2019
ANNUAL REPORT
EXECUTIVE SUMMARY

Cities Alliance
Cities Without Slums

Hosted by UNOPS

FOREWORD

2019 was an important year for the Cities Alliance, with both organisational maturity and constant revitalisation equally visible. Important highlights include:

Assembly meeting, and election of new President: Members travelled to Liberia to see firsthand the impact of the Country Programme in Paynesville and Monrovia, and transacted essential business, including the election of Aníbal Gaviria Correa, former Mayor of Medellín as President of the Assembly (2019-2022).

Election of a new Board 2019-2022: Also elected at the Assembly meeting, the new Board unanimously re-elected Clare Short for her second term as Chair. The Board subsequently held a successful induction meeting, hosted by AVSI and Giuseppe Sala, mayor of Milan.

Re-staffing the Secretariat: In 2019, the Secretariat was systematically re-staffed, building on a core of stable, long-term staff members. Both the management of daily business, plus strategic oversight of policy, strategy and results, are handled by a small Management Team.

Financial management has been completely overhauled, as have essential functions. The Innovation Programme dispersed a batch of small grants in record time, while the Cities and Migration team was able to conclude the first full year of operations against very strict deadlines.

One of the substantive highlights of the year was the development of a Cities Alliance policy framework for dealing with Informality, which was presented to United Cities and Local Governments (UCLG) World Assembly in Durban in November. Cities Alliance has been consistent in reinforcing the framework's key messages, highlighting the importance of secondary cities within the national economy, and the importance of ensuring citywide approaches that address the needs of all citizens, with priority focus on the urban poor in general, and consistently ensuring the empowerment of women in all of its work.

These achievements and all those described in the present report were made possible thanks to the continuous and substantial support of our main partners, the Swedish International Development Cooperation Agency (SIDA) and the Swiss Government through the Swiss Agency for Development and Cooperation (SDC) and the State Secretariat for Economic Affairs (SECO).

At the time of writing, the world is in unprecedented lockdown as its attempts to overcome the Coronavirus pandemic, and once again throws into stark relief the shocking consequences of the world's poorest not having secure and acceptable living conditions, and the universal provision of essential services such as water, sanitation, sustainable energy, health and education. All these goals have been adopted by member states in the period 2015-2016 – these are global public goods that require renewed commitment, and unrelenting investment and action.

In this, my final year as Director of the Cities Alliance, I would like to thank the Board for its constant support and guidance. I would like to record a special appreciation for Clare Short, in many ways the ideal Chair: constructive and critical, a real champion for the work of the Cities Alliance and, most importantly, always there. It has been a real pleasure. Finally, I would like to thank all Cities Alliance personnel for their hard work, excellent teamwork, friendship – and for their constant willingness to always look at old problems with fresh thinking.

William Cobbett

EXECUTIVE SUMMARY

2019 was a year of consolidation for Cities Alliance. It marked the midpoint of the partnership's Strategic Plan 2018-21 on Implementing the Sustainable Development Goals (SDGs).. The result of the strategic approach is a strengthened organisation that is delivering innovative, effective and long-term operational programmes.

Since the beginning of the current Strategic Plan, Cities Alliance has developed three Country Programmes, and through these is working in 16 cities (two in Liberia, nine in Tunisia, and five in Uganda). In total, including Country, Regional, and Global Programmes, Cities Alliance has provided technical support and grants to 32 cities across 13 countries, with a combined population of nearly 18 million people since 2018.

An independent review undertaken in 2019 highlighted the progress Cities Alliance has made in implementing its strategy:

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The evidence clearly indicates that the Cities Alliance of today is able to manage and deliver large, complex and leading-edge development programmes

— Independent Review 2019[1]

The three Country Programmes (Liberia, Tunisia and Uganda) are operating under a strengthened Country Programme model[2] outlined in the Strategic Plan, and it is proving to be an effective approach to pro-poor urban development in a complex urban environment. Global Programmes are targeting priority areas identified in the strategy, including equitable economic growth, migration, gender equality and women's empowerment, and resilience and climate change.

During 2019, Cities Alliance further consolidated its organisational structure and capacity. This included maximising the benefits gained from its position within UNOPS, with revised and more efficient hosting arrangements and the utilisation of UNOPS' significant technical competencies within the Uganda Country Programme. Revised internal processes have made grant management more flexible and efficient, enabling Cities Alliance to respond quickly to current global crises such as migration and climate change. The Secretariat now has a fully staffed Communications team, which is reinforcing external communications and increasing Cities Alliance's visibility at the global level.

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Today Cities Alliance acts as both an effective platform for its membership and an institution with a unique value proposition based on its modus operandi, namely mobilising its membership and multi-donor /partner funds to focus on selected key urban development themes and providing both thought leadership through its Global Programmes and related practical advice and action through technical assistance programmes delivered via the City/Country Programmes.

— Independent Review 2019

2019 Key Achievements

1. Delivering impact for the urban poor in Greater Monrovia

The Liberia Country Programme reached operational maturity in 2019 and is supporting the government to deliver results aligned to the SDG's through an integrated, multi-level approach. An independent mid-term evaluation in 2019 concluded that the programme has fostered acknowledgement of the city's vital economic role, increased recognition of slum dwellers as citizens, engaged municipalities, put informal settlements on the map, and leveraged funding from the European Union for additional projects. One of the main achievements is the improvement of working conditions and enhanced livelihood opportunities for informal workers, in partnership with WIEGO. As an example, since 2017, 38% fewer petty traders have experienced harassment (such as having their goods confiscated). Other significant results include 16.2% increase in households in Greater Monrovia benefitting from regular solid waste collection (waste management projects funded by the EU) and a 6.6% increase in households with access to improved sanitation services, through the Community Upgrading Fund (CUF).

2. Advocating for new thinking with Connecting Systems of Secondary Cities

The book *Connecting Systems of Secondary Cities,* published in 2019, examines how secondary cities can work collaboratively to improve their development prospects, increase prosperity, and leverage public resources to support equitable sub-national economic growth. It argues for more systems-based thinking in how governments support the development of systems of cities, rather than a hierarchical approach. The publication received the *Award for Planning Excellence* from the Planning Institute of Australia, under the category of Cutting-Edge Research and Training. The book was extensively promoted by the Secretariat and generated a high demand for additional dissemination from various institutions and events including the Ghana Urban Forum, the European Development Bank in Luxembourg, and the European Commission (EC) in Brussels. Following its presentation at a national conference in Chengdu, China, the Chinese Centre of Urban Development also supported the production of a Chinese translation to be launched in 2020.

3. Delivering a road map for local governments struggling with informality

Informality is a key contributor to successful emerging economies, but at the same time it drives socio-spatial inequality. Understanding and addressing the dynamics of informality is therefore strategic. In 2019, following the invitation from the UCLG Secretary-General, the Secretariat formulated the policy paper 'Addressing Informality in Cities' through a collaborative process with members the AVSI Foundation, Habitat for Humanity International (HFHI), Slum/Shack Dwellers International (SDI) and Women in Informal Employment: Globalizing & Organizing (WIEGO). This paper provides local governments with a road map to address informality through new urban partnerships between city governments, private sector and citizens. It also analyses the actual policy challenges and trends and provides specific policy priorities and recommendations to local and regional governments. 'Addressing Informality in Cities' was presented and discussed at the UCLG World Summit in November 2019.

4. Consolidating the delivery and institutionalisation of Community Upgrading Funds in Liberia

The Cities Alliance CUF is a community-driven development initiative designed and implemented by the Secretariat, that provides financing for small infrastructure projects selected by the communities themselves. The projects, with budgets ranging from $5,000 to $30,000, enable the urban poor to impact their communities by improving basic social and physical infrastructure. The CUF has become institutionalised within Liberia and is delivering results for the urban poor. In 2019, the Board Charter, Standard Operating Procedures, and Terms of Reference for implementation were finalised, agreed, and signed by local authorities. Nine pilot projects in three slum settlements in Greater Monrovia were completed including six water kiosks, a shower facility, and a kindergarten, for the benefit of over 93,000 people living in informal settlements.

5. Facilitating the implementation of the New Urban Agenda through the Urban Housing Practitioner's Hub in Latin America and the Caribbean

Established with the Secretariat's support, the Urban Housing Practitioner's Hub (UHPH) is an open platform for the exchange, gathering and dissemination of practices among key stakeholders working around housing and urban habitat in the region, with focus on the implementation of global agendas. In 2019, the UHPH became an increasingly important space for urban and international development actors. They engaged regularly through the *Housing Laboratories* (originally called Laboratorios de Vivienda, LAVs, in Spanish), in countries including Argentina, Bolivia, Brazil, El Salvador, Jamaica, Mexico, Paraguay, Peru and Uruguay. The LAVs are workshops, coordinated by the Secretariat, where local governments, researchers and practitioners converge to exchange knowledge and experiences on topics such as sustainable cities and climate adaptation, sustainable development planning and housing, and inclusion of vulnerable groups. LAVs demonstrate the immense potential of innovation at the local level, and the scale achieved by removing legal barriers and designing frameworks more connected to LAC's urban, informal reality at the national level. Twenty-six LAVs have been held since 2018.

6. Generating and coordinating global learning on migration and refugees

The Global Programme on Cities and Migration convened partners and other stakeholders to share experiences and practice in a series of key global events in 2019. At the Global Refugee Forum in December, Cities Alliance highlighted the bold actions that cities and refugee leaders are taking in Arua, Uganda, to integrate migrants and the critical need to take these approaches to scale. In September, the programme convened its first regional peer-learning event for six partner cities from Ethiopia and Uganda and the Kakuma-Kalobeyei (Kenya) cluster to help them shape and hone their arguments in support of secondary cities and migration at the event itself. The resulting lessons learned report captures the rich peer-learning on the impact of migration on secondary cities, as well as the challenges faced and some solutions to providing basic services to existing and new residents.

A strengthened approach to Country Programmes

The renewed approach aims at increasing the effectiveness and scale of Country Programmes. Its main features are:

- In-country Secretariat presence to facilitate coordination, accountability, and local ownership

- Partner selection based on open competition to maximise quality

- Use of local and regional capacity whenever possible

- Implementation of mechanisms for mutual accountability among members and partners

- Maximisation of the UNOPS platform advantages, and alignment with UN-system members and partners

- Balanced mix between delivery methods of grants, procurement and human resources to safeguard overall programme quality

- Increased exemplary infrastructure work to complement, demonstrate and execute technical assistance

The Kampala-Jinja Expressway (KJE) – No One Worse Off project key facts:

Cities Alliance's role: Implementing the safeguards to ensure that no one is made worse off by the project through four initiatives:

- Low cost housing and urban renewal

- Community assistance to support the most vulnerable

- Wetland restoration & sustainable management

- Small business transition

The partners: Cities Alliance has set up a consortium to implement different elements of the safeguard project. Partners include:

- The Ugandan Ministry of Land, Housing and Urban Development

- SDI/Actogether/National Slum Dwellers Federation of Uganda

- Platform for Vendors in Uganda (PLAVU)

- AVSI

- Kampala Capital City Authority

Country Programmes in 2019

Country Programmes are multi-layered, integrated efforts that target three levels -- national government, local authority, and community -- driven by the convening power of Cities Alliance. Across the board, they are generating results and improving living conditions of the urban poor.

LIBERIA

The Liberia Country Programme, with funding from Comic Relief and the EU, reached operational maturity this year. National-level projects, implemented through members and local partners, focused on laying the foundations for a National Urban Policy with UN Habitat; interventions on affordable housing solutions and housing microfinance viability with Habitat for Humanity international (HFHI): and developing guidelines for a voluntary gender-responsive policy to protect vulnerable relocated communities.

City-level projects featured a city development strategy (CDS) process in Greater Monrovia that moved out of the preparatory phase and into stakeholder consultation, as well as two projects on solid waste management Replace with (SWM) funded by the EU that are helping communities develop lasting capacity to collect primary waste and piloting innovative waste-to-energy approaches.

At the community level, saving groups have expanded and are empowering community engagement; an agreement between petty traders and city authorities in Greater Monrovia has greatly improved working conditions for the traders; and communities are implementing small basic infrastructure projects through Community Upgrading Fund grants.

TUNISIA

The support from the Swiss State Secretariat for Economic Affairs (SECO) provided the basis for restructuring the Tunisia Country Programme and

upgrading it to the new approach. In 2019, the programme moved from inclusive planning to delivering impact for citizens through investments and projects. Eight partner cities began implementing the quick win infrastructure projects identified in their city development strategies, in cooperation with the National Federation of Tunisian Cities. Ongoing projects included the process of formulating a National Urban Policy and an initiative to foster inter-municipal cooperation.

As part of Cities Alliance's strategic plan, the programme increasingly provides a platform to consolidate activities in different fields such as Cities and Migration and Gender Equality and Women's Empowerment.

UGANDA

With support from the EU, the Uganda Country Programme began implementing the *Kampala-Jinja Expressway (KJE), No One Worse Off* project, to ensure that no environmental and social harm is done through the construction of the road. The KJE is a $1 billion infrastructure investment to

develop a limited access toll expressway in the central and eastern region of Uganda. The road, part of the northern trade corridor from Mombasa in Kenya through to Kigali in Rwanda, is a strategic trade link to the sea for the landlocked countries of the Democratic Republic of the Congo (DRC), Rwanda, and Uganda.

The project, which is demonstrating how government and community stakeholders can work together to find innovative, inclusive and sustainable solutions for infrastructure development, is being implemented in close cooperation with AVSI, SDI and their local partner ACTogether.

The Country Programme also undertook two studies to address secure tenure for relocated households and businesses: the Nakawa Market Accessibility Study and the Slum Upgrading Feasibility Study for Kasokoso and Kinawattaka settlements. The studies are being funded by the UK Department for International Development (DFID) and jointly implemented by the Secretariat in Kampala and UNOPS.

Global Programmes in 2019

Global programmes are mobilising Cities Alliance members around key themes outlined in the Strategic Plan 2018-2021, providing important forums for new thinking on urban issues and filling knowledge gaps.

JOINT WORK PROGRAMME (JWP)[3] EQUITABLE ECONOMIC GROWTH

The JWP continued implementing its Campaign Cities programme in Kenya and Ghana and launched the new Local Economic Acceleration Programme (LEAP) in Ghana and Uganda. It released and disseminated four technical publications and knowledge products, including the award-winning *Connecting Systems of Secondary Cities: How Soft and Hard Infrastructure Can Foster Equitable Economic Growth among Secondary Cities* by Prof. Brian Roberts. The JWP was for the first time given a score of A+ in the DFID Annual Review, completed in May 2019.

CITIES AND MIGRATION

With funding from the Swiss Agency for Development and Cooperation (SDC), this programme focused on implementation in 2019, signing grant agreements for migration-related pilot projects in nine cities across five countries (Ethiopia, Guatemala, Kenya, Tunisia, and Uganda). It established a steering committee and participated in key global events to promote the role cities (especially secondary cities) play in managing migration. The Secretariat also supported the University of Oxford Refugee Studies Centre and the World Bank to develop knowledge products on how cities can better manage migration.

GENDER EQUALITY AND WOMEN'S EMPOWERMENT

Cities Alliance laid the foundation for global initiatives in this area to be implemented in 2020, with the consistent support of SIDA. They include outreach and learning on gender equality (two webinars) and publications (a guidance note on "Realising Gender Equality in Cities" for development practitioners). Cities Alliance undertook capacity building to ensure gender mainstreaming in projects, particularly in the Country Programmes and the Cities and Migration programme. At the Secretariat, Cities Alliance hired an Urban Specialist and Gender Focal Point to develop actions on gender-responsive urban development.

CLIMATE CHANGE, RESILIENCE AND INFORMALITY

The initial phase of the JWP on Resilient Cities concluded its activities in 2019. Significant achievements include: a report titled *Realising the Multiple Benefits of Climate Resilience and Inclusive Development in Informal Settlements* by C40; extending the Climate Action for URBan Sustainability (CURB) tool to support five cities in Africa, Asia, and Latin America; identifying tracking and monitoring tools that can support city authorities to improve city resilience, build urban economies, and improve resident well-being; and participating in global policy dialogue. In 2020, in alignment with the Year of Action on Adaptation, the Secretariat will launch a new call for proposals on the topic of adaptation to climate change at the community level, with focus on countries in the Greater Horn of Africa and the Bay of Bengal. The call is financed by SIDA and supported by BMZ.

INNOVATION PROGRAMME

In 2019, the Cities Alliance launched the Secure Tenure in African Cities: Micro Funds for Community Innovation call for proposals with funding from Omidyar Network. Out of 292 applications, five projects were selected to illustrate how small-scale, short-term incremental solutions can be key to improving tenure security and housing conditions, and to city-building. The grants are up to $50,000 each with an implementation period of six to 12 months. The five projects began implementation in Côte d'Ivoire, the DRC, Kenya, South Africa, and Tanzania in June 2019.

REGIONAL PROGRAMMES

In Asia, Cities Alliance and the World Bank concluded programmatic advisory and technical support that enabled the government of India to test a new approach to inclusive urban revitalisation that is informing the design and implementation of India's first national heritage-based urban development scheme as well as state- and city-level programmes and investments.

In Latin America and the Caribbean, the Urban Housing Practitioner's Hub has held a series of very successful Housing Laboratories (LAVs)[4] that are helping to develop direct, pragmatic responses to the region's urgent housing challenges based on practical experiences and innovations.

PARTNERSHIP UPDATE

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

Over the past 20 years, Cities Alliance has awarded more than 400 grants in more than 80 countries, addressing a range of consistent and ever-relevant themes including poverty reduction, local governance, and climate change. Since 2010, these investments have leveraged follow up work for 1.7 billion.

Partnership Highlights 2019

CITIES ALLIANCE ASSEMBLY
Monrovia, Liberia, 25-27 April

The Assembly is the sovereign body of Cities Alliance and comprises all members. It provides leadership and overall direction to the partnership and deliberates on specific issues. In 2019, the Assembly meeting brought together the members and Secretariat teams to the Liberian capital. The week-long mission achieved three key objectives:

1. **Elect a new President of the Assembly.** Aníbal Gaviria Correa[5], former mayor of Medellín, was nominated by UCLG for the position and unanimously elected by members.

2. **Select a new Management Board and Chair.** Rt. Hon. Clare Short was unanimously re-elected for a second term as Chair of the Board. The Management Board comprises a maximum of 15 members, with each constituency represented. As the United Nations agency with the urban mandate, UN-Habitat holds a permanent seat on the Board. The Assembly elected the following members:

   - Commonwealth Local Government Forum (CLGF)

   - United Cities and Local Governments

   - UN-Habitat

   - The World Bank

   - AVSI

   - Habitat for Humanity International (HFHI)

   - Omidyar Network

   - Institute for Housing and Urban Development Studies, Erasmus University, Rotterdam (IHS)

   - Germany (The Federal Ministry of Economic Cooperation and Development, BMZ)

   - Switzerland (SECO)

   - Sweden (SIDA)

   - United States Agency for International Development (USAID)

   - South Africa

   - Uganda

3. **Meet with the Liberian government, the local governments of Paynesville and Monrovia, Liberian partners, and citizens to review progress on the Liberia Country Programme.** Through a series of field visits, members witnessed projects being implemented, including a nursery school and water points built in informal settlements in Monrovia.

BOARD MEETINGS

Monrovia, Liberia, 27 April. This was an introductory meeting for new members. The Secretariat presented the reforms undertaken over the last two years to improve Management Board governance and operations, based on recommendations from programme audits, two external evaluations, and a Board survey. The reforms impacted the Board in several ways: greater focus on strategic discussions and specific items for decision; revising membership categories and introducing the sustaining member category; and processes, such as holding two longer meetings per year and facilitating virtual attendance for members unable to attend in person.

Milan, Italy, 8-9 July. The meeting was hosted by AVSI and welcomed by Giuseppe Sala, mayor of Milan and vice-chair of C40. This was an induction meeting for the new members of the Board. Highlights included the introduction of the new Assembly President Aníbal Gaviria Correa to the Board; the presentation of the conflict of interest policy, a key governance piece for effective, transparent, accountable decision making; a session around the role of Board members in strengthening Cities Alliance's financial sustainability; and the need to foster collaboration and coherence of effort among the partnership to achieve maximum impact, mainly through improved membership communication.

Durban, South Africa, 12 November. The meeting was hosted by UCLG and took place during its World Congress. It included the presentation of the annual work plan; an operational update of the Country, Global and Innovation Programmes; and highlights for 2020. UNOPS presented a proposal to review the operational support it provides to Cities Alliance in view of leaving the Secretariat the responsibility to directly manage finance, procurement, and human resources, which would allow Cities Alliance to save around USD $400,000 annually. Cities Alliance also conducted a session on strengthening the partnership to maximise visibility and impact, with communications as a key corporate priority.

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EVENTS

European Development Days 2019, Brussels, Belgium. In partnership with DFID and the CLGF, Cities Alliance participated in the European Development Days 2019 by co-hosting a session on public goods and services as a pathway to more equitable economic development in secondary cities. The well-attended session disseminated key insights from the JWP for Equitable Economic Growth in Cities and featured presentations by local governments and the informally working poor (to whom public goods matter the most) and discussed practical policy paths to reduce inequalities, such as through gender-responsive service provision and affordability in pricing public services.

The International Conference on Climate Action (ICCA) 2019, Heidelberg, Germany. At the invitation of German Development Cooperation, Cities Alliance and the Global Covenant of Mayors jointly organised a session at ICCA 2019. As a preparatory process to the United Nations Climate Action Summit in September 2019, the session focused on how global and local data technologies can be used to address climate change impacts in African cities. Together with national governments, regional and local governments as well as multilateral institutions, the final declaration included a call for "clear and tangible commitments to mitigate the impacts

and improve the resilience to climate change for the most vulnerable urban populations."

7th Asia-Pacific Urban Forum, Penang, Malaysia. The event, convened by the UN Economic and Social Commission for Asia and the Pacific (UNESCAP) and UN-Habitat, focused on four thematic issues: urban and territorial planning, urban resilience, data and technologies for smart cities, and urban financing. Cities Alliance delivered a deep-dive session on "Building Economic Resilience of Urban Communities" to share learning from the JWP for Equitable Economic Growth, with case studies from Bangladesh. Cities Alliance also organised several events in collaboration with a range of partners such as UCLG Asia-Pacific (Aspac), the United Nations Development Programme (UNDP), HFHI, the United Nations Educational, Scientific and Cultural Organization (UNESCO) and UNOPS.

Third International Conference on National Urban Policy, Nairobi, Kenya. Cities Alliance, UN-Habitat, and the Organisation for Economic Co-operation and Development (OECD) co-organised a session on "Fostering Innovations for Sustainable and Climate-Resilient Cities." Attended by national and local governments, the conference discussed how innovative partnerships can be harnessed and fostered for the

implementation of national urban policies. The agenda highlighted innovative, climate-resilient approaches around solid waste management, urban mobility, and housing.

Global Refugee Forum, 16-18 December, Geneva, Switzerland. Cities Alliance participated in this event, organised by UNHCR, to ensure global discussions included the city perspective and its role in refugee management. Through the session "Realising Inclusion with City and Refugee Leaders," Cities Alliance presented the example of Arua, Uganda and highlighted the bold actions that cities and refugee leaders are taking to welcome and integrate newcomers and the critical need for scaling up local efforts. The session was cosponsored by the Swiss government, the Mayors Migration Council (MMC), the G100 Initiative[6], and the Diaspora Networks Alliance (DNA).

United Nations Capital Development Fund (UNCDF) Municipal Finance Conference, 3-4 October, Malaga, Spain. Organised by the city of Malaga and UNCDF with support from UCLG, the event brought together local and national government representatives, capital market authorities, development banks, and commercial banks to define what is required for a financial ecosystem that is conducive to finance local government development needs and implementation of the SDGs. Director

William Cobbett represented the Secretariat and moderated the National Governments Roundtable with representatives from Bangladesh, Bolivia, Nepal, Nigeria and Uganda.

UCLG World Summit, 11-15 November, Durban, South Africa. Convened by UCLG every three years, the summit deliberated on themes including gender equality and women's empowerment, informality, the Right to the City, sustainable urban development, inclusive and accessible cities, and addressing informality. Cities Alliance organised a corporate session on "Transforming Cities through Community-Government Dialogue" that focused on the crucial cooperation between governments and vulnerable communities to tackle urban poverty and ensure that cities serve all citizens. The session was moderated by Management Board Chair Clare Short and include a key address from Cities Alliance President Aníbal Gaviria Correa. In response to a challenge from UCLG Secretary-General, the Secretariat presented and discussed a policy paper on "Addressing Informality in Cities" prepared in close collaboration with the members of its civil society constituency (AVSI, HFHI, SDI, and WIEGO). The Cities Alliance delegation also organised a Board Meeting (see above) and participated in a series of sessions with members and partners including The World Bank and the European Commission (EC).
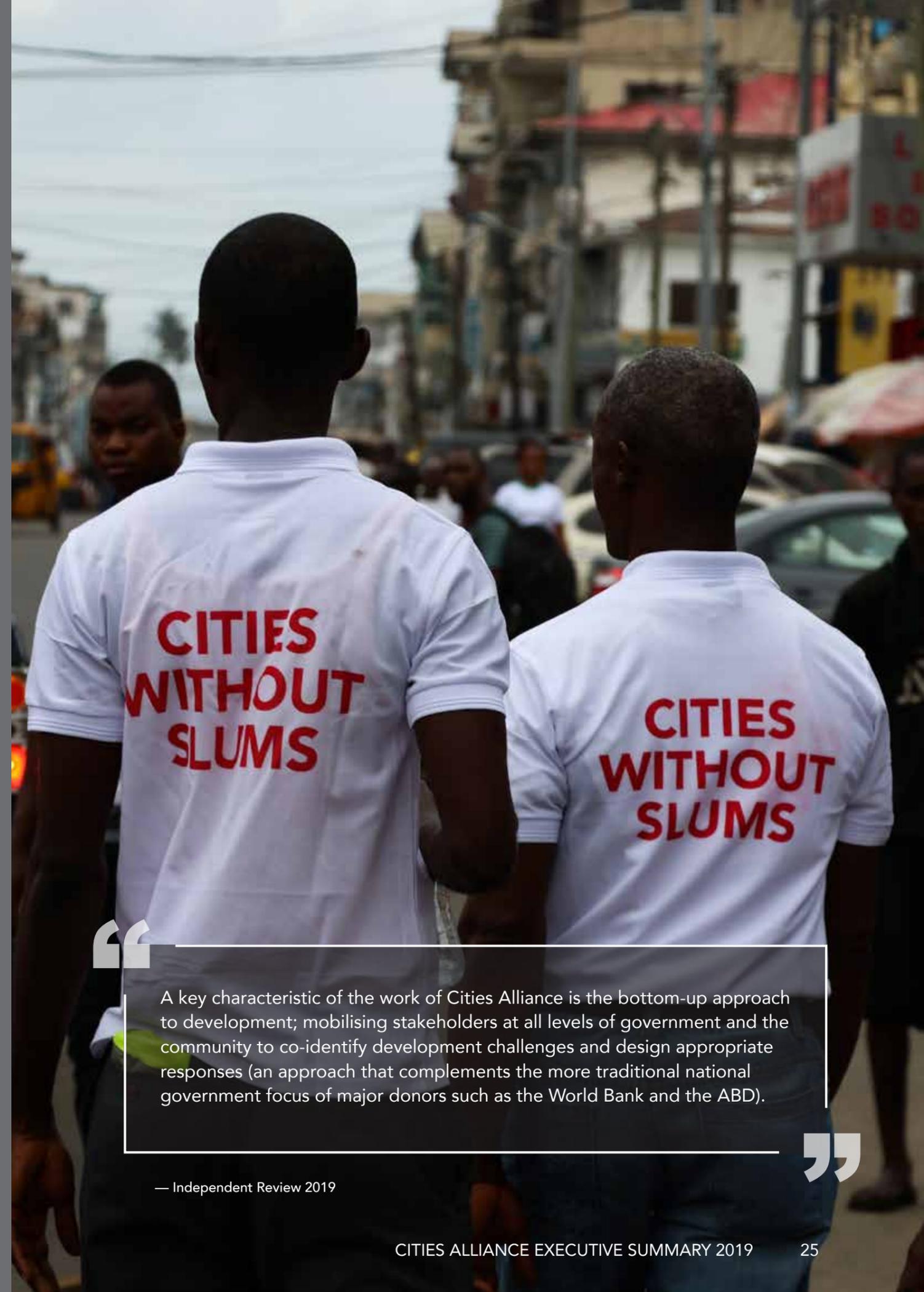
FINANCIALS

2019 Income and Expenditure Statement[1]

(all amounts in thousand US$)

	CORE	PROJECTS	TOTAL
A. INCOME			
Income	4,008	13,111	17,119
Interest	152	144	296
TOTAL	**4,160**	**13,255**	**17,415**
B. EXPENDITURE			
Programmes 2019			
Joint Work Programmes	419	3,596	4,015
Regional Strategies	607	-	607
Country Programmes	-	3,162	3,162
Catalytic Fund/Innovation Programme and Other	-	328	328
Operations 2019			
Secretariat Cost	2,315	-	2,315
UNOPS Management Fee	264	443	707
Net Exchange Gain/Loss	-	(14)	(14)
TOTAL	**3,605**	**7,515**	**11,120**
C. BALANCE OF INCOME OVER EXPENDITURE	**555**	**5,740**	**6,295**
D. FUNDS BROUGHT FORWARD FROM FY 2018	6,593	5,749	12,342
E. INTERPROJECT TRANSFER	4	(4)	-
F. PROJECT ADVANCE AND ASSETS	12	23	35
G. COMMITMENTS[2]	2,355	3,572	5,927
H. BALANCE OF FUNDS CARRIED FORWARD TO FY 2020	**4,785**	**7,890**	**12,675**

1. UNOPS financials for FY 2019 are currently being audited by UN Board of Auditors. Hence above figures are interim and not final.
2. The Commitments include HR projections for 2020.

> A key characteristic of the work of Cities Alliance is the bottom-up approach to development; mobilising stakeholders at all levels of government and the community to co-identify development challenges and design appropriate responses (an approach that complements the more traditional national government focus of major donors such as the World Bank and the ABD).

— Independent Review 2019

REFERENCES

Executive Summary

1   Independent review by Dr Nicholas Miles. MSC – Miles Strategic Consulting, on behalf of Cities Alliance, Equitable Economic Growth programme. 2019.

2   See graphic on page 3: Country Programme strengthened approach.

3   Joint Work Programmes (JWPs) are a coordination platform, knowledge hub and think tank for advocating new thinking on key urban issues. They also absorb, analyse and disseminate key lessons from Cities Alliance's operational activities.

4   Housing Laboratories, in Spanish Laboratorios de Vivienda (LAVs)

Partnership Update

5   Since January 2020, Anibal Gaviria is the new Governor of Antioquia, Colombia's richest region and one of the main economic engines of the country.

6   G-100 is a workshop where around 100 newcomers, former refugees who share the same experience, European experts, and decision makers meet to discuss and deliberate about different challenges that they are facing. These meetings take place in different European cities where these challenges exist. http://www.g-100.org/.

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