Cities Alliance
Cities Without Slums

Hosted by **UNOPS**

CITIES ALLIANCE CORPORATE SCORECARD

2023

CONTENTS

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ACRONYMS

AFD	Agence Française de Développement
EU	European Union
GAP	Global Action Plan
ICLEI	Local Governments for Sustainability
IOM	International Organisation for Migration
LAVIL	Ansanm Ann Chanje Lavil Programme (Together Let's Change the City/ Ensemble changeons la ville)
MENA	Middle-East and North Africa
NGO	Non-Governmental Organisation
SDGs	Sustainable Development Goals
SDI	Slum Dwellers International
SUIDAC	Sustainable Urban integration of Displacement-Affected Communities in Sub-Saharan African Cities
TA	Technical Assistance
UBOS	Uganda Bureau of Statistics
UNSD	United Nations Statistics Division
UNOPS	United Nations Office for Project Services
USAID	United States Agency for International Development
USD	United States Dollar

STRATEGY PERFORMANCE

TIER I. Developmental Context (Macro level indicators)

○ Selected SDGs

TIER II. Developmental Impact in Cities

○ Selected SDGs[1]

TIER III. Programme Results: Mid Strategy Performance (2022-2023)

● 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 2023 (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:

● **<50% CHALLENGE.** For indicators based on targets (TIERs II and III), indicator shows a decrease from baseline and/ or has failed in achieving the established target. For indicators based on performance standards (TIER IV), indicator is significantly far under the established performance standard.

● **50-75% WATCH.** For indicators based on targets (TIERs II and III), indicator shows no significant increase or decrease from baseline and/or has not yet achieved the established target. For indicators based on performance standards (TIER IV), indicator is under the established performance standard although within tolerance.

● **>75% ON TRACK.** For indicators based on targets (TIERs II and III), indicator shows significant increase from baseline and/or has achieved the established target. For indicators based on performance standards (TIER IV), indicator meets/exceeds the established performance standard.

● **Sustained >100% SUSTAINABLE.** Targets/performance standards are consistently achieved and mechanisms/processes underlying change are institutionalised and/or maintained without external assistance.

○ **N/A NOT APPLICABLE.** There is insufficient data to establish a trend, or there is no target or performance standard.

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

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

HIGHLIGHT CORPORATE RESULTS 2023

2023 was the mid-point of implementation of the Cities Alliance 4-year **Strategic Plan 2022-2025: Delivering for the Urban Poor**. The Corporate Scorecard reports against the **Corporate Results Framework**, which has been developed to manage and monitor the implementation of the 2022–2025 Strategic Plan.

CUMULATIVE PROGRAMME RESULTS - 2022-2023:

15 local strategies/ planned developed

589,534 direct beneficiaries of Cities Alliance services

Over USD $34 million funds leveraged for investments in cities

26 slum dweller federations / organisations of the urban poor strengthened

28 participation mechanisms to engage citizens in city governance established

HIGHLIGHT RESULTS, 2023

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.

70 urban institutions (including 19 slum dweller federations) were engaged in capacity strengthening partnerships by Cities Alliance across 24 countries

14,544 individuals participated in capacity strengthening initiatives in 2023, through training, workshops and exchange events
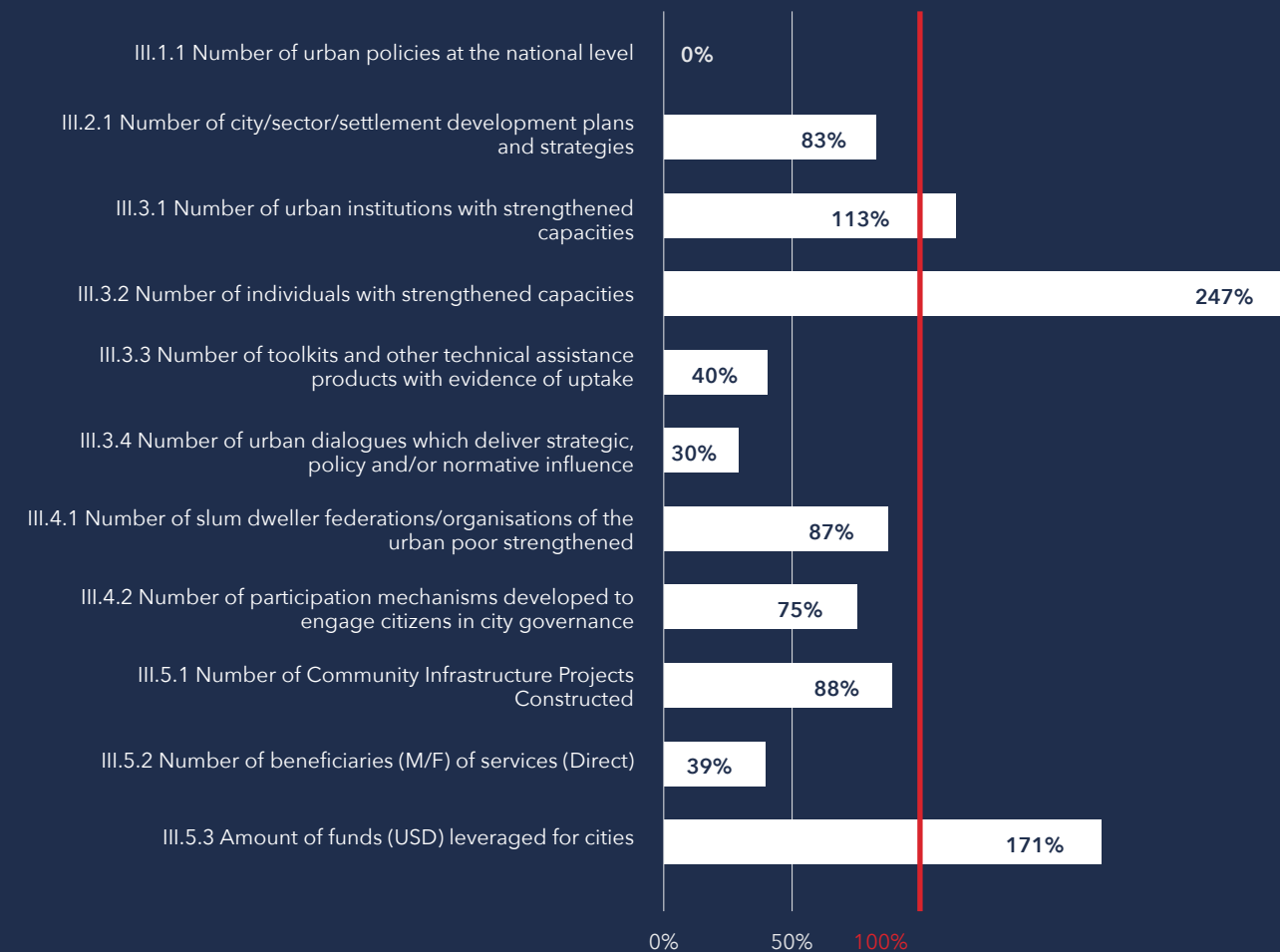
33,584 individuals directly benefited from Cities Alliance services in 2023, including nearly 18 thousand benefitting from the delivery of basic municipal services and training opportunities through the Phase II Cities and Migration Programme

Over USD $12 million in funding for cities was leveraged, including follow up and parallel investments for Haiti, Nepal and the MENA region

Performance against Strategic Plan 2022-2025 Targets

Indicator	Result
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.3.1 Number of urban institutions with strengthened capacities	113%
III.3.2 Number of individuals with strengthened capacities	247%
III.3.3 Number of toolkits and other technical assistance products with evidence of uptake	40%
III.3.4 Number of urban dialogues which deliver strategic, policy and/or normative influence	30%
III.4.1 Number of slum dweller federations/organisations of the urban poor strengthened	87%
III.4.2 Number of participation mechanisms developed to engage citizens in city governance	75%
III.5.1 Number of Community Infrastructure Projects Constructed	88%
III.5.2 Number of beneficiaries (M/F) of services (Direct)	39%
III.5.3 Amount of funds (USD) leveraged for cities	171%

0%   50%   100%

At the midpoint of the strategy, and considering aggregated results from 2022 and 2023, **70% of the total Programme Result indicators appear to be on track for delivery in the remaining two years of the strategic period.** In 2023, five of the nine indicators with 2025 targets have reached at least 75% of the strategic target, and the funds leveraged for cities reached 171% - with a total of over USD $34 million raised.

- Both indicators with annual targets (III.3.1Institutional and III.3.2 Individual urban capacities) outperformed the annual target.

- Results against Indicator III.5.2 which measures the beneficiaries of services are underperforming against the strategic targets, however this is anticipated to increase as newer initiatives reach maturity towards the end of the strategic period.

- Indicators III.3.3 Toolkits with evidence of uptake and III.3.4 Influential dialogues, as noted in previous Scorecards, are lagging indicators[2].

- Cities Alliance has not worked at the national policy level (Indicator III.1.1 National Urban Policy) during these two years, which may reflect a shift in funding from the national level, to corridor, city, and settlement level engagements.

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[2]   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, 2023

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.

100% of active Cities Alliance projects

integrate a component or objective on gender equality, climate, youth opportunities or digital solutions, up from 43% in 2022

USD $1,154,845
in co-financing was raised in 2023

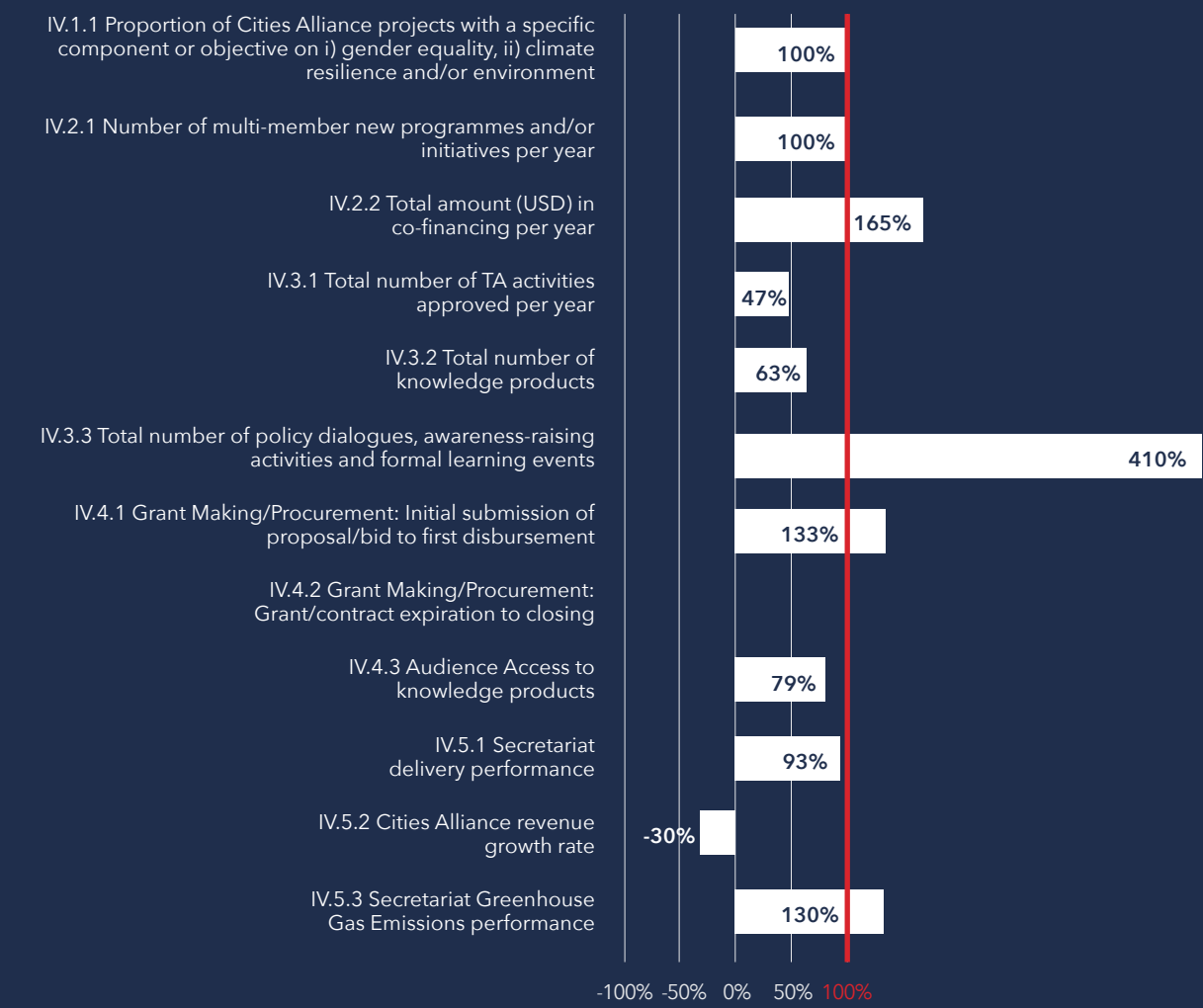### 205 policy dialogues
awareness-raising activities and formal learning events financed by Cities Alliance were facilitated in 2023

14 new technical assistance activities

were approved in 2023, including through the **Phase II Cities and Migration Programme**, **Ansanm Ann Chanje Lavil (Together Let's Change the City) Programme (LAVIL)** in Haiti and **Women and Sustainable Cities in MENA**
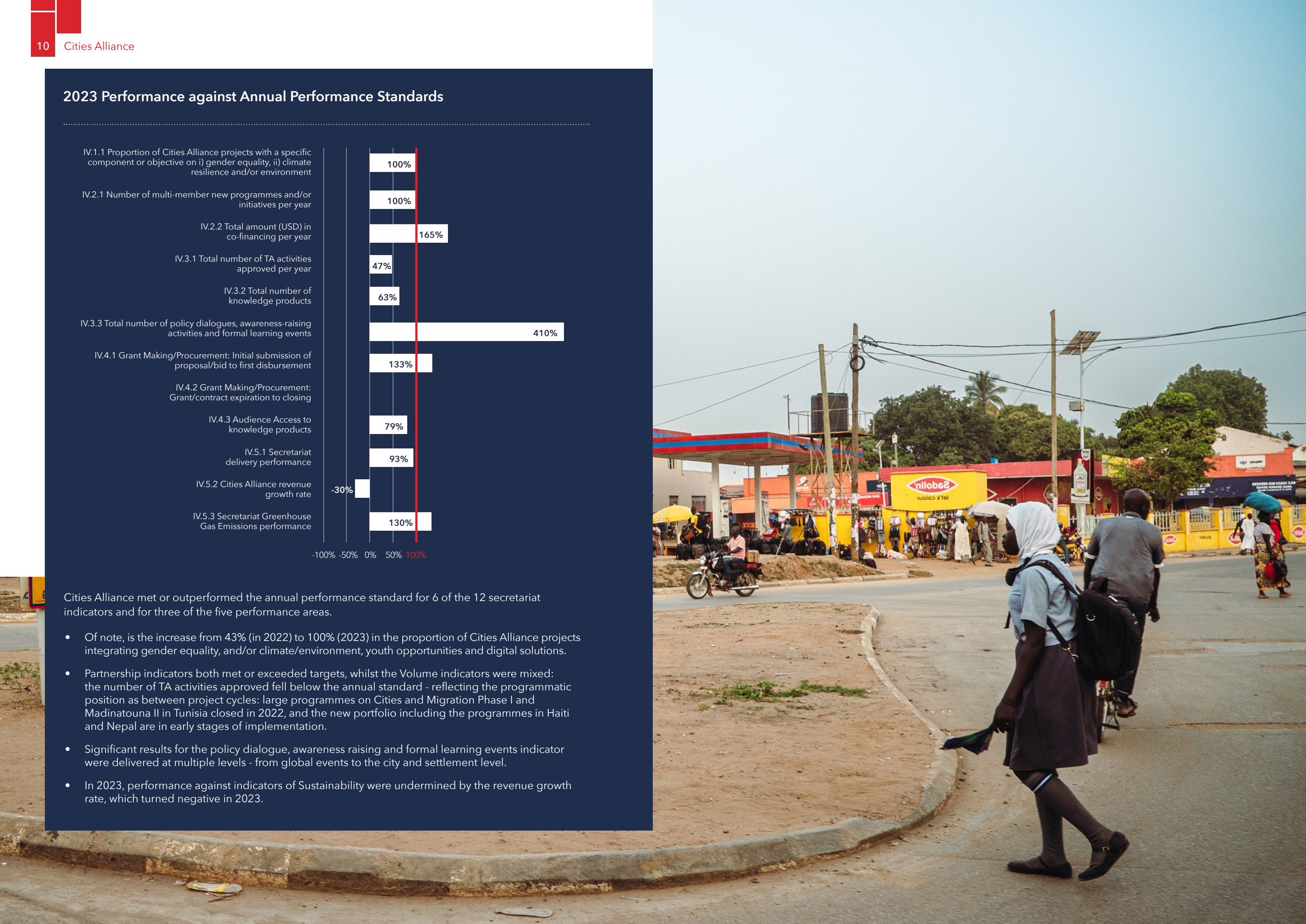
2023 Performance against Annual Performance Standards

Indicator	Value
IV.1.1 Proportion of Cities Alliance projects with a specific component or objective on i) gender equality, ii) climate resilience and/or environment	100%
IV.2.1 Number of multi-member new programmes and/or initiatives per year	100%
IV.2.2 Total amount (USD) in co-financing per year	165%
IV.3.1 Total number of TA activities approved per year	47%
IV.3.2 Total number of knowledge products	63%
IV.3.3 Total number of policy dialogues, awareness-raising activities and formal learning events	410%
IV.4.1 Grant Making/Procurement: Initial submission of proposal/bid to first disbursement	133%
IV.4.2 Grant Making/Procurement: Grant/contract expiration to closing	
IV.4.3 Audience Access to knowledge products	79%
IV.5.1 Secretariat delivery performance	93%
IV.5.2 Cities Alliance revenue growth rate	-30%
IV.5.3 Secretariat Greenhouse Gas Emissions performance	130%

-100% -50% 0% 50% 100%

Cities Alliance met or outperformed the annual performance standard for 6 of the 12 secretariat indicators and for three of the five performance areas.

- Of note, is the increase from 43% (in 2022) to 100% (2023) in the proportion of Cities Alliance projects integrating gender equality, and/or climate/environment, youth opportunities and digital solutions.

- Partnership indicators both met or exceeded targets, whilst the Volume indicators were mixed: the number of TA activities approved fell below the annual standard - reflecting the programmatic position as between project cycles: large programmes on Cities and Migration Phase I and Madinatouna II in Tunisia closed in 2022, and the new portfolio including the programmes in Haiti and Nepal are in early stages of implementation.

- Significant results for the policy dialogue, awareness raising and formal learning events indicator were delivered at multiple levels - from global events to the city and settlement level.

- In 2023, performance against indicators of Sustainability were undermined by the revenue growth rate, which turned negative in 2023.

II.
CORPORATE SCORECARD 2023

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The data for Tier I and Tier II is national SDG data extracted from the UNSD SDG database. The counties listed are those where Cities Alliance had long term engagements in 2022 and or 2023. This data is considered to be contextual data. 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[3]	37.6	51.06	40.5	40.06	7.64	52.68
I.2 Proportion of the urban population living below the international poverty line [SDG indicator 1.1.1]	11.29	4.46	12.09[4]	12.31	4.8[5]	0.23	22.81

Tier II:
Developmental Impact in Cities[6]

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]	38.58	65.54	-	-	23.16	77.37	45.09

3   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.

4   Data is from 2012, the latest official data

5   Data is from 2010, the latest official data.

6   This data is national SDG data. 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. 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
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.3 Proportion of population in urban areas with regular access to safely managed sanitation services [SDG indicator 6.2.1]	17.44	-	-	27.93	44.57	88.86	22.37
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]	17.53	29.55	21.09[7]	18.73	34.76	26.79	13.8
II.7 Proportion of seats held by women in local governments [SDG indicator 5.5.1]	-	11.44	33.66	33.54	41.29	48.49	22.09
II.8 Rating: Country migration policies to facilitate orderly, safe, regular and responsible migration and mobility of people[8] [adapted SDG indicator 10.7.b]	3	3	-	3	3	1	3

Tier III:
Programme Results

INDICATOR	STRATEGY TARGET[9]	RESULTS 2022	RESULTS 2023	2023 PERFORMANCE	MID-STRATEGY RESULTS	MID-STRATEGY PERFORMANCE
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	0%	**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	0	0%	**15**	**83%**
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	70	70%	**113**[10]	**113%**[11]
III.3.2 Number of individuals with strengthened capacities Contributes to SDG Indicators 11.a.1, 16.6.2	4000 (Annual Target)	5,227	14,544	364%	**9,886**[12]	**247%**[13]

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7   Data is from 2012, the latest official data.

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

....
9   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.

10   This is the mean performance over the years 2022 and 2023.

11   This is the mean performance over the years 2022 and 2023.

12   This is the mean performance over the years 2022 and 2023.

13   This is the mean performance over years 2022 and 2023.

INDICATOR	STRATEGY TARGET[9]	RESULTS 2022	RESULTS 2023	2023 PERFORMANCE	MID-STRATEGY RESULTS	MID-STRATEGY PERFORMANCE
III.3.3 Number of toolkits and other technical assistance products with evidence of uptake by stakeholders and/ or beneficiaries Contributes to SDG Indicators 11.a.1, 17.16	10	2	2	20%	4	40%
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	4 i)3 ii) 1	20% i) 150%, ii) 16.7% iii) 0%	6 i) 4, ii) 2	30% i) 200%, ii 33%, iv) 0%
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	1	3%	26	87%
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	4	17%	18	75%
RESULT: R.III.5 Service Beneficiaries 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	2	12%	15	88%
II.5.2 Number of beneficiaries (M/F) of services (Direct)	1.5mn	555,950	33,584	2%	589,534	39%
III.5.3 Amount of funds (USD) leveraged for cities Contributes to SDG indicator 10.b.1	20mn	21.9M	12.28M	61%	34.18M	171%

Tier III:
Evidence

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

2023 result: 0   Performance towards 2025 target: 0%

There were no national urban development policies developed or updated in 2023.

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

2023 result: 0   Performance towards 2025 target: 83%

There were no city/sector/settlement development plans and strategies developed or updated in 2023.

Number of urban institutions with strengthened capacities

2023 result: 70   Performance towards 2025 target: 113%

Institutions supported with capacity strengthening in 2023 mainly included national ministries, municipalities, NGOs, implementing partners, research and academic institutes, and several international organisations.

The main focus areas targeted through institutional capacity strengthening in 2023 was Gender Equality and Inclusion with at least 46 institutions strengthened under that theme. Other topics for institutional strengthening included Climate Change, Local Economic Development and Migration Management.

All 70 institutions continued the institutional strengthening process into 2024.

Number of individuals with strengthened capacities

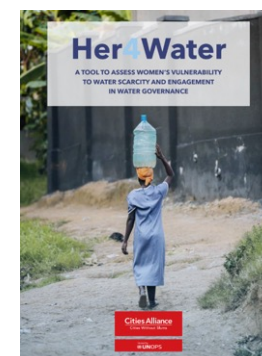2023 result: 14,544   Performance towards 2025 target: 247%

In 2023, Cities Alliance delivered capacity development interventions to over 14,500 individuals through multiple trainings, workshops, and events.

The SDI Covid Recovery Programme, the Gender Programme and the Phase II Cities and Migration Programme are the main contributors to these 2023 results.

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

2023 result: 2   Performance towards 2025 target: 40%

In partnership with the World Bank, Cities Alliance published the Migrants, Markets and Mayors report, which reviews how secondary towns and cities in Africa can better prepare for and manage the internal economic migration of workers to the mutual benefit of cities and migrants alike. The report was widely disseminated on global platforms including through the Agence Française de Développement (AFD).

The Cities Alliance new Her4Water tool aims to assess women's vulnerability to water scarcity and engagement in water governance. The tool has been widely disseminated and was applied in each project city of the Women and Sustainable Cities Programme in the MENA region (Morocco, Mauritania, Tunisia).
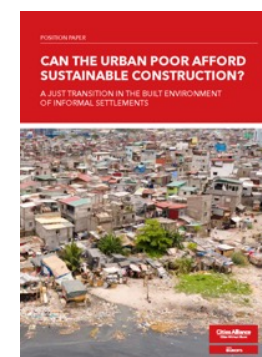
Number of urban dialogues which deliver strategic, policy and/or normative influence i) globally, ii) nationally, iii) within cities

Results 2022: 4
(3 global, 1 national)   Performance towards 2025 target: 30%
(200% global, 33% national)

Building off the multi-year dialogue facilitated through the Cities Alliance Informality Task Force, in 2023 Cities Alliance partnered with UN-Habitat to implement the framework for the Global Action Plan: Accelerating for Transforming Informal Settlements and Slums by 2030 (GAP). The GAP aims to enhance conditions in informal settlements with essential services such as water, sanitation, electricity, and transport, acknowledging them as human rights issues.

In 2023, following the Arua city initiative and strategic advocacy efforts at the national and global levels, the Ugandan government decided to enumerate urban refugees across Uganda in its 2024 national census. The Arua city initiative of the Cities and Migration Programme forged a partnership with the Uganda Bureau of Statistics (UBOS) for a first-time survey on urban refugees in a secondary city. The Programme further prepared a Policy Brief for an advocacy campaign and began to convene local governments from the West Nile region of Uganda and international actors, which have turned their attention to urban forced displacements. Across the municipalities in the West Nile region, an alliance has formed to advocate for a reconsideration of the national policy on refugee registration, which shall go beyond registrations in camps/settlements and Kampala city.

Under the Climate Change Programme, Cities Alliance has been fostering an ongoing dialogue on the topic of sustainable construction. Cities Alliance coordinated members and stakeholders of the Sustainable Construction Working Group which jointly produced the position paper "Can the Urban Poor Afford Sustainable Construction?" and which was circulated by Cities Alliance and its partners such as ICLEI, ORG Permanent Mobility and others.

The ongoing Cities Alliance collaboration with UNOPS on gender and inclusion has contributed to enhanced cooperation and greater prominence of gender initiatives within UNOPS. This includes further integrating gender perspectives into project planning and execution at the program level, and cultivating broader partnerships and bolstering outreach to tackle gender inequalities. Specific UNOPS offices, including those in North Africa, Ukraine, Europe, and Nepal, have collaborated with Cities Alliance to design projects with a gender focus and to gain insights into relevant tools and methodologies.

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

📝 Results 2022: 1   📈 Performance towards 2025 target: 87%

In addition to the new organisation reported for 2023, 18 of the 25 reported strengthening interventions in 2022 are still in progress in 2023. These include the SDI affiliates supported through the SDI Covid Recovery Programme.

Number of participation mechanisms developed to engage citizens in city governance

📝 Results 2022: 4   📈 Performance towards 2025 target: 75%

Of the 14 mechanisms reported in 2022, 13 are still in progress. New mechanisms established in 2023 include inclusive processes in 4 cities in Tunisia, Morocco and Mauritania, which aim to integrate gender-responsive approaches to urban planning.

Number of community infrastructure projects constructed

📝 Results 2022: 2   📈 Performance towards 2025 target: 88%

In 2023, two community infrastructure projects were delivered through the Cities and Migration Programme: a migration registration centre in Adama, Ethiopia, and an ultrasound service provision centre in the West Nile region of Uganda.

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

📝 Results 2022: 33,584   📈 Performance towards 2025 target: 39%

Services provided by Cities Alliance benefitted a total of 33,584 individuals in 2023:

- The Cities and Migration Programme benefitted 17,921 individuals from migrant, forcibly displaced and vulnerable host communities groups. The action was twofold: the delivery of basic municipal services and specialised training intending to enable beneficiaries to access new or better economic opportunities.

- Through the SDI Covid Recovery Programme, another 14,061 individuals strengthened their tenure as Cities Alliance worked with local SDI affiliates to support mass land regularisation and secure title deeds in Malawi and Zambia.

- In the MENA region, the Women and Sustainable Cities Programme benefited over 1,000 people, through activities including capacity interventions.

Amount of funds (USD) leveraged for cities

📝 Results 2022: $12.28M   📈 Performance towards 2025 target: 170%

In 2023, Cities Alliance leveraged over USD $12 million under the following programmes:

- The Cities and Migration programme attracted USD $1,155,000 of co-funding in 2023.

- USD $4,282,056 was leveraged through the Gender programme: the EU Delegation in Nepal funded the Cities for Women initiative in the country and the French ministry for Europe and Foreign Affairs funded the Women and Sustainable Cities programme in Tunisia, Morocco, and Mauritania.

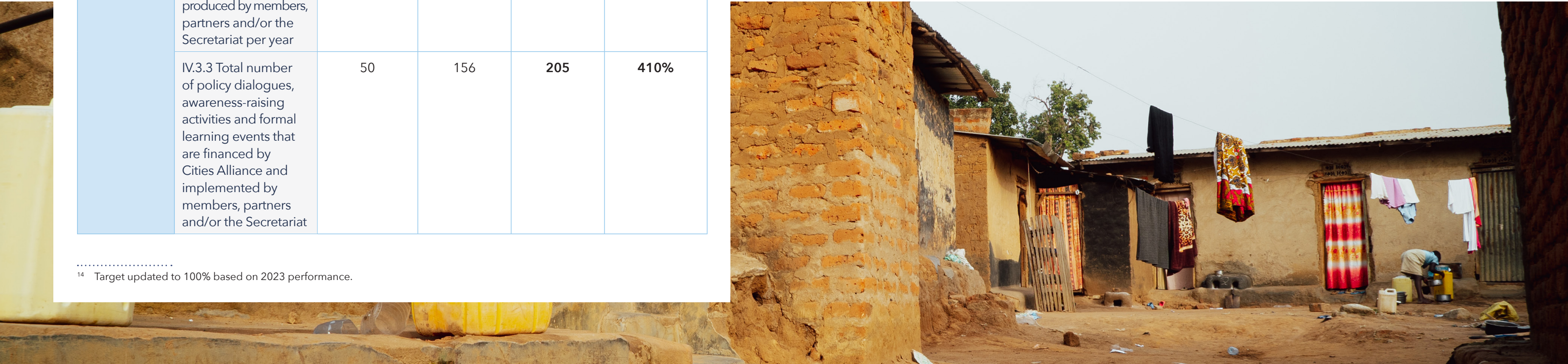- USAID provided USD $6,840,303 for the LAVIL Programme in Haiti.

Tier IV:
Secretariat Performance

RESULT	INDICATOR	YEARLY PERFORMANCE STANDARD	RESULTS 2022	RESULTS 2023	PERFORMANCE 2023
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	100%[14]	43%	**100%**	**100%**
R.IV.2 Partnerships	IV.2.1 Number of multi-member new programmes and/or initiatives per year	2	3	**2**	**100%**
	IV.2.2 Total amount (USD) in co-financing per year	700	385	**1,155**	**165%**
R.IV.3 Volume	IV.3.1 Total number of TA activities approved per year	30	16	**14**	**47%**
	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	**19**	**63%**
	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	**205**	**410%**

RESULT	INDICATOR	YEARLY PERFORMANCE STANDARD	RESULTS 2022	RESULTS 2023	PERFORMANCE 2023
R.IV.4 Efficiency	IV.4.1 Grant Making/ Procurement: Average time from initial submission of proposal/bid to first disbursement	100	60	**75**	**133%**
	IV.4.2 Grant Making/ Procurement: Average time from grant/contract expiration to closing	120	181	**N/A[15]**	**N/A**
	IV.4.3 Audience Access to knowledge products	140,000	149,941	**110,091**	**79%**
R.IV.5 Sustainability	IV.5.1 Secretariat delivery performance	100%	82%	**93%**	**93%**
	IV.5.2 Cities Alliance revenue growth rate	15%	144%	**-30%**	**-30%**
	IV.5.3 Secretariat Greenhouse Gas Emissions performance (Tonnes CO_2 equivalent)	3	2.14	**2.3**	**130%**

15   There was no available data for 2023, as no grants were closed during the year.

14   Target updated to 100% based on 2023 performance.

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