



II Interim Management Board Meeting Report

**29 May 2015
Brussels, BELGIUM**

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I. Decisions

- 1. The meeting agenda was adopted.**
- 2. The 1st IMB Meeting Report was approved.**
- 3. MTS should be revised on annual basis by the Management Board.**
- 4. Members will provide revisions of the SOP to the Secretariat within two weeks, which will be incorporated and presented to the Assembly for ratification.**
- 5. The recommendations of the Membership Committee were endorsed.**
- 6. The recommendations of the Finance Committee were endorsed.**
- 7. Members requested a one page summary of CATF sponsorship guidelines.**
- 8. The Secretariat and the JWP Members will organise a special meeting on Habitat III as soon as possible.**
- 9. The Secretariat will procure an external facilitator to help run the Habitat III special session and to draft a position paper.**
- 10. The Monrovia City Programme was endorsed.**
- 11. The Tunisia Country Programme was endorsed.**
- 12. The next meeting of the Interim Management Board will take place on 5-6 October 2015 in Brussels.**

II. Meeting Summary

Date: 29 May 2015

Attendance: (See Annex I for full list of Members in the meeting.)

Venue: Cities Alliance, Rue Royal 94, 1000 Brussels, Belgium

Item 1: Opening and Welcome

The second meeting of the Cities Alliance Interim Management Board was opened by Mr. Jean Pierre Elong Mbassi, Chairperson. Regrets were received from Minister Mekuria, who joined the meeting by teleconference in the afternoon session. The Chair welcomed all the members and underlined that a special presentation was envisaged in the afternoon by the Mayor of Monrovia, Clara Mvogo.

The Chair presented the draft meeting agenda and the draft IMB January Meeting Report for comment and approval. The draft meeting agenda was adopted, and the draft IMB Meeting Report was approved.

DECISION

- 1. The draft meeting Agenda was adopted.**
- 2. The 1st IMB Meeting Report was approved.**

Director's Report

The March-April report was tabled at the meeting highlighting the main activities of the Secretariat over the past months. The Director presented several major themes. The first was the progress of the Membership Committee that held its inaugural meeting on the 28th of May 2015. It was emphasized that the report considered by the Membership Committee was essential for implementing the 3rd pillar of the MTS – Partnership. Producing and adopting a Membership Strategy will be a significant piece of work for the Secretariat and will take up the balance of 2015, becoming a priority for the Director's team. Adoption of the Membership Strategy will allow for the creation of the Assembly and, subsequently, the permanent Management Board. The Secretariat requested approval to plan the inaugural meeting of the Assembly in the first

Quarter of 2016, as it would be unrealistic to hold it in the 3rd or 4th quarters of 2015 considering the very busy international agendas of the Members.

Next the Director touched upon the issue of participation in various advocacy processes, conferences and other major events and emphasised the importance of carefully selecting the external events in which the Secretariat participates, primarily focusing on the approved work programme. Among the upcoming events are the 'Financing for Development' Conference in Addis Ababa, COP21 in Paris, Africities in Johannesburg, the inaugural meeting of the Cities Alliance Assembly and a host of meetings leading to Habitat III. The Secretariat's approach has been very selective and strategic and unless otherwise recommended, the Secretariat will not participate in Addis and Paris. The focus will be Africities which is already an item in the work programme. The Director invited the members to provide their guidance on this topic in case this approach is not acceptable. In addition, the Director presented brief updates on strategic partnerships and progress achieved in various JWPs, the Future Cities Africa (FCA) programme, Monrovia City Programme, Financial Time/IFC Transformational Business Awards 2015, participation at the European Development Days. Finally, in providing a brief staffing update, the Director indicated his intention to submit the TOR for the post of deputy Director at the next meeting of the interim Management Board.

Member Discussion

The Director's Report was warmly received by the Members. While the Secretariat's efforts of prioritising and focusing on the work programme were highly appreciated, the Members also underlined that they often have country offices and representations in various countries, so their local staff can attend events and report back to optimise expenditures and time.

A discussion was raised regarding the importance of the ongoing processes of SDGs and Habitat III as well as the upcoming events of 2016 - 2017 which are redefining the whole scope of the urban agenda. Members were concerned as to what extent the current MTS should be adjusted to fit with the new emerging agenda and concluded that besides the regular progress reviews during each meeting, the MTS should be revised on an annual basis by the Management Board.

DECISION

3. The MTS will be reviewed annually by the Management Board.

Item 2: Follow Up from Addis Ababa CG Meeting

a. Adoption of the Updated SOP

The Cities Alliance Standard Operating Procedures sections on governance (1 to 6) necessitated substantial updates to reflect the changes resulting from the adoption of the new Charter in Addis Ababa, November 2014. The Director presented the major proposed amendments to the SOP for the relevant sections and suggested providing some time for the Members to review and comment. The main highlights are: (i) the provision that associate member status have a maximum validity of two years; (ii) the provision for the appointment of Senior Policy Advisors; (iii) the identification of detailed rules of procedure for the Assembly; (iv) the determination of the roles and functions of the Management Board, the Director and the Secretariat; (v) the establishment of two standing committees, the TORs of which once adopted will be attached as annexes to the SOP; (vi) the nomination process of the Chair of the permanent Management Board and the Assembly; and (vii) , the procedure and timing of the approval of minutes. The elaborations were characterized as uncontroversial in general, reflecting the decisions taken in Addis Ababa in November 2014.

Member Discussion

The Members raised several questions to clarify the drafting of various provisions such as the issue of fifty percent plus one constituting a quorum and possibility to vote remotely (art. 10), the appointment process of the Director (art. 32), the procedure of selecting Senior Policy Advisors to attend meetings and represent the Cities Alliance (art.12). As there was no major debate and the concerns related only to drafting, it was suggested that the Members will provide their comments and revisions to the Secretariat within two weeks, which will be incorporated to the SOP and presented to the Assembly for ratification.

DECISIONS

4. Members will provide revisions to the Secretariat within two weeks, which will be incorporated to the SOP and presented to the Assembly for ratification.

Item 3: Report from Standing Committees

a. Membership Standing Committee Report

The Membership Standing Committee held its inaugural meeting on 28 May 2015. The Committee began by confirming the draft Terms of Reference. It then deliberated at length on the draft Membership Strategy, reviewed and recommended applications for membership as well as discussed the meeting schedule for 2015. The meeting was attended by the following members: Inês Magalhães - Brazil (Chair); Steve Weir - HFHI; Emilia Saiz -UCLG; Alioune Badiane - UN-Habitat; Clare Short - Sr. Policy Advisor; Jean-Pierre Elong Mbassi – Chair, Cities Alliance Interim Management Board.

The Chair of the Committee reported back to the Board underlining that the committee had a very productive day and achieved progress on all agenda items¹. Mrs. Magalhães highlighted the main topics of discussion and presented the following six recommendations to the Management Board:

Ratify the existing membership of the Cities Alliance;

Request advice from the interim Management Board on the best way to notify members in arrears (Italy, Nigeria, Philippines, UNEP – suggested to approach HQ and move relationship from division based to agency based) of their status in Cities Alliance;

1. Adopt a Schedule of Membership Fees, designed to attract new members;

Suggested as:

- | | |
|----------------------|------------------|
| a. NGO | US\$10k – 50k + |
| b. Universities | US\$10k – 50k + |
| c. LGAs | US\$10k – 50k + |
| d. Multilaterals | US\$50k – 250k + |
| e. National Gov'ts | US\$50k – 250k + |
| f. P.S & Foundations | US\$50k – 250k + |

2. Consider any adjustments of existing membership fees, on recommendation of the Membership Committee;

¹ Minutes of the Membership Committee Meeting are attached in Annex III.

- 3. Consider applications for membership: World Bank, Omidyar Network; Commonwealth Local Government Forum, United Nations Capital Development Fund (UNCDF), Government of Chile, WIEGO;**
- 4. Provide guidelines on the acceptance of non-core and project / earmarked funds; and**
- 5. Authorise the Director to actively identify and engage potential new Members, in consultation with the Chairperson of the Management Board and Senior Policy Advisor(s).**

Member Discussion

Members welcomed all six recommendations that were largely uncontroversial and engaged in an open dialogue regarding the new suggested membership fees. In discussion, a number of issues were raised, including concerns on the proposed sliding scale of membership fees and the fact that they might be too high for certain NGOs, national governments and even foundations. Members concluded that a minimum membership fee should be set and if certain organisations or governments would like to make larger contributions this would be most welcome. Members recommended that in-kind contributions should no longer be encouraged as fee replacement. Members with regional mandate or regional priorities should be able to earmark their funding, subject to the making of core contributions. In general, the purpose of membership fees and additional earmarked funds should be separated.

The Members welcomed and adopted all six recommendations.

DECISIONS

5. The recommendations of the Membership Committee were endorsed.

b. Finance Standing Committee Report

The Finance Standing Committee held its inaugural meeting on 28 May 2015, and confirmed the draft Terms of Reference. Thereafter, the Committee scrutinised and provided feedback on the 2014 budget actuals, 2015 budget update and 2015 work programme. Finally, the Committee discussed the format of CA financial reporting and the meeting schedule for 2015. The meeting was attended by the following members: Steve Weir – HFHI (Chair); Inês Magalhães - Brazil; Emilia Saiz -UCLG; Alioune Badiane - UN-Habitat; Clare Short - Sr. Policy Advisor; Cecilia Bransen - SIDA; Jean-Pierre Elong Mbassi – Chair, Cities Alliance Interim Management Board.

The Chair of the Committee underlined that one of the main objectives of the Committee is to review finances, safeguard resources as well as consider all financial matters within the committee and present solutions to the Board to avoid lengthy discussions and repetitions during Board meetings. More Members were invited and welcomed to join the Committee, specifically as with only two designated Members, it would be impossible to provide quorum in case one of them is not present.

The Chair reported back to the Board highlighting the main topics of discussion and presented several recommendations to the Management Board.² In addition, a summary of actual contributions and expenditures of core and non-core funds of FY2014 was presented to the Board by Phyllis Kibui, Head of Finance and Operations.

Recommendations to the Interim Management Board:

1. Discussion on Terms of Reference and Composition of the Committee

- a) Open up the Committee to non-members of the Management Board.
- b) Add up to 3 additional members, ideally with strong finance profile and expertise.
- c) Frequency of three meetings per year, plus virtual meetings as required.
- d) Quorum of two members and the chair is reasonable but would benefit from more members in the Committee.
- e) Audit/review: Cities Alliance, hosted on UNOPS platform, can be audited on a sample/spot check basis but is not automatically audited as entire programme. The Committee recommends that the Board requests an annual review/audit of Cities Alliance. This has been raised in the past by CA members. This will be beneficial in

² *Minutes of the Finance Committee Meeting are attached in Annex IV.*

supporting proper management board fiduciary oversight as well as building trust in the policies and processes of CA new platform (UNOPS Financial Rules and Regulations, Procurement Manual, HR policies etc.).

- f) The Committee will provide oversight on behalf of the board to better ensure that actual expenditures are aligned with the annual approved budget and that the finance policies and processes support the implementation of the CA's board approved strategies, work programmes, results framework, grant programmes, etc.
- g) The Committee does not have any direct responsibility linked to fundraising but will monitor member contributions and make recommendations to the Board on any necessary financial steps in the event of non-payments.
- h) Summary of additional functions of the Committee linked to:
 - i. Audit/review of the programme
 - ii. Monitoring of membership contributions
 - iii. Financial management of grants
- i) Removed function:
 - i. Ensures compliance with the anti-corruption policies of UNOPS

2. Presentation of 2014 Budget Actuals and 2015 Budget Update

- a) Recommendation for creating a financial reserve to cover eventual cash flow gaps resulting from membership/funding timing.

3. Format of CA Financial Reporting

- a) Recommendation for financial report presentation:
 - i. Financial reporting should include a) budget to actual comparison for income and expenditures in the approved budget, b) overall financial statement - asset and liability/ fund balance and c) cash flow analysis for the fiscal year.
 - ii. The amount of contributions brought forward from the past financial year should be separated into unrestricted and restricted funds.
 - iii. Show any changes to the sustainability of core funds from the original approved Budget.
 - iv. Within core funds, the allocation of expenditures linked to a specific theme, such as gender mainstreaming shall be presented to the Board for all new programmes but not tracked in ongoing financial reports due to the difficulty of accurate attribution. Approved budgets for such programmes will be tracked in ongoing financial reporting consistent with

the approved budget. Specific programmatic outcomes should be tracked separately and regularly reported to the Board.

- b) Provide more information on Country Programmes activities and results.
- c) The CA Secretariat presents recommendations to the Finance Committee which then makes recommendations to the Board.
- d) The Finance Standing Committee was created for an additional oversight and to serve as the primary reviewing body on behalf of the full board; summary reports will be made to the Board as appropriate for the board's fiduciary responsibilities. All reports are available to any board member upon request. Questions should be directed to the finance committee for review and consideration.

Member Discussion

Members were impressed by the detailed work, scrutiny and clear presentation of the Finance Committee and welcomed all the recommendations and initiatives. Members indicated that they would also welcome a written report for a more detailed review. While it was suggested to consider thematic reporting in the future, members concluded that with the amount of work in various regions and sub-regions, as well as projects covering various topics and thematic aspects of the MTS funded from different sources it will be increasingly difficult for the Secretariat to provide such separate reports. It was recommended to examine the role of different staff, as well as prioritise the recruitment of a Deputy Director. Members also highlighted their expectation that in the future there should be less discrepancy between the budget and actuals, unlike FY2014 where this was the case on almost all budget lines.

DECISION

6. The recommendations of the Finance Committee were endorsed.

Item 4: Medium Term Strategy Updates

a. Overview of Work Programme 2015

The Secretariat has circulated an updated work programme of 2015, which provides a status update on the activities of the Annual Work Plan approved in Addis Ababa, November 2014. The period covered for the review is 1 January 2015 – 31 March 2015. It is envisaged that the Secretariat will provide a similar update on a quarterly basis. The Director highlighted that the Secretariat undertook several additional activities that are listed in the last section. These activities were not planned initially, but now constitute a part of the MTS.

Members had the opportunity to ask questions regarding the various work packages. Points were raised regarding activities that were off track, such as for instance grants of Vietnam, Burkina Faso and Mozambique, learning plan developed for each staff member, establishment of fully functional offices for regional staff, updates from regional strategies etc. The Secretariat updated the Members on each point providing explanations as to the reasons of these delays and the next steps to be taken to comprehensively implement the work programme.

b. Future Cities Africa Update

- ✓ *Minister Mekuria joined the meeting via teleconference, the Chair warmly welcomed him and the Director briefly presented the main points discussed and the decisions taken in the morning session.*
- ✓ *Mayor Mvogo joined the session and was warmly and formally welcomed by all Members.*

Future Cities Africa was programmed to support at least eight cities in four African countries to anticipate and minimise future climate, environment and natural resources challenges – essentially giving them the tools to *future proof* themselves so that they will be inclusive, resilient and have growing economies. The original scope of the programme has been substantially expanded by in-country demand, and now covers 24 cities in the four countries.

FCA is designed to be an inclusive process, involving in-depth consultation with urban local authorities, other donors, development actors and research institutions. Replicability for broader

use is also an important factor, so that the tools and knowledge generated by the FCA can then be adapted for use in other cities and countries. By decision of (then) EXCO, FCA is implemented in countries in which the Cities Alliance has Country Programmes, enabling the initiative to benefit significantly from the partnership approach that is the hallmark of the Country Programme. Equally importantly, the FCA programme focuses on urban resilience, economic growth and mainstreaming gender equality, which are all important components of the Cities Alliance's Medium-Term Strategy for 2014-2017.

Results to date:

1. Country Level Project Set-Up:

- a. High-level political engagement with the relevant national ministry (and supporting ministries as appropriate) and endorsement of programme in Ethiopia, Ghana, Uganda and Mozambique;
 - b. Induction of city-level political and administrative staff in Ethiopia, Ghana and Uganda.
 - c. Establishment of an FCA presence in each country, including recruitment of a national Country Team Leader and Country Urban Specialist in Ethiopia, Ghana and Uganda; and
 - d. Establishment of a Cities Alliance/FCA advisory board or similar in Ethiopia, Ghana, Uganda and Mozambique initiated.
- 2. Output: Feasibility Study** – The Rapid Urban Assessment undertaken in Ethiopia, Ghana, Uganda and Mozambique
- 3. Output: An Open Source Decision-Making Model** – Establishment of a sector working group to move the WASH sector focus forward

Output: Knowledge Platform – System platform configured and initial data populated

Next steps: (Up to 31 July 2015)

- Establishment FCA knowledge platform in Uganda and Ghana by June 2015
- Completion of Draft Rapid City Resilience Assessments Reports by first week of June 2015
- FCA Global Workshop in Brussels, Belgium on 11 – 12 June 2015
- Completion of Final Rapid City Resilience Assessments Reports and a Feasibility Study report by July 2015

c. JWP Equitable Economic Growth

The Medium Term Strategy 2014-2017 highlighted equity as a theme for the next three years. One of the thematic priorities to address equity will be to identify and promote those policies and practices essential for equitable economic growth in cities. This issue is viewed as a critically important knowledge gap for Cities Alliance members to address.

As part of the Cities Alliance's commitment to strengthening its partnership approach, this work will be undertaken by a member-led Joint Work Programme (JWP), with the active support of the Secretariat. The UK Department for International Development (DFID) is taking a leading role in establishing and managing the activities of this future JWP. As laid out in the 2015 Work Plan, a series of diagnostic activities and dialogues are planned for this year that will inform both a concept note and a framework document to establish and budget a multi-year JWP for the Cities Alliance partnership.

Rene Hohmann presented the main achievements and the next steps:

- The Secretariat commissioned a concept paper to review equitable economic growth in cities that provides a solid foundation for the JWP. The paper was peer reviewed by both the sounding board and JWP members.
- Following an agreement with the Bill & Melinda Gates Foundation, a diagnostic activity will be undertaken in Cities Alliance Country Programmes to address one of the key priorities of the MTS – identifying practical entry points for cities, and in particular local governments, to actively promote equitable economic growth. The main objective of this activity will be to produce two analytical documents: a rapid Economic Urban Assessment that will generate City Economy Profiles, and a City Equitable Growth Appraisal to highlight future equitable economic growth potential in selected cities of Cities Alliance partner countries. The activity is considered to be part of the preliminary work towards a JWP and will generate valuable insights for the programme design.

Next steps:

- Edit and print the concept paper into a Cities Alliance discussion paper;
- Draft a Cities Alliance CIVIS note as a short version of the paper;
- Draft a concept note on the JWP;
- **Organise an engagement workshop in London to scope existing diagnostic and operational work of private sector think tanks and interested Cities Alliance members;**
- Reach out to additional Cities Alliance members to join the JWP;
- Procure a company to undertake the city diagnostic;
- Recruit a senior consultant to facilitate and inform the development of a Work Programme.

It was emphasised that the concept note is too theoretical and that there is a need to move towards a more practical approach. DFID encouraged members to join the engagement workshop in London envisaged for 10 July 2015.

d. Catalytic Fund (CATF)

The call for the Catalytic Fund *“Migration and the Inclusive City”* closed on 8 May 2015. The Secretariat gave a PowerPoint presentation covering an initial assessment of the Call and a profile of the proposals that passed the first phase of evaluation. Lisa Reudenbach, who took over the management of the Catalytic Fund from Federico Silva, presented the status of applications and compliance. The call was issued in the beginning of March and applicants had two months to prepare concept notes. The selection process has begun with an initial examination of eligibility of the received proposals, which were then sent to an external evaluation panel for assessment of the quality of the proposals. This phase will be finalised by mid-June, when the 20 best concept notes will be selected and requested to submit full proposals by the end of July. Out of these 20 proposals 10 or 12 will be awarded a grant.

As anticipated, a considerable decrease of overall demand was noted with 115 concept notes received. However, the eligibility of proposals has been significantly improved reaching a total of 71. In comparison with previous calls 62% of concept notes were eligible, compared to some 50% in 2012 and 2014. The reasons for this difference are the innovative nature of the topic, which is beyond our usual constituencies, as well as tightened application criteria, e.g. minimum 20% co-funding. The distribution between constituency types has become more equal with civil society at 47 %, private sector 17 %, academia 15%, international organisations 12%, local government 7% and national government 2%. This distribution also reflects the changes of the Cities Alliance governance with new constituency groups. Compared to previous calls there is an increase in proposals from international organisations, foundations and academia and a decrease in proposals from local governments and civil society. The low number of proposals from local governments might be related to the novelty of the topic for many local governments.

Proposals are more equally distributed between regions. There is a decrease in eligible proposals from Latin America/ Caribbean and an increase in eligible proposals from Sub-Saharan Africa and South Asia as well as proposals with global reach. This year the call was opened to all countries following the 2014 universalisation of the CA mandate. However, there was a very small number of proposals from Europe and North America. Only 6% of proposals have the Cities Alliance members as recipients, whereas 17 out of 20 members are engaged as sponsor in CATF, which

proves that the tool engages the whole membership.

Members were pleased to see the positive developments and requested to send a one pager summarising the agreed sponsorship guidelines for the future calls, which would be very helpful.

DECISION

5. Members requested a one page summary of CATF sponsorship guidelines.

e. JWP Habitat III

The Secretariat circulated an update of the activities of the Joint Work Programme and the main highlights were presented by Günter Meinert, representing Germany as the Chair of the JWP. Various activities within the JWP have been conducted during the reporting period and the progress is very positive:

- The Secretariat has facilitated monthly telephone conference calls with JWP members. Habitat III Secretariat (New York) also joined the group call to provide a direct update on the preparation process including the 2nd Prep Com Meeting in April 2015.
- Based on the outcome of the last planning workshop in December 2014, the Group agreed on a key advocacy message consisting of promoting examples, experiences and evidence on the value of partnerships between national governments, local authorities and organised civil society for the implementation of the new urban agenda.
- Based on the planning workshop, an action plan for 2015 and beyond has been drafted by *Centro de Alianzas para el Desarrollo* (CAD) and endorsed by the JWP members.
- Lead Cities Alliance partners for key action items have been identified and three co-funding proposals are being prepared by UN Habitat, SDI and HFHI.
- Based on the key advocacy message, a JWP position paper has been drafted and circulated to JWP members.
- The Group successfully organised a Side Event for the 2nd PrepCom of Habitat III in Nairobi based on the key advocacy message and nominated panelists.

All these processes and activities are very encouraging. However, after the PrepCom in Nairobi,

many members expressed the view that there is a pressing need to take the issue to another level.

Three major challenges emerged from the Nairobi meeting: the technical/substantive part, participation and the need for more efficient political dialogue. Assuming that the outcomes of Habitat III will be decisive for all the Members of the Alliance and the broader urban community in the coming years, the opportunity should not be lost and a more strategic and result oriented approach should be applied. Mr. Meinert underlined the urgency of a more profound reflection regarding the nature of the new urban agenda, the exact outcomes and added value of Habitat III and the ways how to achieve them. To make this suggestion more operational, Mr. Meinert proposed urgently organising a special meeting where as many members as possible would join the JWP members to brainstorm on these matters and kick start the process. The result of the meeting could be a discussion paper framing what all Members will agree upon and setting the key outcomes the Members expect from Habitat III.

Member Discussion

All Members welcomed the proposal and agreed that the issue is truly pressing and that time is of the essence. . In this context, it was recommended to procure an external independent facilitator to help run the process more efficiently. Some Members underlined that more ambition should be put into this initiative and that drafting a discussion paper is not enough: a press release and wider media distribution had better be considered. A proposal was made to go even further and create a Contact Group, which would be more political and will try to advance the negotiations. It was also recommended that one of the Members approach the Bureau to verify to what extent this initiative will be appreciated. Members agreed on the first two suggestions and decided to discuss the Contact Group necessity and feasibility once the discussion paper is drafted and the targets are clearly set. The proposal of a dedicated meeting tabled by Germany is in addition to the JWP activities, which has already produced a position paper and it is important to distinguish between them. In addition to all these steps, it was also suggested to reach out to regional constituencies in Latin America and to MINURVI with the objective of gaining more in-depth knowledge regarding the regional preparations towards Habitat III.

DECISION

- 6. The Secretariat and the JWP Members will organise a special meeting on Habitat III as soon as possible.**
- 7. The Secretariat will procure an external facilitator to help run the discussion and draft a position paper.**

Item 5: Proposed Monrovia City Programme

Mayor Clara Doe Mvogo and Ms. Ellen Pratt from the Monrovia City Corporation were warmly welcomed to present the Proposed Monrovia City Programme.

Based on a request from the Mayor Clara Mvogo Monrovia City Corporation, and Minister Dukuly Sr., for Internal Affairs, Government of Liberia, Cities Alliance Secretariat, Members and partners in Greater Monrovia undertook a participatory in-country process to produce a concept note for a Monrovia City Programme. The concept note is presented as a city programme as it will focus on the greater metropolitan region of the largest urban agglomeration of Liberia. However, in terms of the Cities Alliance results framework and operational process, it will be treated as a new Country Programme. The concept note is presented for endorsement, with approval to actively seek the necessary funding.

The Mayor briefly presented Liberia, the first independent republic in Africa, and Monrovia, the capital city, highlighting the outbreak of Ebola Virus Disease and how it was tackled. Monrovia has a unique history in Africa. The city was founded in 1822 by freed slaves from the United States of America and was named after the US president James Monroe. In 1986, the population of Monrovia was estimated at around 572,000 inhabitants. This number peaked at the height of the three civil wars from 1989-1996, 1999 and 2003 – given the tendency of movement of population flight into the safer areas of the country. From 1990 to 2004 the population of Monrovia was reported to be over one million.

Years of conflict devastated the social infrastructure, seriously weakened institutional capacities, and eroded pre-war gains made in improving living conditions in Monrovia. In addition, an estimated 80 percent of the housing stock was destroyed. As it is the case with urban centres in Africa, Monrovia is still characterised by inadequate, or lack of, services, housing and infrastructure. Nonetheless, a high number of economically active members of the population migrate to urban centres in search of better opportunities and jobs. Young people (defined as below 35 years old) currently account for about 65 percent of Liberia's population, and youth unemployment is estimated as high as 85 percent.

Monrovia was built for an estimated 500,000 inhabitants and it is now struggling with its current population of over one million. Today, greater Monrovia is comprised of 12 local government authorities (LGAs) which include two cities, nine townships and one borough. In response to decentralisation efforts from the national government, the Monrovia City Corporation (MCC) is positioning itself as metropolitan authority. It has produced its first Strategic Plan (2014-17) in line with the National Agenda for Transformation, which seeks to graduate Liberia to Middle Income status by 2030. Greater Monrovia is a key driver for this goal. Today the city hosts one-

third of the total Liberian population yet contributes two-thirds of the nation's GDP. The MCC is trying to build the capacity of its surrounding local authorities by signing nine revenue sharing agreements to date. Under this agreement, MCC collects business turnover tax and splits the revenue 50/50 with the participating local authorities to provide them some budget support.

The National Urban Policy (NUP) has been under development by the Ministry of Internal Affairs / Department of Urban Affairs with the Land Commission since 2013. Inputs to the NUP are to be discussed at the second Liberian National Urban Forum on 24-25 June 2015.

The 2014 Ebola Virus Disease outbreak was the first to hit major urban centres. The outbreak only added to the mounting concerns over the city's lack of urban governance and planning, struggling basic services (especially water, sanitation and waste collection), virtual inexistence of secure tenure, and economic destitution of slum dwellers. Among the four West African countries hit by the virus, nearly 60% of the death toll occurred in Liberia; 75% of fatalities were women.

The role of urban poor communities and local authorities in Monrovia in response to the Ebola crisis helped turn the trajectory on new Ebola infections. Monrovia was the hardest hit in Liberia; now, Liberia is a success story compared to neighbouring affected countries. This is largely due to a government shift in priorities from October to December 2014, where investments went from national government to community policing, monitoring, enforcement and accountability for health and safety issues with MCC. MCC, in partnership with UNICEF, Paynesville City and 120 communities within Greater Monrovia led a community driven initiative to combat the spread of EVD in Greater Monrovia at the grassroots level (Operation Stop Ebola).

The Monrovia City Programme (MCP) builds upon the existing Cities Alliance partnerships with Monrovia City Corporation, Slum Dwellers International, Habitat for Humanity, USAID, the World Bank and UN-Habitat. It builds on the results from the capacity-building support given to the MCC through a USD 5 million grant from the Bill & Melinda Gates Foundation. The proposed City Programme will create a platform for sustainable urban upgrading under a functioning metropolitan authority through a foundation of community engagement and partnership. In the immediate term, the MCP will support the resilient social and economic recovery of slum dwellers in greater Monrovia. The long-term goal is to improve the living and working conditions of the urban poor within a functioning, accountable and inclusive metropolitan city. The MCP is a 5-Year Programme with a timeline from 2016-2020. The MCP will strengthen Monrovia's economic growth as the Nation's capital: Generating 2/3 of the GDP with 30% of the pop. The Programme is currently designed around three pillars:

1. Improved service delivery;
2. Comprehensive affordable housing and inclusive land governance;
3. Inclusive Monrovia for all.

Member Discussion

Members thanked the Mayor for a comprehensive and very touching presentation. A few questions were asked regarding the business creation atmosphere as an important element of job creation and recommendations were made to concentrate on the private sector development opportunities and land for businesses to complement MCC's efforts. It was also underlined that cooperation with mayors of other cities and counties in Liberia as well as other organisations, cities and members of the Cities Alliance especially in Africa should be insured, as sharing is a crucial component of success. The setting up or revival of the forum of mayors was proposed as a first step towards the creation of a national association of local governments. UCLG-A offered to assist the Mayor of Monrovia in that process. Members endorsed the concept note, and asked that it be revised to incorporate the issue of economic growth, and the role of the private sectors.

DECISION

8. The Monrovia City Programme was endorsed.

Item 6: Selection of New Country Programme

Recommendation for a Country Programme Tunisia

As part of the strategy to enlarge the portfolio of Country Programmes, and respond to a direct request from the Swiss State Secretariat for Economic Affairs (SECO), the potential of a Country Programme in Tunisia has previously been discussed in the Management Board. The Secretariat has subsequently undertaken comprehensive consultations to ensure that a Country Programme has the potential to make a positive contribution for the country and members alike.

The Secretariat provided a verbal update following a mission to Tunisia in May 2015. In order to assess the relevance and feasibility of a Cities Alliance Country Programme in Tunisia, the report provided an overview of the current activities of Cities Alliance members and main partners in support of local governance and participatory urban development programmes and policies in the country; identified if, and what, specific issues would still need to be addressed to fill

potential gaps, add value to and increase the efficiency and impact of their interventions; and finally proposed some initial directions for the design of complementary activities that could further be supported by the Cities Alliance in the framework of a Country Programme. The assessment was carried out based on a desk review of the main programmes and projects currently undertaken by Cities Alliance members and partners in Tunisia. It also included comprehensive consultations and interviews with the officers in charge of these initiatives in the respective organisations. Serge Allou, participated in a mission in Tunisia (May 18-21) to meet with key national partners and main donors, and assess expectations from the Cities Alliance. Four opportunities were identified:

- 1. Providing relevant assistance to cities to prepare for participatory municipal investment plans;*
- 2. Developing strategic urban planning initiatives incorporating scaling up methodologies;*
- 3. Strengthening local democracy, citizen participation and women's engagement at city level;*
- 4. Addressing regional disparities: Giving priority to non-coastal cities.*

The report concluded that a Country Programme in Tunisia has the potential to make a relevant and valuable contribution both for the country and members alike.

The Members highly appreciated the assessment that was carried out, specifically its consultative approach and the opportunity of providing feedback and strongly supported the programme in Tunisia, especially considering the special role the country plays in the region and the post-revolution context. The Members considered it very important to nurture and support the democratic process in Tunisia. Brazil particularly proposed to support the country programme with expertise and knowledge sharing. The Tunisia country programme was endorsed.

DECISION

9. The Tunisia country programme was endorsed.

10. The next meeting of the Interim Management Board will take place on 5 -6 October 2015 in Brussels, Belgium.

ANNEXES

Annex I: List of Attendees

IMB MEMBERS	PARTICIPANT	AFFILIATION
<i>Chairperson</i>	<i>Jean Pierre Elong Mbassi</i>	-
	Clare Short	Cities Alliance Senior Policy Advisor
BRAZIL	Ines Magalhães	Ministry of Cities
ETHIOPIA	Mekuria Haile	Ministry of Urban Development, Housing and Construction
GERMANY	Günter Meinert	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
GERMANY	Silke Silva-Melendez	Federal Ministry for Economic Cooperation and Development (BMZ)
HFHI	Steve Weir	Habitat for Humanity International
SIDA	Mikael Atterhög	Swedish International Development Cooperation Agency
UCLG	Emilia Saiz	United Cities and Local Government
UN-HABITAT	Alioune Badiane	UN-Habitat
UK	Tony Burdon	DFID
Secretariat	Ana Claudia Rossbach	LAC Regional Advisor
Secretariat	Federico Silva	Senior Programme Specialist
Secretariat	Lisa Reudenbach	Urban analyst
Secretariat	Nune Karakhanyan	Executive Associate
Secretariat	Phyllis Kibui	Head, Finance and Operations
Secretariat	Priscilla Ofori-Amanfo	Senior Communications Officer
Secretariat	Rene Hohmann	Senior urban Specialist
Secretariat	Serge Allou	Lead Urban Specialist
Secretariat	Susanna Henderson	Partnership Officer
Secretariat	William Cobbett	Director
<u>Invited Guests</u>		
Liberia	Clara Mvogo	Mayor: Monrovia City Corporation
Liberia	Ellen Prat	Monrovia City Corporation

Annex II: 2nd IMB Meeting Agenda

**Cities Alliance Interim Management Board 2nd Meeting
29 May 2015, Brussels**

Venue: Rue Royale 94 (5th floor), 1000 Brussels		
09:30 - 10:00	<i>Welcome Coffee/Tea</i>	
10:00 – 10:30	<p><u>Item 1: Opening and welcome</u></p> <p>a) Adoption of meeting Agenda b) Approval of 1st IMB Meeting Report c) Director’s Update</p>	<p><i>Handouts:</i> -Agenda; -IMB Meeting Report 29-30 January 2015</p>
10:30 – 11:00	<p><u>Item 2: Follow Up from Addis Ababa CG Meeting</u></p> <p>- Adoption of the updated SOP</p>	<p><i>Handouts:</i> -Updated SOP</p>
11:00 – 11:30	<p><u>Item 3: Report from Standing Committees</u></p> <p>a) Membership Committee Report</p>	<p><i>Handouts:</i> -Draft Membership Strategy</p>
11:30 – 11:45	Coffee Break	
11:45 – 12:30	<p><u>Item 3: Report from Standing Committees</u></p> <p>b) Finance Committee Report</p>	<p><i>Handouts:</i> -Budget Actuals 2014; -Budget Update 2015 - Q1</p>
12:30 – 13:00	<p><u>Item 4: Medium Term Strategy Updates</u></p> <p>a) Overview of Work Programme 2015</p>	<p><i>Handouts:</i> -Work Programme 2015</p>
13:00 – 14:00	Lunch Break	
14:00 – 15:30	<p><u>Item 4: MTS Updates</u></p> <p>- b) Future Cities Africa</p>	<p><i>Handouts:</i> -FCA Update; -JWP Habitat III Update; -JWP EEG Update;</p>

	<p>c) Habitat III</p> <p>d) JWP Equitable Economic Growth</p> <p>e) Catalytic Fund</p>	
15:30 – 15:45	Coffee Break	
15:45 – 17:00	<p><u>Item 5: Proposed Monrovia City Programme</u> _</p> <p>Presentation of draft Monrovia City Programme by Hon. Mayor Mvogo</p>	<p>Handouts: -Liberia Concept Note</p>
17:00 – 17:30	<p><u>Item 6: Selection of New Country Programme</u> __</p> <p>Recommendation for Country Programme: Tunisia</p>	<p>Handouts: -Tunisia CP Motivation</p>
17:30 – 18:00	Summary of Recommendations and Closing Remarks	

Annex III: Membership Standing Committee Meeting Minutes

Membership Standing Committee Meeting

28 May 2015

Members: Inês Magalhães (Brazil) (Chair); Steve Weir (HFHI); Emilia Saiz (UCLG); Alioune Badiane (UN-Habitat); Clare Short (Sr. Policy Advisor); Jean-Pierre Elong Mbassi (Chair, Cities Alliance Interim Management Board);

Regrets: SDI

Secretariat: William Cobbett; Sid Henderson; Nune Karakhanyan; Anaclaudia Rossbach

Agenda Items

Item 1: Opening and Welcome

Meeting Agenda Approved (see Annex I)

Item 2: Review of Standing Committee Terms of Reference (TOR)

Membership Standing Committee Terms of Reference Approved (see Annex II)

Item 3: Presentation of Draft Membership Strategy

Item 4: Presentation of Applications for Membership

Item 5: Work Planning for 2015 – NOT DISCUSSED

Meeting Objective: To agree on the new Draft Membership Strategy for Cities Alliance and give it the same level of attention as the Governance changes.

Meeting Outcomes/Recommendations

Recommendations to the interim Management Board:

4. Ratify the existing membership of the Cities Alliance;

- a) Request advice from the interim Management Board on the best way to notify members in arrears (Italy, Nigeria, Philippines, UNEP – suggested to approach HQ and move relationship from division based to agency based) of their status in Cities Alliance

5. Adopt a Schedule of Membership Fees, designed to attract new members;

Suggested as:

- a) NGO US\$10k – 50k +
- b) Universities US\$10k – 50k +
- c) LGAs US\$10k – 50k +

- d) Multilaterals US\$50k – 250k +
 - e) National Gov'ts US\$50k – 250k +
 - f) P.S & Foundations US\$50k – 250k +
6. Consider any adjustments of existing membership fees, on recommendation of the Membership Committee;
7. **Consider applications for membership**, on the recommendation of the Membership Committee;
Six Tabled with the following recommendations to the iMB:
- a) **World Bank** – Recommended for Full Membership
 - b) **Omidyar Network** – Recommended for Full Membership
 - c) **Commonwealth Local Government Forum** –
Recommended for Full Membership at \$10k/year
 - d) **United Nations Capital Development Fund (UNCDF)** –
Recommended for Associate Membership
 - e) **Government of Chile** – Recommend for Full Membership at \$50k/year
 - f) **Women IEGO** – Recommended for Full Membership at \$10k/year
8. Provide guidelines on the acceptance of non-core and project / earmarked funds; and
9. Authorise the Director to actively identify and engage potential new Members, in consultation with the Chairperson of the Management Board and Senior Policy Advisor(s).
- a) Request from the members of the Membership Standing Committee to be brought into any membership conversations early on
 - i. Potential Member Discussion underway
 - 1. IADB
 - 2. MacCarthur Foundation
 - ii. Members Requested to begin conversations with
 - 1. Lincoln Institute
 - 2. Colombia
 - 3. Mexico
 - 4. ICLEI
 - 5. AfDB
 - 6. IMF – French Local Gov't Association
 - 7. Huairou Commission
 - b) Universities/Research Centres/Knowledge Networks
 - i. This category needs some attention
 - ii. Historically, Cities Alliance has worked with
 - 1. I.H.S
 - 2. DPU
 - 3. NYU
 - 4. IIED

Other Recommendations:

1. From the Draft Membership Strategy – of particular note
 - a. **Section 2 VIII** - It is therefore proposed that the development of a comprehensive Partnership Strategy (**linked to the Membership Strategy**) should be adopted as one of the major strategic objectives for the Cities Alliance in 2015, to be considered by the interim Management Board and also tabled at the first meeting of the Assembly, either in late 2015 or early 2016
 - b. **3.3** The primary purpose of the membership strategy: to ensure that Cities Alliance attracts the necessary quality, critical mass and diversity of members, who share a common vision and set of principles, and who actively collaborate to promote that vision;
 - c. **3.6** With respect to the medium to long term financial sustainability of Cities Alliance, which is essential in achieving its mandate, the strategy is informed by two key, independent assumptions:
 - i. That Cities Alliance is more likely to attract stable financial support based on the quality, scope and effectiveness of its membership; and
 - ii. There is a limit to the availability of core financial support, and the proportion of project / soft-earmarked finance will increase
2. Country Programme governments should become members of the Assembly
3. Standing Committee requested the Secretariat to develop a **“Why Join Cities Alliance”** welcome package and update the Cities Alliance website
4. Secretariat to perform due diligence on new Membership requests, paperwork to include financial information of prospective members annual budget
5. Recommended to hold a discussion with the iMB around raising the Political will/profile of Cities Alliance within the Membership in order to strengthen the partnership

Membership Standing Committee Meeting
28 May 2015
Draft Agenda

Venue: Cities Alliance Office, Philanthropy House, 3rd Floor, Rue Royale 94, 1000 Brussels

9h30 – 10h00	<i>Coffee/Tea</i>	
10h00 – 13h00	<p>Item 1: Opening and Welcome <i>Ines Magalhães, Brazil Ministry of Cities</i></p> <p>For Approval of Agenda</p>	
	<p>Item 2: Review of Standing Committee Terms of Reference (TOR) <i>Ines Magalhães, Brazil Ministry of Cities</i></p> <p>For Review and Confirmation</p>	Handout: <i>Membership Standing Committee Terms of Reference</i>
	<p>Item 3: Presentation of Draft Membership Strategy <i>William Cobbett, Director</i></p> <p>For Discussion and Recommendations</p>	Handout: <i>Draft Membership Strategy</i>
	<p>Item 4: Presentation of Applications for Membership <i>William Cobbett, Director</i></p> <p>For Discussion and Recommendations</p>	Handout: <i>Membership Recommendation Note</i>
	<p>Item 5: Work Planning for 2015 <i>William Cobbett, Director</i></p> <p>For Review and Confirmation</p>	Handout: <i>Cities Alliance Calendar of Events</i>
	<p>Item 6: Summary of Recommendations and Closing Remarks <i>Ines Magalhães, Brazil Ministry of Cities</i></p>	
13h00 – 14h00	LUNCH	

Cities Alliance Membership Standing Committee

Terms of Reference

A. Membership Standing Committee

The Membership Standing Committee is a sub-committee of the Management Board established by the Cities Alliance Charter dated 7 November 2014 (paragraph 41).

The Membership Standing Committee shall consist of not less than two members of the Management Board and membership will be open to non-Management Board members. One member from the Management Board will be nominated as the Chair of the Standing Committee by the Management Board. The Partnership Officer of the Cities Alliance Secretariat shall act as Secretary to the Standing Committee.

Appointment of Members of the Standing Committee

The Management Board shall at their first meeting following the Annual Meeting determine the members of the Standing Committee, whose mandate will be consistent with the mandate of the Board. Should a vacancy arise, the Management Board will fill the vacancy from amongst its members.

Frequency of Meetings

The Standing Committee shall meet as often as necessary, but not less than three times per year. Meetings may be real and/or virtual. A quorum at each meeting shall be two members plus the Secretariat. In the absence of the formal Chair, an ordinary member may act at Chair for that meeting.

Records of Meetings

The Standing Committee will ensure that the proceedings and recommendations are recorded, and forwarded to the Management Board. A staff member from the Secretariat shall prepare minutes for review and approval by the Chair.

Staff Attendance

The Director, shall normally be required to attend all meetings of the Standing Committee. Other staff may attend meetings as required, by agreement between the Chair and the Director.

Functions of the Sub-Committee

- Review the draft Membership Strategy of the Cities Alliance, including criteria, levels of contributions and procedures;
- Identify and help recruit new Members for the Cities Alliance;
- Interact with individual Members on any Membership issues;
- Work with the Director to develop and implement programmes for enhancing membership satisfaction
- Consider reports from the Director on Membership requests;
- Make recommendations to the Management Board on all membership matters.

Chair of the Committee

Appointment of the Standing Committee Chair

The Chair of the Membership Committee shall be a member of the Management and nominated by the Management Board as Chair for the duration of the Committee’s mandate.

The Chair of the Standing Committee will be responsible for

- Approving the Agenda of each meeting;
- Chairing each Committee meeting;
- Approving the draft minutes of each meeting;
- Working with the Director, as necessary; and
- Submitting Committee reports to the Management Board

Annex IV: Finance Standing Committee Meeting Minutes

Finance Standing Committee Meeting

28 May 2015

Members: Steve Weir (HFHI) (Chair); Cecilia Branzen (Sida); Emilia Saiz (UCLG); Clare Short (Senior Policy Advisor); Jean-Pierre Elong Mbassi (Chair, Cities Alliance Interim Management Board)

Secretariat: William Cobbett; Phyllis Kibui; Magdalena Balocova

Agenda Items

- Item 1: Discussion on Terms of Reference and Composition of the Committee
- Item 2: Presentation of 2014 Budget Actuals and 2015 Budget Update
- Item 3: Format of CA Financial Reporting
- Item 4: Work Programme for 2015 (not discussed)

Meeting Outcomes/Recommendations

Recommendations to the Interim Management Board:

6. Discussion on Terms of Reference and Composition of the Committee

- a. Open up the Committee to the non-members of the Management Board.
- b. Add up to 3 additional people, ideally with strong finance profile and expertise. Diversity of profiles in the Committee is very valuable.
- c. Frequency of three meetings per year, plus virtual meetings as required.
- d. Quorum of two members and the chair is reasonable but would benefit from more members in the Committee.
- e. Audit/review: Cities Alliance, hosted on UNOPS platform, can be audited on a sample/spot check basis but is not automatically audited as entire programme. The Committee recommends to the Board to request the annual review / audit of Cities Alliance. This has been raised in the past by CA members. This will be beneficial in supporting proper management board fiduciary oversight as well as build trust in the policies and processes of CA new platform (UNOPS Financial Rules and Regulations, Procurement Manual, HR policies etc.).
- f. The Committee will be responsible to provide oversight on behalf of the board to better ensure that actual expenditures are aligned with the annual approved budget and that

- the finance policies and processes support the implementation of the CA's board approved strategies, work programmes, results framework, grant programmes, etc.
- g. The Committee does not have any direct responsibility linked to the fundraising but will monitor member contributions and makes recommendations to the Board on any necessary financial steps to take in the event of non-payments.
 - h. Summary of additional functions of the Committee linked to:
 - i. Audit/review of the programme
 - ii. Monitoring of membership contributions
 - iii. Financial management of grants
 - i. Removed function:
 - i. Ensures compliance with the anti-corruption policies of UNOPS
 - j. Functions of the Committee in the Terms and Reference are updated as follows:

Functions of the Committee

- Review the financial management policies and processes of the Cities Alliance to ensure their adequacy to:
 - a) safeguard its resources,
 - b) on behalf of the Management Board (Board), ensure financial alignment and oversight in the implementation of CA programmes including such Board approved strategic plans, work programmes, grant programmes and expenditure guidelines, etc., and
 - c) be consistent with generally accepted international standards.
- Review financing plans including Annual Budgets and Work Programmes, and ensure that there are adequate financial resources (liquidity);
- Make recommendations on third part review of CA financial practices including the audit of the CA programme; present options and costs;
- Monitor the membership contributions and recommend appropriate financial actions to the Board;
- Review the annual CA risk register and the mitigation measures proposed by CA management;
- Work with CA management to regularly review financial reporting and make recommendations to the Board; and
- Make other recommendations to the Board on all financial matters as necessary.

7. Presentation of 2014 Budget Actuals and 2015 Budget Update

- a. Recommendation for creating a financial reserve to cover eventual cash flow gaps resulting in membership funding timing.

8. Format of CA Financial Reporting

- a. Recommendation for financial report presentation:
 - i. Financial reporting should include a) budget to actual comparison for income and expenditures in the approved budget, b) overall financial statement - asset and liability/ fund balance and c) cash flow analysis for the fiscal year.

- ii. The amount of contributions brought forward from the past financial year should be separated into unrestricted and restricted funds.
 - iii. Show any changes to the sustainability of core funds from the original approved Budget
 - iv. Within core funds, the allocation of expenditures linked to a specific theme, such as gender mainstreaming shall be presented to the Board for all new programmes but not tracked in ongoing financial reports due to the difficulty to accurate attribution. Approved budgets for such programmes will be tracked in ongoing financial reporting consistent with the approved budget. Specific programmatic outcomes should be tracked separately and regularly reported to the Board.
- b. Provide more information on Country Programmes activities and results.
 - c. The CA Secretariat presents recommendations to the Finance Committee which then makes recommendations to the Board.
 - d. The Finance Standing Committee was created for an additional oversight and to serve as the primary reviewing body on behalf of the full board; appropriate summary reports will be made to the Board as appropriate for the board's fiduciary responsibilities. All reports are available to any board member upon request. Questions should be directed to the finance committee for review and consideration.