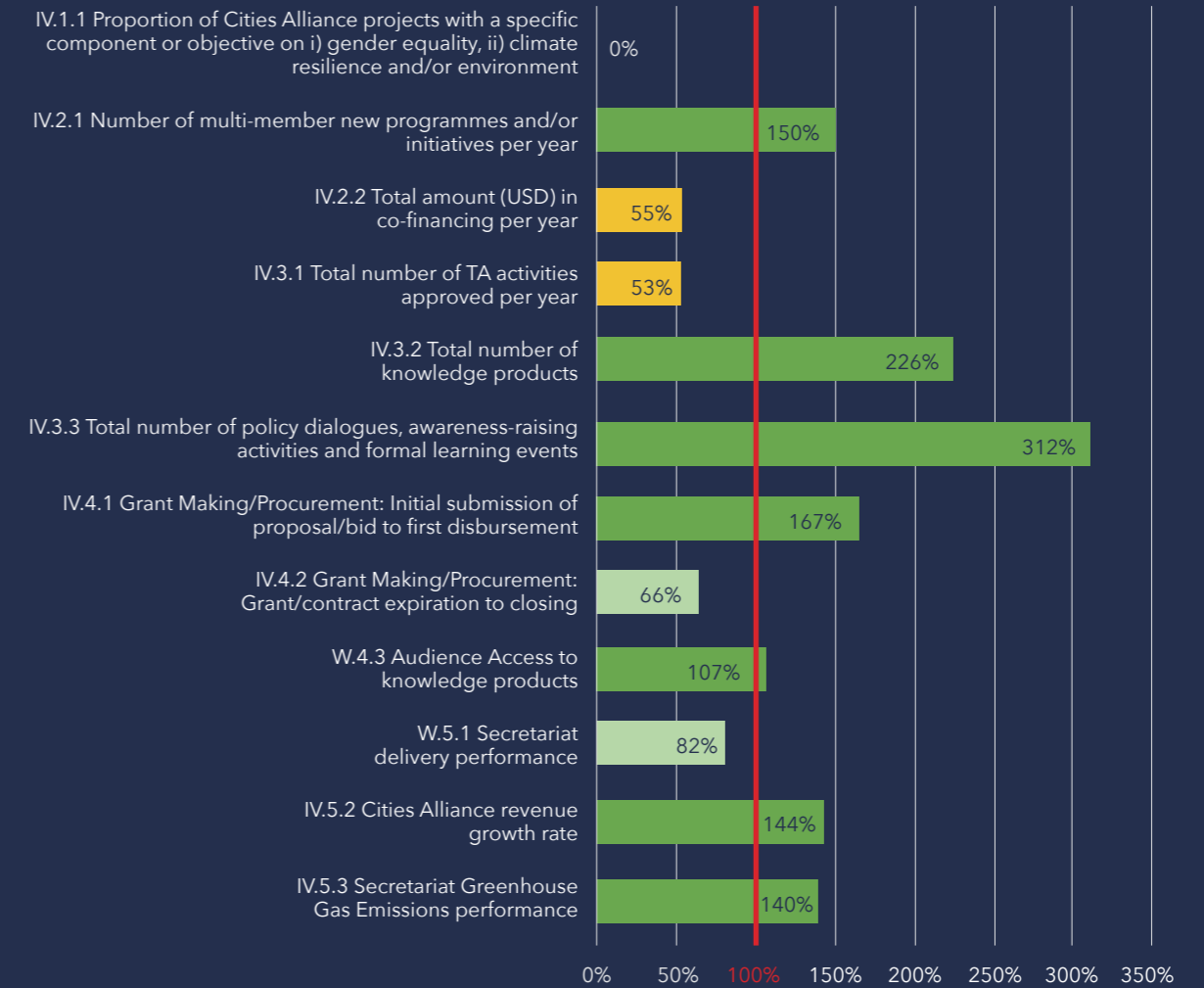Axis: 0.00%   50.00%   100.00%   150.00%

SECRETARIAT RESULTS, 2022

Tier IV Indicators track the performance of the Cities Alliance Secretariat in delivering the mission of the Strategic Plan across five different areas: integrated programming, partnerships, volume, efficiency, and sustainability.

2022 Performance against Annual Performance Standards

Cities Alliance outperformed the annual performance standard for 7 of the 12 secretariat indicators. Significantly, the revenue growth rate turned positive for the first time since 2019. Areas for attention include attracting co-financing, the volume of technical assistance activities and the time from grant expiration to closure.

Performance chart (right):

- IV.1.1 Proportion of Cities Alliance projects with a specific component or objective on i) gender equality, ii) climate resilience and/or environment — 0%
- IV.2.1 Number of multi-member new programmes and/or initiatives per year — 150%
- IV.2.2 Total amount (USD) in co-financing per year — 55%
- IV.3.1 Total number of TA activities approved per year — 53%
- IV.3.2 Total number of knowledge products — 226%
- IV.3.3 Total number of policy dialogues, awareness-raising activities and formal learning events — 312%
- IV.4.1 Grant Making/Procurement: Initial submission of proposal/bid to first disbursement — 167%
- IV.4.2 Grant Making/Procurement: Grant/contract expiration to closing — 66%
- W.4.3 Audience Access to knowledge products — 107%
- W.5.1 Secretariat delivery performance — 82%
- IV.5.2 Cities Alliance revenue growth rate — 144%
- IV.5.3 Secretariat Greenhouse Gas Emissions performance — 140%

Axis: 0%   50%   100%   150%   200%   250%   300%   350%

144% increase in the revenue growth rate, demonstrating confidence in Cities Alliance, despite the challenging funding environment resulting from the UNOPS S3i issues.

68 knowledge products were produced and disseminated in 2022

156 dialogues awareness raising campaigns and formal learning events were delivered in 2022

II.

CORPORATE SCORECARD 2022

The data for Tier I and Tier II is national SDG data extracted from the UNDS SDG database. The counties listed are those where Cities Alliance had long term engagements in 2022, or new long-term engagements starting in 2023. Where feasible, and funded by development partners, Cities Alliance will continue to directly track Tier I and II indicators within the geographic locations of longer-term interventions.

Tier I:
Developmental Context

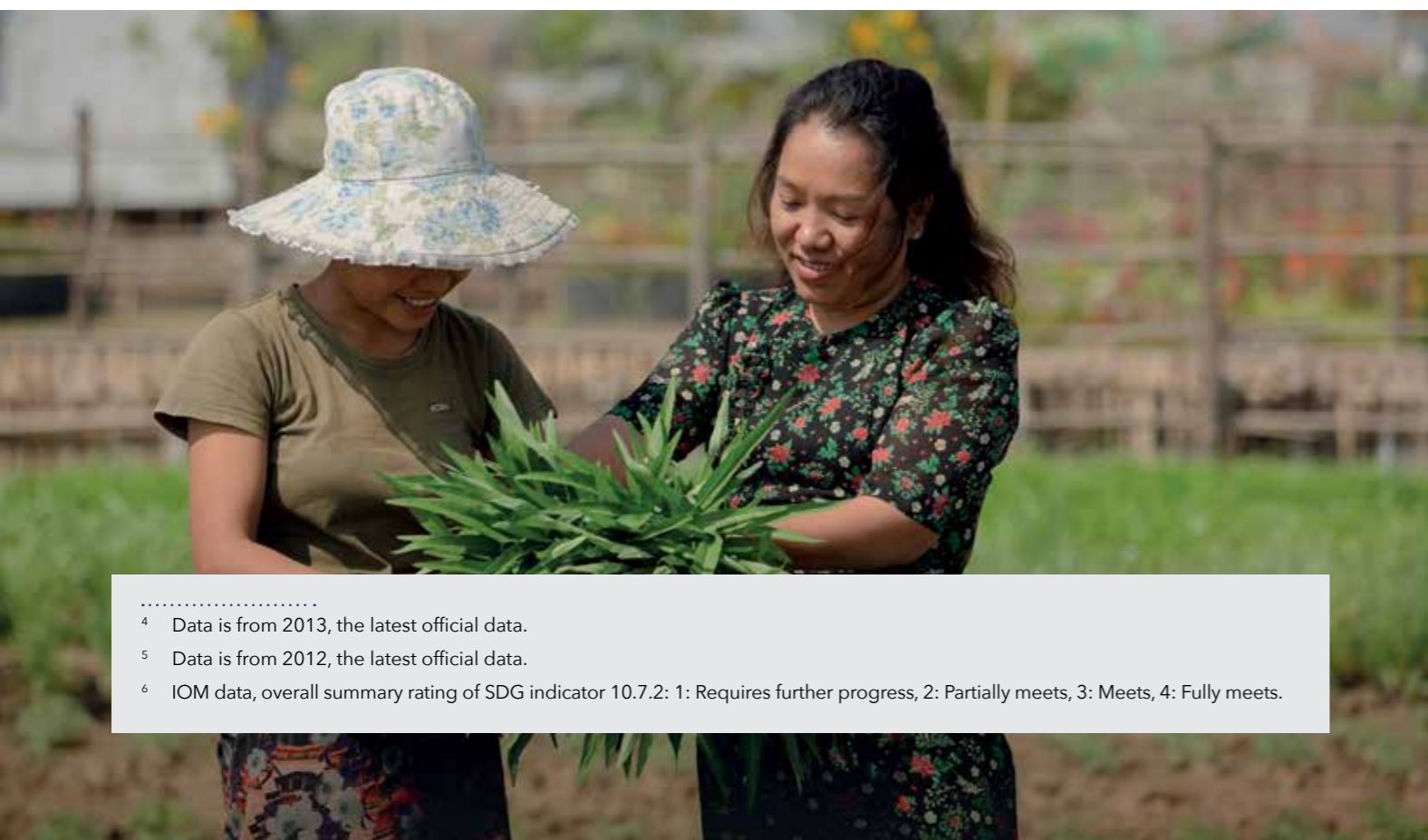| INDICATOR	Ethiopia	Guatemala	Haiti	Kenya	Nepal	Tunisia	Uganda
RESULT: R.I. By 2025, as part of the global joint efforts to respond to the current crises, we seek to improve the lives and resilience of 28 million of the world's urban poor and empower women in 24 or more cities across 10 or more countries							
I.1 Proportion of urban population living in slums, informal settlements or inadequate housing [SDG indicator 11.1.1]	64.3[1]	37.6	48.9	50.8	40.28	7.6	54
I.2 Proportion of the urban population living below the international poverty line [SDG indicator 1.1.1]	11.28	4.46	12.09	12.3	4.8[2]	0.02	22.88

Tier II:
Developmental Impact in Cities[3]

INDICATOR	Ethiopia	Guatemala	Haiti	Kenya	Nepal	Tunisia	Uganda
RESULT: R.II To enable cities to be more inclusive and to run more effectively, to deliver improved and responsive services to the urban poor, to foster equal economic opportunities and to be more resilient							
II.1 Average municipal expenditures per person per year on basic services [contributes to SDG indicator 11.a.1.c]	-	-	-	-	-	-	-
II.2 Proportion of population in urban areas with regular access to safely managed drinking water services [SDG indicator 6.1.1]	39	65	-	58	25	84	43

[1]   Latest available data for all SDG Indicators taken from the SDG Database: https://unstats.un.org/sdgs/dataportal/database. Any data 10 years old or more is footnoted.

[2]   Data is from 2010, the latest official data.

[3]   This data is national SDG data. Where feasible, and funded by development partners, Cities Alliance will continue to track Tier II indicators within the geographic scope of longer-term interventions.

INDICATOR	Ethiopia	Guatemala	Haiti	Kenya	Nepal	Tunisia	Uganda
II.3 Proportion of population in urban areas with regular access to safely managed sanitation services [SDG indicator 6.2.1]	16	-	-	-	42	89	-
II.4 Proportion of population in slum and/or low-income areas with regular access to solid waste collection [SDG indicator 11.6.1]	-	-	-	-	-	-	-
II.5 Proportion of total adult population with secure tenure right to land [SDG indicator 1.4.2]	74.1	-	-	-	-	-	90.2
II.6 Proportion of youth not in education, employment, or training [SDG indicator 8.6.1]	10.48[4]	28.19	21.09[5]	19.7	34.8	31.5	19.2
II.7 Proportion of seats held by women in local governments [SDG indicator 5.5.1]		11.4	-	33.5	41	48.5	45.7
II.8 Rating: Country migration policies to facilitate orderly, safe, regular and responsible migration and mobility of people[6] [adapted SDG indicator 10.7.b]	3	3		3	2	1	3

[4] Data is from 2013, the latest official data.

[5] Data is from 2012, the latest official data.

[6] IOM data, overall summary rating of SDG indicator 10.7.2: 1: Requires further progress, 2: Partially meets, 3: Meets, 4: Fully meets.

Tier III:
Programme Results

INDICATOR	STRATEGY TARGET[7]	RESULTS 2022	PERFORMANCE YEAR 1	MATURITY SCALE: STRATEGIES, PLANS, CAPACITIES				
				UPDATED	DEVELOPED	ADOPTED	IMPLEMENTED	COMPLETED
RESULT: R.III.1 Urban Policies to address urban development needs developed, enhanced and/or implemented								
III.1.1 Number of national urban development policies i) updated ii) developed, iii) adopted, iv) implemented Contributes to SDG Indicators 11.3.1, 11.a.1	2	**0**	0					
RESULT: R.III.2 Urban Plans and Strategies towards effective urban development developed, enhanced and/or implemented								
III.2.1 Number of city/sector/settlement development plans and strategies i) updated, ii) developed, iii) adopted, iv) implemented Contributes to SDG Indicators 11.3.1, 11.a.1	18	**15**	83%			**11**	4	
RESULT: R.III.3 Urban Capacities strengthened in city governance and management								
III.3.1 Number of urban institutions with strengthened capacities Contributes to SDG indicators 11.a.1, 16.6.2]	100 (Annual target)	**156**	156%					34[8]
III.3.2 Number of individuals with strengthened capacities Contributes to SDG Indicators 11.a.1, 16.6.2	4000 (Annual Target)	**5,227**	131%					

[7] Tier III Programmatic Outcome Indicator targets have been established for the currently active portfolio of operations. Additional targets will be incorporated for new programme/project agreements and updated annually. However, targets for seven cross-cutting indicators – Urban Capacity (3.1, 3.2 and 3.3), Mechanisms to Engage Citizens (4.2), and Programme Beneficiaries and Leverage (5.2, 5.3) – have been established based on maintaining the performance of Cities Alliance during the previous Strategic Plan (2018–2022). These metrics are required to track the Strategic Plan (2023–2025) objectives of supporting **28** million of the urban poor, in **10** countries and **24** cities and providing **$35 million** in technical assistance over the life of the strategy.

[8] Completed in 2022 includes: Uganda KJE project, Tunisia Madinatouna II project, Resilience Adaptation workshop.

INDICATOR	STRATEGY TARGET[7]	RESULTS 2022	PERFORMANCE YEAR 1	MATURITY SCALE: STRATEGIES, PLANS, CAPACITIES				
				UPDATED	DEVELOPED	ADOPTED	IMPLEMENTED	COMPLETED
III.3.3 Number of toolkits and other technical assistance products with evidence of uptake by stakeholders and/or beneficiaries Contributes to SDG Indicatosr 11.a.1, 17.16	10	**2**	20%					
III.3.4 Number of urban dialogues which deliver strategic, policy and/or normative influence i) globally, ii) nationally, iii) within cities Contributes to SDG Indicators 11.a.1, 17.16	20 i) 2, ii) 6, iii) 12	**2 i) 1, ii) 1**	10% i) 50%, ii) 17%					
RESULT: R.III.4 Mechanisms developed to Enhance Citizen Engagement in city/urban governance								
III.4.1 Number of slum dweller federations / organisations of the urban poor strengthened Contributes to SDG Indicators 6.b, 11.3.1 and 16.7.2	30	**25**	83% (all in progress)					**0**
III.4.2 Number of participation mechanisms developed to engage citizens in city governance Contributes to SDG Indicators 6.b, 11.3.1 and 16.7.2	24	**14**	58% (all in progress)					**0**
RESULT: vv Services, Infrastructure and Leverage								
III.5.1 Number of Community Infrastructure Projects Constructed Contributes to SDG Indicators 6.1.1, 6.2.1 and 6.b.1	17	**13**	76%					
II.5.2 Number of beneficiaries (M/F) of services (Direct)	1.5mn	**555,950**	37%					
III.5.3 Amount of funds (USD) leveraged for cities Contributes to SDG indicator 10.b.1	20mn	**21.9M**	110%					

Tier III:
Evidence

Number of national urban development policies i) updated ii) developed, iii) adopted, iv) implemented

Results 2022: 0

Whilst there was no new national urban development policy delivered in the first year of the current strategic plan, the Tunisia Country Programme conducted a validation workshop in March 2022 under the leadership of the Minister of Housing & Equipment for the "Politique Urbaine de la Tunisie" - the Tunisia National Urban Policy that was developed and reported on in 2021.

Number of city/sector/settlement development plans and strategies i) updated, ii) developed, iii) adopted, iv) implemented

Results 2022: 15   Performance towards 2025 target: 83%

In 2022, nine urban expansion plans were developed in four cities in Uganda, three cities in Ethiopia and two cities in Somalia, and two strategy papers on leveraging migration for urban planning and economic development in Guatemala and Kenya - all delivered through the Cities and Migration Programme.

Four Local Development Plans (LDPs) were developed and adopted in four cities in Tunisia.

All 15 plans and strategies cover five out of the six focus areas of Cities Alliance strategic plan: Access to Basic Services; Climate Resilience, Mitigation and Environment; Local Economic Development; Gender Equality and Inclusion; and Migration Management.

Number of urban institutions with strengthened capacities

Results 2022: 156   Performance towards annual target: 156%

Key focus areas targeted through institutional capacity strengthening in 2022 include Access to Basic Services, Gender Equality and Inclusion, Climate Resilience and Migration Management. Of the 156 institutions, 89 received support in strengthening capacities in climate resilience and 147 in gender equality.

Institutions supported ranged from municipalities to national ministries as well as slum dweller organisations and NGOs.

Out of the 156 reported institutions, the capacity strengthening was completed for 34 institutions in 2022. The Tunisia Country Programme completed the capacity strengthening process with 25 institutions, including four municipal steering committees and 16 Regional Offices of Ministries in the cities Beja, Tataouine, Medenine and Jendouba as well as five other institutions.

Number of individuals with strengthened capacities

Results 2022: 5,227   Performance towards annual target: 131%

Cities Alliance delivered capacity development interventions to over 5,000 individuals through multiple training, workshops and exchange events in 2022.

Number of toolkits and other technical assistance products with evidence of uptake by stakeholders and/or beneficiaries

📝 **Results 2022:** 2   📈 **Performance towards 2025 target:** 20%

Two Cities for Women toolkits who achieved uptake by stakeholders in 2022 include i) Women-Friendly Urban Planning Toolkit, which was used by UNICEF China and by ISET- International in Cambodia, and ii) the Her4Climate Tool, which was used by UNOPS Nepal for city assessments.

Number of urban dialogues which deliver strategic, policy and/or normative influence i) globally, ii) nationally, iii) within cities

📝 **Results 2022:** 2   📈 **Performance towards 2025 target:** 10%

The Cities for Women ongoing dialogue on gender equality achieved significant interest and influence in 2022. The programme convened several significant events including a workshop on Ukraine, a workshop in Jordan, and conducted a series of knowledge and advocacy activities through multiple training sessions delivered to partner institutions including EU delegations, USAID missions, UNOPS, EBRD, GIZ, local authorities and NGOs. Additionally, the USAID-funded Femmedina project of the Cities for Women Programme piloted an approach to counter inequalities and promote women's economic empowerment and safety in Tunisia through the creation of urban public spaces and services designed for and with women in the Medina of Tunis. The project demonstrated that the Cities Alliance can achieve significant influence through pilot small-scale interventions and accompanying learning and engagement activities. Femmedina gained high visibility in the media which attracted an increasing interest from other donors and stakeholders for further investments. Considering the pilot project's success, the Swiss Agency for Development and Cooperation (SDC) has allocated USD $1.6 million for the second phase to expand the intervention to four more municipalities. The strongest indicator of success is that the city of Tunis has adopted a gender budget for the maintenance of the newly created public spaces and eight additional cities in Tunisia and in the region have demonstrated interest in replicating Femmedina.

The Tunisia Country Programme achieved policy and normative influence within Tunisia during 2022. National authorities in Tunisia chose to align the elaboration process of spatial planning tools for Medenine with the Local Development Plan (LDP) process implemented through the Tunisia Country Programme. Further, a significant number of dialogues and workshops delivered in 2022 fostered increased alignment between city authorities, deconcentrated state services, and increased the knowledge and visibility of urban issues.

Number of slum dweller federations / organisations of the urban poor strengthened

📝 **Results 2022:** 25   📈 **Performance towards 2025 target:** 83%

Cities Alliance was working to strengthen slum dweller federations in 17 countries in 2022, through the Cities for Women, Cities and Migration and Covid Recovery programmes. The strengthening of all 25 reported federations is still in progress.

Number of participation mechanisms developed to engage citizens in city governance

📝 **Results 2022:** 14   📈 **Performance towards 2025 target:** 58%

The Cities and Migration Programme has fostered the participation of residents in 13 cities in Guatemala, Tunisia, Uganda, Ethiopia, Somalia and Kenya. Additionally, the Uganda Country Programme supported the development of the Municipal Development Forum of Koboko Municipality in Uganda. All reported mechanisms are still in progress.

Number of Community Infrastructure Projects Constructed

📝 **Results 2022:** 13   📈 **Performance towards 2025 target:** 76%

The community infrastructure projects delivered in 2022 include four infrastructure projects (rehabilitated cinema and a cultural centre in Medenine, three parks in Tataouine, two public parks in Jendouba and one energy-efficient street lighting installation in Beja) as part of the Tunisia Country Programme. An additional four Infrastructure Projects in Kairouan (Tunisia), Adama (Ethiopia), Jinja (Uganda) and Arua (Uganda), were delivered through the Cities and Migration Programme, and five biofil toilets were constructed as part of the Uganda Country Programme[9]

Number of beneficiaries (M/F) of services (Direct)

📝 **Results 2022:** approximately 555,950   📈 **Performance towards 2025 target:** 37%

Services provided by Cities Alliance in 2022 included training, access to work opportunities, local health and education facilities, public space improvements and other social services:

The infrastructure projects delivered in 2022 as part of the Tunisia Country Programme benefited an approximate total of 409,952 individuals.

The Cities and Migration programme benefited a total of approximately 145,000 individuals by 2022, including through services which improve access to safe and decent livelihood opportunities.

By 2022, the Uganda Country Programme had supported 84 households with cash transfers, 157 informal traders with business skills training, 116 community members received life skills training and 641 Informal traders with business and livelihood restoration plans.

Amount of funds (USD) leveraged for cities

📝 **Results 2022:** USD 21.9m   📈 **Performance towards 2025 target:** 20%

The funds leveraged for cities include follow up funding from SDC for Cities and Migration and the Cities for Women Femmedina project.

The Cities and Migration programme cities attracted follow up funding from UNCDF and others in Arua, Uganda and IOM funding in Amatitlan, Guatemala.

Co Financing to the cities engaged in the Tunisia Country Programme (Madinatouna project) included follow-up procurement in Beja; municipal funds for park management in Jendouba; funding to rehabilitate other neighbourhood parks in Tataouine; and UNDP co financing of the Medenine Local Development Plan projects.

The Fédération Nationale des Communes Tunisiennes (FNCT) who were heavily engaged in and strengthened through the Madinatouna project were awarded a USD $10.9 million grant (10 million Euro) by the European Union and the Swiss Embassy in 2022[10].

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[9] The biofil toilets were completed in 2021 but were not previously reported in the 2021 Scorecard. They are included here to provide an aggregate number of projects completed over time.

[10] Cities Alliance supported the FNCT in the first phase of Madinatouna in Tunisia with a grant and institutional capacity strengthening to lead the development of nine City Development Strategies in Tunisia. In the second

Tier IV:
Secretariat Performance

INDICATOR	YEARLY PERFORMANCE STANDARD	RESULTS 2022	% PERFORMANCE
RESULT: R.IV.1 Integrated Programming			
IV.1.1 Proportion of Cities Alliance projects with a specific component or objective on i) gender equality; ii) climate resilience and/or environment; iii) youth opportunities; iv) digital solutions	Baseline plus 5%	**43% (Baseline)**	**N/A**
RESULT: R.IV.2 Partnerships			
IV.2.1 Number of multi-member new programmes and/or initiatives per year	2	**3**	**150%**
IV.2.2 Total amount (USD) in co-financing per year	700	**385**	**55%**
RESULT: R.IV.3 Volume			
IV.3.1 Total number of TA activities approved per year	30	**16**	**53%**
IV.3.2 Total number of knowledge products that are financed by Cities Alliance and produced by members, partners and/or the Secretariat per year	30	**68**	**226%**
IV.3.3 Total number of policy dialogues, awareness-raising activities and formal learning events that are financed by Cities Alliance and implemented by members, partners and/or the Secretariat	50	**156**	**312%**

INDICATOR	YEARLY PERFORMANCE STANDARD	RESULTS 2022	% PERFORMANCE
RESULT: R.IV.4 Efficiency			
IV.4.1 Grant Making/Procurement: Average time from initial submission of proposal/bid to first disbursement	100	**60**	**167%**
IV.4.2 Grant Making/Procurement: Average time from grant/contract expiration to closing	120	**181**	**66%**
IV.4.3 Audience Access to knowledge products	140,000	**149,941**	**107%**
RESULT: R.IV.5 Sustainability			
IV.5.1 Secretariat delivery performance	100%	**82%**	**82%**
IV.5.2 Cities Alliance revenue growth rate	15%	**144%**	**144%**
IV.5.3 Secretariat Greenhouse Gas Emissions performance (Tonnes CO2 equivalent)	3	**2.14**	**140%**

Cities Alliance
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