

CITIES INVESTMENT FACILITY



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Agadir, Morocco © Mhamed Youssef



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The Cities Investment Facility (CIF) is a multi-stakeholder initiative that strives to unlock significant capital flows to inclusive, sustainable urbanization projects. Through its pillars, CIF structures projects at the (pre)feasibility stage to become “financeable” and connect them with investors. By convening and preparing a pipeline of SDG-compliant financeable infrastructure projects, this facility, makes a significant contribution to achieving the UN’s Agenda 2030.

<https://citiesinvestmentfacility.org>

Twitter: @cif_org (Cities Investment Facility)

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FOREWORD

This edition delves into the progress of the Cities Investment Facility (CIF) project sourcing initiative of solid waste management projects in conjunction with donor, Shanghai SUS Environment Co. LTD.

Following the commencement of project sourcing initiatives in Arab States, CIF had numerous exchanges with Morocco and Tunisia, organising a capacity building session in Rabat, Morocco, attended by government representatives from both countries. The capacity building session, the urban finance masterclass, was the second iteration of the session with a special focus on solid waste management. The 2-day live session provided insight into the challenges affecting cities in relation to waste management and explored potential solutions. The session culminated with the receipt of three project proposals from Marrakech, Oujda, and Tétouan, which need further development to enhance their readiness for CIF. As a follow-up to the masterclass, CIF and Shanghai SUS organised a 2-day technical tour of Sanhe Waste Plant in China for government delegations from Morocco, Tunisia, Kenya & Türkiye as an opportunity for learning and knowledge exchange from an operational waste facility coupled with bilateral meetings between the country delegations and Shanghai SUS to explore project sourcing.

The issue also features a project concept note of a pilot project in Tunisia that CIF hopes to engage the Tunisia Ministry of Environment further in 2026 to enhance the proposal and ensure its readiness for the next step – pre-feasibility.

The issue also explores the zero-waste forum that took place in Türkiye in October 2025 with the theme of scaling zero-waste solutions through local finance.

Looking ahead to the first half of 2026, CIF is focused on enhancing its project pipeline for showcase at the 13th session of the World Urban Forum in May 2026 and hosting a third iteration of its masterclass with a focus on how basic services can be transformed into bankable urban infrastructure projects. As we move towards WUF13, CIF is committed to supporting cities conceptualise bankable projects and mobilize private capital for sustainable urban transformation.

CITIES INVESTMENT FACILITY



IN CONVERSATION WITH CITIES

KEY TAKEAWAYS FROM THE MASTERCLASS

In conversation with Ms. Nada Tahiri

Rajae Haissouss: What key opportunities do you see for improving waste management in Morocco today?

Nada: In Morocco, promoting integrated waste management is a strategic priority of the National Sustainable Development Strategy. In fact, the Moroccan government has undertaken a series of actions to reform the waste sector, notably through the development of the National Household Waste Program, which aims to improve and professionalize the management of Household and Similar Waste (HSW). The implementation of this program during the period 2008-2022 has led to significant progress in the management of the HSW sector, notably the increase in the collection rate, which has reached over 96% in urban areas, as well as the establishment of 30 controlled landfills and Landfilling and Recovery Centers (LRC), thereby increasing the HSW treatment capacity. Furthermore, the program also supported the establishment of 15 waste sorting

and recovery centers at controlled landfills and LRCs, in addition to the rehabilitation of 67 uncontrolled landfills.

These achievements have significantly improved waste management, while contributing to improving the environmental living conditions of citizens in many cities across different regions of the Kingdom. Furthermore, by capitalizing on this experience, particularly with regard to land constraints, a new vision has been developed, based on circular economy, which offers several opportunities in terms of job creation and economic added value.

As a matter of fact, several projects have been launched in the last few years, including government efforts to strengthen the legal framework and improve governance of the sector, along with the implementation of a National Program for Household and Similar Waste Recovery which is underway.



Nada is an Senior Environmental Engineer in the Sustainable Development Department / Moroccan Ministry of Energy Transition and Sustainable Development. With over 10 years of experience in the Ministry, especially in the waste recovery and circular economy sector, Nada has been instrumental for contributing to some local and national initiatives in their different phases: planning, design and assistance for implementing waste recovery & recycling chains, pilot projects in the circular economy field, related regulations, awareness raising initiatives and other additional measures.

Nada holds a Process & Environmental Engineering Degree, specializing in Industrial Process from Mohammedia Science & Technology Faculty, Hassan II University, Morocco.

NADA TAHIRI

SENIOR ENVIRONMENTAL ENGINEER
MINISTRY OF ENERGY TRANSITION AND SUSTAINABLE DEVELOPMENT

Rajae Haissouss: What were your key takeaways from the masterclass on WtE solutions?

Nada: Firstly, I learned about the existence of the CIF, and more specifically, about the opportunities it offers in terms of assistance and capital mobilization for financing studies and investment in sustainable urban infrastructure—including those related to waste management—through PPP construction. Indeed, by supporting stakeholders throughout the different stages of project preparation and development, right up to the handover to financiers at the stage of public tender, the CIF ensures that projects are bankable and well governed, thereby increasing their chances of success.

Secondly, it was interesting to note that, based on the shared Chinese experience, which relies on a center dedicated to PPP, the share of public investment funding varies according to the financial capacities of municipalities/regions, which are quite different.

Rajae Haissouss: What opportunities or innovative ideas stood out to you during the exchange mission to China?

Nada: In addition to the factory's modern and deindustrialized architectural design, it was interesting to note, through the discussions with SUS Environment during the site visit in Sanhe, that there were certain common points between the Moroccan waste and the waste mix feeding the W2E plant in Sanhe : Indeed, the incinerator is fueled by a mix of different types of waste from sorting bins - with the exception of recyclable waste, which is collected upstream and has separate channels—whose main characteristics are similar to those of Moroccan waste in terms of composition, particularly with regard to organic matter content and water content.

On the other hand, the best practices and technologies used in the waste-to-energy process appeal to me because of their innovative nature, being both effective and sustainable.

Among these best practices, I would mention: the effective depressurization system, which prevents any unpleasant odors from escaping either inside or outside the plant premises; the co-incineration of a fraction of sewage sludge with the waste, the SCR system for flue gas denitrification, the closed-loop energy recirculation system, the use of AI to support control room staff for self-regulation of operating parameters, and the guaranteed outlet for incineration bottom ash in construction use.

Rajae Haissouss: In your opinion, what are the most promising areas for future action to advance waste management in Morocco?

Nada: From a legal and strategic perspective, I believe that a gradual transition towards the application of circular economy principles, including those related to waste management hierarchy, waste sorting and Extended Producer Responsibility, is essential for improving waste management. On the other hand, this can only succeed on a large scale through the strengthening of the legal framework for waste management, as well as the deployment at the territorial level of the roadmap on circular economy which is currently being prepared.

With regard to institutional and financial aspects, consideration should be given to adopting innovative economic models that benefit all parties, based on reinvented financing instruments and taking into account socio-cultural aspects, mainly informal waste pickers integration, for a sustainable and socially responsible investment.



Finally, a just transition to integrated waste management based on these principles also requires the implementation of appropriate accompanying measures, including capacity building and knowledge transfer between stakeholders, as well as raising awareness among citizens in order to empower them and actively involve them in the improvement process.



WASTE-TO-ENERGY PROJECT AT BORJ CHEKIR LANDFILL, GREATER TUNIS, TUNISIA

Mohamed Gargouri & Tianjiao "Scarlet" Li, Cities Investment Facility

Project overview

Tunisia faces a dual crisis of unsustainable waste management and a growing energy deficit. Over 70% of the country's 3.5 million annual tonnes of municipal solid waste is landfilled, straining municipal budgets and causing environmental and social issues for nearby communities. Concurrently, Tunisia imports over 90% of its electricity-generating natural gas, creating a pressing need for domestic, renewable energy sources. This project proposes a transformative Waste-to-Energy (WtE) solution at the existing Borj Chekir landfill site, aiming to convert a significant portion of Greater Tunis's waste stream into reliable electricity through incineration and biogas recovery, while establishing a replicable model for sustainable urban infrastructure in the MENA region.

Objectives

The primary objective is to develop an integrated, replicable WtE facility at the Borj Chekir landfill site. This project aims to divert up to 1.3 million tonnes of waste annually from landfills, generate up to 2.7 GWh of electricity per day (approximately 113 MW baseload capacity), and demonstrate a viable public-private partnership (PPP) model for sustainable waste management. It seeks to support Tunisia's national targets for renewable energy (35% by 2030) and greenhouse gas reduction (45% carbon intensity reduction by 2030), while creating skilled jobs and improving living conditions in communities affected by landfill operations.

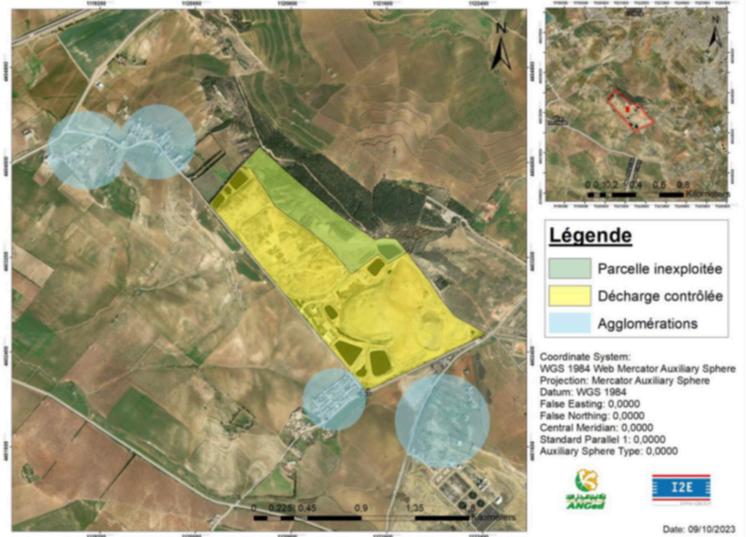


Figure: Area of influence of the Borj Chekir controlled landfill1.
Legend: * in green: Unused zone: approximately 25.2 hectares. * in yellow: Landfill. * in Blue: Housing.

EVENTS

FROM PILOTS TO CITYWIDE IMPACT: SCALING ZERO-WASTE SOLUTIONS THROUGH LOCAL FINANCE

Flavia Biri, Solid Waste Management Officer, UN-Habitat

The recent Global Zero Waste Forum, held from 17-19 October 2025 in Istanbul, Türkiye, highlighted a clear message: cities already have workable zero-waste solutions. The challenge now is scaling them and mobilising the finance required to move from pilots to entire city systems. For stakeholders focused on waste management project sourcing, these discussions offered practical direction on what makes a project finance-ready and scalable.



Illustrative image highlighting the potential of waste as a resource
Source: iStock

A recurring theme was that pilots should be treated as learning platforms, not end-products. Successful zero-waste pilots share three features: a clear value chain (who collects, who processes, who benefits), reliable cost and performance data, and an operational model simple enough to replicate. When these are in place, scaling becomes a matter of standardising procedures, investing in training, and establishing consistent service metrics across neighbourhoods.

Financing emerged as the second critical pillar. Forum participants stressed that no city could fund the zero-waste transition through a single source. Instead, a blended approach is essential, e.g., combining municipal budgets, national transfers, concessional loans, impact investors, and user fees. Several financing strategies stood out:

- Blended municipal instruments to finance infrastructure while using grants for capacity building.
- Results-based financing, where payments are tied to outcomes such as tonnes diverted or households served.
- Circular-economy and climate funds offering longer-tenor capital for scaling proven models.
- Public-private partnerships with safeguards to protect informal workers and ensure service standards.

A key takeaway was that finance only works when governance is strong. Cities that establish clear procurement processes and maintain transparent budgeting are better positioned to attract investors. Just as important is social inclusion: integrating informal waste collectors as partners strengthens both livelihoods and operational capacity.

Participants also highlighted several tools that streamline both scaling and financing, such as, modular project design, standardised data and KPIs, blended-finance templates and community co-investment models.

For CIF and partners focused on project sourcing, the implications are straightforward: prioritise initiatives that demonstrate replicable models, credible financing strategies, and measurable social and environmental outcomes from the outset. These are the projects that scale successfully and attract sustained investment.



Figure 2: Cristal Hall Session Room

Source: <https://www.aa.com.tr/en/environment/zero-waste-forum-kicks-off-in-istanbul/3719569>

URBAN FINANCE MASTERCLASS

The Cities Investment Facility (CIF) hosted the second iteration of its urban finance masterclass (UFM) on 22 and 23 October in Rabat, Morocco. The Urban Finance (UF) Master Class series is a capacity building initiative that aims to assist and equip city project promoters with the right tools to successfully prepare and submit their sustainable urban development projects to financiers, spearheading their projects from the ideation phase to the proposal stage. The second iteration with a focus on waste management, in particular, waste-to-energy (WtE) technologies, presented an opportunity for participants to engage with the CIF and a selection of its implementing partners, including Shanghai SUS Environment and Université Mohammed VI Polytechnique (UM6P).



Professor Hassan Radoine, Managing Director at UM6P-CITINNOV indicated that the real test of knowledge is impact highlighting UM6P's role in bridging research and sustainable development. Professor Radoine called to attention the growing solid waste management challenge globally and in North Africa which cannot be solved by technology alone but with strategic partnerships. This emphasized the significance of the UFM which leveraged UN-Habitat's and donor expertise to enhance the capacity of cities to submit sustainable and bankable projects.



Soukaina Ait El Qadi, Head of Office, UN-Habitat Morocco welcomed participants expressing hopes that the masterclass would open avenues for project sourcing in Morocco. Day 1's program aimed to prepare participants to develop sustainable, bankable waste infrastructure by focusing on understanding the CIF ecosystem, guidance on how to select sustainable projects and a focus on regulatory alignment, project sustainability and technical and technological feasibility.



Majdi Frihi, Project Manager, UN-Habitat Tunisia, commended the masterclass as an exchange of ideas emphasizing the significance of knowledge exchange in enhancing the resilience and sustainability of African Cities to give birth to new initiatives that serve cities. While contributing 80% to the global GDP, cities face systemic infrastructure challenges that can be addressed through structured project preparation. Cities highlighted the challenges facing their waste management, from social unrest in Tunisia over the need of effective policies, to the need to incorporate informal waste pickers in Morocco into the cities waste collection cooperatives.

These challenges highlighted the need for effective governance and regulatory context that support inclusive service delivery, integrates informal waste pickers and promotes long-term stability in the waste management value chain.

Day 2's program highlighted financial feasibility, building public-private partnerships (PPPs) for sustainable development projects and how cities can move from concept to tender. Xie Fei, former director of the China PPP center asserted, "PPP is a marriage, not just a wedding." This emphasized that successful PPPs require long-term commitment, strong creditworthiness and an appropriate risk sharing mechanism between public and private sectors.

The UFM presented the opportunity for not only capacity building but for CIF to learn from the cities on how best they could work collaboratively to approach the challenges the cities faced. The UFM left city officials with actionable knowledge to conceptualise and submit their projects to CIF. As CIF anticipates receiving three impactful project proposals, this iteration marks a significant step towards strengthening its pipeline and underscores our commitment to the new strategic plan that puts housing and basic services as a core pillar of sustainable urban development.



Source: Urban Finance Masterclass, Oct 2025 cc UN-Habitat

FROM WASTE TO GREEN POWER: UN-HABITAT CITIES INVESTMENT FACILITY DELEGATION VISITS SUS ENVIRONMENT'S SANHE WASTE-TO-ENERGY PLANT

Quinn Liu, Investment Manager, SUS Environment Co. Ltd

November, 2025 - a delegation from the Cities Investment Facility (CIF) and at UN-Habitat embarked on a technical mission to Beijing, China – part of a broader China Technical Tour aimed at understanding urban waste management and sustainable infrastructure. The visit included government representatives from Morocco, Tunisia, Türkiye, and Kenya. The delegation was welcomed by leadership from Shanghai SUS Environment Co., Ltd. (SUS), including Mr. Gao Feng, Mr. Shen Jian, and Ms. Liu Yukun.

The Sanhe Waste-to-Energy Plant, operated by SUS Environment, is one of the company's flagship installations. According to the company's technical overview, Sanhe has a treatment capacity of roughly 2,000 tonnes per day. SUS Environment has a broad footprint in China's waste-to-energy (WtE) sector. The Sanhe facility exemplifies the potential of WtE infrastructure: by processing municipal solid waste across the entire region of Sanhe and transforming it into usable energy, it helps cities manage waste sustainably while contributing to clean electricity generation. This aligns with broader goals of reducing greenhouse gas emissions

and minimizing environmental hazards associated with traditional landfill disposal.

The delegation toured the Sanhe plant's key components: the waste reception and sorting area, the mechanical grate furnace line, emission-control systems, and the energy generation unit. SUS Environment provided in-depth briefings on technological design, operational performance, and environmental safeguards. During discussions, participants reflected on the relevance of such infrastructure for rapidly urbanizing regions in Africa and the Middle East, where waste-management challenges often strain urban services – but where WtE offers a promising, dual solution: sanitation and energy generation.



Source 1



Source 2

Source 1: A group photo with international delegations and Shanghai SUS colleagues at the Sanhe factory, Nov 2025.

Source 2: Representatives from all sides exchanged introductions and held friendly discussions, Nov 2025.



Source: China Technical Tour, Nov 2025.

PARTNERSHIPS

TSINGHUA LETTER OF INTENT



Source: Tsinghua delegation at the UN-Habitat Headquarters, Nairobi Nov. 2025

UN-Habitat and Tsinghua University signed a letter of intent to collaborate on capacity building and knowledge-sharing activities with the aim of enhancing innovative approaches to sustainable urban development.

Representing Tsinghua University, Chairman Qiu Yong, expressed his sincere administration for UN-Habitat's work in enhancing sustainable urban development and commended the agreement for leveraging Tsinghua's academic expertise. Chairman Yong also announced the launch of Tsinghua Africa Centre – as a part of a global strategy to expand and leverage Tsinghua's academic resources to help solve challenges in African countries.

Professor Zhang Li, dean and professor at Tsinghua School of Architecture, affirmed that cities are facing the biggest challenges but provide the biggest opportunities and thus the need to update their charter for education and knowledge to ensure that upcoming programs better train cities to face the challenges of the future.

With UN-Habitat's new strategic plan 2026 – 2029 focusing on housing and urban basic services, there is a need for partnerships as a critical means of implementation. Through partnerships with academia like Tsinghua, there is an opportunity to build

synergies and develop a roadmap for action primarily with how city practitioners can access the right knowledge and solutions for their context and challenges.

Under the letter of intent, UN-Habitat and Tsinghua University agree to collaborate in enhancing the capacity development of financing waste infrastructure, create opportunities for network building and knowledge development in sustainable urban finance and jointly promote best practices in sustainable urban development.

This collaboration allows the two entities to join forces, reinforcing and accelerating the impact of partnerships, capacity building, and knowledge development in enhancing sustainable urban development for transformative impact.



Source: Meeting and exchange between the Tsinghua delegation and UN-Habitat, Nov 2025

"

If we are not making sure our projects leave a stronger legacy of institution and capacity, we will not have impact

"

CIF PROJECT SOURCING AND PREPARATION INITIATIVE

The CIF project sourcing process follows a six-month five-step process designed to ensure successful project sourcing. It begins with country analysis and stakeholder mapping, followed by a call for projects and convening of a project selection committee before shortlisting projects and subsequently developing concept notes that can be utilised for connecting cities with potential private sector partners. This process creates a structured outline that guides cities from project conceptualisation to investment-ready concepts.

ORIGINATION	Country Analysis + Stakeholder Mapping	Project Criteria + Call for Projects	Project Selection	Project Concept	Public-Private Introductions
DURATION	1 month	2 months	1 month	1 month	1 month
PARTIES	UN-Habitat Country Office	Key Ministries + Project Cities	UN-Habitat Project Selection Committee	UN-Habitat Project Officer	Project Cities + Private Partner

Source: CIF Project Sourcing Graphic

CIF is seeking partners to provide funding for a three-year commitment as part of a broader five-year plan. This support will cover UN-Habitat project sourcing and the preparation of projects in the sectors of affordable housing, waste management, water, energy, transport and mobility.

The calculations to source and prepare five projects amount to the following costs:

- Project sourcing + Advocacy (paid to UN-Habitat) – USD 500,000
- Project preparation + Advocacy (paid to UN-Habitat) – USD 1,500,000
- Project preparation (paid to UN-Habitat external partners) – USD 2,000,000 (external partners to be selected by donor and UN-Habitat)

This total of USD 4,000,000 may be paid in tranches over the 5-year period, according to the project sourcing and preparation targets agreed upon by both parties.

The following illustration provides an example of how this support could be structured.



CIF GENERAL PROJECT CRITERIA

At its core, CIF is a project preparation facility concerned with de-risking urban infrastructure projects to ensure bankability and alignment with sustainable infrastructure goals.

For consideration, projects must meet the following criteria:

- Have undergone preliminary scoping, conceptualization, and ideation (i.e., pre-feasibility) such that the basic technical concept, business model (under a user-pays, government-pays, or hybrid model), approximate budget and schedule, and SDG alignment can be described and are complementary.
- Be clearly connected with an existing urban master plan or similar development plan strategy for the municipality.
- Projects must have secured funded support for project preparation
- Align with UN-Habitat's existing geographical footprint.
- Align with one or more of the above-mentioned sectors
- Align with at least one of the UN Sustainable Development Goals.

Further, priority is given to projects that

- Are larger in size/have larger construction budgets. Packages of aggregated smaller projects (by both geography and sector) may be considered.
- Present evidence of government support for the project, ideally at the national and/or regional levels. At a minimum, this means public endorsement of the project but can also include financial and regulatory support. If the project promoter is a public entity, this means support from other (generally higher) levels of government.
- Showcase more advanced levels of project preparation into the feasibility or development stages. (For example, this can mean having progressed with feasibility study, project development planning, relevant statutory approvals and permits, land/site control, environmental and social impact assessments, financial/regulatory government support negotiations, financial modelling, and/or design engineering, among other development activities. .

CIF offers an [online course](#) that provides step-by-step guidance on submitting the right type of projects into its pipeline.

Contact us at unhabitat-cip@un.org for more details on accessing the online course.

NEW PERSONNEL INTRODUCTION



Arush Sachdeva, IT and Web Systems Intern

Arush Sachdeva is currently pursuing an Integrated Dual Degree (BTech Hons + MS by Research) in Computer Science and Design at the International Institute of Information Technology (IIIT) Hyderabad, where he conducts research in Computational Economics at the Human Science Research Centre and Machine Learning Lab.

With a strong foundation in artificial intelligence and machine learning, Arush has contributed to multiple research publications, including work on educational accessibility for blind learners presented at the 2024 ITU Kaleidoscope conference, and AI-powered solutions for Indian Sign Language detection featured in the ITU's AI for Good initiative. His research interests span natural language processing, computer vision, and socially impactful AI applications.

Prior to joining the Cities Investment Facility (CIF), Arush gained valuable experience as a GRM Intern at IBM working on Image RAG systems, and as a Research Intern at IIIT Delhi focusing on taxonomy management. He has also worked at the intersection of machine learning and cybersecurity with the Scientific Analysis Group at DRDO.

Arush is passionate about leveraging technology for sustainable development and social innovation. His diverse project portfolio includes work on autism screening tools, smart agriculture systems, and spatio-temporal analysis of urban growth and environmental conservation. He brings expertise in AI/ML frameworks, prompt engineering, and chatbot development to support CIF's digital transformation initiatives.



Mohamed Gargouri, Project Sourcing Consultant, Tunisia

Mohamed Gargouri is a senior expert in bioenergy, waste valorization, circular economy solutions, and QHSE management systems. With over twenty-five years of experience, he supports public programs, UN agencies, African institutions, and industrial actors in the design, evaluation, and implementation of high-impact environmental and socio-economic projects.

He recently led a feasibility study for a landfill biomethane-to-cogeneration project for UN-Habitat, covering regulatory analysis, energy modeling, scenario design, and the preparation of technical specifications. He also serves as an advisor and member of scientific commission for an international Foundation, where he evaluates innovation and research projects related to bioenergy and the transformation of biological resources in Africa and elsewhere.

As part of the UN-Habitat Cities Investment

Facility, Mohamed Gargouri was put in charge of identifying and pre-structuring Waste-to-Energy (WTE) projects in selected countries across the MENA, and West Asia. This assignment is part of a broader initiative aimed at supporting the development of sustainable WTE strategies. His work focuses on assessing national waste management systems, identifying promising WTE opportunities, evaluating risks, and designing pilot interventions that demonstrate clear technical, environmental, and socio-economic value. The goal is to structure bankable projects that can be advanced by CIF's implementing partners.

Dr Gargouri is a professor at an engineer school. He brings together academic expertise, field experience, and strategic insight to help organizations drive energy, environmental, and circular transition initiatives.

**Shadrack Kirui, Senior Data and Web Systems Consultant**

Shadrack Kirui is a Senior Data and Web Systems Consultant with over seven years of experience building data platforms, analytics solutions, and digital systems for international organizations. His work focuses on transforming programme data into actionable insights that support evidence-based decision-making and enhance collaboration around sustainable development.

Before joining the Cities Investment Facility, Shadrack worked at the United Nations Environment Programme (UNEP) as a Senior Data & Analytics Engineer and Information Systems Specialist. He developed ETL pipelines, interactive dashboards, and real-time reporting tools used across 140+ countries and major UN events such as UNEA-6 and the UN

High-Level Political Forum. His earlier experience includes software engineering roles in the transport and health sectors, where he built API-driven applications and improved digital workflows for distributed teams.

Shadrack holds a Professional Master's in Sustainability, Entrepreneurship and Technology from the Vienna University of Economics and Business, and a bachelor's degree in information technology from the Multimedia University of Kenya. He is certified in Azure Cloud Computing, the Microsoft Power Platform, IT Security, and Technical Project Management, and continues to apply data engineering and sustainable digital practices to strengthen organizational performance.

**Tianjiao "Scarlet" Li, Project Development Intern**

Scarlet Li recently joined the UN-Habitat Cities Investment Facility as project development intern. Prior to that, she worked at the Operational Partnerships Department with the Resource Mobilization Team and at the US-China Business Council. Scarlet holds a BA with honors in Political Science from Northwestern University in Evanston, IL and a MA in International Relations from Johns Hopkins University SAIS.

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