

## **Cities Alliance**

### **Terms of Reference: Evaluating the Location and Hosting of the Secretariat.**

**Naples, September 4<sup>th</sup> 2012**

#### **Background:**

The Cities Alliance is a global partnership for urban poverty reduction and promoting and strengthening the role of cities in sustainable development. Established in 1999, the Cities Alliance recently adopted a new Charter, which clarifies the context, structures and objectives of the organization. The overall governance of the Organisation is the responsibility of the Consultative Group, which has delegated significant functions to an Executive Committee. The Policy Advisory Forum provides a vehicle for Cities Alliance members to engage with local and national partners.

Day to day operations are managed by a Secretariat, headed by a Manager. The Secretariat is administered by and within the World Bank, and the World Bank serves as trustee of Cities Alliance financial resources.

At its June 2012 meeting in Uganda, the Executive Committee resolved to investigate the possibility of alternative options for the hosting of the Cities Alliance Secretariat, if such a move could improve the effectiveness and efficiency of the Cities Alliance in achieving its goals. Subsequently, it has emerged that viable alternatives potentially exist.

This Terms of Reference is proposed to provide a framework for the evaluation of both the existing arrangements at the World Bank, and any alternative(s) that EXCO might approve for further consideration. It is proposed that the Secretariat will undertake this task with the support of (i) a consultant(s) familiar with the work of the Cities Alliance, and (ii) with personnel of the proposed hosting agency or agencies. The results of this exercise will be presented to the Consultative Group at its meeting in Hanoi on 1<sup>st</sup> and 2<sup>nd</sup> November, for consideration.

## **Terms of Reference:**

In evaluating any potential venue for the location of the Cities Alliance, a range of critical issues will need to be considered. Sections A & B identify essential general objectives, and Sections C-E address more detailed and specific issues.

### **A. Overarching Criteria:**

- (i) In addition to the examination of the detailed elements of this TOR, members should consider the package as a whole against three over-riding considerations. These are:
  - a. The ability of the proposed arrangements to not only facilitate but actively enhance the work and mission of the Cities Alliance as a Partnership, and to achieve the goals of the Charter;
  - b. Provides for the maintenance of all existing activities and commitments; and
  - c. The extent to which the proposed location will enhance the Cities Alliance's ability to attract both new members and new resources for the Partnership, while retaining the support of existing membership.

### **B. General Requirements for Location, and Hosting Arrangements.**

- (i) Will facilitate / enhance the work of the Cities Alliance as a Partnership;
- (ii) Will enhance the achievement of Cities Alliance objectives, and strengthen the long term future of the organization;
- (iii) Protects or enhances the visibility and autonomy of the Cities Alliance; and
- (iv) Requires minimal change to the Governance arrangements of the Cities Alliance.

These overarching criteria require an in-depth assessment of the following, more specific issues for determining the location and hosting of the Secretariat:

### **C. Administration**

- (i) Provides the Secretariat with a full suite of administrative policies and procedures, with appropriate administrative support. These will include, *inter alia*,
  - a. Adequate and appropriate office space, with technical support;
  - b. State-of-the-art computer, IT and communications platform, including web-hosting;
  - c. Full range of personnel policies, and HR systems/procedures adequate for a global partnership (staff diversity, international recruitment etc);
  - d. Operational and travel policies and support.

- (ii) An assessment of the overall operating costs for the Secretariat, including the provision of necessary services, overheads, taxes etc;

#### **D. Operational**

- (i) Facilitates substantive and operational linkages to clients and new partners, to potential investments, professional and other networks, and provides enhanced opportunities for advocacy on the CA agenda.
- (ii) Provides a full range of policies, procedures and support that allows the Cities Alliance to operate as a global, grant-making institution. Specifically;
  - a. The establishment, maintenance and operation of a multi-donor trust fund, able to accept funds from a full range of existing and potential members, and which has the confidence of CA members;
  - b. Procedures and administrative support that facilitates a more flexible and efficient grant-making process, with a range of recipients in any developing country;
  - c. The provision of internationally-acceptable financial management procedures, ensuring transparency, accountability and sound fiduciary controls;
  - d. Clarity on the range of organizational requirements of the host organization that may affect operations and/or the grant-making process, including
    - i. Organisational approval / alignment;
    - ii. Legal requirements / clearances;
    - iii. Safeguard provisions;
    - iv. Procurement procedures;
    - v. Intellectual property / information disclosure; and
    - vi. Any other restrictions / requirements.
- (iii) An assessment of the overall costs associated with the effective delivery of Cities Alliance operations.

#### **E. Location**

- (i) In considering the physical location of the Cities Alliance, a number of factors should be considered, including:
  - a. Range of international representation (countries and development organisations) within the city;
  - b. Ease of access to maximum number of CA members;
  - c. Ease of access to international destinations;
  - d. Visa / work permits for international staff and their families;
  - e. Contract conditions of the host organization;
  - f. Cost of living and working in the city; and
  - g. Range of services available for operations and staff.