



Cities Alliance
Cities Without Slums

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 **UNOPS**

CITIES ALLIANCE CORPORATE SCORECARD 2024

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ACRONYMS

ASEAN	Association of Southeast Asian Nations
COP29	29th United Nations Climate Change Conference
EU	European Union
EACC	East African City Corridor
GGGI	Global Green Growth Institute
GMS	Greater Mekong Subregion
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
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
SDI	Slum Dwellers International
Sida	Swedish International Development Cooperation Agency
SUIDAC	Sustainable Urban integration of Displacement-Affected Communities in Sub-Saharan African Cities
TA	Technical Assistance
UMCI	Urban Mekong Corridor Initiative
UNSD	United Nations Statistics Division
USD	United States Dollar

STRATEGY PERFORMANCE






TIER I. Developmental Context (Macro level indicators)

 Selected SDGs


TIER II. Developmental Impact in Cities

 Selected SDGs¹






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)

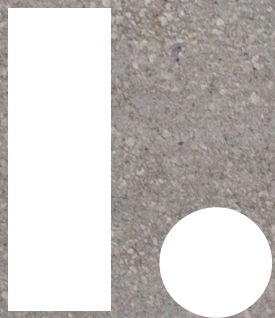
-  Performance Area 1: Integrated programming
-  Performance Area 2: Partnerships
-  Performance Area 3: Volume
-  Performance Area 4: Efficiency
-  Performance Area 5: Sustainability

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.

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 2024



2024 is the third year 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 - 2022-2024:

21 local strategies/ planned developed



706,024 direct beneficiaries of Cities Alliance services



Over USD \$73 million funds leveraged for investments in cities



20 community infrastructure projects constructed
to improve basic services and public space



28 participation mechanisms to engage citizens in city governance established



HIGHLIGHT RESULTS FOR 2024:

93 urban institutions were engaged in capacity strengthening
partnerships by Cities Alliance



Over 40,000 individuals participated in capacity strengthening initiatives in 2024, through training, participation in livelihoods and entrepreneurial initiatives, workshops and exchange events



116,490 individuals directly benefited
from Cities Alliance services in 2024



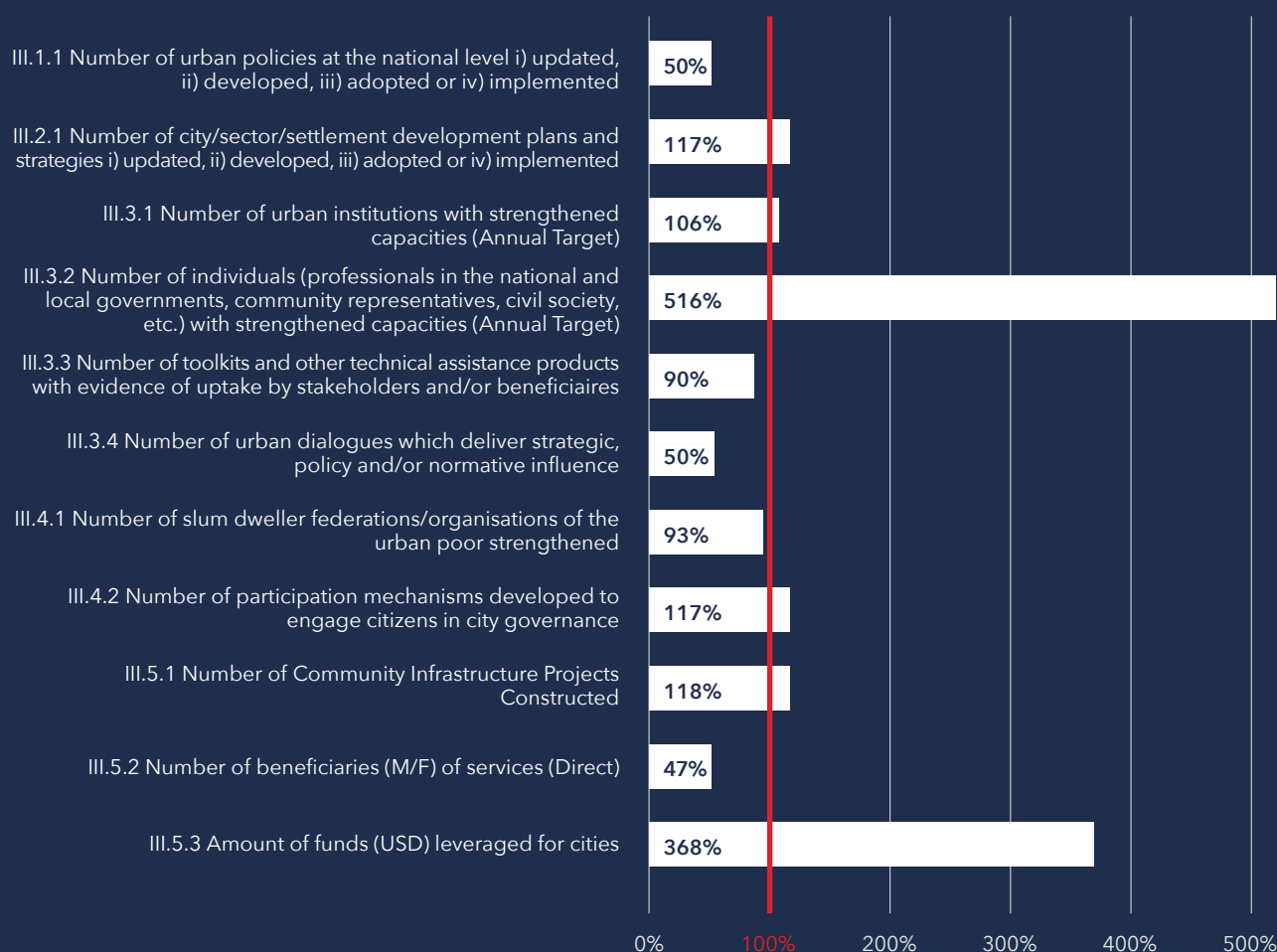
Over USD \$39 million in funding for cities was leveraged, including investments in migration initiatives and locally-led climate, heritage and gender equality actions.



PROGRAMMATIC OUTCOMES, TIER III

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.

Performance against Strategic Plan 2022-2025 Targets



In the third year of the strategic period, and considering aggregated results from 2022 to 2024, **82% of the total Programme Result indicators appear to be on track for delivery in the remaining year of the strategic period.** These include indicators tracking performance towards the development of local strategies and plans, capacity strengthening (both institutional and individual), citizen participation mechanisms, community infrastructure and funds for cities leveraged.

In 2024, six of the nine indicators with 2025 targets have reached at least 90% of the strategic target, two are at 50% (national urban policies and influential dialogues) and one is just below (beneficiaries of services). Results delivered by 2024 include:

- The development or updating of a total of 21 city, sector or settlement plans², with a further nine underway for SUIDAC cities in 2025. A total of 19 of these plans (90%), include strategies and actions to improve resilience to climate change within the settlements and/or cities.
- Cities Alliance has strengthened the capacities of an average of 106 urban institutions and the capacities of an average of over 20,000 individuals per year between 2022 and 2024.
- Cities Alliance has leveraged a total of over USD \$73M funding for cities since 2022.
- On target performance towards national level urban policy development, including the 2024 inclusion of urban refugees in Uganda's National Census to ensure national government transfers.

² 21 City, sector and settlement development plans and strategies have been developed in Ethiopia, Guatemala, Haiti, Kenya, Somalia, Tunisia and Uganda since 2022

reflect the true population size of cities. In year three of the strategic period, this indicator is assessed to be on target as there are another three anticipated updated national policies as a result of the Cities Alliance contribution by 2025, including:

- The integration of Urban Expansion Planning into Uganda's regulatory frameworks with updates to physical planning regulations and land-use policies;
 - Progress in Ethiopia towards integrating Urban Expansion Planning into the national urban planning legislation; and,
 - Revisions to the national Urban Planning Guidelines in Nepal to embed inclusive and gender-responsive strategies.
- The remaining two indicators which appear to be underperforming in 2024 are both lagging indicators with anticipated higher delivery in the final year of the strategic period:
 - The first - *3.4 Number of urban dialogues which deliver strategic, policy and/or normative influence* - is currently at 50% of the strategic target of 20, however, this is likely to increase in 2025, particularly through dialogues at the city, national and regional levels through the SUIDAC programme.
 - The second - *5.2 Number of direct beneficiaries of Cities Alliance services* - performance towards this indicator target is anticipated to rise significantly in 2025, with the delivery of infrastructure projects in Nepal and Tunisia, as well as through SUIDAC activities. Between 2022 and 2024, an estimated 700,000 individuals directly benefited from Cities Alliance services.

SECRETARIAT RESULTS, TIER IV, 2024

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



153 policy dialogues

awareness-raising activities and formal learning events financed by Cities Alliance were facilitated in 2024

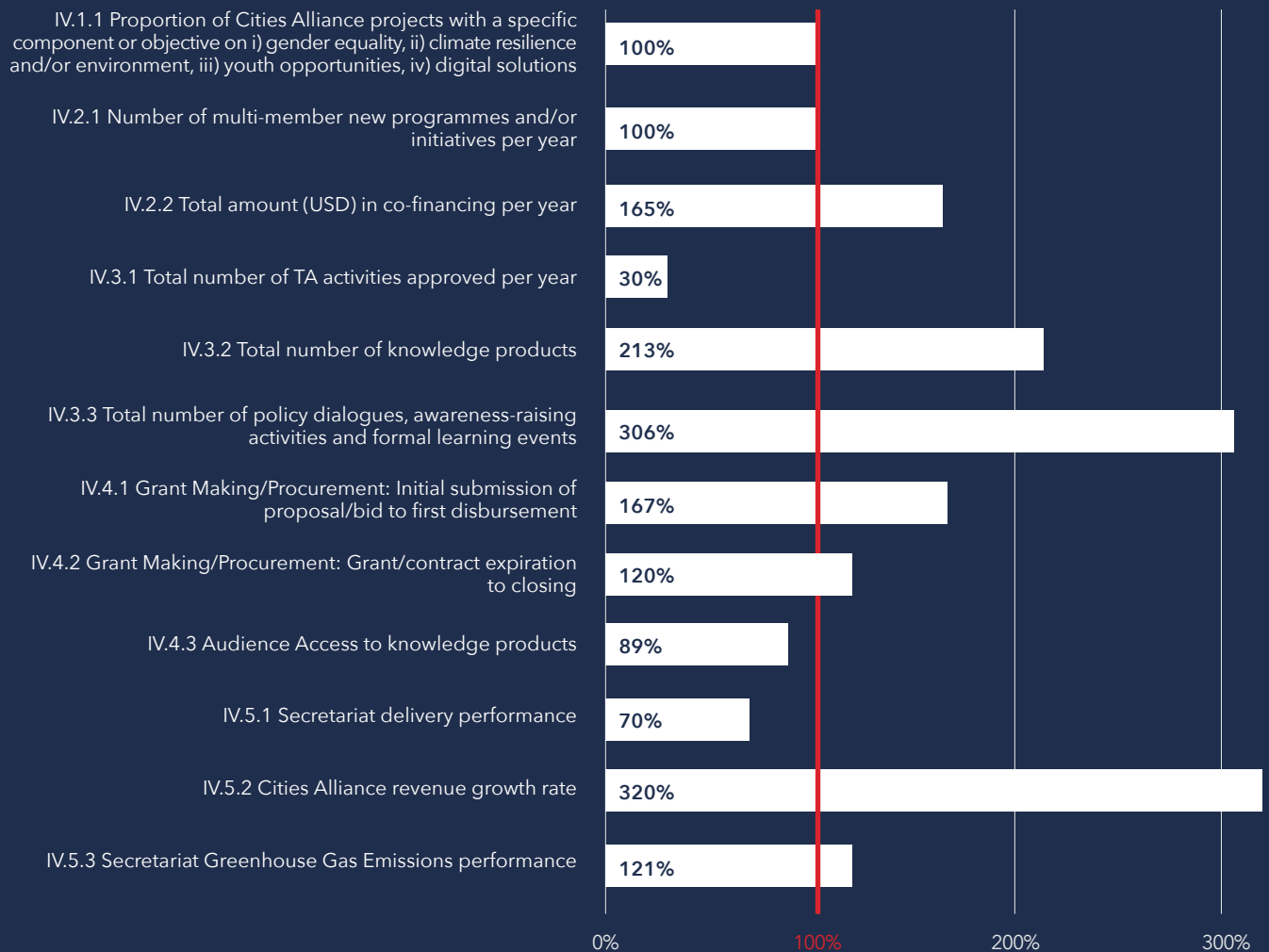


Revenue growth rate at 320%
of the target for 2025



64 knowledge products
produced and disseminated

2024 Performance against Annual Performance Standards



In 2024, Cities Alliance met or outperformed nine of the 12 Secretariat performance indicators (75%). This indicates enhanced effectiveness and improved performance in comparison to previous years - in particular relating to indicators on knowledge production and access, grant processing efficiency and the revenue growth rate.

- Of note are the significant efforts relating to knowledge production and convening dialogues and awareness raising, with 64 knowledge products developed and 153 policy dialogues, awareness-raising and formal learning events delivered in 2024.
- The relatively low number of new TA activities approved (at 30% of the target), reflects the relative maturity of the Cities Alliance current portfolio of projects and programmes in 2024 - towards the end of the strategic period.





CORPORATE SCORECARD 2024

Please note: 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 has had long term engagements since 2022. 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 Context³



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	37.6	51.1	40.5	40.1	7.6	52.7
I.2 Proportion of the urban population living below the international poverty line [SDG indicator 1.1.1]	11.3 ⁴	4 ⁵	12 ⁶	12.3 ⁷	4.8 ⁸	0	23

Tier II: Developmental Impact in Cities⁹



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	45.01

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 2015, the latest official data.

⁵ Data is from 2014, the latest official data.

⁶ Data is from 2012, the latest official data.

⁷ Data is from 2015, the latest official data.

⁸ Data is from 2010, the latest official data.

⁹ 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	-	-	27.9	44.6	88.9	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]	88.17	-	-	60.32	29.5	-	79.8
II.6 Proportion of youth not in education, employment, or training [SDG indicator 8.6.1]	17.53	23.82	21.1 ¹⁰	18.73	34.88	22.65	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	48.5	22.1
II.8 Rating: Country migration policies to facilitate orderly, safe, regular and responsible migration and mobility of people ¹¹ [adapted SDG indicator 10.7.2]	3	3	-	3	3	1	3

¹⁰ Data is from 2012, the latest official data.

¹¹ 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	RESULTS 2022	RESULTS 2023	RESULTS 2024	CUMULATIVE RESULTS [2022-2024]	CUMULATIVE PERFORMANCE TOWARDS TARGET [2022-2024]
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	1 i) 1	1 i) 1	50%
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	6 i) 4 ii) 2	21 i) 4 ii) 17	117%
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	93	106 ¹²	106% ¹³
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	42,167	20,646 ¹⁴	516% ¹⁵
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	5	9	90%
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	4 i) 3 ii) 1	10 i) 7 ii) 3	50% i) 350%, ii 50%, iv) 0%

¹² This is the mean performance over the years 2022 and 2024.

¹³ This is the mean performance over the years 2022 and 2024.

¹⁴ This is the mean performance over the years 2022 and 2024.

¹⁵ This is the mean performance over years 2022 and 2024.

INDICATOR	STRATEGY TARGET	RESULTS 2022	RESULTS 2023	RESULTS 2024	CUMULATIVE RESULTS [2022-2024]	CUMULATIVE PERFORMANCE TOWARDS TARGET [2022-2024]
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	2	28	93%
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	10	28	117%
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	5	20	118%
III.5.2 Number of beneficiaries (M/F) of services (Direct)	1.5mn	555,950	33,584	116,490	706,024	47%
III.5.3 Amount of funds (USD) leveraged for cities Contributes to SDG indicator 10.b.1	20mn	21.9M	12.28M	39.4M	73.58M	368%



Tier III: Evidence

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



2024 result: 1
(updated)



Performance towards 2025 target: 50%

The **Resilient Systems of Secondary Cities and Migration Dynamics** Programme contributed to the 2024 inclusion of urban refugees in Uganda's National Census. This policy shift ensures that fiscal transfers to cities more accurately reflect their populations. Through the advocacy of cities and collaboration with the Uganda Bureau of Statistics (UBOS), the 2024 Uganda Population and Housing Census will, for the first time, enumerate urban refugees across the country. This inclusion will ensure that national government transfers reflect the true population size of cities, enabling the provision of services for all and fostering greater well-being and social cohesion.

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



2024 result: 6
(2 developed, 4 updated)



Performance towards 2025 target: 117%

In Tunisia, the **Femmedina Programme** seeks to address gender-based social and spatial inequalities in public spaces of the historical centres of Mahdia, M'saken, Sousse, and Kairouan. In 2024, each city updated its sector development plans to be more inclusive of gender-related issues and include forthcoming public space interventions within the cities' medinas.

Under the **LAVIL Programme** in Haiti, two market diagnostics were developed to elaborate the planned interventions for markets in the cities of Cap Haitien and Les Cayes.

Number of urban institutions with strengthened capacities



2024 result: 93



Performance towards 2025 target: 106%

In 2024, significant contributions to institutional capacity strengthening came from the **Resilient Systems of Secondary Cities and Migration Dynamics**, **Building Resilience in Informal Settlements**, **Femmedina**, and **SUIDAC** programmes.

Local authorities and NGOs were the biggest groups of institutions that benefited from capacity strengthening, followed by national institutions such as ministries and a range of implementing partners including 16 SDI affiliates.

Institutional capacity strengthening in 2024 focused on three key areas: gender equality and inclusion, access to basic services, and climate resilience, with over 40 institutions strengthened in each theme.

Number of individuals with strengthened capacities



2024 result: 42,167



Performance towards 2025 target: 516%

The strongest contributions to individual capacity strengthening were delivered by the Covid Recovery phase of **Building Resilience in Informal Settlements Programme**, which strengthened the capacities of 36,661 members of slum dweller federations.

In 2024, the Cities for Women Programme in Nepal and the Resilient Systems of Secondary Cities and Migration Dynamics Programme also strengthened the capacities of over 2,000 individuals each.

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



2024 result: 5



Performance towards 2025 target: 90%

In Nepal, the **Cities for Women** programme developed a municipal data visualization platform with the engagement of municipalities and the Ministry of Urban Development. The Platform is now hosted by the Ministry of Urban Development and is actively utilised by both the Ministry and engaged municipalities.

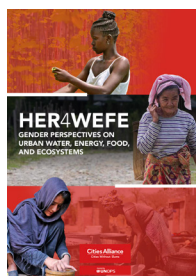
The **Blueprint for Circular Cities** for more sustainable solid waste management in the Mekong region has been widely distributed and promoted on the ASEAN Circular Economy Stakeholder Platform. The Blueprint has also been utilised and referenced in external publications and reports, including: i) the Global Green Growth Institute (GGGI) (2025): Sustainable Municipal Solid Waste Management System Assessment and Pre-Feasibility for the Establishment and Management of a Circular Economy in Vang Vieng District, Vientiane Province, Lao PDR; and ii) Ramboll (2025): Sustainable Waste Management and Circular Economy in Greater Mekong Subregion (GMS) Countries.

The **Femmedina Programme** developed a Gender-Sensitive Participatory Decision-Making Manual which is now being applied by Tunisian municipalities to guide planning.

In 2024, two new participatory tools to assess and track women's engagement and vulnerabilities were developed and widely disseminated. Both tools are actively informing Cities Alliance programming, including ongoing discussions with stakeholders to shape new programmes in the MENA region:



- The **Her4Energy** was developed to respond to the growing energy demand and seeks to empower women and girls to actively participate and take leadership in the sector.



- The **Her4WEFE** toolkit builds on previously published participatory tools and provides urban practitioners with a cross-sectional approach to gender-inclusivity that acknowledges the cascading effects, externalities, and interconnections between water, energy, and food security.

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



Results 2024: 4
(3 global, 1 national)



Performance towards 2025 target: 50%
i) 350%, ii) 50%, iii) 0%

The corridor-based approach developed under the Phase II of the Cities and Migration Programme has catalysed and influenced transboundary collaboration. The two regional dialogue platforms - the **East Africa City Corridor** (EACC) and the **Urban Mekong Corridor Initiative** (UMCI) - are working to foster transboundary city-to-city partnerships to address migration-driven urban growth and sustainable economic development. These platforms ensure local actors' voices are heard in regional decision-making processes.

In 2024, the **Climate Finance for the Urban Poor** publication revealed that only 3.5% of global climate finance was allocated to projects targeting informal settlements and the urban poor. The report and related advocacy events attracted significant attention following the launch at COP29 and has been featured by multiple media outlets such as Sustainability Online, Down to Earth, and PreventionWeb. It also led to a collaboration with Global Cause and a feature in their online magazine.

Through the third phase of the **Building Resilience in Informal Settlements Programme**, the focus on locally-led climate adaptation and the peer-learning facilitated between SDI affiliates has stimulated and elevated the positioning and articulation of SDIs work on locally-led climate action.

The **Cities4Women Programme** is contributing to more inclusive urban planning practices at the national level in Nepal. Following a series of consultative meetings, a comprehensive urban policy review process, and policy dialogues with the Ministry of Urban Development, the National Framework for Inclusive Urban Planning is currently under review and will be strengthened by the recommendations emerging from these dialogues.

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



Results 2024: 2



Performance towards 2025 target: 93%

Under the Haitian **LAVIL Programme**, the local market associations of the Marché Pont Neuf in Cap-Haïtien and Marché Rival in Les Cayes were established and strengthened. Both markets are situated in marginalised areas and primarily support the livelihoods and needs of the urban poor.

Number of participation mechanisms developed to engage citizens in city governance



Results 2024: 10



Performance towards 2025 target: 117%

In total, 10 new participation mechanisms have been developed across three different programmes:

- To empower women's leadership and strengthen gender-inclusive water governance, the **Women and Sustainable Cities Regional Programme** developed two new citizen governance mechanisms to oversee water projects in Figuig, Morocco, and in Sebkhia, Mauritania.
- New citizen engagement mechanisms were also introduced in each of the six municipalities of intervention of the **Cities4Women Programme** in Nepal.
- Two market forums were established under the **LAVIL Programme** in Haiti.

Number of community infrastructure projects constructed



Results 2024: 5



Performance towards 2025 target: 118%

In 2024, five community infrastructure projects were completed under the **Resilient Systems of Secondary Cities and Migration Dynamics Programme**. In Tunisia, the initiatives included the inauguration of two citizen spaces for public administrative services, as well as two entrepreneur showrooms and co-working spaces to support local entrepreneurs. In addition, market infrastructure in Jinja, Uganda was updated and renovated.

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



Results 2024: 116,490



Performance towards 2025 target: 47%

A total of 116,490 individuals benefitted from services provided by Cities Alliance in 2024, primarily from the following programmes:

- Representing nearly two-thirds of the total figure, the SDC-funded **Resilient Systems of Secondary Cities and Migration Dynamics Programme** supported 76,590 individuals from migrant, forcibly displaced, and vulnerable host communities. These individuals benefitted from improved access to urban services and/or received services to support livelihoods strengthening.
- Under the **Building Resilience in Informal Settlements Programme**, a total of 36,661 savings group members benefited from the programme.

Amount of funds (USD) leveraged for cities



Results 2024: \$39.4M







Performance towards 2025 target: 368%

In 2024, Cities Alliance was able to leverage close to USD \$40 million, significantly exceeding the target.





Funds were leveraged under the following programmes: The EU-funded SUIDAC Programme; HERitage in Madaba, Jordan; A third and final phase of the Sida-funded Building Resilience in Informal Settlements Programme; New funding from SDC and Canada for the Femmedina Programme; New leveraged funding from Finland for the Cities4Women Programme in Nepal; and, Co-funding for the Resilient Systems of Secondary Cities and Migration Dynamics Programme.



Tier IV: Secretariat Performance

RESULT	INDICATOR	YEARLY PERFORMANCE STANDARD	 RESULTS 2022	 RESULTS 2023	 RESULTS 2024	 PERFORMANCE 2024
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% ¹⁶	43%	100%	100%	100%
R.IV.2 Partnerships	IV.2.1 Number of multi-member new programmes and/or initiatives per year	2	3	2	2	100%
	IV.2.2 Total amount (USD) in co-financing per year	700	385	1,155	1,155	165%
R.IV.3 Volume	IV.3.1 Total number of TA activities approved per year	30	16	14	9	30%
	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	64	213%
	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	153	306%

¹⁶ Target updated to 100% based on 2023 performance.

RESULT	INDICATOR	YEARLY PERFORMANCE STANDARD	 RESULTS 2022	 RESULTS 2023	 RESULTS 2024	 PERFORMANCE 2024
R.IV.4 Efficiency	IV.4.1 Grant Making/ Procurement: Average time from initial submission of proposal/bid to first disbursement	100	60	75	60	167%
	IV.4.2 Grant Making/ Procurement: Average time from grant/contract expiration to closing	120	181	N/A ¹⁷	100	120%
	IV.4.3 Audience Access to knowledge products	140,000	149,941	110,091	123,947	89%
R.IV.5 Sustainability	IV.5.1 Secretariat delivery performance	100%	82%	93%	70%	70%
	IV.5.2 Cities Alliance revenue growth rate	15%	144%	-30%	48%	320%
	IV.5.3 Secretariat Greenhouse Gas Emissions performance (Tonnes CO ₂ equivalent)	3	2.14	2.3	2.48	121%

¹⁷ There was no available data for 2023, as no grants were closed during the year.

Cities Alliance

Cities Without Slums

Hosted by



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