



2017

ANNUAL REPORT

Cities Alliance

Cities Without Slums

FOREWORD

It gives me great pleasure to introduce the 2017 Annual Report for the Cities Alliance. This was a transitional yet very important year for the partnership.

In the first instance, the Cities Alliance completed four major bodies of work, three of which were initiated before the move to Brussels in 2013. These included the first five Country Programmes; oversight on an urban portfolio of the Bill & Melinda Gates Foundation; the last vestiges of the work programme with the World Bank; and the more recent Future Cities Africa programme financed by the UK's Department for International Development. In all cases, these work programmes were finished on time, on-budget, and each was well reviewed.

The various reviews of these bodies of work provided the substantive background to a major Independent Evaluation, which the Cities Alliance commissions every five years. These independent assessments are essential to help the members and staff to critically analyse strengths and weaknesses, and to make necessary adjustments. The 2017 report provided very useful insights into the institutional position of the Cities Alliance, and underscored the importance of retaining secondary cities, gender, informality and urban poverty at the centre of the organisation's focus.

The year 2017 ended on an extremely positive note at the second meeting of the Assembly, which took place in Jinja, Uganda – one of the secondary cities with which the Cities Alliance and its members have been working over the past seven and more years. The centrepiece of the Assembly meeting was the adoption of the ambitious but focused Strategic Plan for 2018-21, which underscored the importance of the partnership's role in providing long-term, programmatic support through its Country Programmes. An important element of the Strategic Plan is the strengthening and deepening of the relationship between the Cities Alliance and UNOPS to leverage our respective skills and mandates.

As Chair of the Management Board, I am very hopeful that the Cities Alliance and its members are well-positioned to capitalise on the very tangible progress we made in 2017, and to move onto the next phase with confidence and purpose.



Chair of the Management Board,
Cities Alliance

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INTRODUCTION

The year 2017 was a challenging but ultimately highly rewarding one for Cities Alliance. In addition to implementing our annual work programme, the year was dominated by two major projects – successfully completing four major bodies of work, while preparing the Cities Alliance for the next phase in its history. In both instances, we were extremely successful.

The Secretariat formally closed the following four major pieces of work on time, on budget and to a high standard: our World Bank legacy portfolio, comprising 92 grants worth \$25 million,¹ concluding a very successful and professional transition from the World Bank to UNOPS; the \$15m grant from the Bill & Melinda Gates Foundation entitled Land, Services and Citizenship, the major source of funding for our first five Country Programmes; the Intermediation Portfolio, a collection of projects that Cities Alliance Secretariat was contracted to supervise on behalf of the Bill & Melinda Gates Foundation; and, finally, Future Cities Africa, a detailed examination of the major urban challenges facing African cities, viewed through 18 cities in four countries and financed by a \$8.5 million grant from DFID. Closing these four items professionally and on time required a significant commitment by the Secretariat; each portfolio was subject to satisfactory review.

For the Cities Alliance itself, it is standard practice that the organisation subjects itself to a comprehensive and independent evaluation every 4-5 years. In 2017,

this was undertaken by McKinsey and Company, whose positive report was presented to the Assembly. Finally, the Management Board oversaw the development of the Strategic Plan for 2018–21, which the Cities Alliance Assembly approved at its Annual Meeting in Jinja in December 2017 – arguably one of our best. The Assembly had the chance to see the relationships that had been established through the Uganda Country Programme, and to better understand the challenge of managing a secondary city in Africa.

We have also made considerable progress in mainstreaming gender in our work programme. From 2016 to 2017, mainstreaming gender in our grants improved by 158 per cent. In 2006, one third of our projects discussed gender equality or women's empowerment; by 2017 that number had risen to 54 per cent. As of 2017, no grant can be approved without a minimum threshold regarding gender mainstreaming.

Looking ahead, 2018 will be transformational for the partnership. With the approval of our new Strategic Plan, there are important changes to the business model. Cities Alliance now has two clearly defined windows: A Country/City window, and a Global window. Under the new Strategic Plan, we will introduce a number of reforms designed to improve our developmental impact in delivering the objective of the Strategic Plan: to improve the lives of 20 million of the world's urban poor and empower women in more than 60 cities across seven or more countries by 2021.

¹ All dollar amounts in this report refer to United States dollars.



The Cities Alliance Assembly gathering in Jinja, Uganda in December 2017. Photo: Cities Alliance

A YEAR OF VALIDATION FOR THE CITIES ALLIANCE THEORY OF CHANGE

On a global level, changes in the international development architecture and the adoption of four major global agendas with direct implications for cities meant a new environment for mayors, city managers and urban practitioners and, indeed, the Cities Alliance. Over the course of 2017, we focused on our role as a global partnership to support implementation of the 2030 Agenda, the Paris Climate Change Agreement, the New Urban Agenda, and the Sendai Framework for Disaster Risk Reduction 2015-2030.

With the crafting of a new urban agenda and the increasing recognition of the role of cities in delivering global agendas, the Cities Alliance and its diverse membership is extremely well positioned to make a positive contribution, not least by continuing to focus attention, and provide support, to those communities and cities where it matters most.

How did we get here? From the outset, Cities Alliance moved beyond a narrow human settlement approach to cities, exemplified by slums. Our mandate was not only to address the symptoms of slums – lack of water, energy, waste and other services, uncertain land ownership, and poor-quality housing – but also the causes of slums, including issues of governance and poor policy decisions.

At all times, the Cities Alliance moved beyond a sectoral, project-based approach and insisted on citywide and national scales of action. In this respect, slum upgrading was seen as an important component of a city development strategy (CDS), itself one building block of a national urban policy framework. In too many countries, the focus on urbanisation obscures the larger, structural transformation that is underway, and which affects urban and rural areas alike.

As an organisation the Cities Alliance has consciously chosen to support countries and cities whose policies create an enabling environment for cities and local governments to protect their environment and deliver basic and social services to an active citizenship by investing public and private resources in housing,

Cities Alliance mobilises its members to plan together, pool resources, and collaborate to promote coordinated, systemic change.

services and a common future. This active citizenship, in turn, realises its rights and responsibilities to the city.

This required an institutional frame that aligns interventions at the national, local and community level, and that actively and explicitly promotes the coherence of effort that the Cities Alliance has always been mandated to achieve. Such an approach ran counter to many existing approaches that adopt short-term, project-based, and sectoral approaches to development.

Cities Alliance's experience is that without strong partner institutions, development often ends up being a multitude of projects that bring little long-term transformation. From the outset, the Cities Alliance has sought to strengthen the policy environment, alignment and coherence of effort, as well as the capacity and plans required to translate into increased municipal-own revenues, fiscal transfers, and investment in infrastructure.

Cities Alliance tested this theory of change with its Country Programme model and expanded its analysis with evidence and data from the Future Cities Africa initiative. The independent evaluation and Country Programme evaluations provided further evidence that our theory of change is solid, and there is a strong theoretical framework we can build on to advance.

Today, Cities Alliance has become an influential voice and platform for promoting programmatic approaches to urban growth. We allocate our resources guided by a clear mandate and a solid understanding of how cities and countries change, and we mobilise international and national development partners – backed by information and grounded experience – to act as influential constituencies for change.

THE CITIES ALLIANCE PARTNERSHIP

Cities Alliance is the global partnership supporting cities to deliver sustainable development, with a longstanding track record of addressing urban poverty.

Cities Alliance has a unique and diverse membership: multilateral organisations, national governments, international associations of local government, international NGOs, private sector, foundations, and academia. Members of the Cities Alliance provide overall strategic direction, contribute to the financing of the Cities Alliance Multi-Donor Fund, and engage in normative and operational activities.

Cities Alliance works in cities where it matters most. We promote long-term programmatic approaches that are designed to foster new approaches to urban development and cities by strengthening local skills and capacity, supporting the development of national urban policies, investing in infrastructure, enabling strategic city planning, and engaging citizens.

The Cities Alliance is managed through a Secretariat based in Brussels and is hosted by the United Nations Office for Project Services (UNOPS). Through UNOPS, the Cities Alliance operates a Multi-Donor Fund supported by an efficient, flexible grant-making mechanism with global reach.

WHAT WE DO

Cities Alliance provides:

- **Direct operational support** to urban programmes aimed at reducing urban poverty and gender inequality. We focus on countries grappling with rapid urban growth, particularly in secondary cities where the needs are greatest and resources the least.

- **The international platform** that convenes countries and diverse organisations seeking to engage, learn and to share their specialised knowledge, expertise and resources in support of a common vision and advocacy.

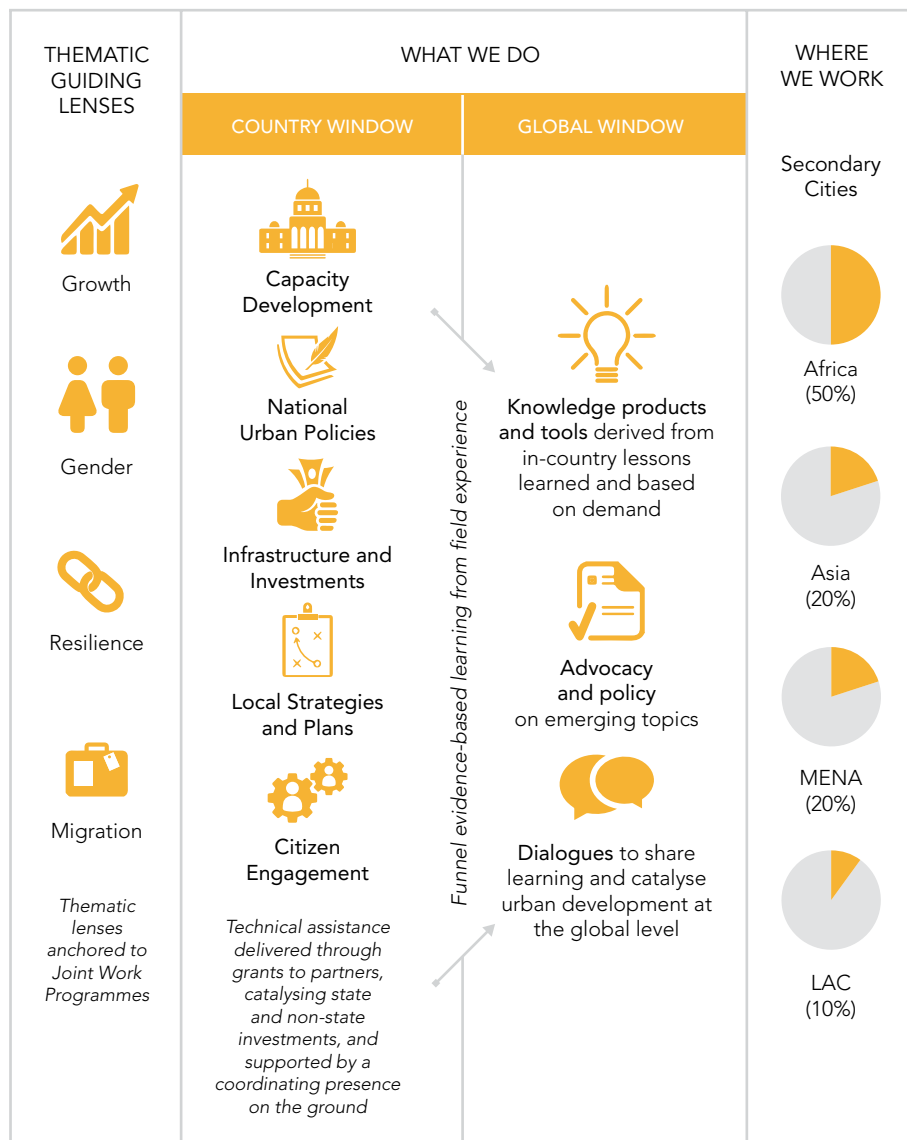
HOW WE WORK

Cities Alliance works through two main funding windows: a Country/City window and a Global window. Our work programme through 2021 focuses on four main themes – equitable economic growth; resilience, cities and climate change; gender equality and women's empowerment; and cities and migration.

- **The Country/City window** provides technical assistance at the city and national level across multiple countries. Our established Country Programme model is at the core of this window, which also includes the smaller, flexible Innovation Fund.
- **The Global window** promotes new analytical and collaborative approaches to tackle key policy issues. It comprises our Joint Work Programmes (JWPs) and Regional Programmes.

Over the past 18 years, Cities Alliance has awarded more than 400 grants totaling over \$110 million in more than 80 countries, addressing a range of themes including urban poverty, local governance, and climate change.

Figure 1: The Cities Alliance business model 2018–21, with guiding themes, operational windows, and geographic focus:



% split going forward illustrative

PLACING CITIES AND URBAN POVERTY AT THE CENTRE OF DEVELOPMENT

Cities Alliance was launched in 1999 to draw the attention of national governments and development partners to the growth and depth of urban poverty, under the patronage of former South African President Nelson Mandela. In 2000, we contributed to the first global target focusing on urban poverty in the Millennium Development Goals (MDGs).

For nearly two decades, Cities Alliance has pioneered innovative approaches to slum upgrading, supported strategic city planning in cities across the globe, influenced the development of national urban policies, and built partnerships that foster inclusive development. We draw on this experience to catalyse change, from community to global levels.

Throughout, reducing urban poverty has remained the focus of our activities. The urban poor, especially women, are the ultimate beneficiaries. We focus particularly on small- and medium-sized cities, which are instrumental to economic and social progress in almost all countries.

OUR MEMBERS

CITIES ALLIANCE: THE GLOBAL PARTNERSHIP FOR CITIES

Local Authorities

Commonwealth Local Government Forum (CLGF)
ICLEI - Local Governments for Sustainability, Metropolis, United Cities and Local Governments (UCLG)

Governments

Brazil, Chile, Ethiopia, France, Germany, Ghana, Philippines, South Africa, Sweden, Switzerland, United Kingdom, United States

Non-Governmental Organisations

The AVSI Foundation, Habitat for Humanity International (HFHI), Slum Dwellers International (SDI), Women In Employment: Globalising and Organising (WIEGO)

Multi-lateral Organisations

The World Bank, The United Nations Capital Development Fund (UNCDF), UN Environment, UN-Habitat

Private Sector/Foundation

Omidyar Network, Ford Foundation

Universities, Research Centres and Knowledge Networks

Institute for Housing and Urban Development Studies (IHS), International Institute for Environment and Development (IIED), The Sustainable Development Solutions Network (SDSN)

Associate Members

Avina Foundation, Inter-American Development Bank (IADB), The United Nations Development Programme (UNDP), The United Nations Office for Disaster Risk Reduction (UNISDR)

STRATEGIC PLAN 2018-21

The Cities Alliance Assembly adopted a four-year Strategic Plan to guide the partnership's activities at its annual meeting in Jinja, Uganda in December 2017. The new plan positions the Cities Alliance to play a key role in realising global agendas – notably the 17 Sustainable Development Goals (SDGs), the New Urban Agenda, and the Paris Agreement on climate change – which have a strong urban focus and rely on cities for their implementation.

The Strategic Plan outlines a Mission, Vision and Strategic Objective for the partnership. It also structures our activities within two windows: Country/City, and Global.

MISSION

We improve the lives of urban populations by delivering integrated, citywide and innovative solutions to urban poverty in cities where it matters the most.

VISION

We provide technical support and grants to local and national actors to deliver policies and programmes that directly address urban poverty and gender inequality in cities.

We are a leading agent for urban change with a clear focus on secondary cities in rapidly urbanising economies, working in those countries where it matters most. We also leverage the collective expertise of our partnership to catalyse new urban thinking and solutions at a global level.

STRATEGIC OBJECTIVE

We seek to improve the lives of 20 million of the world's urban poor and empower women in more than 60 cities across seven or more countries by 2021 as part of global efforts to implement the SDGs.

COUNTRY/CITY WINDOW

This window provides technical assistance at the city and national level across multiple countries. Our established Country Programme model is at the core of this window, which also includes the smaller, flexible Innovation Fund.

COUNTRY PROGRAMMES

In 2017, Cities Alliance formally closed the last of its original five Land, Services and Citizenship Country Programmes funded by the Gates Foundation. Three of those programmes (Ghana, Uganda and Vietnam) were independently evaluated by Accenture in 2016, and all three received very positive reviews.

Over the course of the year, we synthesised the lessons from this first tranche of Country Programmes and began designing the second phase, in Liberia and Tunisia. We have taken the evidence and data collected through the Future Cities Africa programme and used that knowledge to enhance the new Country Programmes for a more coherent approach. For example, the Liberia programme is structured around the five Future Cities Africa pillars of governance, economy, service, citizenship and environment.

We also began advocacy with the European Union and other actors to demonstrate the effectiveness of the Country Programme approach, and with other partners to explore starting new Country Programmes.

What are Country Programmes?

Country Programmes are longer-term programmes tailored to a country's context and needs, delivered through financing a series of key urban initiatives in a coherent, sustained manner to achieve development impact at scale. They typically include activities at three levels: community, local and national.

These programmes are implemented with the national government through members and partner organisations active in the country, particularly those representing the urban poor and women. The Cities Alliance Secretariat works with members and provides the convening and collaborative design, technical coordination, financial support, and fiduciary control.

BURKINA FASO

During the year under review, the first phase of the Burkina Faso Country Programme was completed. The Country Programme Steering Committee held a final meeting in November 2017 to assess the implementation and results, and to initiate discussions for a next phase.

The programme has been widely viewed as a success. It has been recognised within Burkina Faso as influential at all three levels (national, local and community).

The Prime Minister's office, which audits projects undertaken by the government of Burkina Faso, evaluated the Country Programme and gave it the highest possible ratings for results, financials, and compliance, among others. According to the evaluation, "The Urban Country Programme for Burkina Faso has been one of the [Ministry of Housing and Urbanisation] programmes with a high execution rate that should be commended. It scored 42.24 out of 50."

The strength of the partnership among the local implementing organisations and their understanding of the country's context was a very important factor in the success of the programme. These partners are the Ministry of Housing and Urban Development, the Association of Municipalities of Burkina Faso (AMBF), the Burkinabé NGO *Laboratoire Citoyennetés*, and UN-Habitat.

It is notable that the programme succeeded amid a period of significant political upheaval in the country, largely thanks to the commitment and ownership of its Steering Committee and stakeholders within the national government and the municipalities, who kept the programme's momentum going.

Partners in Burkina Faso also welcomed the resilience, flexibility and persistence of the Cities Alliance in sticking with the programme despite the challenges.

A framework for urban development

Cities Alliance worked with the Ministry of Housing and Urban Development to create an urban component (*the Programme de Développement Urbain*) in line with Burkina Faso's national development strategy (*Plan National de Développement Economique et Social*). This component will serve as the guiding framework for the country's urban development.

National and municipal urban forums

Over the course of the Country Programme, municipal urban forums were held in the participating secondary cities of Dori, Dedougou, and Tenkodogo, and two national urban forums were held in Ouagadougou and Bobo Dioulasso.

The partners and urban development stakeholders acknowledged these forums as effective platforms for consultation towards inclusive urban policy, planning and governance. The forums have had concrete results beyond serving as platforms for dialogue for all stakeholders.

For example, forum discussions identified the existence of various disparate city planning tools as a priority issue for city management in Burkina Faso. Participants decided to consolidate them into a single, harmonised planning tool, which was piloted in Tenkodogo. The pilot was very successful, and the national government is now seeking to scale up the practice of harmonising planning instruments to other municipalities of the country.

Community infrastructure projects

In partnership with UN-Habitat, the local NGO *Laboratoire Citoyennetés* mobilised and organised communities and strengthened their capacities to manage community development projects. The communities were then funded to implement their identified priority infrastructure projects. In all cases, there is a legal agreement between the municipalities and the communities that gives the communities significant control over small infrastructure projects. (See Boxes 1 and 2.)

The projects brought considerable dynamism to the communities, which are now better able to organise themselves and are recognised by local authorities; some communities have even established offices within the municipal buildings. Neighbourhood management committees have been established and are very influential, deciding which projects will be undertaken in their neighbourhoods.

Laboratoire Citoyennetés is in the process of producing a report on the community projects that documents the main lessons learned.



Meeting with residents of the Madagascar community at their newly constructed market in Dedougou Municipality, Burkina Faso. Photo: Cities Alliance

BOX 1: A MARKET FOR DEDOUGOU

In Dedougou, the Cities Alliance Country Programme funded the construction of a market, which had been identified by the town's women residents as a priority project. The neighbourhood committee managed the entire project start to finish, working closely with the municipality and developing a master plan.

The municipality provided the land for the market and agreed to provide service connectivity, while the individual stalls are owned and managed by the neighbourhood committee, which receives the revenue. The two parties signed a legal agreement, ensuring the market's future. The market was under construction in 2017 and is expected to open in 2018.

Now, in Dedougou, the neighbourhood committee has moved beyond managing a project funded by the Country Programme. It is identifying other priority projects, such as a well, and implementing them with funds and in-kind support collected from the communities.



The market is a community-led infrastructure project identified, implemented and managed by the community of Madagascar. Photo: Cities Alliance

BOX 2: COMMUNITY NEGOTIATES A ROAD IN DORI

In Dori, the community decided to expand the town's roads as one of the Country Programme's small infrastructure projects in 2017. The neighbourhood committee planned the new roadways, held a bidding on the project, and hired local contractors to create the road, grade it and provide drainage.

In the planning stages, it emerged that the proposed path ran through several properties. The community negotiated with its own residents to relocate and compensate those whose homes would be moved because of the road construction. Communities had a well-organised method of compensation and helped rebuild their neighbours' houses.



Roadworks in Niarala neighbourhood of Dori municipality. It was a community-led project identified, implemented and managed by the community. Photo: Cities Alliance

LIBERIA

Nearly two years into implementation, the Liberia Country Programme continues to make progress on its primary goal: to bring greater Monrovia's slum dwellers – who make up 70 per cent of its population – into the national development process and improve living and working conditions for the urban poor.

Overall, there has been a real recognition at the national level that developing the national economy means having efficient and effective cities, which in turn require mechanisms for mobilising capacities and engaged citizenship within the city to work together.

There has also been a push to recognise slum dwellers as residents of the city who need to be fully engaged in its planning and development, while ensuring that the environmental challenges Monrovia faces – primarily flooding and sea-level rise, as well as essential services – are understood by all role players. Through the programme's community profiling activities, informal settlements are being acknowledged as an integral part of the city.

And petty traders, long considered a nuisance by the city, are increasingly seen as contributors to Monrovia and its economy. Agreements between the city and petty traders have developed into a discussion on how traders can contribute to the local economy, and what they need to do so.



Visit to the Red Light Market with the Federation of Petty Traders and Informal Workers Union of Liberia. Photo: Cities Alliance



Es-Samir Bropleh, coordinator of the NHA's Slum Upgrading Unit, with Cities Alliance Urban Specialist Dr. Laura Lima in Monrovia. Photo: Cities Alliance

The Slum Upgrading Unit of the National Housing Authority: A breakthrough

As a result of the Country Programme, the Liberian government has begun promoting slum upgrading as a pro-poor developmental approach to cities. In September 2017, the National Housing Authority (NHA) established a Slum Upgrading Unit that recognises the need to work in slums, provide housing solutions to low-income families, and take the needs of the urban poor into consideration in national planning. The decision to establish the new unit was influenced by Habitat for Humanity International's evaluation of existing NHA housing programmes, findings of the assessments undertaken by HFHI, and exposure to new approaches and thinking through the Country Programme.

Inaugural Greater Monrovia City Urban Forum

On 7 February 2017, the first-ever Greater Monrovia City Urban Forum convened to establish a consensus on a city development strategy process for the metropolitan area. Chaired by Mayor Clara Doe Mvogo, the forum reflected the growing consensus that all residents – including those

in informal settlements – must have a voice in the process, and that partnerships between stakeholders will be critical to achieving a shared vision for the city.

Greater Monrovia's city development strategy will build on two important Country Programme activities: the informal settlement profiling activities done by Shack/Slum Dwellers International (SDI) and its affiliate in Liberia, the YMCA; and the engagement with informal worker groups that Women in Informal Employment: Globalizing and Organizing (WIEGO) and its partner Streetnet have been undertaking.

The City Urban Forum is expected to be an annual event, with its dialogue feeding into the National Urban Forum. The national forum in turn is providing a basis for the development of a National Urban Policy for Liberia, which UN-Habitat is facilitating as part of the Country Programme with funding from Cities Alliance.

The proposed second phase of this project will support the ongoing work of UN-Habitat and Cities Alliance to facilitate the development of a National Urban Policy. The project will build on the outcomes of Liberia's first National Urban Forum.

“In all of its history, the National Housing Authority had never addressed the housing needs of those people of the low-income level. The Cities Alliance Liberia Country Programme supported HFHI in assessing the housing sector in Liberia and building the capacity of the government to address this issue. We have especially learned a lot through what has been done in other African countries, especially Kenya and South Africa.”

– Es-Samir Bropleh, Coordinator of the NHA's Slum Upgrading Unit



The Liberia Country Programme has focused on improving the prospects of the petty traders who work under poor conditions and environments. Photo: Dominic Chavez/The World Bank

Agreements between the city and petty traders

Petty traders have typically faced considerable harassment from the police, which has impacted their ability to earn a living. Improving their prospects has been a focus of the Country Programme. WIEGO has been working with the National Petty Trader Union of Liberia (NAPETUL) over the course of the year to negotiate improved working conditions with the city police and local government.

In 2017, the police, local authorities and petty traders went around Monrovia's main central market, mapped out where the traders would have their stalls, and agreed that they would be allowed to practice their trade without harassment. This agreement is a clear sign that the city is beginning to change its attitude towards the petty traders, viewing them as contributors to the economy rather than nuisances who needed to be moved.

“I have been an informal trader for eight years. We were constantly harassed by the authorities and suffered police brutality. Since the Petty Trade Union started their work, we are not as afraid. We can leave our goods in the streets without fear. Before I was afraid of investing my savings in more products because they [the police] could take my goods away. But now the petty traders feel more comfortable and free to earn our livelihoods.”

– Petty trader Patrick S. Davies

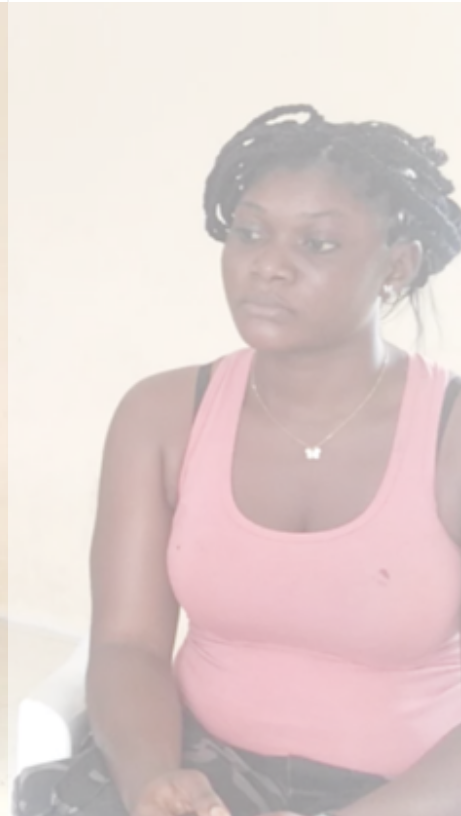


Petty trader Patrick S. Davies. Photo: Cities Alliance

Community profiling and projects

So far, SDI has worked with communities to profile 60 informal settlements. Communities have prioritised the projects they would like to carry out, and Cities Alliance will implement them. The Community Upgrading Fund – a mainstay of the Country

Programme approach that gives communities financing for small infrastructure projects – will begin implementation in 2018. The community infrastructure projects will be informed by the data collected through the profiling activities.



Shanil and Josiah, profilers in the West Point community, with Cities Alliance Urban Specialist Dr. Laura Lima. Photo: Cities Alliance

“It is very rewarding to profile our own community. We learn more about the place where we live, we become trusted members of our community, we have a chance to discuss and negotiate improvements to our community with the government.”

– Shanil and Josiah, profilers in the West Point community

“My mother and I are in a women’s only savings group – we have learned to trust the members of the group to keep our money, we have learned how to save and how to invest our money. The savings group becomes also a place of trust where we can discuss our issues.”

– Shanil, profiler in the West Point community, on women’s savings groups



Assessing critical water problems in both quality and quantity in the informal settlements of Monrovia, Liberia. Photo: Cities Alliance

Leveraging funds from the European Union

The Liberia Country Programme has focused on services as a means of generating work and energy within Monrovia's economy. In December 2017, the European Union announced that it would provide \$7 million (EUR 5.9 million) in funding for two projects on Primary Waste Collection, Solid Waste Management, and Waste-to-Energy options for Greater Monrovia. This will expand the scope of the Country Programme. Cities Alliance is in the process of enlarging its Liberia country office to support these new operations.

Looking ahead

Habitat for Humanity International, a key partner and grantee of the Liberia Country Programme, is ramping up the affordable housing component of its activities with funding and coordination from Cities Alliance. As part of its work with the housing market value for Liberia, HFHI will introduce small loans and grants for the private sector to extend micro-loans to poor families who cannot afford

loans through other financial organisations. The initiative draws on analysis conducted by HFHI in 2016, which was documented in a series of reports that are available on the Cities Alliance website at www.citiesalliance.org/Liberia-CP-Docs.

The Liberia Country Programme will also leverage learning from the Cities Alliance Country Programme in Ghana. The Institute for Housing and Urban Development Studies (IHS) in Rotterdam is teaming up with Ghana's Institute of Local Government Studies (ILGS) and the Liberia Institute of Public Administration (LIPA) to provide capacity building for local government and community leaders.

TUNISIA

Tunisian cities, on the edge of democracy

Tunisia is at a turning point in its history, and cities are at the heart of these changes. Despite an annual GDP growth rate averaging 3.28 per cent from 2001 to 2017, Tunisia faces a series of recurrent issues. These include a still weakly established

rule of law; excessive centralisation, with regions lacking the autonomy and resources necessary to foster local development; a low level of citizen participation in political, economic and social issues, especially among young people and women; and an unemployment rate higher than in most comparable countries, particularly among women and people aged 25–29.

Tunisia's urbanisation rate of nearly 70 per cent is higher than Egypt, Morocco, Syria, and Yemen, and it is also considered high by international and upper middle-income standards. With most of the country's population already living in cities, unplanned urban sprawl, and lack of policies for land use and urban development, the urban sector is at the centre of growth challenges and opportunities.

Moreover, since 2011 Tunisia has been experiencing a unique societal change embodied by the rise of an active civil society and a vigorous decentralisation process (demonstrated by the May 2018 municipal elections).

Given the uniqueness of Tunisia's situation, it is critical to support our Tunisian partners in strengthening the new civil society and positioning cities as the engine of local democracy and inclusive urban development.

The Country Programme

In this context, the Country Programme has been designed to support the cities and build their capacity to meet the new requirements for strategic urban planning and city management, with support from the Swiss State Secretariat for Economic Affairs (SECO). It places special emphasis on Tunisia's lagging inland cities, which have not received the same level of investment over the years as its coastal cities.

Many different organisations are actively supporting development in Tunisia at this time, and one way the Cities Alliance Country Programme has stood out is by building coherence of effort and bringing these various stakeholders and groups together for more effective engagement.

It has played an instrumental role in building strategic and operational partnerships between Cities Alliance members and partners – a role that is recognised at the national and international level. The programme's Steering Committee has become a valuable space for discussing urban development issues.

The Tunisia Country Programme has also shown a promising leveraging effect. After less than a year of implementation, the momentum created by the Madinatouna city development strategy (CDS) project led an additional city to mobilise its own resources so that it could join the strategic planning process. The Ministry of Local Affairs and Environment (MALE) is seeking to mobilise funds to bring two additional cities into the initiative, and it has closely linked the project to the national sustainable cities programme.

In 2017, two major projects were under implementation, a grant agreement for a third project was signed, and two additional projects were in the process of being finalised.

Madinatouna: City development strategies in nine cities

This initiative supports strategic city planning in eight mainly inland secondary cities: Béja, Gabès, Jendouba, Kairouan, Médenine, M'saken, Sidi Bouzid and Tataouine. It is a Cities Alliance grant led by UNDP, in partnership with GIZ, the *Centre International de Développement pour la Gouvernance Locale Innovante* (CILG-VNGi), and

the MedCities Network in support of the *Fédération Nationale des Villes Tunisiennes* (National Federation of Tunisian Cities, or FNVT).

Each partner is supporting two cities in the process of developing city development strategies. A ninth city, La Soukra, used its own funds to join the process and take part in the learning and capacity building.

The partners worked together to create a common methodology based on previous CDS experiences in Sfax and Sousse, using the CDS 2.0 toolkit developed by the Cities Alliance Future Cities Africa initiative as inspiration. In cooperation with Tunisia's Centre for Training and

Decentralization Support (CFAD) and GIZ, a pool of Tunisian planners received a "training for trainers" based on the CDS methodology. Some of these planners are now supporting the eight programme cities, and CFAD has integrated the training into their regular training programme.

Municipal teams have been set up in all the cities, and a national expert supports and accompanies the cities through the process. As of December 2017, all the cities have concluded the initial diagnostic phase of the CDS process and are embarking on the second phase to agree on strategic thrusts.



The Madinatouna initiative kicked off on 29 June 2017 at a meeting hosted by Seifallah Lasram, Mayor of Tunis and President of the FNVT. Photo: Cities Alliance

A study on the role of cities in regional development

With support from the Cities Alliance, the World Bank is leading an activity in support of the Ministry of Investment, Development and International Cooperation to undertake a study on the role cities play in regional development. The study focuses primarily on disadvantaged regions, in keeping with the Country Programme's emphasis on lagging inland cities. The three governorates selected are Kasserine, Le Kef, and Tataouine.

The World Bank is working with the Ministry to review what approaches have already been tried to balance out inequalities, and to plan future interventions based on the study's findings.

Improving municipal cooperation

In December 2017, a grant agreement was signed with UNDP for a municipal cooperation project that will look at how neighbouring cities can work together on cross-cutting issues, such as waste management. UNDP is leading the activity in partnership with SKL and GIZ in support of FNVT and the Ministry

of Local Affairs and Environment. It will include three pilot initiatives, and in the meantime SKL has already begun work on a legal diagnostic, stock-taking and analysis of existing inter-municipal arrangements in the country.

In the pipeline: A National Urban Policy and fund for small city projects

Two additional Country Programme projects are expected to kick off in 2018. One is the development of a National Urban Policy, which will be led by UN-Habitat in partnership with the Tunisian Association of Urban Planners (ATU) in support of the Ministry of Equipment, Housing and Territorial Development and the Ministry of Local Affairs and Environment.

The second activity involves support to local governments in implementing follow-up projects emerging from the Madinatouna city development strategies. It will finance small participatory projects in the programme cities, accompanying the local governments through the entire project lifecycle – from formulation to monitoring, evaluation and learning.



The Tunisia Country Programme has been designed to support Tunisian cities and build their capacity to meet new requirements for strategic urban planning and city management. Photo: Rene Peter Hohmann/Cities Alliance.

BOX 3 GHANA COUNTRY PROGRAMME LEADS TO FURTHER ENGAGEMENT ON SECONDARY CITIES

Cities Alliance's Gates Foundation funding for the Ghana Country Programme formally ended in 2016, and its strong results were documented in an independent evaluation conducted by Accenture on the first three Country Programmes (Ghana, Uganda and Vietnam). The results were presented to Ghanaian stakeholders and partners. Ghana remains a Cities Alliance priority country, and a second phase of programming is under preparation.

The knowledge gleaned from the Country Programme formed the basis of Cities Alliance's continued engagement with Ghana through the Joint Work Programme for Equitable Economic Growth. When the JWP was beginning its Equitable Economic Growth Campaign City initiative, the Ministry Local Government and Rural Development took ownership of the activity in Ghana. It sent out a call for expressions of interest to potential cities for the campaign initiative, and the cities responded and expressed their willingness to participate directly to the Ministry.

This engagement is a good example of how the Cities Alliance has taken what it learned from the first phase of the Country Programme – which focused primarily on the Greater Accra Metropolitan Area (GAMA) – and applied that knowledge to secondary cities.

It also highlights the long-term nature of the partnerships Cities Alliance seeks and achieves to build through its Country Programmes. We began the Country Programme when the Government was starting the process of developing a national urban policy in 2012, and the Ministry has now invited us back to review how the policy has progressed. In addition, Cities Alliance continues to support the Ministry for Local Government and Rural Development in its role as champion for urban development, including offering the Ministry and its partners the opportunity to participate and to share their experiences at the global level.



Cities Alliance was the first international organisation to meet with Ghana's new Minister for Local Government and Rural Development, Hajia Alima Mahama (centre), after she took office in February 2017. Photo: Cities Alliance

THE CATALYTIC FUND

With the new Strategic Plan 2018-21, the Catalytic Fund will transition into a broader innovation programme and Fund. The Catalytic Fund has been a useful instrument that has adapted over the years, and it has generated a diverse portfolio.

Since its launch in 2012, the Catalytic Fund has funded 31 innovative projects in 48 cities in 32 countries, disbursing \$6 million in grant funding. It has issued three thematic calls for proposals: Migration, Know Your City, and Youth and the City, with one open call.

These projects have catalysed urban transformation processes, supported urban development initiatives in many cities and communities, created partnerships among urban

development actors, and leveraged funding. Some are being scaled up within a country or integrated into national policies. Others have become high profile, such as the Safetipin mobile app to improve safety in cities, which was featured at the Habitat III conference in 2016 and has received significant media attention.

Over the course of the Catalytic Fund, Cities Alliance has held two knowledge exchanges with grantees that affirm the value of the projects and their potential – one for Youth and the City in 2015, and a second for Know Your City in 2017.

The new Innovation Fund marks the Catalytic Fund's ultimate transition into a truly innovative, flexible funding window. Its Call for Proposals can be tailored to different target groups and grant sizes to support innovative approaches to urban transformation.



Cities Alliance hosted a "Know Your City - Information for Transformation" knowledge exchange in Brussels for our Catalytic Fund grantees. ©Michael Uwemedimo

CATALYTIC FUND HIGHLIGHTS OF 2017

Most of the active projects in 2017 are from the Migration and the City call, with a few remaining projects from the Know Your City and the Youth and the City calls.

BANGLADESH: CityWorks - Enhancing Incomes, Empowerment and Opportunities for Domestic Workers

The CityWorks project focuses on women domestic migrant workers in Bangladesh. Many of these women lack education or skills, and the idea behind the project is to improve their livelihood prospects and raise awareness of their rights. Initially the project aimed to create a social development enterprise that would mobilise women workers, provide skill development, and match them with jobs. However, households were unwilling to pay for matching services, so the project adapted and hired a company to undertake the matching process. Part of the Migration and the City call, CityWorks is implemented by Oxfam.

INDIA: Bangalore Urban Metabolism Project (BUMP)

One of the Know Your City projects, BUMP is a partnership between the Stockholm Environment Institute, the Indian Institute of Science, and the Indian Institute of Management. The team has developed a formal framework, called urban metabolism, to address sustainability and equity challenges associated with rapid urbanisation.

BUMP aims to improve the governance and sustainability of water use by mapping ground water levels in Bangalore to help identify gaps in demand and supply. The project has generated valuable data that has informed policy support and civil society outreach at the local, state and national levels, and it is a good example of how water planning can be done effectively in urban India.

BUMP has also provided the Cities Alliance with a first: music inspired by one of our projects. Artists and musicians at the Bengaluru Festival on 17 December 2017 “performed” the data on groundwater levels gathered through BUMP, along with an original score designed to mimic the sound and flow of the groundwater.

Video of the BUMP project (one of four):

<https://www.youtube.com/watch?v=6Iu4DTMoIQI&feature=youtu.be>



Bangalore Urban Metabolism Project Episode 1: Introduction

LEBANON

The Migration and the City call included two projects in Lebanon: one on Sanctuary in the City, and a second on migration impact profiling in Lebanese cities. More than 1.2 million Syrian refugees have flooded into Lebanon since 2011, with significant implications for Lebanese cities.

The **Sanctuary in the City** project uses the Right to the City approach to develop a framework for local authorities to protect refugee communities and foster stronger social inclusion with the community. It focuses on promoting specific measures to protect refugee women and children, who are often engaged in precarious work and are more vulnerable when basic rights and services are not met. The activity is implemented by the Housing and Land Rights Network Habitat International Coalition (HIC) in partnership with UCLG. In 2017, a Right to the City Charter for Greater Beirut was formulated, in which the

city administration outlined a set of principles for how Greater Beirut can respond to the needs of refugees. For more information on the project and the Charter, see: <http://hic-mena.org/spage.php?id=qG8=#.WpoZwWrwaHs>

The **Migration Impact Profiling for Lebanese Cities** project uses city profiling to help local authorities mainstream inclusive interventions in Beirut, Saida, Tripoli, and Tyre. The profiling process is producing a sound knowledge base that the local governments can use to assist in decision making. Implemented by UN-Habitat, the project is unique in Lebanon, where few stakeholders are planning and coordinating activities with local governments. The evidence and engagement process resulting from the project is now being used to inform a national urban policy process in the country. It also triggered a collaboration between UN-Habitat and UNICEF to profile an additional 30 neighbourhoods across various Lebanese cities.



Roundtable meeting on city profiling in Tripoli municipality. Photo: UN-Habitat

WEST BANK/GAZA: Grassroots mobilisation towards improved emergency responsiveness and slum upgrading in East Jerusalem

Part of the Know Your City call, this project supported the development of an urban database to serve as an advocacy tool so that residents can proactively engage decision makers and donors and enhance their living conditions. Since the construction of a separation wall around Jerusalem in 2002, the four neighbourhoods in East Jerusalem covered by the project have been neglected by the municipality. All four lack access to basic services or any kind of official representative body, and they have exhibited exclusively informal growth.

The project's outputs include fact sheets, infographics, and assessment reports to evaluate the existing socioeconomic and physical conditions in each neighbourhood. Strategic frameworks for identifying the emergency and development needs were shared with decision makers to provide urban development recommendations and advocate for better provision of social and physical infrastructure.

Overall, the outcomes are the first step in a process leading to enhancing the quality of the living environment of the Palestinian communities living in the emerging neighbourhoods behind the separation wall around Jerusalem. The project, which was implemented by UN-Habitat and The Arab Thought Forum, closed in 2017.



Walled-off neighbourhood in East Jerusalem. Photo: UN-Habitat

BOX 4: EMPLOYING AND MOBILISING YOUTH IN DALIFORT-FOIRAIL, SENEGAL

The UrbaPEJ-Dalifort project focused on mobilising, training and creating jobs for youth in Dalifort-Foirail, a suburb of Dakar. Part of the Youth and the City call, the project closed in 2017.

Dalifort faced significant problems with safety and flooding. The project took a three-pronged approach to addressing them:

1. Capacity building for neighbourhood committees to manage projects at the community level, such as WASH campaigns, waste management, and security.
2. Institutional support for socioeconomic initiatives, including refurbishment of the community hall to use as a centre for economic activities and training.
3. Sanitation and urban living environment, through which the youth ran cleanup campaigns in their neighbourhoods.

All three components were implemented by youth start to finish with technical assistance from the Senegalese charity Enda-ECOPOP.

Dalifort's youth are extremely pleased with the project. They appreciate the skills and experiences gained through the activity and expect to benefit from them in the future. One factor for the project's success was the political support provided by Dalifort-Foirail Mayor Idrissa Diallo, who is very receptive to youth-oriented projects and was involved in UrbaPEJ from the beginning of the design stage.

Employing youths as security guards

To improve safety in the town, the project helped identify peak areas of violence or crime and established security checkpoints in them. Youths from the neighbourhood were hired to provide security, including escorting people to their homes and on errands.

The scheme worked so well that the municipality hired many of these youths to provide security in the neighbourhoods on an ongoing basis. The newly minted security guards work closely with the police to ensure that residents are safe.

Making drainage a priority

The youth of the community together with Enda-ECOPOP also managed to make their city a priority for implementation at the national level. They presented a proposal to the national government, which agreed to fund a drainage project in Dalifort-Foirail. The youths are closely involved in the consultation process for the project.



Entry point into the Municipality of Dalifort-Foirail, showing the scale of new construction and renovated houses

BOX 5: USING ORAL HISTORIES TO CHANGE THE PERCEPTION OF MIGRANTS IN DURBAN, SOUTH AFRICA

Migration in South Africa is often perceived to be linked with increased crime, pressure on resources, and unemployment. Because of this perception, migrants face xenophobic discourse and behaviour, especially in Durban's informal settlements and deprived apartheid-designed townships. Women are particularly impacted by the gendered nature of this xenophobia.

The Migration and Shaping the Inclusive City: the case of Durban, South Africa activity is helping the city develop a new response to migration that emphasises social inclusion, integration and participation through an awareness campaign. It is a collaborative partnership between the Democracy Development Program, ASONET – the African Solidarity Network, and the Urban Futures Centre at the Durban University of Technology.

The centrepiece of the campaign is a unique approach: collecting narratives from migrant women to help dispel negative stereotypes of migrants within the local government and general public, as well as radio shows and community theatre.

The narratives were gathered by migrant women fieldworkers, both immigrants and refugees, who were trained in the methodology of collecting oral history. All are presented anonymously. They feature the stories of women from the Democratic Republic of the Congo, Somalia, Zambia, and Zimbabwe who have come to Durban. The oral histories also include women from rural parts of South Africa to combat the idea that all migrants are foreign.

As a collective, these rich narratives show a diversity of experiences and highlight unexpected commonalities with many South Africans, migrants or otherwise, who share the same everyday contexts of trying to build a 'good' life. They are enabling women's voices to be heard in the debate over migration, which is often biased towards a male-dominated scenario in which men are the primary breadwinners.

The project is producing a final strategic report that will be shared with the municipality of Durban. The ideas presented in the report will be open to debate in participatory workshops, where lessons captured will also be discussed.



GLOBAL WINDOW

This window promotes new analytical and collaborative approaches to tackle key policy issues. It comprises our Joint Work Programmes and Regional Programmes, which specifically focus on regional issues, opportunities and partnerships.

ACTIVE JOINT WORK PROGRAMMES

In 2017 the Cities Alliance had four active JWPs: Promoting Equitable Economic Growth in Cities, Cities in the Global Agendas, Resilient Cities, and Gender and Women's Empowerment. A fifth JWP on Migration and Cities is expected to launch in 2018.

Cities in the global agendas

The Cities Alliance Joint Work Programme on Cities in the Global Agendas embodies the partnership's clear commitment to the global agendas and their implementation in cities. It builds on a previous JWP (2014-2016) that supported the successful global advocacy movement to include SDG11 in the 2030 Agenda and to recognise the importance of the local level and inclusive partnerships in the New Urban Agenda.

This JWP aligns with the overall objective of the Cities Alliance's Strategic Plan 2018-21. It provides a space for members to come and discuss issues, such as how the urban dimension of the SDGs will be reviewed, how different stakeholder groups can participate, and the implementation process for the New Urban Agenda.

Members value this space created by the JWP because it helps them keep their fingers on the pulse of what is happening in terms of the global agendas and engage with like-minded peers – information they use to brief and influence their own strategies and programming. Likewise, Country Programme partners appreciate

Cities Alliance's high-level view of the global agendas and the opportunity to learn how and where to engage in the process.

In 2017, a framework document was completed outlining the main activities and focus areas. The document establishes two main priorities: promoting national urban policies, and using citizen-generated data in reporting for the global agendas.

Promoting national urban policies

Cities Alliance has long advocated the importance of national urban policy frameworks to guide the growth and management of cities, and it is a core component of all our Country Programmes. Now, the various global agendas have hinted towards national urban policies as a good vehicle for steering urban development and a source of vital support to national governments and cities implementing the SDGs, the Paris Climate Agreement and the New Urban Agenda. The JWP aims to be an advocate and platform for knowledge on the issue.

The JWP will leverage the combined experiences of Cities Alliance, the OECD, and UN-Habitat, who have been active in supporting national urban policies. Activities will include stock-taking and analyses on how many countries have clear enabling policies and legal frameworks, as well as how they are being used and implemented. Ultimately, the idea is to increase the number of countries with national urban frameworks and policies independently of the global agendas.

What are Joint Work Programmes?

Joint Work Programmes are multi-year programmes driven by members and facilitated by the Cities Alliance Secretariat. They are a coordination platform, knowledge hub, and think tank to advocate new thinking on key urban issues. They also analyse and disseminate key lessons from Cities Alliance's operational activities.



*The Second International Conference
on National Urban Policy 2017 at OECD
Headquarters, Paris, France.
Photo: Cities Alliance*

Luis Edua
gardo Bilsky

Incorporating local data into national reporting

The second focus area for the JWP is promoting how to use citizen-generated data in reporting for the global agendas. Through our Country Programmes, Catalytic Fund and cooperation with the Know Your City campaign, a considerable amount of valuable data has been collected on cities, their residents, and how they live.

Effective monitoring requires the use of multiple sources of data to assess progress towards the change pursued by the global agendas. The JWP will explore how to take this useful data and make it relevant for national governments, which are reporting on their progress with the global agendas at the international level, and how it represents an opportunity to fill the gap of disaggregated data. There will be concrete activities that will draw on resources, including the best practices generated by the Catalytic Fund Know Your City projects, to feed into the discussion and support civil society in using the citizen-driven data together with the local and national governments.

The Cities Alliance is currently the only organisation working on this particular angle, and as such the JWP activities are expected to make an important contribution to the discussion.

Knowledge products for advocacy

While the global agendas recognise cities as implementers, cities and civil society groups are rarely involved. The JWP helps Cities Alliance members craft advocacy messages on why engaging cities is important and how it can be done, based on solid evidence and analysis.

The JWP is producing a slew of knowledge products to support its advocacy. In 2017 it financed a report on how different stakeholders can be involved in the follow-up and review process of the global agendas.

The report, produced by the Germany-based think tank Adelphi, is titled: *Local and Regional Governments in the Follow-up and Review of Global Sustainability Agendas*. It will be released at the World Urban Forum in Kuala Lumpur in February 2018.

A second major publication analyses the urban component within six global agendas and explores what they mean for cities and local governments. It will bring some clarity to the global discussion and enable a clear narrative that JWP members can use to convey within their organisations and to governments at all levels to influence programming.

Fostering equitable economic growth in cities

The JWP for Equitable Economic Growth in Cities was established in 2016 to learn more about how public services can foster equitable economic growth, especially in secondary cities. In 2017, the JWP moved out of the preparatory phase and into its first real year of implementation. It also welcomed IHS as a new member and now includes all six constituencies of the Cities Alliance. The JWP is chaired by the UK DFID.

A highlight has been the rollout of the Campaign Cities initiative in three pilot countries and six secondary cities: Sylhet and Narayanganj in Bangladesh, Agona Swedru West and Cape Coast in Ghana, and Mbale and Gulu in Uganda. The results have been visible and positively received on the ground, and the methodology used in the initiative has generated excitement among local authorities and development partners.

The JWP continued to produce knowledge products to explore the relationship between access to public services and economic growth, including a draft global report on public space and a report on gender and access to public services.

It is also the only Cities Alliance JWP with a performance-based framework for reporting. A progress review in March 2017 by DFID gave the JWP high marks for its activities.

The Campaign Cities initiative

With the Campaign Cities, JWP members work with cities in partner countries to support local initiatives that promote equitable access to public goods and services. While the focus areas of the initiatives are adapted to the city's specific needs



Local and Regional Governments in the Follow-up and Review of Global Sustainability Agendas Report

and context, each Campaign City focuses on a particular public service through diagnostic work over 24 months: An Institutional Enabling Environment Report, a Local Assessment Report, and city-level, evidence-based policy briefs and recommendations.

Through this process, the city assesses its existing resources and determines how they can be better used to promote equitable economic growth. It is an adaptable approach that can be extended or slimmed down depending on a city's needs.

The methodology helps cities see their role as service providers in a new way. Local governments have not traditionally been viewed as agents of local development, but this methodology helps them recognise what they already are: they deliver services that are important levers of economic development. In essence, they begin addressing decentralisation through local economic development instead of public service reform.

BANGLADESH

The Campaign Cities initiative kicked off in Narayanganj and Sylhet in January 2017. It has been enthusiastically received in both cities, and the engagement at the city level has received extensive media coverage.

Narayanganj is a centre for Bangladesh's garment industry, and its factories have mostly women workers who have very little support in terms of vocational training and digital literacy. The city chose to focus on providing key services to these women, such as digital centres so they can pay taxes, among other necessities.

Sylhet chose to prioritise medical waste management. The city has 34 medical establishments in the city, and the waste they produce is a health hazard to the waste pickers and the city overall. By improving medical waste management, Sylhet hopes to grow as a hub for the medical industry in Bangladesh.



Participants in the kickoff workshop held under the Campaign Cities initiative in Narayanganj City, Bangladesh. Photo: Cities Alliance



Sylhet, Bangladesh has chosen medical waste management as the focus of its Campaign City activities. Photo: Wikimedia

GHANA

The government of Ghana was very receptive to the JWP Campaign Cities initiative and actively sought to participate. Ghana is currently implementing a local economic development policy that is ramping up and sees direct links between the initiative and its policy.

The two Campaign Cities in Ghana are Agona Swedru and Cape Coast, and both held kickoff workshops in 2017. They have identified priorities that are relatively new for Cities Alliance, such as using

agroprocessing in secondary cities as a lever for rural development. Cape Coast will also focus on waste management and making the city more attractive to tourism.

Cities Alliance is investing in a recommendation to the national government, which is interested in rolling out the Campaign Cities methodology across the country. In addition, GIZ is working on a local economic development programme in Ghana and has asked Cities Alliance to incorporate the methodology into their rollout.



Workshop in Agona Swedru, Ghana. Photo: Cities Alliance



The Campaign Cities Workshop in Mbale, Uganda. Cities Alliance Urban Programme Analyst Fredrik Bruhn addressing the group. Photo: Cities Alliance

UGANDA

Cities Alliance has a longstanding partnership with the government of Uganda through our Country Programme (Transforming Settlements of the Urban Poor in Uganda), and it supported the Campaign Cities initiative from the beginning. The two cities of Gulu and Mbale were selected for the initiative, with UNCDF as the main intermediary.

At the city level, four diagnostics have been undertaken (two in each city). The cities have also completed an institutional environment assessment report, which is adapted from the City Enabling Environment rating system customised to the local level.

The process has given Gulu and Mbale a better idea of which services they are responsible for, and where they can take action. For example, both cities chose public space and land management, as well as local economic development strategies as priorities. They did local assessment reports with UNCDF to drill down on what kind of changes can be made at the local level, and how they can use

public space to promote equitable economic growth. The next step is formulating recommendations for actions.

In both cities, we have built on Municipal Development Forums established through the Country Programme; the forums are where all the issues related to the Campaign Cities initiative are discussed and prioritised.

Starting a debate on gender-responsive public goods and services

To start a debate on how local authorities can provide gender-responsive public goods and basic services, the JWP published a discussion paper that was presented at the World Forum on Local Economic Development in Praia, Cape Verde in October 2017.

Gender Responsive Access to Public Services: Pathways to Equitable Economic Growth in Cities finds that city governments can be agents for gender-based change and promote equitable economic growth by providing public services. It looks at the experiences of six cities and suggests a framework for assessing



Gender Responsive Access to Public Services: Pathways to Equitable Economic Growth in Cities Report

Figure 3: Case studies in the Gender Responsive Access to Public Services discussion paper



the gender responsiveness of public services in cities, as well as enabling factors that are essential to establishing these services.

The paper was very well received by the JWP, and it also generated some controversy. Mainstreaming gender requires thinking that touches on sensitive areas, casual practices and cultural perceptions, such as the role of women and men in the labour force of a country's economy.

Resilient Cities

Since its launch at the United Nations Framework Convention on Climate Change (UNFCCC) 21st Conference of Parties (COP21) in 2015, the Joint Work Programme for Resilient Cities has helped to place Cities Alliance at the centre of the resilience debate, with its emphasis on partnership and knowledge. It brings together a range of different organisations working on resilience who otherwise would not necessarily find themselves at the same table, and these various perspectives have helped the JWP change how resilience is defined.

Instead of focusing exclusively on climate change, the JWP on Resilient Cities has expanded the discussion

to include social and economic aspects and issues of resilience with informality, equity and the urban poor – its key focus areas.

The JWP is chaired by ICLEI – Local Governments for Sustainability and funded by SECO. In 2017, two new organisations joined the JWP – Cordaid and the Institute for Housing and Urban Development Studies of Erasmus University, Rotterdam – making it the Cities Alliance's largest JWP with 25 members, observers and knowledge partners.

The first phase of the JWP's framework document ended in 2017. A second phase has been developed with three components: finance, capacity, and an integration of priorities to consolidate plans for resilience and adaptation.

The JWP Resilient Cities had three active grants in 2017 with ICLEI, C40 Cities, and the World Resources Institute (WRI). For 2018, the JWP is expected to implement two new projects: one to the C40 for adaptation diplomacy, which began in December 2017; and a second to IIED and UN Environment to assess what cities can do to implement the global commitment to environment and sustainability.



CitiesIPCC at the Resilient Cities Congress 2017. From left: David Dodman, IIED, Scientific Steering Committee; Danielle Koleyak, City of Edmonton (Host City); Megan Meaney, ICLEI

Somayya Ali Ibrahim, UCCRN; Yunus Arikan, ICLEI, Organizing Committee; Maryke van Staden, ICLEI, Scientific Steering Committee; and Julie Greenwalt, Cities Alliance, Organizing Committee. Photo: Cities Alliance

Transformative Action Program (TAP)
The JWP provided a grant to ICLEI – Local Governments for Sustainability to support its Transformative Action Program, which aims to accelerate the implementation of local action to tackle climate change.

The Cities Alliance grant supported the identification of robust city resilience projects and linking them to appropriate funding mechanisms. It also looked at how to better identify TAP projects that are more likely to receive funding, and how to make local resilience projects more attractive to funders.

ICLEI implemented the grant in partnership with the World Bank. Although the Cities Alliance grant ended in 2017, TAP continues to grow. At this stage, it is still too early to determine impact for the project, such as funders identified or funding given, and ICLEI is in the process of distilling lessons learned.

Urban Community Resilience Assessments (UCRA)

Cities Alliance provided funding to the World Resources Institute (WRI) to work on UCRA in three cities: Rio de Janeiro, Brazil; Surat, India; and Semarang, Indonesia. WRI worked closely with 100RC and SDI on the project.

Developed by WRI with input from community and city leaders, the UCRA is a tool that takes planning

for resilience to the neighbourhood level – a novel approach, as most resilience plans are city level. It was successfully piloted in Brazil, and the Cities Alliance grant allowed the UCRA process to be expanded to India and Indonesia. At the end of 2017, the assessment was still underway in Surat, and indicators are being determined in Semarang.

WRI worked closely with 100RC and SDI on the project, which is expected to conclude in 2018.

Climate action planning (CURB)

Developed by the World Bank, CURB is an interactive scenario planning tool designed specifically to help cities take action on climate change. It looks at sectors and mitigation options and assesses which changes will bring about which results.

Cities Alliance provided funding to C40 to improve the tool's approach to informal settlements and apply it in Accra, Ghana; Dhaka, Bangladesh; Dakar, Senegal; Quezon City, Philippines; Quito, Ecuador; and Santiago, Chile. In 2017, C40 undertook the greenhouse gas (GHG) assessments at the city level needed to run the CURB tool and held workshops to apply the tool with city officials in Quezon City and Quito. Both cities now have city climate planning options with scenarios that they can use for decision making. The project has been extended through the end of 2018.

BOX 6: CITIES ALLIANCE PARTNERS IN THE CITIESIPCC - CITIES AND CLIMATE CHANGE SCIENCE CONFERENCE

Cities Alliance is a partner in the Cities and Climate Change Science Conference (CitiesIPCC), which is taking place in Edmonton, Alberta, Canada 5-7 March 2018.

The conference aims to inspire the next frontier of research focused on the science of cities and climate change. It will bring together the scientific community, policy makers and urban practitioners for the first time around the issue of climate change. The discussions will also provide inputs to the Intergovernmental Panel on Climate Change (IPCC).

The CitiesIPCC conference is part of a growing momentum towards recognising cities as agents of development. We often hear that cities are responsible for 70 per cent of greenhouse gas emissions, but the science behind this claim has yet to be unpicked and sufficiently explored.

As a partner, the Cities Alliance has strongly advocated addressing informality and urban poverty at the event, and we are organising a session on Informal Settlements and Economies: Means for Transformative Climate Action. We have also stressed the message that any global research agenda on cities and climate change must be inclusive of all types of cities, especially emphasising secondary cities and the growing cities of the global south.

Our role as partner has also included building the partnership for the conference as well as organising and promoting the event. In 2017, the host city of Edmonton was selected, the Scientific Steering Committee chosen, and the Organising Committee convened. A call for session and abstracts yielded over 1,000 submissions from around the world.

“As an organisation that understands transformation in cities, Cities Alliance recognised the opportunity provided by science to rethink urbanisation in a climate changed world. In the spirit of the Paris Agreement, Cities Alliance provided direct support to the conference and leadership in building a new, multi-stakeholder partnership between the worlds of science and practice.”

– Dr. Debra Roberts (Pr. Sci.Nat.), Chief Resilience Officer for EThekweni Municipality and Acting Head of the Sustainable and Resilient City Initiatives Unit

Gender And Women’s Empowerment

The Joint Work Programme for Gender and Women’s Empowerment provides a platform for promoting the role of women in development and focuses on mainstreaming gender within the Cities Alliance work programme.

While the JWP’s efforts in 2016 centred around ensuring that gender was addressed in the global agendas, 2017 dealt primarily with mainstreaming gender in the Cities Alliance Secretariat. To support this process, the Secretariat established a gender team. Because gender is a cross-cutting issue, the team has worked closely with other JWPs – notably the JWP for Equitable Economic Growth in Cities – to ensure development impact.

Improvements in gender mainstreaming

To track progress on gender mainstreaming, the team established a baseline for the Secretariat in 2016 which is monitored and reviewed for internal evaluation each year. The baseline includes 55 indicators of the Gender Action Plan that track gender responsiveness of the Gender Team, Communications, Grants, and Hiring Policies.

This year’s evaluation found that mainstreaming gender in our grants improved by 158 per cent from 2016 to 2017. In 2016, one-third of our projects discussed gender equality or women’s empowerment; by 2017 that number rose to 54 per cent.

Cities Alliance was also discussing and disseminating more about gender. From 2016–17, the number of communications on gender through our various dissemination channels (reports, social media, our website and newsletter) increased by 159 per cent.

And in 2017 the Cities Alliance introduced a gender marker so that no grant can be approved without a minimum threshold regarding gender mainstreaming. The first results of the marker will come out in 2018.

Gender prize

To raise awareness of gender good practices, Cities Alliance ran the design, launch and selection for its first Gender Prize in 2017. The prize recognises partnerships between local government and local communities that have implemented innovative solutions for promoting women's empowerment in governance and citizenship, migration, economy, resilience and services. The identified winners will be invited to showcase their projects at the High Level Political Forum in July 2018.

ASIA REGIONAL PROGRAMME

Cities Alliance activities in Asia aim to strengthen the capacities of local governments and create an enabling environment so they can undertake governance reforms, plan, and implement programmes for sustainable, inclusive cities.

In 2017, our Asia programme supported implementation of two active grants: one to UCLG Asia-Pacific (ASPAC) for a Cities Enabling Environment (CEE) Ratings assessment, and a second to the World Bank for the Heritage Cities Development and Augmentation Scheme (HRIDAY).

The Secretariat also supported member and partner activities in the region. At the Cultural Summit organised by UCLG in South Korea in May 2017, Cities Alliance served as a resource on heritage cities and advocated for a holistic approach that integrates cultural heritage with city development and local economic development.

In addition, we supported Habitat for Humanity International with its Asia-Pacific Housing Forum in New Delhi (July 2017) and in Hong Kong (September 2017), serving on the event's advisory committee. Cities Alliance used these regional platforms to promote an in-situ slum upgrading approach and the

use of local contractors and local building materials in mass housing construction projects so that the local community will benefit.

City Enabling Environment Ratings for Asia

This initiative takes the CEE Ratings approach piloted in Africa and adapts it to the Asian context. It assesses the city and local government enabling environment in 28 countries in Asia-Pacific, implemented by United Cities and Local Governments – Asia Pacific (UCLG ASPAC) with UNDP and Cities Alliance support.

The assessment helps local governments identify and address gaps in policy, legal and institutional frameworks that are impacting their efficiency. A rating is assigned to each country based on an in-depth qualitative assessment using 11 criteria. The diagnostics highlight the progress, constraints and policy options for effective decentralisation – helping local governments improve their effectiveness in sustainable development and implement the New Urban Agenda.

For the Asia CEE Rating process, a peer review group was established in each country to work with local governments on the country-level assessments, led by UNDP. Cities Alliance is a member of the regional peer review group, which also includes UCLG ASPAC, UN-Habitat, UNDP, and the UN Economic and Social Commission for Asia and the Pacific (UNESCAP).

At regional forums throughout 2017, Cities Alliance and UCLG ASPAC used the initial findings from the CEE Ratings activity in Asia to stress the importance of effective decentralisation in implementing the global agendas.

Technical Assistance to Heritage Cities in India

The World Bank, with Cities Alliance support, is implementing a phased Inclusive Heritage-based City Development Programme in India at the request of the government of India. Many urban historic areas are home to a large concentration of the urban poor, and this activity helps cities integrate cultural heritage



City Enabling Environment Rating: Assessment of the Countries in Asia and the Pacific Report



Urban India. Photo: Stefania Abakerli, The World Bank

with city development and local economic development in a way that brings better service and livelihood opportunities.

During the first phase, the programme was piloted in three cities. The learning from the pilot cities was used to formulate urban revitalisation guidelines, which were adopted into the national Heritage Cities Development and Augmentation Scheme. The second phase, from 2016–18, involves

expanding the programme to 12 cities in India and working with the state governments of Karnataka, Odisha, and Rajasthan to develop heritage development programmes.

In 2017, the World Bank/Cities Alliance team focused on advocacy and negotiation with the government of Rajasthan on the guidelines of a heritage development programme and worked with the cities of Jodhpur and Nawalgarh to test the approach.

BOX 7: PROMOTING EFFECTIVE DECENTRALISATION IN ASIAN COUNTRIES

Countries in the Asia region are urbanising at a fast pace, but their cities have had varying success in managing urban challenges. Overall, Asian cities continue to be plagued by low access to habitat and economic opportunities for various population segments. In most Asian countries, the positive role of urbanisation has been overshadowed by deterioration in the quality of life and the built environment.

Effective decentralisation will help equip Asian cities to address numerous intersecting urban challenges. It involves assigning local functions to cities with commensurate revenue sources and financial autonomy. The urban local institutions would assume the central role in city management, with appropriate institutional arrangements and well-defined jurisdiction.

It is generally acknowledged that local governments would contribute to achieving 65 per cent of the targets under Agenda 2030. To equip cities to make this contribution, national governments in Asia need to implement strategic reforms for effective decentralisation.

In this context, Cities Alliance has prioritised advocacy on effective decentralisation for promoting sustainable development cities in Asia. *The City Enabling Environment Rating: Assessment of the Countries in Asia and the Pacific* provides the evidence base for a regional dialogue on the issue.

As a follow-up, Cities Alliance members and partners plan to undertake intensive diagnostics in the countries with low ratings to kick-start extensive engagement with national governments to promote effective decentralisation.

BOX 8: ADVOCATING FOR IN-SITU SLUM UPGRADING IN INDIA AND LOCAL LABOUR

Cities Alliance previously supported the government of India in the formulation of its national slum upgrading programme *Rajiv Awas Yojana* (RAY). The programme helped cities adopt a citywide approach to addressing challenges of slums. Cities prepared 'slum free action plans' that included in-situ slum upgrading, slum redevelopment, and relocation for all slum settlements in the city.

The RAY has since been incorporated into the ongoing national mission of 'housing for all, which aims to create new housing stock under various programme components. In-situ slum upgrading is not being considered as a viable development option for slums.

Considering the scale of the challenge, the resources available nationally, and learning from successful slum upgrading approaches, Cities Alliance is supporting advocacy in India to promote in-situ slum upgrading as a more affordable, flexible and viable option. Our efforts include supporting the nascent network of Indian NGOs for Community-led Urban Development (INCLUDe) and building its capacity to provide evidence-based advocacy and technical assistance to cities who want to adopt an in-situ slum upgrading approach.

The benefit of hiring local contractors for slum upgrading projects

In addition to promoting in-situ upgrading, Cities Alliance has used recent regional dialogues on housing as a catalyst for economic development to advocate for hiring local contractors for slum upgrading programmes. Many cities and countries turn to corporate developers for their slum redevelopment programmes, limiting the benefit of the upgrading project on the local economy.

Choosing a local, community contractor, on the other hand, offers prospects of construction jobs for community residents with low skill sets, as well as use of locally-relevant construction technologies and local building materials. This helps establish the local value chain and strengthens local economic development.

LATIN AMERICA AND THE CARIBBEAN (LAC) REGIONAL PROGRAMME

With the SDGs and New Urban Agenda in place, the Cities Alliance LAC Regional Programme has focused on supporting the implementation process in the region. We have consolidated our regional presence and now have strong pillars and opportunities to develop deeper assistance in countries.

Cities Alliance has been institutionalised as a key stakeholder in LAC, and we participated in numerous regional conferences and events over the course of 2017 to advise on implementing the SDGs. The partnership is recognised as a strong advocate on behalf of cities at the regional level.

Highlights of 2017 include development of a regional network for urban housing practitioners and technical assistance for national policies in Paraguay and Jamaica.

We also produced two knowledge products: *An overview of national urban laws in Latin America and the Caribbean: case studies from Brazil, Colombia and Ecuador*, which maps out all the urban legal frameworks in LAC; and *URBFavela*, a Portuguese-language publication that captures the learning from a national conference on slum upgrading in Brazil.

THE URBAN HOUSING PRACTITIONERS' HUB (UHPH)

The UHPH is a platform focused on urban housing that brings practitioners at all levels into the discussion and connects them with policy planning. It is an open-source network for organisations committed to improving housing conditions for the urban poor in LAC, and to do so in ways that align with global agendas. Its community includes local and national governments, civil society, academics, and other development partners.

Cities Alliance has supported the UHPH since its inception. We provided funding for a first mapping of housing research in the region and the design of the UHPH business model. Cities Alliance also facilitated the initial kickoff at Habitat III in 2016 – with strong leadership from

“As a recognised partnership with a solid track record in LAC, Cities Alliance has access to many of the stakeholders and venues. We open the doors to our members.”

– Anaclaudia Rossbach, Cities Alliance Regional Adviser for LAC



The pilot UHPH labs have been enthusiastically received by participants, who appreciate the nimble, on-demand technical assistance the labs provide and the fact that they bring political endorsement as well as technical knowledge. Photo: Cities Alliance

HFHI – and the partnership has worked to bring participants together in support of the hub at events around the region. The hub was endorsed by the General Assembly of Ministers of Housing and Urban Development of Latin America and the Caribbean (MINURVI) in June 2017, and officially presented at a major regional Cities Conference in Santiago, Chile 2-6 October 2017 in recognition of its importance as a regional knowledge platform.

The UHPH platform has been designed with four modules: labs, best practices, a virtual social media-type space for discussion, and the Third Regional Conference on Housing and Habitat 2018. Several of the modules have already been tested on a pilot basis – in São Paulo, Brazil and Asuncion, Paraguay as well as virtually – and the response so far has been very positive. Partners are in the process of identifying best practices that can be showcased in the hub's modules. In addition, a series of reports are being produced to capture the knowledge gleaned from the labs.

A draft national urban policy in Paraguay

In 2017, the Cities Alliance supported Paraguay in its efforts to produce a draft national urban policy. Paraguay does not have a strong participatory culture or tradition, and the engagement around the policy – with all different sectors coming together for discussion and debate – was a first for Paraguay.

Cities Alliance worked with the Secretariat of Housing and Habitat (SENAVITAT) and the committee Paraguay had established for the Habitat III process to design and shape the policy. We collaborated with the University of Asuncion architecture faculty to write and facilitate the consultation process and supported workshops and debates to bring stakeholders together.

The policy is expected to be officially launched in 2018, and it will serve as an entry point to improving Paraguay's legal framework.



Cities Alliance supported a knowledge exchange between Brazil and Jamaica, which is seeking to improve its housing policy framework. Photo: Cities Alliance

Facilitating knowledge exchange to support Jamaica's housing policy

One of Cities Alliance's great strengths is its convening power and ability to leverage the knowledge of its members and partners. This was the case in Jamaica, where Cities Alliance supported a knowledge exchange to support the government's efforts to improve its housing policy framework. It is a joint venture with the World Bank, which is already investing in informal settlements in Jamaica.

The Jamaican government was interested in learning from Brazil's experience in how informal land can go through the regularization process and be regulated by city and countrywide policy planning mechanisms. As a result of our longstanding partnership with Brazil, Cities Alliance was well-positioned to facilitate a learning exchange, which took place at a conference hosted by the government of Jamaica in September 2017. The event helped make the case in Jamaica for slum upgrading and dealing with poor neighbourhoods in an integrated manner.

Mapping urban legal frameworks in LAC

National urban policies are a priority for the New Urban Agenda, and countries must be prepared with policies that have investment programmes, citizenship participation channels, and a legal framework. Cities Alliance supported this process in 2017 with the publication *An overview of national urban laws in Latin America and the Caribbean: case studies from Brazil, Colombia and Ecuador* (available at www.citiesalliance.org/node/6460).

This publication maps all the urban legal frameworks in LAC and looks at the main elements that need to be considered when constructing a national legal framework from the standpoint of urban reform. It gives examples of how Brazil, Colombia and Ecuador have managed the process of developing national urban laws, including drafting the law, how it was conceived, and the implementation process. It is a valuable resource for countries who are considering improving their national legal framework, which is a necessary part of implementing a national urban agenda.

Cities Alliance presented the findings of the publication at events throughout 2017. It is directly related to the technical assistance we are providing Paraguay to support a national housing policy.

ABOUT UNOPS

UNOPS is a central resource for project management, infrastructure and procurement at the United Nations, providing a range of high quality, cost-effective project management services to its partners in support of the 2030 Agenda. In 2016, UNOPS implemented more than 1,000 projects worth over \$1.4 billion, often in some of the most challenging and fragile environments. UNOPS has earned high recognition with its consistently clean audit results, its effective and agile administrative processes, its continuous acquisition of independent certifications on its services, and strong partner satisfaction ratings.

A global initiative in support of sustainable urban development, Cities Alliance is hosted by the UNOPS Geneva Office, through which it is supported in advisory, implementation and transactional services. The Geneva office is a central resource for several global partnerships, hosting entities such as the Water Supply and Sanitation Collaborative Council (WSSCC), the Stop TB Partnership, Scaling Up Nutrition (SUN), and the Platform for Disaster Displacement (PDD).

As a demand-driven and self-financed operational resource for the UN, UNOPS provides a framework through which Cities Alliance may implement its work – ensuring accountability, transparency, and providing the privileges and immunities of the UN – while allowing Cities Alliance to govern its own mandate and maintain its clear brand and identity.

UNOPS remains committed to supporting Cities Alliance in accomplishing its goals in support of the 2030 Agenda, to strengthening partnership in the implementation of the New Urban Agenda, and to focusing on SDGs 11 on cities and 5 on gender equality.

UNOPS continues to facilitate Cities Alliance's work in developing joint actions with national governments, local governments, multilateral institutes and civil society organisations to make cities more inclusive, safe, resilient and sustainable.

THE CITIES ALLIANCE TEAM

1 January 2017 to 31 December 2017

Secretariat Staff: Brussels

Allou, Serge (to 31 August 2017)

Balbuena, Hilary

Balocova, Magdalena (to 24 October 2017)

Baskin, Julian

Bruhn, Fredrik

Christen, Tutut (from 25 September 2017)

Cobbett, William

Fasano, Anais

Goel, Priya (to 10 August 2017)

Greenwalt, Julie

Henderson, Susanna

Hohmann, Rene

Karakhanyan, Nune (to 11 August 2017)

Kurth, Marie-Alexandra

Lima, Laura

Lozet, Florence

Ofori-Amanfo, Priscilla (to 13 April 2017)

Puspa, Erika

Reudenbach, Lisa

Siddique, Omar (to 29 September 2017)

Silva, Federico

Tijinbun Ngochi, Desmond

Lead Urban Specialist

Head, Finance & Operations Unit

Programme Management Specialist

Head, Programme Unit

Urban Programme Analyst

Multimedia Consultant

Director

Office Assistant

Financial Management Specialist

Urban Environment Specialist

Partnership Officer

Sr. Urban Specialist

Executive Associate

Sr. Urban Specialist

Urban Specialist

Programme Unit Assistant

Sr. Communications Officer

Information Management Specialist

Urban Analyst

Sr. Urban Specialist

Sr. Programme Specialist

Project Analyst

UNOPS Headquarters - Copenhagen

Scarpetta, Marco (to 21 April 2017)

Sørensen, Cynthia (to 13 December 2017)

Programme Assistant

Programme Assistant

UNOPS Geneva

Daepf, David

(relocated from Brussels, 14 August 2017)

Portfolio Manager

Regional staff

Bunch, Juliet

Dai, Ngoc (to 28 April 2017)

Hosken, Adele (to 18 September 2017)

Rosbach, Anaclaudia

Suri, D. Ajay

Violim Mercurio, Gabriela

Communications Specialist

Programme Analyst

Regional Advisor, Africa

Regional Advisor, LAC

Regional Advisor, Asia

Programme Associate

Washington DC

Washington DC

Pretoria, South Africa

São Paulo, Brazil

New Delhi, India

São Paulo, Brazil

Liberia, Monrovia

Andrew, Senjovo

Leon, Bernadette

M&E Analyst

Project Manager and Head of Office

FINANCIALS

2017 Income and Expenditure Statement (all amounts in thousand US\$)

| A. INCOME | |
|--|---------------------|
| Funds brought forward from FY2016¹ | 13,746 |
| Income in 2017 | 6,922 |
| Annual contributions | 1,767 |
| Unearmarked funds | 2,159 |
| Project funds | 2,995 |
| Interest² | 90 |
| | TOTAL 20,757 |

| B. EXPENDITURE | |
|---|--------------------|
| Programmes 2017 | Actuals |
| Joint Work Programmes | 1,135 |
| Regional Strategies | 795 |
| Country Programmes | 1,000 |
| Catalytic Fund Innovation Programme | 1,029 |
| Special Initiatives | 141 |
| Operations 2017 | Actuals |
| Secretariat Costs | 2,875 |
| Governance, Corporate Strategies and Events | 348 |
| Monitoring & Evaluation | 474 |
| UNOPS Management Fee & Costs | 648 |
| | TOTAL 8,447 |

| C. BALANCE OF INCOME OVER EXPENDITURE | |
|--|---------------|
| Funds carried forward to FY2017 | 12,311 |
| Commitments ² | 5,123 |
| Balance net of commitments | 7,188 |

Notes

¹ Includes multi-year commitments.

² To be confirmed by UNOPS upon closing of accounts for FY2017.