

ANNUAL REPORT 2024

25
YEARS

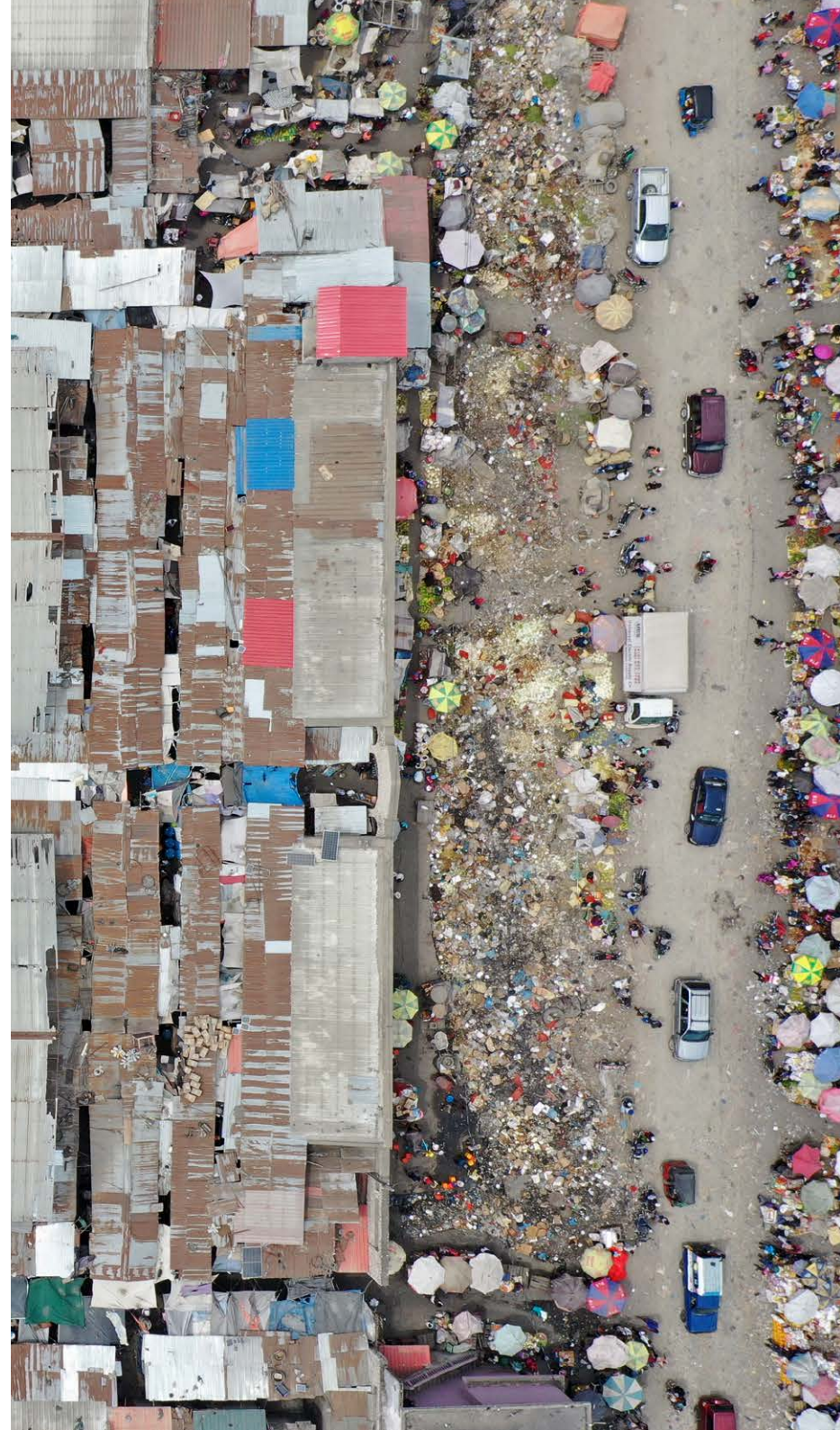
Cities Alliance
Cities Without Slums

Hosted by
UNOPS



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ACRONYMS

AFD	Agence Française de Développement	MENA	Middle East and North Africa
AfDB	African Development Bank	NGOs	Non-governmental Organisations
AVSI	Association of Volunteers in International Service	NUA	New Urban Agenda
BMZ	German Federal Ministry of Economic Cooperation and Development	OECD	Organisation for Economic Co-operation and Development
CRRF	Comprehensive Refugee Response Framework	SDC	Swiss Agency for Development and Cooperation
CLGF	Commonwealth Local Government Forum	SDGs	Sustainable Development Goals
EU	European Union	SDI	Slum Dwellers International
DG-INTPA	European Commission's Directorate-General for International Partnerships	SECO	State Secretariat for Economic Affairs
EUTF	European Union Trust Fund for Africa	Sida	Swedish International Development Cooperation Agency
FCDO	Foreign, Commonwealth and Development Office of the UK	SWM	Solid Waste Management
GAP	Global Action Plan: Accelerating for Transforming Informal Settlements and Slums by 2030	SUIDAC	Sustainable Urban Integration of Displacement-Affected Communities
GHG	Greenhouse gases	UCLG	United Cities and Local Governments
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit	UCLGA	United Cities and Local Governments Africa
HfHI	Habitat for Humanity International	UCLG-ASPAC	United Cities and Local Governments Asia-Pacific
IHS	Institute for Housing and Urban Development Studies, Erasmus University Rotterdam	UNDP	United Nations Development Programme
IIED	International Institute for Environment and Development	UN-Habitat	United Nations Human Settlements Programme
LAC	Latin America and the Caribbean	USAID	United States Agency for International Development
		WASH	Water, Sanitation and Hygiene
		WIEGO	Women in Informal Employment: Globalizing and Organizing



FOREWORD

In 2024, Cities Alliance marked its 25th anniversary, a moment to reflect on our evolution and reaffirm the enduring value of multilateral cooperation in shaping more inclusive cities. The occasion brought together members and partners from across the world, providing space to take stock of achievements, assess challenges, and exchange perspectives on the future. We also welcomed a new President of the Cities Alliance Assembly, Maria Fernanda Espinosa, whose leadership brings renewed energy and strategic insight. The year was further marked by the European Commission joining our membership, a milestone that enriches our global partnership with new depth and reach.

This moment of internal renewal has coincided with profound external change. The international development landscape is undergoing a period of restructuring, marked by increasing pressures on multilateralism and a shrinking space for development cooperation. Foreign aid budgets are being reduced or redirected, while mounting global challenges, from conflict and climate change to deepening inequalities, demand greater, not lesser, international solidarity. In this context, it is no longer possible to separate our work from the broader rethinking of the development sector. We must engage with it fully and adapt accordingly.

At Cities Alliance, we believe that diversity and complementarity are our strengths. Our model is grounded in partnership across institutions, levels of government, civil society, and communities, and it is this collaborative foundation that makes our work both relevant and resilient. In an increasingly polarised world, it is vital to protect and strengthen spaces where collective urban solutions can be forged.

The commitment to building inclusive cities is more urgent than ever, particularly in regions facing the intersecting pressures of migration, climate shocks, and fragility. Our response must continue to be grounded in the lived realities of the most vulnerable city residents. By working directly with local governments, slum dweller federations, and grassroots networks, we aim to support locally led action that not only improves lives but also informs national and global policy.

As we look to the future, we do so with determination, ambition, and a deep sense of responsibility. The global context may be shifting, but the need for inclusive, resilient, and people-centred cities is not. With our members and partners, we remain committed to delivering just that.

A handwritten signature in black ink, appearing to read 'Greg Munro', written in a cursive style.

Greg Munro
Director

HIGHLIGHTS



Celebrating 25 years of Cities Alliance: Members and partners gathered in Naivasha, Kenya, for the biannual Assembly to mark the Partnership's 25th anniversary, reflect on its achievements and discuss its future. Discussions focused on solutions to key challenges, including climate change, migration, and urban fragility, reaffirming the role of multi-stakeholder alliances in shaping a sustainable future.

Launching the Sustainable Urban Integration of Displacement-Affected Communities (SUIDAC) programme: The four-year initiative, funded by the European Union, was signed in June 2024 and introduced at the World Urban Forum in Cairo. SUIDAC aims to support the integration of displaced populations and host communities in nine secondary cities across five countries in Sub-Saharan Africa.

Holding the first regional dialogue of the East Africa City Corridor (EACC) initiative: City leaders and stakeholders convened in Ethiopia to strengthen cooperation along the 940 km Addis Ababa–Berbera Port trade route. Funded by the Swiss Agency for Development Cooperation (SDC), the initiative promotes inclusive growth and regional collaboration by addressing economic and migration dynamics.

Promoting gender-inclusive urban development in MENA: In Tunisia, the SDC-funded Femmedina project supported citizen-led efforts to co-design women-friendly public spaces. Meanwhile, the Water and Sustainable Cities programme, funded by the French Ministry of Foreign Affairs in Morocco, Tunisia, and Mauritania, focused on inclusive water governance. Together, these projects engaged over 2,000 citizens in shaping inclusive public spaces and water management solutions. In Jordan, the HERitage project, also funded by the French Ministry of Foreign Affairs, was launched in Madaba to boost women’s economic opportunities in the heritage sector.

Building climate-resilient and inclusive Cities4Women in Nepal: Funded by the European Union and USAID, this programme strengthened climate-resilient urbanisation in six cities, focusing on inclusivity. Through participatory planning, more than 1,100 citizens and municipal officials helped shape gender-responsive urban strategies.

Strengthening regional cooperation for resilient Mekong Cities: Launched in partnership with UCLG-ASPAC, the Urban Mekong Corridor Initiative (UMCI) expanded the Resilient Systems of Secondary Cities and Migration Dynamics programme to Asia. Funded by SDC, the UMCI fosters cooperation on migration management, climate resilience, economic development, and public services, with two regional dialogues held in 2024.

Improving local governance and service delivery in Haiti: The *Ansanm Ann Chanje Lavil* (Creole for Together Let’s Change the City) initiative, funded by USAID, supported the cities of Cap-Haïtien and Les Cayes in improving service delivery. The programme provided training, equipment, and pilot projects in informal markets, focusing on infrastructure, waste management, and local economic development.

Delivering key outcomes in the Building Resilience in Informal Settlements programme: This global initiative, delivered with Slum Dwellers International (SDI) and funded by Sida, operated in 16 countries across Africa, Asia, and Latin America. The final phase focused on locally led climate adaptation, with nine participating countries gathering in Sierra Leone to exchange experiences. The white paper *Slum Upgrading is Climate Action* was a key outcome.

Advocating for increased climate finance for the urban poor: At COP29 Cities Alliance released its landmark report, *Climate Finance for the Urban Poor: A Review of Global Climate Funds*, in partnership with Sida and SDI. It reveals that only 3.5 per cent (USD 1.2 billion) of global climate finance over the past two decades has supported informal settlements and low-income city residents, who are the most exposed to consequences of climate hazards. The findings point to a critical funding gap that needs urgent attention.



PARTNERSHIPS FOR INCLUSIVE URBAN DEVELOPMENT



Reflecting on 25 years of Cities Alliance

By Julian Baskin, Principal Urban Advisor

The Cities Alliance is now 25 years old. In that time, it has evolved dramatically, shaped by both the global challenges it faces and its internal institutional transitions. From its early years under the World Bank's patronage to its current hosting by UNOPS, each phase has reflected broader development trends. Yet, more than these transitions, it is the changing global urban landscape that has most profoundly shaped its work.

When Cities Alliance was launched in 1999 under the patronage of Nelson Mandela, the world was in a different place, full of optimism about the potential of urbanisation. Today, the organisation faces a far more uncertain world, one defined by increasing turbulence and escalating global challenges. These shifts in the geopolitical and environmental landscape have changed the threats and opportunities that the Cities Alliance must address, as well as the nature of the multilateral partnerships it relies on.

Looking back, the global challenges that Cities Alliance initially focused on were framed as an opportunity to realise a positive, city-centric future. Today, the focus has shifted. Urbanisation is no longer seen as an inevitable opportunity but as a potential existential threat if managed poorly.

Despite these changes, Cities Alliance has remained resilient, continuing to be both relevant and responsive. Its success and longevity can be attributed to an essential management principle: in times of change, the greatest risk is to rely solely on past approaches. While Cities Alliance has consistently embraced a forward-looking approach, addressing emerging global challenges with bold steps, it has also recognised the importance of consolidating the lessons learned from its past.



Perhaps the greatest achievement of the Cities Alliance has been its ability to communicate clear, consistent policy messages through its diverse partnerships, influencing the thinking of its members. Key policy contributions include:

1 The inevitability of urbanisation:

Cities Alliance argued early on that urbanisation is an unstoppable force. Pro-rural policies and forced evictions cannot reverse or slow the process.

2 Urban vs rural is a false dichotomy:

Rather than pitting urban and rural development against each other, Cities Alliance has always maintained that the two are interdependent. The best rural development happens in close proximity to successful cities.

3 Promoting well-governed urbanisation:

The Cities Alliance made the case that successful urbanisation cannot be achieved in isolation. Rather, strong national and local governance, alongside active citizenship, is essential.

4 Every city needs a vision and impactful plans:

Cities Alliance has stressed that every city must have a City Development Strategy (CDS) that includes long-term vision, governance, and strategic plans.

5 Forced evictions entrench poverty:

Cities Alliance actively campaigned against forced evictions, arguing that they perpetuate poverty and undermine the potential for inclusive cities.

6 The transformative role of secondary cities:

In shifting the focus to secondary cities, Cities Alliance advocated for their role in fostering national economic development, helping to manage the growth of primary cities and driving broader economic transformation.

7 The importance of leveraging Investments:

Cities Alliance has demonstrated that for systemic and long-term impact, it is key that planning and, more generally, technical assistance are aligned with the preparation of downstream infrastructure investments. Through its work, Cities Alliance has leveraged follow-up investments amounting to USD 1.82 billion.

The one fundamental conclusion I wish to leave behind is that the future of Cities Alliance does not lie in the subject matter, whether it be migration, climate, or gender. Instead, it lies in how we conduct our business. The common thread to the success of the organisation, and everything attributed to it, lies in its proximity to both cities and people. Cities Alliance is at its best when it links the two, and its pathway to success is as the honest broker trusted by both communities and cities alike, regardless of the topic.

Advocating for inclusive urban development through strategic engagements

Cities Alliance combines robust project implementation with strategic advocacy to drive impactful change in urban development. In addition to delivering direct projects, the Partnership actively shapes global conversations, advocating for inclusive policies and greater investment in climate resilience, migration governance, gender equality, and informal settlements. In 2024, Cities Alliance engaged with global and regional stakeholders at key forums such as the Summit of the Future in New York, the World Urban Forum in Cairo, and COP29 in Baku. Through these efforts, the Partnership sought to influence policy discussions, promote evidence-based solutions, and foster multilateral collaboration on urgent urban challenges.

Buildings and Climate Global Forum

Paris, France | 7 - 8 March 2024

Co-organised by France and UNEP, the Forum brought together ministers and high-level representatives to advance global efforts on sustainable construction and building decarbonisation. In partnership with ICLEI, Habitat for Humanity International (HfHI), and Reall, among others, Cities Alliance co-organised two sessions on affordable housing and heritage-based climate solutions and moderated a high-level dialogue on building partnerships for resilience, reinforcing its commitment to the circular economy in the informal sector and a just transition.

The Summit of the Future

New York, USA | 22 - 23 September 2024

At the landmark [UN Summit of the Future](#), Cities Alliance participated alongside UCLG to engage world leaders in advancing global commitments and rebuilding trust in international cooperation. The summit's outcome, the Pact for the Future, set critical commitments on sustainable development, financing, peace, security, digital governance, and youth engagement. Cities Alliance's leadership contributed to discussions on local governance, UN reform, development financing, and key global priorities, further reinforcing its role in shaping the future of cities and global cooperation.



The Africa Urban Forum

Addis Ababa, Ethiopia | 4 - 6 September 2024

At the first-ever [Africa Urban Forum](#), Cities Alliance contributed to key discussions in collaboration with members and partners including UN-Habitat, UCLG-Africa, the European Commission and the African Union. The Forum provided a platform to showcase the SUIDAC programme's approach to urban planning and job creation for displacement-affected communities. In a roundtable on economic corridors, Cities Alliance focused on strengthening cities' economic linkages within the EU's Global Gateway initiative. The forum concluded with the Addis Ababa Declaration, outlining priorities for governance, financing, and partnerships to drive Africa's urban transformation.

The Cities Alliance Assembly

Naivasha, Kenya | 9 - 11 May 2024

The Assembly marked the organisation's 25th anniversary. It reflected on Cities Alliance's journey in advocating for inclusive cities since 1999 and provided a critical space to reflect on the journey thus far and engage in dialogues on addressing current urban challenges, from climate change to migration and urban fragility. It also highlighted the power of multi-stakeholder alliances in shaping a sustainable future.

Key milestones included the election of Maria Fernanda Espinosa as **President**, the European Commission/ DG INTPA joining the membership, and the International Institute for Environment and Development (IIED) rejoining. The reconvening of the Informality Task Force (ITF) to drive the implementation of the Slum/Informal Settlement Upgrading Global Action Plan (GAP) also demonstrated renewed commitment to improving the lives of slum dwellers worldwide.

The anniversary reception included a reflection by Principal Urban Advisor Julian Baskin and some of our historical members on Cities Alliance's progress, emphasising the importance of addressing climate change, leveraging the informal economy, and designing cities that are inclusive for women, children, and other marginalised groups.



“Cities Alliance unites people around complex ideas, fostering crucial partnerships between local governments and informal settlement communities.”

Emilia Saiz, UCLG

“Our journey with Cities Alliance has significantly enhanced HFHI's growth through collective efforts and innovative partnerships.”

Stephen Siedel, HfHI

“Celebrating 25 years, South Africa has gained fresh perspectives and innovative solutions through our vital partnership with Cities Alliance.”

Sindisiwe Nxgongo, Government of South Africa

“To meet our 2030 targets, we must intensify efforts and secure more financing, with housing as a core element of social protection.”

Rafael Tuts, UN-Habitat



The 12th World Urban Forum – WUF12

Cairo, Egypt | 4 - 8 November 2024

At the World Urban Forum – [WUF12](#), Cities Alliance joined urban leaders to drive forward cities' roles in addressing global challenges. Through the events Cities Alliance convened and contributed to, the organisation brought forward critical discussions on key issues, including:

- **Urban fragility:** Exploring how local governments, communities, and international partners can address urban fragility and build resilience in the face of climate change, conflict, and economic pressures. Through its work in Haiti, Cities Alliance advocated for a new approach for international development to support fragile urban areas, emphasising locally driven solutions and partnerships for resilience.
- **Social cohesion and migrant integration:** Events featuring both the SUIDAC and the Resilient Systems of Secondary Cities and Migration Dynamics programmes and our approach to urban expansion highlighted the importance of inclusive planning and investment to accommodate urban growth in cities hosting large numbers of forcibly displaced people, while also fostering connections across diverse communities.
- **Gender equality and inclusive development:** Sessions advanced discussions on inclusive urban policies that enable women, youth, and other marginalised groups to shape urban spaces, essential services, and city development.
- **Equitable growth through connectivity:** Cities Alliance underlined how strategically developed urban corridors, beyond mere transport routes, can drive sustainable economic growth, linking urban hubs across regions and borders for shared prosperity.
- **Localising the Global Action Plan for Slum Upgrading:** A ministerial session, with contributions from the Informality Task Force and key partners, set milestones for implementing the GAP by 2030 in countries actively supporting it, including Brazil, South Africa, and India.

Events were co-hosted in collaboration with Sida, the European Commission, SDI, New York University, USAID, AVSI, GIZ, SECO, IGAD, multi-lateral development banks, South Africa, UN-Habitat, and HfHI.

World Cities Day 2024 Campaign: Supporting Youth-led Climate Action

In the lead-up to World Cities Day, celebrated on 31 October, UN-Habitat, UNOPS, and Cities Alliance partnered on a [social media campaign](#) highlighting young changemakers across Africa who are driving urban sustainability. The initiative showcased real-life stories, video testimonials, and youth-led climate action, particularly in informal settlements. Cities Alliance used the platform to spotlight achievements from the SDI programme on climate resilience, with a focus on Sierra Leone, Ghana, and Zimbabwe. As part of the collaboration, a [joint op-ed](#) was also published, reinforcing the shared commitment to empowering youth in shaping sustainable cities.



The UN Climate Change Conference - COP29

Baku, Azerbaijan | 11 - 22 November 2024

At COP29, Cities Alliance launched its flagship report, [Climate Finance for the Urban Poor](#). It revealed the severe underfunding of climate action in informal settlements, with only 3.5 per cent of global climate funds directed to the urban poor over the past 20 years. The launch event, held in partnership with Sida, SDI and UCLG, featured a keynote by Maria Fernanda Espinosa, President of Cities Alliance, and discussions on community-led climate action, the role of informal settlements in building resilience, and the need for inclusive climate finance. Cities Alliance also co-hosted other sessions focusing on innovation in informality and support for local communities in mitigating and adapting to climate change.



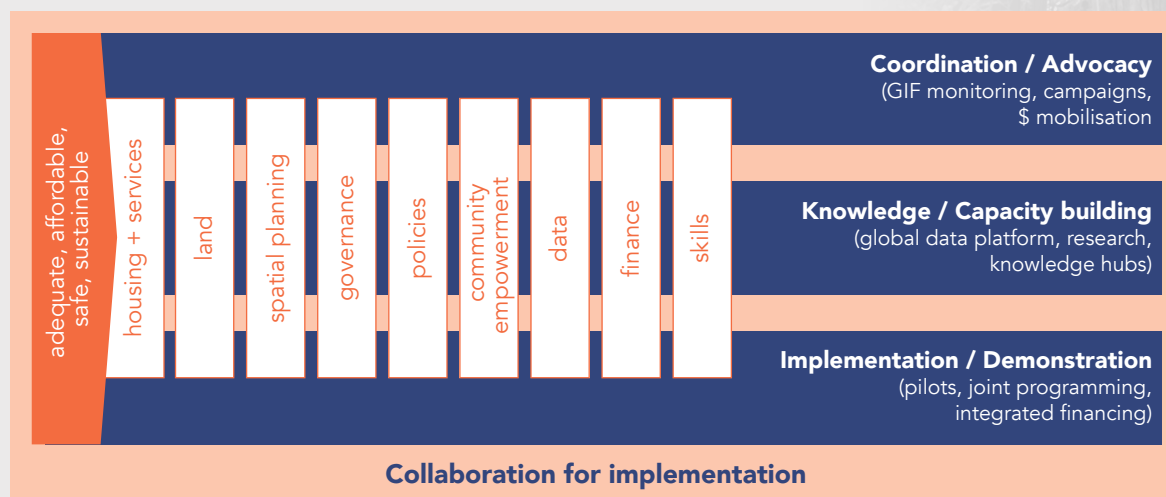
Global Peer Learning Series: Urban Innovation for Just and Sustainable Cities

In 2024, Cities Alliance and GIZ, on behalf of BMZ, hosted a [series](#) of five sessions on sustainable urban development. Focused on challenges like rapid urbanisation and the construction sector's carbon footprint, the series explored strategies for equitable urban planning, nature-based solutions, construction, and financing, with an emphasis on informal settlements and gender-inclusive development. Over 600 participants from around the world exchanged best practices, creating a community of practice for just urban development. This series, in partnership with ICLEI, UN-Habitat, SDI, the Centre for Affordable Housing Finance in Africa, the African Union for Housing Finance, and the City Diplomacy Lab, will culminate in a "good practice publication" to be released in early 2025.



The Informality Task Force: Supporting the Global Action Plan on Slum Transformation

To address the global slum crisis, projected to impact over three billion people by 2050, the [GAP](#) on Accelerating the Transformation of Slums and Informal Settlements by 2030 was developed by UN-Habitat, South Africa, HfHI, and key partners. This plan includes ten action areas and three accelerators aimed at turning informal settlements into integrated urban areas in the next five years.



In line with the GAP's objectives, the ITF, hosted by Cities Alliance in collaboration with UN-Habitat, South Africa, and HfHI, serves as a platform for continuous dialogue and collaboration among stakeholders. The ITF's mission is to support the implementation of the GAP by fostering political commitment, aligning efforts across sectors, sharing knowledge on effective slum transformation strategies, and assisting local governments with project implementation. Through its focus on advocacy, knowledge sharing, and resource mobilisation, the ITF plays a critical role in coordinating global efforts towards slum transformation as outlined in the GAP.

Credit: Eric Isselée-AdobeStock.com



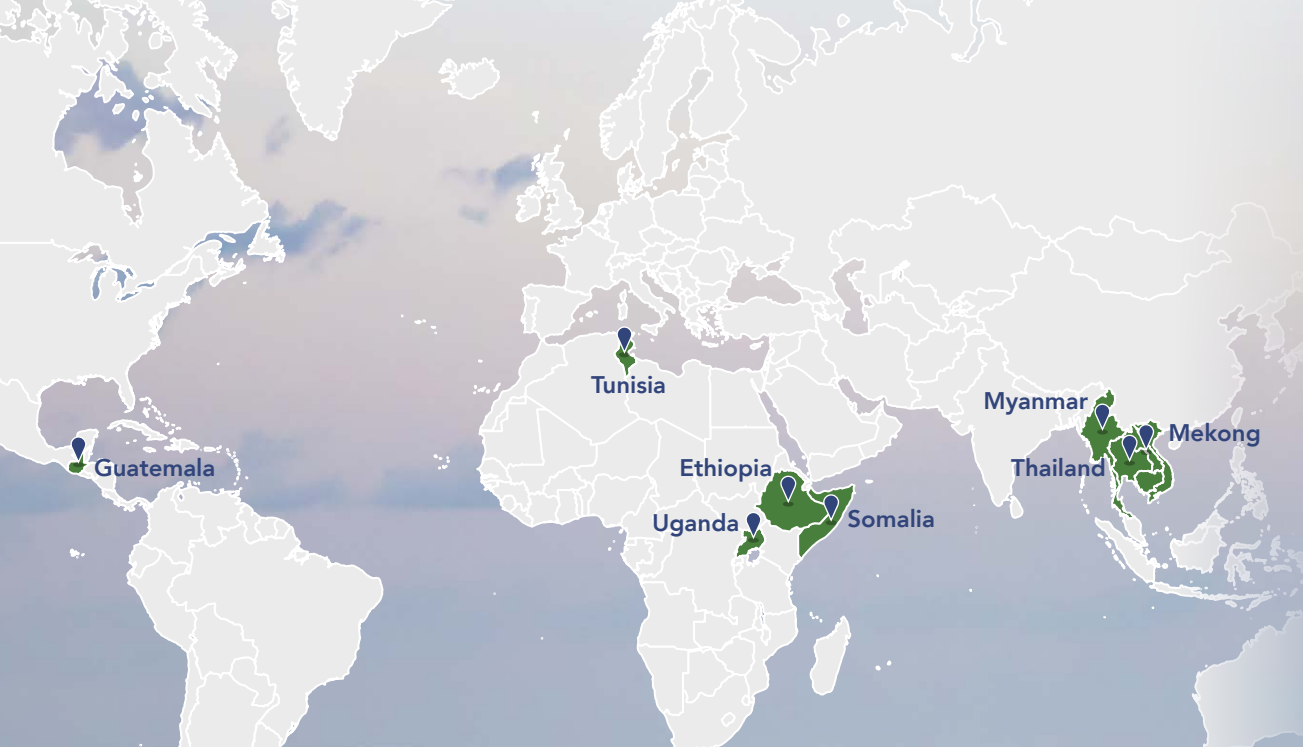
OUR IMPACT AND RESULTS





Strengthening urban responses to migration and forced displacement

Cities Alliance supports city-led initiatives that promote the inclusion of migrants and forcibly displaced populations in urban economies and public services. In 2024, alongside an ongoing SDC-funded programme in 22 cities across East Africa, Tunisia, and Guatemala using a corridor approach, new initiatives were launched in Cambodia and at the Thailand-Myanmar border. The EU-funded SUIDAC programme also began strengthening migration governance and urban resilience in nine cities across five countries: the DRC, Ethiopia, Somalia, Sudan, and Uganda. Together, these efforts help secondary cities better integrate displaced populations, fostering inclusive growth, resilience, and social cohesion.



Enhancing migration corridors to support urban resilience

Since 2018, Cities Alliance has been partnering with SDC to help secondary cities in developing countries manage migration and displacement. The [Resilient Systems of Secondary Cities and Migration Dynamics](#) programme (2022–2026) features 11 grant projects across 22 cities in 10 countries. These projects focus on systemic models, corridor approaches, and institutional partnerships to manage migration, integrate vulnerable populations, and enhance resilience in urban areas, with an emphasis on climate change adaptation, gender equality, sustainable urban planning and resilient infrastructure.



A milestone achievement of the Resilient Systems of Secondary Cities and Migration Dynamics programme was the inclusion of urban refugees in Uganda's 2024 national census for the first time. This policy shift aligns fiscal transfers with actual populations, ensuring accurate data for equitable resource allocation, improved urban services, and strengthened social cohesion, demonstrating how local evidence can shape national decisions.

Credit: Fabian-Adobestock.com



ENABLING

50,803 migrants | ♀ 67% women
to ACCESS SERVICES

84% of the 2026 target (60,385)

EMPOWERED

30,465 individuals | ♀ 56% women
to SECURE NEW OR BETTER WORK

SURPASSING the 2026 target (9,430)

TO DATE

55,573 individuals | INCLUDING ♀ 56% women

HAVE ACCESSED
PROGRAMME-SUPPORTED
BASIC SERVICES



education



waste
management



healthcare



market
infrastructure

(* All graphics in this section showcase cumulative results from 1 November 2022 to 31 December 2024)

THE URBAN MEKONG CORRIDOR INITIATIVE

Launched in 2024, the Urban Mekong Corridor Initiative (UMCI) aims to foster regional collaboration and investment among Mekong River cities, focusing on migration management, climate resilience, inclusive economic development, and public service access. It involves pilot projects, technical assistance, and investment mobilisation to test innovative models, including nature-based water management solutions, circular economy waste approaches, and economic inclusion for small businesses. The initiative initially includes Cambodia, Lao PDR, Thailand, and Vietnam.

UMCI dialogues: The initiative hosts biannual dialogues to strengthen regional cooperation and align local urban strategies with broader transnational priorities. In 2024, the first two dialogues were held in Vientiane, Lao PDR, and Phnom Penh, Cambodia. A key outcome was the validation of a publication on solid waste management along the Mekong, [A Blueprint for Circular Cities](#). Solid waste management is the primary common challenge among all UMCI cities and towns, as expressed during the dialogues.

Two new UMCI projects: In December 2024, the initiative expanded to Phnom Penh, Cambodia, and Mae Sot, Thailand. In [Phnom Penh](#), the project supports rural-to-urban migrants facing social and economic marginalisation by improving access to inclusive public spaces. In [Mae Sot](#), a key border city hosting Myanmar refugees, efforts focus on labour market integration and better access to basic services for displaced populations and vulnerable host communities.



In 2024, the UMCI was formally included in the ASEAN Mayors Forum Action Plan 2025, reinforcing its role as a driving force for urban collaboration in the region.

THE EAST AFRICA CITY CORRIDOR

Facilitated by Cities Alliance in partnership with SDC, the East Africa City Corridor (EACC) is a strategic effort to harness the economic and migration dynamics of the 940 km trade route connecting cities from Addis Ababa, Ethiopia, to the port of Berbera, Somalia. The programme promotes regional collaboration and inclusive urban growth by addressing shared challenges such as housing, employment, and environmental sustainability. The first [EACC Dialogue](#), held in Jigjiga, Ethiopia, in May 2024, gathered mayors, regional representatives, and civil society actors to set priorities for the corridor's development. A key outcome was the creation of a City Coordination Committee to guide urban planning efforts. Additional recommendations included strengthening spatial planning and expanding urban management training at universities in Jigjiga and Hargeisa.



Participants attend the first East Africa City Corridor Dialogue in Jigjiga, 26 May 2024



Trucks arriving in Jigjiga from Berbera Port via the East Africa City Corridor

KEY OUTCOMES

(cumulative results from 1 November 2022 to 31 December 2024)

Forced displacement and migration corridors in West Nile, Uganda



1,916 people (77.9% women) received financial literacy and entrepreneurial training, enabling access to formal credits and micro-loans.

3,702 pregnant women received prenatal care through upgraded health facilities.

2,420 individuals accessed mental health support with a new trauma centre under construction.

Promoting financial and economic inclusion in Greater Jinja, Uganda



6,900 slum dwellers joined savings groups, with half receiving entrepreneurship training (66% women).

Over 2,000 people digitised savings and financial activities.

Local authorities and market



vendors upgraded Jinja-Namulesa Market with paving, sanitation, fencing, and solar lighting, enhancing safety and accessibility. The municipality co-financed the land.

2,269 informal waste pickers (48% women) were integrated into a profitable plastic recycling chain through cooperation with the private sector.

Urban expansion planning for inclusive, green growth in Ethiopia and Uganda



5 out of 10 cities in Ethiopia, Somalia, and Uganda approved their urban expansion plans (UEPs).

2 new knowledge hubs at Uganda's Makerere University and the Ethiopian Civil Service University are driving capacity-building for planners and communities.

UEP principles have been integrated into national frameworks in both countries.

Central and local governments have allocated resources for land banking and road openings.

In Ethiopia, the Ministry of Urban and Infrastructure is integrating UEP into national urban planning legislation.

Leveraging migration for improved jobs and services along Ethiopia's Berbera Corridor



4,000 job trainees (81% women) received business and financial skills training.

Jigjiga City co-financed land for local market spaces valued at USD 300,000.

Integrating migrants into the Ethiopian Economic Corridor



4,263 migrants and returnees (69% women) were voluntarily registered for job matching.

2,000 (85% women) found formal employment.

The upgrade of Chakonou Market in Adama benefitted 5,179 IDPs and host community members, improving safety and livelihoods. Local authorities co-financed the land.

Leveraging migration for thriving secondary cities in Guatemala



29,991 people (62% women) accessed financial education, mobilising nearly USD 5 million in formal savings.

Over USD 14 million in credit products has been provided by four financial partners to beneficiaries, supporting small business creation and expansion.

Advanced waste management approaches were piloted in informal settlements to address climate change.

Economic inclusion in Tunisian migration corridors



Tataouine inaugurated its first business incubation and coworking centre, helping foster entrepreneurship, particularly for women and youth.

2 Citizen Spaces for public services were opened in marginalised areas with GIZ co-financing, in partnership with local authorities.

Corridors for mobility and development: Enhancing connectivity for sustainable urban growth

As urbanisation accelerates globally, particularly in Africa, the need for strategic infrastructure investments, such as development corridors linking cities and regions, has become more urgent than ever. At the heart of this movement is the recognition that well-planned corridors can serve as vital economic lifelines that connect cities, enhance mobility, and drive sustainable development.

Cities Alliance has played a key role in fostering partnerships with entities such as the European Union, the Swiss State Secretariat for Economic Affairs (SECO), the African Development Bank (AfDB), and the World Bank to explore how these corridors can not only enhance transport infrastructure, but also integrate secondary cities into broader economic and development frameworks.

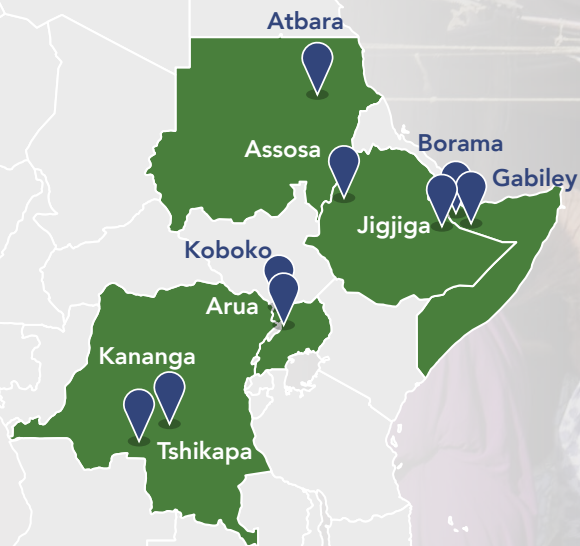
Through its work, Cities Alliance has focused on the integration of cities into the planning of transport corridors, ensuring that these corridors act as conduits for broader economic growth and job creation, particularly for youth, women and other vulnerable groups.

This is especially important in the context of Africa, where rapid urbanisation coupled with a large and growing youth population present both challenges and opportunities. Cities Alliance's ongoing collaborations with the EU's Global Gateway initiative and other stakeholders are central to this effort, seeking to ensure that cities are better linked within national, regional, and global systems of cities.

The importance of these corridors is further underscored by migration dynamics. In Africa, as well as in other regions such as Asia's Mekong Subregion, secondary cities situated along migration corridors face significant challenges in integrating migrants and improving service provision. Cities Alliance focuses on leveraging these corridors to address labour market integration, resilience, and climate-sensitive urban planning for migrants and host communities. By promoting regional collaboration and peer learning, Cities Alliance aims to foster solutions that address urbanisation and migration as interconnected forces driving development across continents.

This integrated approach is timely and particularly relevant today, as the world faces unprecedented challenges in managing urbanisation and migration. The potential of transport corridors to create jobs, foster economic linkages, and improve resilience is vast, but only if cities are actively included in their planning. Moving forward, Cities Alliance remains committed to advancing this work, ensuring that corridors are not just physical infrastructures but also frameworks for inclusive, sustainable urban development.

Cities Alliance aims to unlock the potential of urban areas as engines of growth by shifting from a model where cities are bypassed by infrastructure to one where they are integral to development strategies.



Advancing the integration of displaced communities in Sub-Saharan Africa

In 2024, Cities Alliance launched the SUIDAC programme. The four-year initiative supports the long-term integration of displaced populations and host communities in nine secondary cities across five countries in Sub-Saharan Africa:

- Assosa and Jigjiga (Ethiopia)
- Atbara (Sudan)
- Borama and Gabiley (Somalia)
- Kananga and Tshikapa (DRC)
- Koboko and Arua (Uganda)



The EUR 30 million programme, funded by the European Union, builds on lessons from the Comprehensive Refugee Response Framework (CRRF) and its [Inclusive Urban Development and Mobility](#) project, which piloted new approaches to refugee integration and established a regional knowledge-sharing network among cities in the Horn of Africa. SUIDAC focuses on two key areas at the intersection of forced displacement and urban development:

- **Improving self-reliance and social cohesion:** The programme enhances the well-being of Displaced and Affected Communities (DACs) by expanding access to essential services such as health, nutrition, education, and housing. It strengthens livelihood opportunities and financial support to foster economic independence while improving access to protection through documentation and legal assistance.
- **Strengthening local governance:** SUIDAC supports the adoption of urban development policies that integrate approaches to forced displacement, ensuring inclusive and sustainable urban planning. It facilitates key infrastructure projects that incorporate environmentally sustainable practices and promotes multi-level policy dialogue to enhance responses to urban displacement and coordinate regional strategies.

This approach reinforces municipal capacity, strengthens urban systems, and promotes long-term stability in cities affected by displacement.

SUIDAC's key features

- **A six-month design phase** led by local governments and communities to develop project proposals, including activities, expected outcomes and budget for the implementation phase.
- **Technical Implementing Partners (TIPs)** assigned to each city to provide expertise and risk management support.
- **Direct grants to municipalities**, with a 20 per cent co-financing requirement (in-kind or cash), to promote municipalities' ownership and sustainability

In **2024**, the design and analytical phase took place, ensuring that investment priorities were community driven. TIPs were selected through a competitive process to support implementation:

City	Technical Implementing Partner
Arua, Koboko (Uganda)	ACAV
Assosa (Ethiopia)	International Rescue Committee (IRC)
Atbara (Sudan)	International Organization for Migration (IOM)
Borama (Somalia)	Somaliland Association for Youth Salvation (SAYS)
Gabiley (Somalia)	Taakulo
Jigjiga (Ethiopia)	Organization for Welfare and Development in Action (OWDA)
Kananga, Tshikapa (DRC)	AVSI



SUIDAC launch at WUF12

SUIDAC was launched during an event at WUF12 in Cairo, co-hosted by Cities Alliance, the European Commission Directorate-General for International Partnerships (EU-DG INTPA), and the Intergovernmental Authority on Development (IGAD) on 7 November 2024. The session, titled *Cities Learning Together: Creating the Conditions for the Successful Integration of Displaced People into their Host Communities*, focused on how cities can proactively manage migration amid rising displacement due to conflict and climate change. Discussions highlighted the role of urban planning and investment in promoting social cohesion. Speakers stressed the need to integrate migration into broader urban strategies, ensuring that local governments take a central role and encouraging city-to-city cooperation. The session sparked considerable interest in scaling up city-led responses, with momentum carrying over to the first SUIDAC peer-learning event scheduled for February 2025.

starts at home
actions for sustainable
and communities





Advancing inclusive urban planning for climate resilience and gender equality

Cities Alliance helps cities integrate climate adaptation, gender equality, and inclusive planning to build resilience. In 2024, the organisation supported gender-responsive urban development in Nepal and worked with cities across the MENA region to strengthen water governance, climate adaptation, and the co-design of urban spaces with women and communities. At COP29, it advocated for increased climate finance for informal settlements, ensuring resources reach those most vulnerable to climate risks.



Empowering women's participation in public life in Tunisia

Now in its second phase, the [Femmedina](#) project continues to focus on rehabilitating public spaces in the medinas of four Tunisian cities: Sousse, M'saken, Mahdia, and Kairouan. By involving women at all stages of urban development, it ensures that public spaces are more inclusive and accessible. Launched in June 2023, the project empowers women through participatory data collection, community workshops, and the co-design of urban spaces. It also includes an assessment of women's economic, political, and social participation in the partner cities, culminating in policy recommendations to foster gender-sensitive urban planning. The project is funded by SDC.

Impact Assessment - Femmedina in Tunis

Two years after the completion of the first phase (2020-2022), Cities Alliance assessed the [Femmedina project's impact](#) on women's daily lives in the Medina of Tunis. The evaluation highlighted the long-term benefits of revitalised public spaces, such as the Hafsia garden, and the establishment of the Women's Training Centre, which flourished through community-driven management. The report revealed how Femmedina helped position Tunis internationally as a city prioritising women's urban participation and led to a reassessment of urban planning policies, focusing on inclusivity and safety for women.



KEY RESULTS 2024



500+

women and community members engaged in participatory processes, providing input for the rehabilitation of 2 market areas and 3 municipal gardens



48

municipal staff members received training to ensure the long-term sustainability of gender-inclusive urban development practices



120+

local artisans and entrepreneurs, including many women, were engaged to support economic revitalisation in the medinas

Fostering inclusive water governance across MENA cities

The [Women and Sustainable Cities Programme](#), funded by the French Ministry of Europe and Foreign Affairs, improves women's access to water while strengthening climate resilience and inclusive governance in Figuig (Morocco), Kairouan (Tunisia), and Sebkhah (Mauritania). By addressing gender inequalities in water management, promoting sustainable practices, and empowering women in decision-making, the programme helps cities adapt to increasing water scarcity and climate-related challenges.



Credit: Lola Fdez. Nogales-AdobeStock.com



KEY RESULTS 2024



1,000+
citizens engaged in data collection, with 70% women participating



184
citizens contributed to co-creating pilot projects for local water management



60+
local officials trained in participatory water management and gender-responsive urban planning

PROJECT HIGHLIGHTS



Figuig

Rehabilitation of women's communal washing spaces (*lavoirs*) and provision of leadership training to facilitate women's participation in water councils



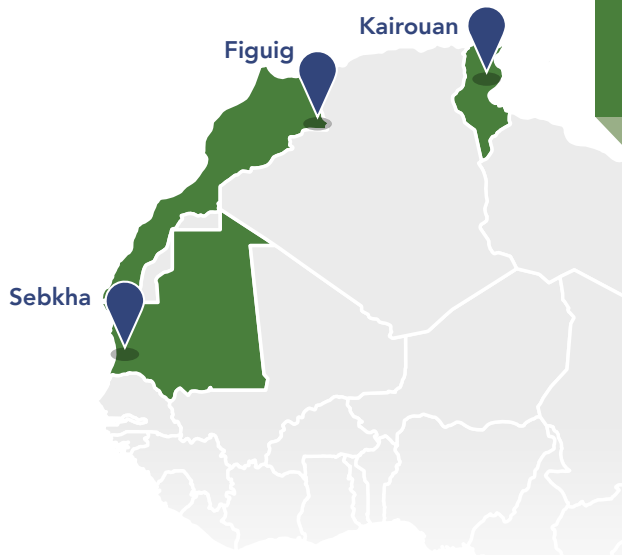
Sebkhah

Creation of a women-managed collective water kiosk improving water access and livelihoods



Kairouan

Rehabilitation of a municipal garden with an ancient rainwater collection system (*majel*)





Credit: Jzajic-AdobeStock.com

Supporting women, culture, and development in Jordan

Funded by the French Embassy to Jordan, the new [HERitage project](#) in Madaba aims to improve the economic empowerment of women in the arts, tourism, and heritage sectors.

The programme engages women in these fields, building their leadership and entrepreneurial skills. In 2024, participatory community mapping exercises identified women's roles and needs in the heritage and tourism industries. Additionally, training workshops are being developed to enhance technical and entrepreneurial skills, helping women leverage the region's cultural heritage for sustainable local economic development.

Capacity building for gender-sensitive urban planning

In 2024, Cities Alliance launched targeted inclusive urban planning training across Morocco, Tunisia, Mauritania, and Jordan, aimed at municipal officials. The training focused on embedding gender-sensitive approaches into urban development covering key topics such as gender-responsive infrastructure, participatory planning processes, and integrating women's needs into climate resilience strategies. The specific focus areas included:

- **Tunisia:** Inclusive urban development and the importance of integrating gender perspectives in the rehabilitation of public spaces for municipal officials from Sousse, M'saken, Mahdia, and Kairouan.
- **Tunisia and Mauritania:** Women's leadership in water governance and the role of women in climate adaptation in Kairouan and Sebkh.
- **Morocco:** Gender-responsive urban planning and governance for municipal representatives and civil society actors of the province of Figuig.

These training initiatives reflect Cities Alliance's ongoing commitment to building local capacities and promoting gender-sensitive urban governance across the region.

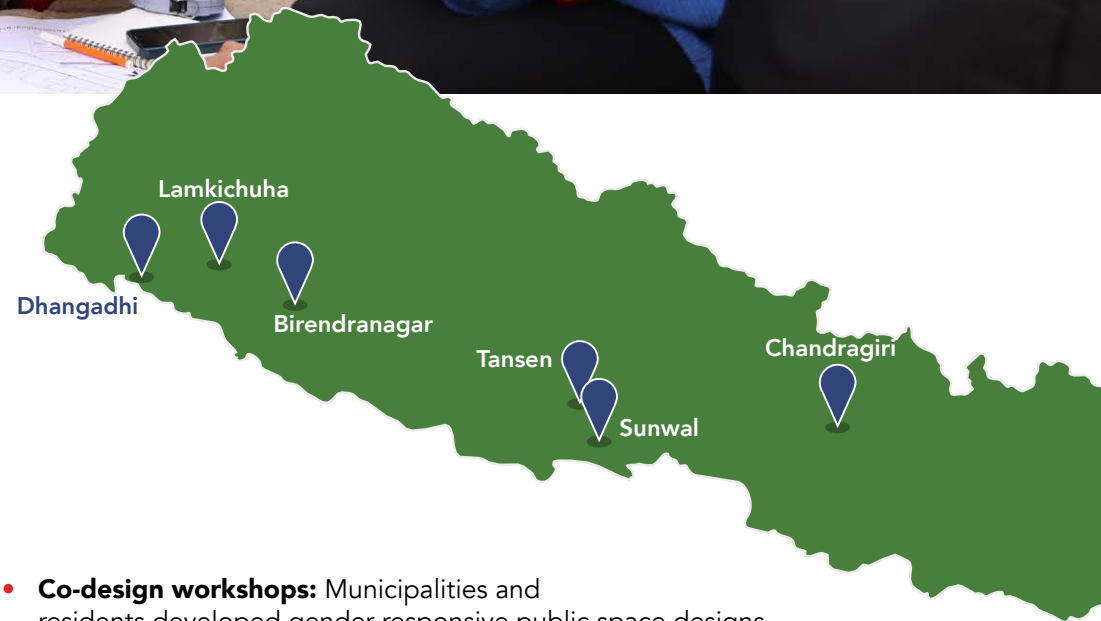


Promoting gender-inclusive urban planning for climate resilience in Nepal

The [Cities4Women](#) programme aims to promote gender-sensitive urban planning, safety, and inclusivity, while enhancing climate resilience in six Nepalese cities: Birendranagar, Chandragiri, Dhangadhi, Lamkichuha, Sunwal, and Tansen. By fostering the participation of women and marginalised communities in urban development, the programme helps cities create more inclusive public spaces and adapt to climate-related risks such as extreme weather and urban flooding. The initiative is implemented in collaboration with the Ministry of Urban Development (MOUD), municipalities, and local communities. The programme is jointly implemented by Cities Alliance, UNOPS and UN-Habitat funded by the European Union and USAID.

In 2024, Cities4Women advanced inclusive and climate-responsive urbanisation through key activities:

- **Policy and gap assessments:** Municipal representatives and community members engaged in a comprehensive participatory process to assess gaps in gender equality, safety, and climate-sensitive urban development.



- **Co-design workshops:** Municipalities and residents developed gender-responsive public space designs that incorporate climate adaptation measures. These designs are now ready for implementation through a newly established Challenge Fund.
- **Capacity building:** Training sessions and knowledge-sharing initiatives equipped municipal staff, elected representatives, and local stakeholders with the skills needed to integrate gender-sensitive and climate-resilient practices into urban planning.

KEY OUTCOMES

Comprehensive policy and planning:



A comprehensive policy review 19 relevant policies from the angles of urban governance, gender/inclusion and climate resilience

200 key informants engaged in gap assessments across 5 municipalities

Community and municipal engagement:



602 participants from 5 municipalities contributed to gender-based community mapping

284 participants (164 women, 120 men) took part in 10 co-design workshops to shape urban planning solutions

34 consultative meetings held across 5 municipalities

Capacity building and knowledge sharing:



240 municipal officials and elected representatives trained in Lamkichuha

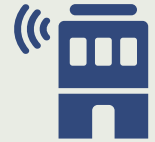
1 international exchange event held in Sri Lanka, connecting municipal representatives with global peers

1 urban planning studio organised for 20 students on gender-responsive public spaces

250 participants attended the Inclusive Planning Workshop, including municipal leaders, to promote participatory planning and gender-sensitive budgeting

TagMe Safety Mapping App developed to engage communities in identifying safety risks, with training provided to stakeholders for pilot implementation

Urban design and implementation:



5 gender-responsive public space designs finalised for construction

6 urban planners embedded in municipal engineering departments

1 urban design competition with 10 awarded designs

Programme Expansion



Challenge Fund of USD 184,000 per municipality created to support public space improvements

Draft manual developed to enhance the participation of women and marginalised communities in urban planning (to be released in 2026)

Climate knowledge and tools for cities



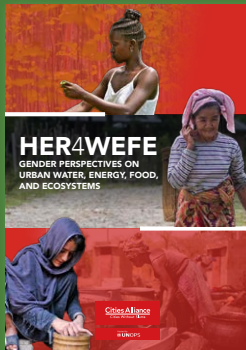
Climate Finance for the Urban Poor: A Review of the Global Climate Funds. This report reveals that only 3.5 per cent (USD 1.2 billion) of global climate finance has gone to projects supporting informal settlements and the urban poor over the past two decades. This gap leaves millions of low-income city residents, who are already facing rising temperatures, extreme heat, droughts, and flooding, without the resources needed to adapt and build resilience. [The publication](#) analyses data from 22 climate funds and offers insights for scaling up funding where it is needed most. Key recommendations:

Donor organisations should set measurable targets to ensure funding reaches the most vulnerable.

Governments should involve slum dweller representatives when updating Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs).

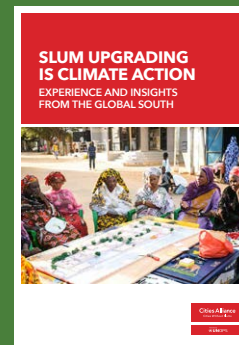
Local organisations should be included in project development to identify the best sites for interventions and strengthen community ownership.

Partnerships with local communities can help collect data to inform climate assessments and design solutions that address their specific needs.



HER4WEFE: Gender-Responsive Climate Action.

Climate change affects women disproportionately, particularly in the water, energy, food, and environmental (WEFE) sectors, yet they remain underrepresented in decision-making. The [HER4WEFE](#) toolkit offers a set of practical tools designed to assess and strengthen women's roles in climate adaptation and resource management. Grounded in participatory assessments, the toolkit has been adapted to local contexts, helping cities implement gender-responsive climate solutions that reflect the needs and contributions of women.



Slum Upgrading is Climate Action: Experience and Insights from the Global South.

Low-income communities face the greatest climate risks, yet they are forced to rely on inadequate housing materials. Despite these challenges, organised communities of the urban poor, such as those affiliated with the SDI network, have pioneered innovative and replicable climate solutions that often lay the groundwork for citywide transformation. [This paper](#), based on a workshop in Freetown, Sierra Leone, captures insights from SDI affiliates across nine countries on community-led climate action in informal settlements.

Climate knowledge and tools for cities



Her4Energy: Women at the Centre of the Energy Transition. Women are among the most affected by energy poverty and household energy challenges, yet they have limited influence over energy policies and investments. The [Her4Energy](#) tool provides a framework for cities to involve women in shaping sustainable and inclusive energy solutions. By bringing together policymakers, community leaders, and private sector partners, it ensures that women's perspectives and needs are integrated into the transition to cleaner and more resilient energy systems.



Heritage-based Climate Solutions in MENA Cities. In the MENA region, climate resilience solutions often rely on high-cost technologies, making them inaccessible to low-income communities. This [policy brief](#) presents an alternative approach: Harnessing traditional building techniques that use local materials and inherited knowledge. These heritage-based solutions offer affordable, practical ways to improve resilience in marginalised neighbourhoods. Developed with members and partners including UNEP, UNESCO, AVSI, and IHS, the brief was launched at a workshop in Brussels in March 2024.



Marine Plastics, Solid Waste and Cities: Plastic waste is a growing crisis in many cities, particularly in the Global South, where limited waste management infrastructure contributes to severe environmental and public health challenges. This [paper](#) explores how municipal governments and informal waste pickers play a crucial role in tackling marine plastic pollution. It highlights the need for integrated, community-led solutions that combine formal waste management with the contributions of informal recycling networks.

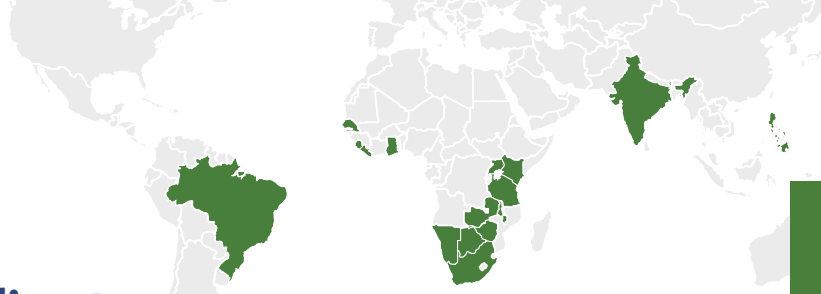


Circular Mekong Cities: A Blueprint for Sustainable Waste Management. Cities along the Mekong River struggle with waste management due to rapid urbanisation, weak policies, and poor infrastructure. This [blueprint](#) outlines strategies for adopting circular economy principles, reducing waste, boosting resource recovery, and integrating sustainable practices. It highlights the role of public-private partnerships, informal waste pickers, and policy reforms in tackling plastic pollution and improving environmental resilience across the region.



Building local resilience in informal settings

Building local resilience in informal settlements is crucial for addressing the challenges posed by urban poverty and climate change. Through two complementary programmes, Cities Alliance has supported locally led climate adaptation and strengthened governance in vulnerable urban areas. The initiatives focus on empowering communities to drive climate resilience and improving local governance and service delivery. By working with local authorities, community federations, and key stakeholders, the programmes foster sustainable urban development while addressing the specific needs of the urban poor, particularly women and youth. These efforts are essential for building long-term resilience and ensuring that cities can adapt to climate change and evolving urban dynamics.



Supporting locally led climate adaptation for the urban poor

In 2024, Cities Alliance concluded a multi-phase partnership with SDI and funding from Sida to support sustainable, inclusive recovery efforts for communities affected by the COVID-19 pandemic as well as locally led climate change adaptation and action. The programme operated in 16 countries across Africa, Asia, and Latin America, focusing on three key areas:

- Strengthening community federations to enhance local organising.
- Collecting and integrating local data and knowledge into decision-making.
- Institutional capacity-building for community-led federations.

The third and final phase, running from May to December 2024, centred on **locally led climate adaptation**. It supported community-driven climate resilience efforts through mobilisation, data collection, savings schemes, leadership and financial training, capacity-building, awareness-raising, and community-led infrastructure improvements. Partnerships and collaboration with local authorities remained a core element throughout, ensuring long-term impact and sustainability.



“
My dream is to see my community free from illegal dumpsites and protect the environment we live in.”
Stellamaris Maradzamunda, Youth Leader, Zimbabwe



“
We’ve changed lives and mindsets. People now understand climate change and the risks, like stroke and lung cancer from air pollution. We’ve educated them on how to keep the air clean.”
Widdadatu Abdul Wahab, Youth Leader, Ghana

KEY OUTCOMES FOR 2024

Community mobilisation and livelihood support



Malawi: 183 individuals joined savings groups, received financial management training, and gained access to 1,500 savings materials to enhance record-keeping and transparency.

South Africa: 43 new savings schemes were established, and 140 existing ones received support across eight regions.

Kenya: Community savings groups and networks were trained in governance, financial management, and resource mobilisation to engage in local climate decision-making.

Philippines: A Savings Policy Document was developed to formalise community savings programmes. Financial literacy training was provided, and leaders participated in housing initiatives to strengthen climate resilience through improved savings and resource management.

Data collection and research



Kenya: A climate action database was developed, along with a market survey covering 13 wards in Nairobi and Kisumu.

Kenya (Nakuru County): A solid waste management survey under the Naivasha initiative provided key baseline data for circular waste management systems.

Zimbabwe: Climate vulnerability assessments engaged 140 participants in Kariba and Bulawayo, co-producing essential data for locally led climate action plans.

Malawi (Lilongwe): Urban profiles in 27 wards were reviewed in collaboration with city authorities, focusing on nature-based climate adaptation strategies.

Namibia: A profiling initiative in informal settlements compiled data from mapping, enumeration, and feedback sessions into a database for future climate adaptation planning.

Federation leadership and capacity building



Kenya: Community and intercounty exchanges facilitated knowledge-sharing on land rights, waste management, and financial stability. Training in leadership, advocacy, and eviction prevention was provided in Nairobi and Kisumu.

South Africa: National and regional leadership meetings strengthened networks, advancing climate adaptation strategies on food security and water access.

Brazil and Botswana: Climate change training and leadership development sessions were conducted.

Liberia: Peer-to-peer learning exchanges included waste management workshops in Monrovia and Paynesville.

Kenya: A strategic planning meeting gathered National Federation members to develop a new five-year strategic plan.

Ghana: Two peer learning exchanges supported savings groups in coastal communities, sharing climate change adaptation and disaster risk reduction strategies.

Zimbabwe: A leadership meeting engaged 82 participants, while 143 participants took part in monitoring and evaluation sessions, including governance reviews and board meetings.

Malawi: A revised federation constitution introduced cooperative structures to improve access to funds and housing for climate adaptation.

Improving infrastructure and access to basic services



Sierra Leone: 350,000 mangroves were planted across multiple settlements through a community-led restoration initiative. A climate impact tracking app was reactivated to enhance real-time responses.

Zambia: Azolla ponds and worm farming were introduced to recycle organic waste into fertilisers, promoting sustainable agricultural practices.

Ghana: 10 households in Accra received Biofil toilets to improve sanitation, while youth-led initiatives introduced clean energy solutions using waste oil for stoves. Training was provided to 40 informal waste workers on sustainable energy and hygiene practices.

Advocacy and communication



Ghana: Three community campaigns raised awareness of climate risks in informal settlements and promoted community-led advocacy.

Kenya: Two consortium meetings in Mathare brought together community members and government officials to address land tenure issues.

Malawi: A draft Climate Resilient Slum Upgrading and Prevention Strategy was developed, with pilots already underway in the Mgone settlement. Awareness campaigns through radio, video, and printed materials engaged communities on climate change and water and sanitation issues.

Philippines: Disaster risk reduction and climate adaptation advocacy materials, including hazard maps, helped secure local government support.

Partnership and collaboration with city authorities



Malawi: Reviews of city resilience plans in Lilongwe and Blantyre enhanced collaboration with local authorities. Seven town hall meetings engaged 1,000+ community members on waste management, sanitation, and environmental protection.

Sierra Leone: A city forum on locally led climate adaptation facilitated collaboration between communities and authorities on climate-resilient urban planning.

Senegal: A climate impact assessment examined partnerships between local authorities and communities to address flooding and land degradation.

South Africa: Peer learning exchanges supported partnerships with municipal authorities and the Department of Agriculture to strengthen food security and water access.



Credit: CODHSAPA

COMMUNITY-LED CLIMATE ACTION KNOWLEDGE SHARING

A five-day [workshop in Freetown](#), Sierra Leone, served as a key moment for knowledge sharing and collaboration. Held from 21 to 25 October 2024, the event brought together SDI affiliates from nine countries, along with local governments and urban stakeholders, to exchange lessons, address shared challenges, and shape the next steps for scaling community-driven climate action in informal settlements. Key discussions focused on:

- **Community climate data collection** – Tools for mapping urban heat, flood risks, and other climate-related vulnerabilities.
- **Sustainable construction and housing justice** – Affordable, low-carbon building materials and circular construction methods.

- **Climate-proofing informal settlements** – Nature-based solutions to enhance resilience and safeguard essential services.
- **Community advocacy and governance** – Strengthening the role of organised urban poor groups in climate policy.
- **Access to climate finance** – Strategies for unlocking funding to scale community-driven climate initiatives.

The workshop outcomes are captured in the publication [Slum Upgrading is Climate Action](#), which highlights how slum upgrading can serve as a key strategy for climate adaptation.

PROGRAMME KEY ACHIEVEMENTS

Cumulative figures 2022 - 2024



1,768
savings groups and
49,629 savers supported



7,148
youth members mobilised
and supported



47
cities and 1,328 informal
settlements mapped
and profiled, and 52
settlements enumerated



3,648
households with improved
water and sanitation



673
households with
improved tenure



975
households with
improved housing



1,309
households with access
to improved energy



2,116
people supported
through networking
and training to address
climate change or to
conserve biodiversity



3,291
people supported to
better adapt to the effects
of climate change



213
settlement-level
information forums or
campaigns organised



240
city or national advocacy
campaigns conducted



313
regional or national
federation leadership
meetings held



1,348
peer-to-peer learning
exchanges with 24,608
individuals

Improving local governance and services for sustainable urban development in Haiti

The [Ansam Ann Chanje Lavil](#) (Together Let's Change the City) programme supported the municipalities of Cap-Haïtien and Les Cayes in strengthening governance, improving service delivery, and enhancing financial sustainability. It also promoted the sustainable management of public markets, focusing on solid waste management and local economic development, while fostering multi-stakeholder dialogue between municipal authorities, market vendors, and local organisations.

The programme focused on two markets: *Pont Neuf* in Cap-Haïtien and *Rival* in Les Cayes. Initial diagnostic assessments identified operational challenges and constraints affecting market functions and the surrounding communities. Based on these findings, the municipalities developed action plans to improve market management, build capacity for municipal officials, enhance basic services through small-scale infrastructure, and establish structured dialogue between vendors and local authorities. Funded by USAID, the LAVIL programme was implemented by Cities Alliance in partnership with the municipalities of Cap-Haïtien and Les Cayes, along with AVSI, HfHI, IHS, and the Institute for Training and Services.



KEY OUTCOMES

Strengthening municipal capacity and governance



- IT equipment provided to municipalities to strengthen service provision
 - Les Cayes: 20 solar panels, 1 satellite internet kit, computers, tablets, printers and connectivity tools
 - Cap-Haïtien: 20 solar panels, 16 batteries, inverters, badge printer, tactical lights and videoconferencing kit
- Capacity building for municipal officials
 - 10 officials trained in citizen engagement and communication
 - 30 officials trained in public procurement and solid waste management
- Cap-Haïtien City Forum launched, convening project leaders, public organisations, and citizens to advance urban development strategies
- At WUF12, a Cap-Haïtien city representative shared insights on urban fragility and resilience in the face of climate risks

Strengthening market governance and empowering vendors



- Each market established a merchant's association to improve representation and governance
- Each market created a **management committee** for general market governance and a **solid waste committee** to improve sustainability
- 165 vendors from both markets trained on financial management and entrepreneurship
- 30 vendors trained in solid waste management

Community mobilisation and environmental action



- A municipal conference on waste management, air pollution, and climate risks hosted in Cap-Haïtien with local private sector, civil society, and municipal stakeholders
- Awareness campaigns on solid waste management focused on youth and traders carried out
- 30 local workers engaged in a cleanup initiative at Rival Market
- Plastic recycling bins and a composting system introduced at Rival Market
- Solidarity fund established in both markets to help vendors access financing



FINANCIALS

2024 INCOME AND EXPENDITURE STATEMENT*

(all amounts in thousand USD)	CORE	PROJECTS	TOTAL
A. INCOME			
Contributions	658	12,880	13,538
Interests	126	96	222
Miscellaneous Revenue	46	2	48
Refunds	0	-18	-18
TOTAL	830	12,960	13,790
B. EXPENDITURE			
Programmes			
Country Programmes	-	2,658	2,658
Global Programmes	-	6,457	6,457
Secretariat			
Partnership and Programme Support	882	1,184	2,066
UNOPS Management Fee	71	521	592
Net Exchange Gain/Loss	-2	4	2
TOTAL	951	10,824	11,775
C. INCOME OVER EXPENDITURE	-121	2,136	2,015
D. CASH BALANCE BROUGHT FORWARD FROM 2023	6,870	9,478	16,348
E. INCREASE/(DECREASE) IN ADVANCES AND ASSETS	2	12	14
F. CASH BALANCE CARRIED FORWARD TO 2025	6,747	11,602	18,349
G. COMMITMENTS (including management fee)	273	2,134	2,407
H. FUND BALANCE AS OF 31 DECEMBER 2024	6,474	9,468	15,942

* This financial statement is interim and subject to change pending the completion of the United Nations Board of Auditors' audit of UNOPS' 2024 financial statements.

