

Cities Alliance
Cities Without Slums

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Executive Committee Meeting
Maputo, Mozambique
6 November 2011

Handout #5: Cities Alliance Business and Partnership Matters
Support Document: Cities Alliance Charter 2011

Background:

The Cities Alliance Charter was approved by the Consultative Group in November 2011 at the Mexico City CG meeting. The World Bank Legal Department made edits to the document, mostly to clarify and be consistent in use of terms. EXCO reviewed and cleared the edits to Charter at its March 2011 meeting in Washington, DC., in consultation with WB Legal representative.

Two small additional edits had been proposed by WB Legal for the document, in section VI, on adoption/amendment of Charter and on decision-making. However, these additional edits have not been pursued because para 25 of Charter gives responsibility for adopting/amending to Consultative Group, and para. 23 describes consensus decision-making by CG.

The edits made to the Charter, from the version approved in Mexico City, are tracked in this version of the document.

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Recommended Action:

- Re-confirm EXCO approval of the post-Mexico City edits .

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Cities Alliance

CHARTER

DRAFT

16 November 2010

[Responding to](#) WB Legal Comments 15 December 2010 and 22 January 2011

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39 **1. Introduction**

40 **The Cities Alliance is a global partnership for urban poverty reduction**
41 **and the promotion of the role of cities in sustainable development.**
42

43 1 In the last 20 years, the world urban population has grown from 2.25 billion to 3.5 billion. Most
44 of this growth has occurred in developing countries. It is expected that it will reach 4.9 billion in 2030.
45 At the same time, the annual urban growth rate is declining in many parts of the world.

46 2 Local governments have grown in importance in recent decades and their role is widely
47 recognized, but their political, institutional and financial resources and powers do not match their
48 mandate. Urban governance and decentralization have progressed in all regions of the world to the
49 benefit of urban dwellers. However, local government capacities remain underdeveloped in many
50 countries, particularly in secondary cities, and there is enormous room for south-south and city-to-city
51 cooperation for urban development.

52 3 Economically and culturally, cities are effective engines of growth and innovation allowing
53 people to access a variety of job opportunities and personal development at large scale. However,
54 especially in low income countries, many of these jobs are provided by the informal sector and decent
55 work remains a challenge in many cities.

56 4 Cities, large and small, are also places of growing inequalities and sometimes of squalid poverty,
57 in terms of both income poverty and inadequate access to shelter and basic services. But their
58 neighborhoods are often marked by human solidarities, community networks and citizen initiatives.

59 5 By their density, compact cities offer the potential for sustainable development and the efficient
60 use of natural resources. But most cities witness harmful environmental pollution hazards. They are a
61 major contributor to and victim of climate change and related disasters. Sustainable urban development
62 strategies should be matched by adequate investment and resources.

63 6 The Cities Alliance is a global partnership for urban poverty reduction and the promotion of the
64 role of cities in sustainable development. It aims at supporting cities, local and national governments
65 and their partners¹ in the developing world in addressing the above challenges to capture the gains of
66 urbanization and taking advantage of the above opportunities, for the benefit of their citizens.

67

¹ Partners are non-CG members and may include cities, national association of local governments, national governments, civil society organizations, NGOs, university and research institutes, private enterprises, etc.

68 **2-II Cities Alliance Objectives**

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70 7 Cities Alliance is governed by three over-arching objectives:

- 71 a) To strengthen and promote the role of cities in poverty reduction, and in sustainable
- 72 development;
- 73 b) To capture and strengthen the synergies between and among members and partners; and
- 74 c) To improve the quality of urban development cooperation and lending.

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75 8 The Cities Alliance is primarily a vehicle for partnership, seeking to improve the quality and
76 coherence of support being provided to city and national governments in the developing world, as well
77 as the quality of members' own urban programmes. To this end, the Cities Alliance will not develop
78 separate implementation capacity, but works through the existing capacity of its members, as well as
79 other development partners, to promote the vision of 'Sustainable Cities without Slums'. To achieve
80 this vision, the Cities Alliance will promote new partnerships between local and national government,
81 slum dwellers, private foundations, the private sector, NGOs and development other partners.

82 9 The Cities Alliance prioritizes support to cities, local authorities, associations of local authorities
83 and/or national governments that are committed to:

- 84 a) Improving their cities, and local governance, for all residents;
- 85 b) Adopting a long-term, comprehensive and inclusive approach to urban development;
- 86 c) Implementing those reforms necessary to effect systemic change, and to achieve
- 87 delivery at scale; and
- 88 d) Decentralizing resources to empower local government

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90 **3-III Cities Alliance Activities**

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92 10 Support provided by the Cities Alliance generally falls within the following broad categories:

- 93 a) Citywide and nationwide slum upgrading programmes;
- 94 b) City development strategies; and
- 95 c) National policies on urban development and local government

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96
97 11 Within these broad categories, Cities Alliance members and partners are able to respond to a
98 range of developmental challenges, which are identified as priorities by the city or national government,
99 slum dwellers, the private sector and other members or partners. City development strategies are
100 generally multi-sectoral and citywide, and can encompass a wide range of priorities, on sustainable
101 urban development priorities, including subjects related to three pillars of sustainable development

102 (economic, social and ecological) as well as investments, governance systems and physical
103 implementation.

104 12 ~~Beneficiaries of~~ Cities Alliance country specific activities are limited to those countries listed in
105 the OECD Development Assistance Committee's list of Aid Recipients², as amended (Developing
106 Countries). Any city, national association of cities, ~~and/or~~ national government ~~with~~ ~~or~~ their partners
107 can approach the Cities Alliance for support, either through one or more members of the Cities Alliance,
108 or through the Secretariat, which will attempt to identify appropriate member(s) to provide such
109 support. Cities Alliance members may also apply for support. Cities Alliance will make specific efforts to
110 increase the focus on least developed countries and secondary cities and mobilize the expertise of
111 middle income countries. ~~Ideally, Any p~~ Programmes of assistance by Cities Alliance ~~should~~ strive to
112 reflect ~~be determined by~~ the priorities of the city and its residents, local government association and
113 national government.

114 13 In general, the Cities Alliance offers support to meet its objectives, including the following types
115 of support activities, subject to the availability of funds ~~and in-kind contributions~~ resources:

116 a) Country Programmes

117 Longer-term programmatic support, at a multiple city / national scale;

118 b) Catalytic Projects

119 Shorter-term activities designed to catalyze change;

120 c) Knowledge activities

121 Activities designed to fill knowledge gaps and build capacity at local, national, regional and
122 global levels; and

123 d) Communication support, and advocacy

124 Activities designed to improve awareness of relevant policies or activities, influencing policies
125 ~~changes to policies~~ and behavior and contribute to dynamic local, national, regional and global
126 debates.

127 **IV. Membership of Cities Alliance**

128

129 14 ~~Cities Alliance membership~~ Membership of the Consultative Group is open to representatives of (i) national
130 governments, (ii) multi-lateral organizations, (iii) the global ~~organized-organisations representatives of~~
131 local authorities, (represented by UCLG and Metropolis), (iv) international networks of organizations
132 engaged in urban development and (v) other partners as described below.

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Comment [w1]: NOTE: this edit includes a subtle
change, specifying UCLG and Metropolis instead of
parenthetically mentioning them)

² The DAC List of Aid Recipients, as updated from time to time, can be found on the OECD homepage:
http://www.oecd.org/document/45/0,3343,en_2649_34447_2093101_1_1_1_1,00.html. ~~The Part II countries~~

133 | 15 ____ There are two categories of membership (a.) ~~F~~full ~~M~~members and (b.) ~~A~~associate ~~M~~members,
134 | both of which are entitled to participate in the Consultative Group meeting of the Cities Alliance.

135 | 16 ____ Consultative Group (CG) ~~full-Full members-Members~~ include representatives of (i) national
136 | government~~s~~ representatives, (ii) multi-lateral organizations, (iii) the global ~~organized~~
137 | ~~representativesorgagnisations~~ of local authorities, ~~(represented by~~ UCLG and Metropolis)~~local~~
138 | ~~government representatives (thru UCLG), and (v)~~ international networks of organisations. ~~(Mention~~
139 | ~~EXCO membership?)~~

Comment [srh2]: repetitive

140 | 17 ____ CG Associate ~~M~~members ~~may include ing~~ representatives of (i) foundations, (ii) NGOs, (iii)
141 | private companies, (iv) local authorities ~~and and~~ (v) other partners ~~are invited to participate in the CG~~
142 | ~~sessions~~. They are entitled to participate in the CG session without ~~direct~~ participation in the decision
143 | making process .

144 | 18 ____ ~~Similar partnersOthers~~ interested in Cities Alliance activities may be invited by the ~~CG~~ Co-Chairs
145 | to attend ~~specific CG sessions~~ as Observers ~~the CG sessions~~ and to participate in ~~specific the~~ Policy
146 | Advisory Forum ~~sessions~~. ~~Observers are non-decision making and do not need to pay annual~~
147 | ~~membership fees.without fees.~~

148 | 19 ____ The current membership of the Consultative Group (as of 30 June 2010) is listed as **Annex I**;

149 | 20 ____ Prospective ~~F~~full ~~M~~members and ~~A~~associate ~~M~~members of the Cities Alliance can apply for
150 | membership ~~of the organization~~ of the Consultative Group, provided they (i.) are sponsored by 3 (three)
151 | ~~existing~~ Full ~~M~~members of the Consultative Group; (ii.) endorse the Cities Alliance Charter and (iii.)
152 | undertake to meet their financial contributions to the Cities Alliance Trust Fund.-.

153 | 21 ____ Their applications are reviewed by the Executive Committee for recommendation to the
154 | Consultative Group. With the exception of UCLG and Metropolis, all members ~~arewill be~~ required to
155 | make a financial contribution to the core funds of the Cities Alliance, according to the Schedule of
156 | ~~Annual Membership Fees~~ ~~Contributions~~ listed as **Annex II**. The CG, upon recommendation by the EXCO,
157 | may decide upon other exceptions to the rule.

158 | 22 ____ Members that fail to make their agreed financial contribution for two consecutive financial
159 | years will no longer be members of the Consultative Group, and they will be notified by the EXCO.

160 | **V. Governance of the Cities Alliance**

161

162 | 23 ____ The Cities Alliance is ~~comprises~~ ~~composited~~ of ~~d~~ of four structures:

- 163 | 1-a) The Consultative Group (CG)
- 164 | 2-b) The Executive Committee (EXCO)
- 165 | 3-c) The Policy Advisory Forum (PAF); and
- 166 | 4-d) The Secretariat

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1. The Consultative Group

24 The Consultative Group ~~is~~ comprised of all ~~Full Members and Associate Members~~ of the Cities Alliance, and is the primary decision-making body of the organization;

25 The Consultative Group meets at least once a year. Two thirds of the membership constitutes a quorum of the Consultative Group. Decisions in the Consultative Group are taken by **Full Members by** consensus. Consensus means no objection to agreement, but does not preclude the ability to dissent on the record without objecting. It has the authority to form Working Groups.

26 The Consultative Group is co-Chaired by the ~~Founding~~ **Founding Members** of the Cities Alliance: the World Bank³ and UN-Habitat⁴

1.1 Primary Duties of the Consultative Group

27 ~~The CG's~~ The Primary roles and responsibilities ~~duties~~ of the Consultative Group are to:

- ~~i.~~ a) Adopt, and amend, the Charter;
- ~~ii.~~ b) Approve the long and medium term strategic direction of the Cities Alliance; ~~organization~~;
- a) Ratify the annual work plan and budget of the Cities Alliance following approval by the Executive Committee;
- c) Approve the criteria to be used in ~~selecting~~ evaluating and approving Cities Alliance activities;
- ~~iii.~~ i. Ratify annual work plan and budget of the Cities Alliance following approval by the Executive Committee;
- ~~iv.~~ d) Review and evaluate the overall performance of the Cities Alliance;
- ~~v.~~ e) Establish the membership fees for different membership categories;
- ~~vi.~~ f) ~~Confirm pledges and~~ Help raise additional resources;
- ~~vii.~~ g) Appoint ~~an~~ **Rotating Members of the** Executive Committee;
- ~~viii.~~ h) Appoint the Chairperson of the Policy Advisory Forum;
- ~~ix.~~ i) Approve the applications of new CG members; and
- ~~x.~~ j) ~~Decide~~ Advise on the physical location of the Secretariat.

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Comment [aes3]: How does ratify differ from approve? Recommend using the same term unless there is a specific intention to mean something else, in which case that different meaning should be transparent.

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Comment [aes4]: How does ratify differ from approve? Recommend using the same term unless there is a specific intention to mean something else, in which case that different meaning should be transparent.

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Comment [aes5]: Who decides?

Comment [aes6]: This is now "may" on line 267, so suggest deleting this from the list as a "primary duty."

³ Represented by the Vice-President of Sustainable Development, or his/her designated representative
⁴ Represented by the Executive Director or his/her designated representative

198 | **2. The Executive Committee**

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200 | 28 The CG appoints the an Executive Committee from the Full Members and Associate Members of
201 | the CG, and delegates the following powers and functions to the Committee. The Executive Committee
202 | is accountable to the Consultative Group in all matters.

203 | **2.1 Composition of the Executive Committee**

205 | 29 The Executive Committee is comprised of representatives from a combination of Permanent
206 | Members, Rotating Members and non-voting, ex-officio members and a potential Observer?,
207 | viz.,

208 | **a) Permanent Members:**

209 | a. UCLG, UN-Habitat and World Bank

210 | **b) Rotating Members:**

211 | a. One national government from Developing Countries.

212 | b. Two national governments from non-Developing Countries representatives from
213 | external support countries/agencies

214 | One developing country representative (see DAC List – Part II?)

215 | c. Two representatives from other Full Members or Associate Members members, elected
216 | by the CG

217 | **c) Non-Voting and Ex-Officio Member**

218 | a. Manager of the Secretariat

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219 | 30 The Chairperson of the EXCO may invite the Chairperson of the PAF may be invited to
220 | participate in the discussion of the EXCO in an advisory capacity as an Observer.

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221 | 31 Permanent Members and Rotating Members are decision making and the Ex-Officio Member
222 | and Observer are non-decision making

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223 | 32 Rotating Members are elected selected by the CG, for three year terms, appointed on a
224 | staggered basis. The UCLG representative acts as the Chairperson of the Executive Committee. If, for any
225 | reason, the UCLG delegate representative is not available, the EXCO members will elect a Chairperson
226 | for that meeting.

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227 | **2.2 Primary Duties of the Executive Committee**

229 | 33 The EXCO's primary roles and responsibilities are to: duties are to:

230 | a) Provide guidance to the Secretariat on matters of policy and strategy;

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- 231 b) Approve the annual work plan and budget of the Cities Alliance, including that of the
 232 Secretariat, ~~which will be subject to ratification by the CG and put to the CG for ratification at~~
 233 ~~its next meeting, and make recommendations to the CG, and~~
 234 c) ~~Monitor progress and make recommendations to the CG;~~ and make recommendations to
 235 the CG
 236 i-d) Approve ~~the~~ annual work plan and budget for the Policy Advisory Forum;
 237 e) Participate in the selection of the Manager of the Secretariat⁵;
 238 ii-f) Approve any ~~operating procedural~~ manuals produced by the Secretariat;
 239 iii-g) Identify and select countries for country programmes;
 240 iv-h) Nominate the Chairperson of the Policy Advisory Forum ~~for CG appointment~~;
 241 v-i) ~~Undertake such duties and responsibilities delegated by the CG~~ Respond to requests from
 242 the CG; and
 243 vi-j) Consider applications for membership and makes recommendation to the ~~CG~~ Consultative
 244 Group.

Comment [aes7]: Should be clear that EXCO approval is not sufficient. Also wouldn't tie this to the "next" meeting, since there may always be iterations that need no objection attention, etc.

Comment [aes8]: Is this also subject to CG ratification? Since the budget in lines 168 and 212 is for the whole Cities, why is there an added budget for this part of Cities? Seems that it should all be together – or one is simply a subset of the larger budget. Even if the timing is different in terms of approvals, it would seem logical to use the same approval / ratification procedure for all portions of the Cities budget, including the PAF piece, which is integral to the whole.

245 34 The Executive Committee meets as often as necessary, but no less than twice per year. It has the
 246 authority to form Working Groups. One of the EXCO meetings precedes the CG meeting.

247 ~~Absence~~ at two consecutive meetings results in removal from the EXCO. EXCO will then make a
 248 recommendation to ~~whom?~~ for replacement to the CG.

Comment [aes9]: Of the specific individual or of the institution being represented? I.e., since membership is by institution, can membership continue if the particular national government sends a different rep to the second meeting?

Seems that this can't apply by definition to the Permanent and Ex O members, can it? Same point as above re Permanent Members, but if the Manager misses twice, he doesn't get removed, does he?

Need to be careful here especially because this body is not chaired by the Bank.

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249 3. The Policy Advisory Forum

250
 251 35 The Policy Advisory Forum is the Cities Alliance platform for public discussion, debate and
 252 knowledge sharing of ~~activities~~ activities that improve awareness of relevant policies or activities, changing
 253 policies and behavior. ~~(insert hfh comment)~~

254 36 The Forum promotes dialogue between CG members and invited partners on key policy and
 255 strategic issues of city and urban development, and advises the Cities Alliance on appropriate policies
 256 and strategies.

257 37 The PAF has a Chairperson for a period of three years. In formulating the work programme and
 258 activities of the PAF, the Chairperson will work in close consultation with the Chairperson of the EXCO,
 259 and the Manager of the Secretariat.

260 ~~Anyone who is a member of the Cities Alliance can participate in the PAF as well as invited partners.~~

261 ~~OR~~

⁵ The Manager of the Secretariat is selected and appointed by the World Bank in accordance with World Bank policies and procedures. The Executive Committee participates in endorsing the position's terms of reference and is involved in shortlisting and interviewing candidates.

262 38 The PAF provides a platform for Full Members and Associate ~~Members~~ Members of the Consultative
263 Group to engage in policy dialogue with other parties, including but not limited to representatives of:
264 Cities Alliance and a range of partners, including:

- 265 •a) Country partners of the Cities Alliance, particularly cities and local authorities
- 266 •b) Universities and training institutions
- 267 c) Non-governmental organizations
- 268 •d) Community-based organizations
- 269 •e) Foundations
- 270 •f) Private sector organizations.

271 39 The main PAF meeting ~~immediately precedes~~ is held in conjunction with the annual meeting of
272 the Consultative Group. In between meetings, the PAF can also be convened, in coordination with the
273 Secretariat and the Chairperson of the PAF, at a country or city level.

274 ~~The PAF reports to the CG through its Chairperson~~40 The PAF Chairperson provides reports to the
275 CG.

276 4. The Secretariat

277

278 41 The Secretariat carries out the Cities Alliance ~~mandate~~ Work Programme, and manages its day-
279 to-day operations. A primary function of the Secretariat is to actively facilitate the participation of
280 members in the activities of the organization. It also provides appropriate services to its ~~Members~~,
281 and generally facilitates the work of the Partnership

282 4.1 Institutional Set up

283 42 The Secretariat is administered by and within the World Bank, and the World Bank serves as
284 trustee of Cities Alliance core and non-core financial resources ~~on behalf of the members~~. The Cities
285 Alliance secretariat manager and staff are part of the Finance, Economics & Urban Development
286 Department of the Sustainable Development Network, Vice Presidency of the World Bank. This set up
287 will be reviewed by the CG as needs occur. The CG will may advise on the physical location of the
288 Secretariat.

289
290 43 Cities Alliance secretariat staff are World Bank staff members recruited and managed according
291 to World Bank policies and procedures. The secretariat may accept staff members on secondment from
292 other organizations and through junior professional and similar programs.

293
294 ~~The manager of the secretariat has dual reporting lines to the Executive Committee and to the World~~
295 ~~Bank.~~ The Secretariat also coordinates with the Trustee
296
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Comment [aes10]: What does this mean? Is there an open discussion of this now? If so, this could have implications for the new TF and would need to be better understood.

Comment [srh11]: We need a paragraph about the WB as Trustee – TF

Comment [aes12]: If you view the Trustee as structurally separate from the Secretariat (which the original language suggests), I would recommend a separate structural mention and a separate section under governance. If you view the Trustee as a function within the Secretariat, then it should be fully spelled out within this section. It is useful either way for the partnership to understand there is a specific role that the Bank plays as trustee.

Note that if there are potential discussions on location, it may make a difference to present the Trustee as part of the Secretariat (i.e., a location change would affect the Trustee as well) or it may make sense to create two separate categories here, so a location change could more readily move one but not the other. The right answer depends primarily on where you would want such a discussion to come out.

My preference when I advise is usually to see Trustee spelled out as a separate structural element. The principal motivation behind this – in addition to clarity of responsibilities between multiple Bank roles – is that the Secretariat role is for the partnership and therefore operating in a dual context, more often than not on behalf of the partnership, whereas the trustee is always operating on behalf of the Bank. From a legal perspective, the Secretariat role has an agency element to it, but the Trustee role always only has the Bank acting as principal. What that means operationally is that the trustee is not and never should be subject to the partnership governance – and it therefore can become quite complex if the trustee is positioned within the secretariat.

298 **4.2 Primary Duties of the Secretariat**

299 4.2 Under the overall direction of the Manager, the Secretariat has the following ~~duties, roles and~~
300 ~~functions~~ responsibilities:

- 301 i. Facilitate member involvement in the activities of the Cities Alliance;
- 302 ii. Screen and evaluate project proposals, in accordance with criteria approved by the CG;
- 303 iii. Provide secretariat services to the CG, EXCO and PAF;
- 304 iv. Prepare and present medium and long term strategies, for consideration by EXCO and
305 the CG;
- 306 v. ~~Mobilize \$~~Support ~~to~~ the CG and EXCO in fundraising on behalf of the Cities Alliance;
- 307 vi. Maintain a database of existing projects of the Cities Alliance;
- 308 ~~vii. Maintain appropriate procedures and ensure sound financial management;~~
- 309 ~~viii.~~vii. Monitor the implementation of projects and disseminate lessons learned from CA and
310 other activities, including an Annual Progress Report;
- 311 ~~ix.~~viii. Draft the Work Programme and budget ~~by for EXCO approval, and administer~~
312 ~~funds~~ facilitate its implementation; and
- 313 ix. Prepare and present status reports on progress and results.
- 314

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315 **VI. General Privileges and Immunities**

316

317 1. Nothing in this Chair is intended to be a waiver of, or impair or limit, any privileges or
318 immunities of any fMemberf under its respective Articles of Agreement or equivalent
319 documents, or any applicable law, all of which are expressly reserved.

320

321 2. [describe adoption and amendment procedure]

322 *

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324 **Annex I:**

325 **Full Members of the Cities Alliance Consultative Group (30 June 2010)**

326

327 In Alphabetical Order, by type of member:

328

329 National governments – Developing Countries

330 Brazil

331 Chile

332 Ethiopia

333 Nigeria

334 Philippines

335 South Africa

336 National governments – non-Developing Countries

337 Australia

338 France

339 Germany

340 Italy

341 Netherlands

342 Norway

343 Spain

344 Sweden

345 United Kingdom

346 United States of America

347 Multi-lateral organizations

348 European Commission

349 United Nations Environment Programme (UNEP)

350 UN-Habitat⁶

351 World Bank⁷

352 Global organizations of local authorities

353 Metropolis

354 United Cities and Local Governments (UCLG)

355 International networks of organizations

356 Habitat for Humanity International

357 Slum/Shack Dwellers International

358

⁶ Founding member

⁷ Founding member

359 Associate Members of the Consultative Group (30 June 2010)

360 None

361

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362 **Annex II: Schedule of Minimum Annual Membership Fees⁸**

363 These fees constitute the core resources of the Cities Alliance and are used to fund the annual Work
364 Programme for the Cities Alliance. Members are encouraged to contribute more than the minimum.

365

366 Multilateral Organizations: \$250,000⁹

367 ~~External Support Agency/ Countries~~ National Governments (non-Developing Countries)
368 Representatives: \$250,000

Comment [srh13]: Need to find a better word – donor

370 National Governments (Developing Country-Countries) ~~Governments~~ Representatives:—
371 \$ 50,000

372

373 International Non-Governmental Organizations and Networks: \$ 50,000

374

375 Foundations, Private Sector and Universities: — \$ 250,000

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376

⁸ ~~These fees constitute the core resources of the Cities Alliance. Members are encouraged to contribute more than the minimum core resources (not earmarked). Any non-core resources (earmarked for specific activities) [please get rid of this here – it is not clear that earmarking will continue as it has in the past – would be better to clarify this in the new TFP rather than anticipate the outcome here as part of the charter, since it doesn't need to be stated this way here – recommend deleting the footnote altogether, in part because a footnote at the end on the last page is hardly the way to make a effective resource mobilization pitch] should be aligned with the CA mandate and priorities. [mandate and priorities is not the terminology used in setting forth the charter content].~~

⁹ For UN agencies, this can be combined as a minimum of \$100,000 cash, and \$the remainder 150,000 in-kind (e.g. Staff secondment)