Policy Advisory Board members meeting in Tunis, 2007.

Cities Alliance Organisation

Since its establishment in 1999, the governance and organisational structure of the Cities Alliance has increasingly reflected the changing dynamics of the urban development debate. As at 2001 for example, only the two founding members represented multilateral development organisations on the Cities Alliance Consultative Board. Local authorities were represented by the then separate associations of local authorities: International Union of Local Authorities (IULA); Metropolis; World Federation of United Cities (FMCU-UTO) and World Association of Cities and Local Authorities Coordination (WACLAC). Bilateral government members comprised primarily of the G7 countries—Canada, France, Germany, Italy, Japan, United Kingdom and the United States—plus the Netherlands, Norway and Sweden.

Roll forward to the year 2004 and we had local authorities now being represented on the Consultative Board by the United Cities and Local Governments (UCLG), the newly formed amalgamation of the existing local bodies, and by Metropolis. The Asian Development Bank and United Nations Environment Programme joined UN-HABITAT and the World Bank as representatives of multilateral development organisations. However, the landmark membership was that of Brazil, which became the first developing country to join the Cities Alliance in 2003, a signal and tacit recognition of the fact that it would take the proactive involvement of the developing regions of Asia, Latin America and Sub-Saharan Africa, the *loci* of the most rapid urbanisation rates and a consequent urbanisation of poverty to engender more meaningful and sustainable interventions on the issue.

Nigeria became the first African country to join 2005, followed by South Africa and Ethiopia in 2006, as well as the Philippines and Chile. Another seismic membership was that of the Slum/Shack Dwellers International in 2007, representing this key constituency of the urban poor on the Cities Alliance Consultative Board.

Other notable changes within the governance and organisational structure of the Alliance for the period under review include revisions to the role and composition of the Policy Advisory Board (PAB), in addition to that of the Steering Committee. Comprising world renowned urban experts the Policy Advisory Board had been charged with providing guidance to the Consultative Group on key strategic, policy and regional issues and to support the implementation of Alliance's activities. These, its well-pedigreed members discharged creditably, raising the bar to the highest levels on the debate and approaches to urban development challenges and opportunities to the highest levels both within the Cities Alliance and without. The Board met twice a year and comprised eight members who individually served two-year terms on a rotational basis. Past PAB members included: Juanita D. Amatong of the Philippines, Somsook Boonyabancha of Thailand, Jose Forjaz of Mozambique, Yousef Hiasat of Jordan, Mary Houghton of the United States, Akin L. Mabogunje of Nigeria, Jean Pierre Elong Mbassi of Cameroun, Sheela Patel of India, Clare Short, MP of the United Kingdom, Paulo Texeira of Brazil, Ana Vasilache of Romania, and Richard Webb of Peru.

With the adoption of the Alliance' Medium Term Strategy 2008 – 2011 at the Manila Consultative Group meetings however, the consensus was not to renew the rotation of the PAB membership and to rather redirect its focus to more of an advocacy than a policy or advisory function. The Advocacy Panel currently has one member, Clare Short, MP.

At the same meeting the role and composition of the Steering Committee was enhanced through its transformation into an Executive Committee, now to provide policy guidance to the Secretariat, as well as review and approve the Secretariat's budget, and staffing. The Executive Committee is currently chaired by Elisabeth Gateau, Secretary General of UCLG.

Above: Policy Advisory Board members meeting in Tunis
Left: The Duamnuen Saduak floating market in Thailand. © JTB / Peter Arnold Inc

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On this the 10th anniversary of its founding the Cities Alliance's governance and organisational structure comprises a 26-member Consultative Board, an Executive Committee, an embryonic Advocacy Panel, and the Secretariat that manages the day-to-day functions of the Alliance.

The Consultative Group

The Consultative Group(CG)—the Cities Alliance's board of directors—remains responsible for setting the Alliance's long-term strategy, approving its annual work programme and budget, and reviewing its achievements. The Consultative Group consists of financial contributors to the Cities Alliance Trust Fund and the political heads of United Cities and Local Governments and Metropolis who have pledged their commitment to achieving Cities Alliance goals. Representatives of the co-founders of the Cities Alliance, the World Bank and UN-HABITAT continue to co-chair the Consultative Group who meet yearly at selected destinations, with Mumbai selected as the venue for the anniversary meeting of the CG.

Meetings

Consultative Group meetings are held annually in conjunction with a public policy forum designed to share the lessons learned from experience and inform policy orientations and standards of practice in areas related to the Alliance's goals. Following is a list of Consultative Group meetings held since 1999:

Berlin, December 1999—Inaugural meeting, at which the Cities without Slums action plan was launched under the patronage of President Nelson Mandela, and the Charter of the Cities Alliance and its 2000 work programme were approved.

Montréal, June 2000—First Public Policy Forum ("Political Dimensions of Support for Cities"), Consultative Group review of application guidelines and approval of the Cities Alliance Vision Statement.

Rome, December 2000—Second Public Policy Forum ("Local Partnerships: Moving to Scale"), Consultative

Group approval of amendments to the Cities Alliance Charter, the 2001 work programme, and procedures to establish the Policy Advisory Board and the Steering Committee.

Kolkata, December 2001—Third Public Policy Forum ("Sustainable Partnerships for City Development"), Consultative Group review of procedures for the first independent evaluation of the Cities Alliance and approval of the 2002 work programme.

Brussels, October 2002—Panel discussion at the European Commission ("Achieving the Millennium Development Goal of Cities without Slums"), Consultative Group review of the independent evaluation of the Cities Alliance and approval of the 2003 work programme.

São Paulo, October 2003—Fourth Public Policy Forum ("Sustainable Financing Strategies for Cities and Financial Services for the Urban Poor"), Consultative Group approval of procedures for developing country membership in the Consultative Group and approval of the 2004 work programme.

eThekwini (Durban), November 2004—Fifth Public Policy Forum ("Making City Development Strategies Come Alive in South Africa"), Consultative Group approval of new Policy Advisory Board members and the 2005 work programme.

Marrakech, November 2005—Sixth Public Policy Forum ("Morocco's Cities Without Slums Programme"), Consultative Group review of procedures for the second independent evaluation of the Cities Alliance and approval of the 2006 work programme.

Washington, D.C., November 2006—Seventh Public Policy Forum ("Environment, Poverty and Development in an Urbanising World"), Consultative Group discussion and approval of the findings of the second independent evaluation.

Manila, Philippines, November 2007 – Eighth Public Policy Forum ("Leveraging Resources for Liveable Cities"), Consultative Group review and discussion of New Medium Term Strategy 2008 – 2010. Steering Commit-

tee was restructured as the Executive Committee while it was also decided to redefine and restructure the Policy Advisory Board.

Barcelona, Spain, January 2009 – Ninth Public Policy Forum ("Local Government Perspectives on the Effectiveness of Development Aid"), Participants highlighted the need for coordination at all levels—local, national and supranational—in order to combat urban poverty globally. They also stressed the importance of bringing in local authorities as real partners in urban development.

Consultative Group Members as of June 2009

Local authorities

- **United Cities and Local Governments**
- **Metropolis**

The Urban Poor

- **Slum/Shack Dwellers International**

Governments

- **Brazil**
- **Commonwealth of Australia**
- **Canada**
- **Chile**
- **Ethiopia**
- **France**
- **Germany**
- **Italy**
- **Japan**
- **Netherlands**
- **Nigeria**
- **Norway**
- **Philippines**
- **South Africa**
- **Spain**

- **Sweden**
- **United Kingdom**
- **United States**

Multilateral organisations

- **Asian Development Bank**
- **The European Union**
- **UNEP**
- **UN-HABITAT**
- **World Bank**

The Executive Committee

Set up by the Consultative Group the strengthened Executive Committee is to provide guidance to the work programme of the Secretariat. The first meeting of the Committee was held in Trondheim, Norway where it formally approved amendments to the MTS.

Executive Committee Members as of June 2009 comprised UCLG (Chair), Brazil, France, Norway, South Africa, UN-Habitat, World Bank.

The Secretariat

As with the Consultative Group, the Cities Alliance Secretariat has witnessed growth and staffing changes reflective of the increasing profile of urban and the concomitant increase in the volume of activities. Staff have joined and left over the years with the most noteworthy being the retirement of the founding programme manager, Mark Hildebrand in 2006 and the appointment of William (Billy) Cobbett as programme manager. The year 2009 probably saw the highest increase in new staff, in line with the objective to implement the Medium Term Strategy 2008 - 10. Julian Baskin joined in January 2009 to the newly created permanent position of Senior Urban Specialist (Slum Upgrading), to oversee the Cities Alliance slum upgrading work programme and coordinate and monitor the portfolio, in addition to working with members and prospective partners to develop strategic upgrading programmes.

The Communications team was strengthened with the recruitment of Iraj Hettiarachchi as Communications Associate and Juliet Bunch as Web Editor. Two Research Analyst positions funded by the government of Norway, one with a focus on Gender and Youth in urban and the other on cities and the Environment were filled by Hilde Refstie and Alex Ricardo Jimenez respectively. Rodolfo Gaspar Jr. joined as Information Management Assistant while Phyllis Kibui joined the Programme Operations team as Operations Coordinator.

Cities Alliance regional operations were also beefed up during 2009, in recognition of the need for more direct response to clients on the ground and the increasing significance of Sub Saharan African operations. Tewodros Tigabu joined as regional advisor for east and Central Africa, based in Addis Ababa while Mamadou Diagne was appointed regional advisor for West Africa, located in Abidjan, Côte d'Ivoire. Both join Adele Hosken in Pretoria as regional advisor for southern Africa and Dhiraj Ajay Suri as advisor for South Asia.

The year 2009 also saw some sad departures from Cities Alliance, including that of Giorgio Romano Schutte, formerly regional Advisor for Brazil who played a key role in a number of high profile projects; and that of Stefan Agersborg who served as a Consultant supporting the Programme Operations Team with document collection and data input.

Cities Alliance Secretariat Teams as at June 30, 2009:

Front office

William Cobbett	Manager
Sid Henderson	Sr. Programme Assistant
Neelam Tuteja	Programme Assistant

Programme Operations Team

Kevin Milroy	Sr. Operations Officer/ Deputy Manager
Madhavan Balachandran	Financial Management Specialist
Françoise Aubry-Kendall	Resource Management Analyst
Erika Puspa	Information Management Analyst
Rodolfo Gaspar, Jr.	Information Management Assistant
Viorica Revutchi	Programme Assistant
Ildiko Csorba	Programme Assistant
Phyllis Kibui	Consultant (Programme Operations)
Berta Sarria	Temporary (Resource Mgmt.)

Slum Upgrading Team

Julian Baskin	Sr. Urban Specialist
Andrea Merrick	Urban Specialist
Hilde Refstie	Research Analyst
Celine D'Cruz	Urban Specialist

CDS Team

Jean-Christophe Adrian	Urban Specialist
Andrea Haer	Urban Specialist
Ricardo Jimenez	Research Analyst

Communications

Chii Akporji	Communications Officer
Juliet Bunch	Web Editor
Iraj Hettiarachchi	Communications Associate

Monitoring and Evaluation Team

Günter Meinert	Sr. Urban Specialist

Financing for Africa Special Programme (with AfD)

Thierry Paulais	Sr. Urban Finance Specialist

Cities Alliance Secretariat Teams as at June 30, 2009:

Regional Offices

São Paulo, Brazil

Ana Claudia Rossbach	Regional Advisor
Mariana Kara Jose	Research Analyst
Regianne Bertolassi	Programme Assistant

Addis Ababa, Ethiopia

Tewodros Tigabu	Regional Advisor

Abidjan, Cote d' Ivoire

Mamadou Diagne	Regional Advisor

New Delhi, India

Dhiraj Ajay Suri	Regional Advisor

Pretoria, South Africa

Adele Hosken	Regional Advisor

Mobile food vendor, Bangkok, Thailand. © William Cobbett/Cities Alliance

FINANCIALS