

Cities Alliance Joint Executive Committee and Policy Advisory Board Meeting
10-11 April 2008
Trondheim, Norway
Final Meeting Report

Attendance:

Executive Committee:

Messrs. Fabbri (Brazil); Josse and Mourareau (France); Berg and Nygaard (Norway); Gateau (Chair) and Saiz (UCLG); Biau (UN-Habitat); Lovei (WB)
Absent: Representatives from the Asian Development Bank and Nigeria

Policy Advisory Board:

Messrs. Amatong, Forjaz (10 April), Hiasat, Short (Chair) and Vasilache
Absent: Messrs. Manandhar, Soglo, Teixeira

Secretariat:

Messrs. Cobbett, Milroy, Aubry-Kendall, Henderson, Meinert

Morning Session: 10 April 2008

Venue: Norwegian University of Science and Technology (NTNU)

Presentation by NTNU to the Cities Alliance Executive Committee, Policy Advisory Board and Secretariat with welcome remarks by the Prorector, Astrid Lægreid, an overview of urban related activities and capacities presented by Director Knut Stenberg and three case studies:

- Urban Design and Planning with focus on Urban Ecological Planning
Post doc. Rolee Aranya and Associate Professor Hans Skotte
- “Growing up in Cities”
Senior Researcher, Per Egil Mjaavatn, Norwegian Centre for Child Research
- Water management and distributed water recycling
Professor Hallvard Øedegaard

Afternoon Session: 10 April 2008

Venue: Radisson SAS Royal Garden Hotel

The meeting was called to order and the agenda (see annex 1) of the first meeting of the Executive Committee of the Cities Alliance was adopted.

Policy Advisory Board (PAB) – Roles and Results

At the Consultative Group meeting held in Manila in November 2007, despite a wide-ranging discussion that reflected different views on the role and utility of the PAB, there was no consensus on the final recommendation.

The Cities Alliance Manager presented the four options that were put forward in the Governance paper in Manila:

- a) Continue with the PAB as is
- b) Disband the Board
- c) Change the role and functions of the Board as suggested by the 2006 Universalia Independent Evaluation of the Cities Alliance
- d) Role change—the PAB is disbanded, but some members join the Executive Committee.

Secretariat Position:

The Secretariat supports option (c), to change the role and function of the “board”.

In the background discussion paper on the Policy Advisory Board, of 26 March 2008, circulated by the Secretariat, it was put forward that the revised role of the PAB should be to assist the advocacy agenda of the Cities Alliance.

- The PAB would no longer be required to have formal meetings, but would rather become a network of champions / advocates for the Cities Alliance;
- The PAB members could be requested to undertake relevant functions / activities by any member of the Cities Alliance, or by the Secretariat; (all functions would need to be organized through the Secretariat);
- The Secretariat also recommends that, in the event of this general proposal being accepted, consideration should be given to inviting past as well as current members of the PAB to again make themselves available to act as an advocacy network.

Policy Advisory Board Position:

In response to the Secretariat’s proposal, the Chair of the Policy Advisory Board stated agreement with the Secretariat’s recommendations, noting that the PAB members have diverse expertise, and a common passion for the CA mission. The Chair also stated that the current structure of the role of the PAB providing advice to Alliance practitioners is impractical. The Board supported option (c), a revised role, as well as the suggestion that they transform into an Advocacy Board or network.

The Board also requested that they convene yearly for a learning event that could be structured around a project, on-site. They also agreed that they would need a structured relationship with the Secretariat. The Board recommended to report back in one year’s time on the progress of the network.

Executive Committee Decisions:

The Executive Committee agreed with option (c), a change in the role and function of the Policy Advisory Board. The Executive Committee asked the Secretariat to provide a Terms of Reference for the new network/board and individual members, requesting the Secretariat keep in mind the following:

- the purpose and goal of the board;
- the name of the board;
- the profile and representation (diversity) of the individual members;
- term limits;
- and budget.

It was agreed that a single, yearly gathering for a learning event at a think tank or possible project site would be appropriate rather than convening at the Consultative Group meeting, with the caveat that availability for the Public Policy Forum as well as ad hoc Cities Alliance member events be an option. The PAB's request to reconvene the group in one year to review its productivity was accepted.

The decision necessitates an amendment to the Cities Alliance Charter which will be tabled at the next Consultative Group meeting in Barcelona, Spain.

The discussion of the Policy Advisory Board's Roles and Results proceeded faster than scheduled, and it was unanimously decided to begin the discussion of the implementation of the Medium Term Strategy during the afternoon session on 10 April 2008.

The chair of the Executive Committee invited the members of the former Policy Advisory Board to participate in this session of the meeting as the substance of the discussion is important and relevant for advocacy champions.

Discussion of the Implementation of Medium Term Strategy (MTS)

Following the discussions held at the 2007 Consultative Group Meeting in Manila, the Cities Alliance Secretariat took immediate steps to better position itself to be able to meet the challenges of implementing the Medium Term Strategy while also continuing its core day to day business.

Presentation by the Secretariat (Mr. Kevin Milroy):

Implementation of CA Medium-Term Strategy: Initial observations and adjustments

At the Consultative group meeting in Manila, the Secretariat had tabled the Medium Term Strategy (MTS)2008-2010 with the goal of increasing the Alliance's contribution to systemic change, and to scale. A major element of implementing the strategy involves the CA and its members adopting a more comprehensive and programmatic approach to

working with cities, countries and partners. Three tools being used to support this longer term method are partnership agreements, joint work programmes and the decision to move towards client ownership and execution of projects.

Striking a balance of engagement with middle income and low income countries, partnership agreements with Ghana, Ethiopia, Nigeria, Brazil and the Philippines are under various stages of development as well as joint Secretariat work programmes with a number of members, including UCLG, UN-Habitat, the World Bank and SDI in support of objectives one, two and three of the MTS. The Secretariat was able to report that excellent progress had already been made in elaborating a joint work programme with UCLG, which should promote the better involvement of recipients in the policy development and implementation activities of the Cities Alliance.

For some countries and cities, it was found that a more flexible arrangement, such as an initial Memorandum of Understanding, is a better way forward rather than a more formal Framework Agreement that was originally proposed, as it allows the internal advocate driving the change agenda to catalyze the support necessary to meet the demands of raising the profile of urban/city issues within their own countries. Also, it is important for each country/city to have at least one Cities Alliance member actively supporting the process.

In looking for the Cities Alliance and its members to provide long-term, programmatic support, a city or country would seem to need:

- Actions at national level, on the “enabling environment”
- Actions at city/local level, for example for strategic development planning, or development of SU programmes
- Actions with slum organisations and other civil society stakeholders
- Cutting across these would be communications, knowledge sharing and advocacy activities

The joint work programmes with Alliance members involve both tailored activities with the individual member such as working with UN-Habitat to integrate urban indicators and baseline monitoring data into CDS programmes as well as activities that aim to achieve coherence of effort amongst the Alliance members with the Secretariat acting as a broker. Cities and climate change is a topic that is currently being jointly explored by UCLG and the World Bank, and other members such as SDI, UNEP and UN-Habitat have also expressed interest in collaboration.

The Secretariat is developing a strategic knowledge partnership, initially focused on partnering for production of the CITIES IN ACTION series, which will be undertaken in partnership with UCLG. In order to facilitate production, and build upon existing capacity, the secretariat has engaged with the International Institute for Environment and Development (IIED) and is continuing its partnership with ISTED, which have been

promoting the Cities Alliance agenda for the past several years through their knowledge network.

The longer term engagement with varying partners has brought to light a few issues that will need to be considered in the near future for which the Secretariat requests guidance from the Executive Committee:

- \$500,000 Proposal Limit
- Co-financing
 - Within strategic programmes
 - Project-specific co-financing for Low Income Countries
- Member coordination and approval processes
- Criteria
- Need for increased translation and dissemination of basic CA materials, including knowledge products (“Language Policy”)

Point of Order:

UN-Habitat does not view the MTS as approved as nine of its suggested amendments were excluded from the circulated version. UN-Habitat requested to make a ten minute presentation to the Executive Committee at the opening session on 11 April 2008 to review its nine suggested amendments and formalise the decisions as well as the status of the MTS, prior to the discussion moving forward.

This view was disputed by the Secretariat, which stated that the MTS had been adopted on January 31, 2008, following the process agreed in Manila. However, the Manager indicated that the Secretariat was completely comfortable with UN-Habitat’s proposal to table its suggestions.

Noting that there continued to be general agreement on the approach and overall objectives of the MTS, the Chair invited UN-Habitat to present concrete proposals for discussion and decision.

It was noted that the MTS is a living, fluid document, always open to improvement, and it was agreed that reviews and revisions should be done annually by the Consultative Group so as to enable the Secretariat to move forward with a focused, annual work programme and clear goals.

Executive Committee Comments on the presentation:

The Executive Committee expressed its continued support of the work of the Secretariat towards achieving the goal of the MTS and would like to thank the Secretariat for re-distributing the balance of engagement between the middle and low income countries as well as its flexibility towards engagement based on client needs.

The Committee is pleased to note that the Secretariat is using a number of different, more streamlined tools to achieve its goals and encourages the Secretariat to take a more

interdisciplinary approach. The Committee also would like to request that the Secretariat look into engaging with research institutes and universities as possible partners that can help to quantify challenges and raise the urban profile. While multi-lateral and bi-lateral involvement is critical to tackling the urban challenge, national and local government commitment will be the key.

While the MTS is important for the Alliance, it is necessary to keep the Alliance's core business of slum upgrading and city development strategies up front and in focus. A constructive evaluation of the impact of the MTS would be in terms of budget i.e. X% of the budget was spent in low income countries on slum upgrading and city development strategies.

Meeting adjourned for the day.

Morning Session: 11 April 2008

Venue: Radisson SAS Royal Garden Hotel

UN-Habitat presented its nine suggested amendments of the MTS to the Executive Committee and decisions were taken on each:

1) Page 5: Overall goal: The CA to increase its contribution to urban poverty reduction by promoting systemic policy change and up-scaling.

Decision: Not approved. The grey box and text on page 5 will be deleted and the narrative will be updated to include urban poverty reduction and social inclusion and a reference to the Cities Alliance Charter.

2) Page7: (add after "situation") The CA will also take active steps to ensure that its portfolio and allocations are appropriately balanced between middle income countries and low income countries.

Decision: Adopted.

3) Page 10: (new paragraph after "disappear") Client execution has however encountered difficulties in a number of countries, particularly LDCs. They are due to several factors such as insufficient human and institutional capacities, bureaucratic procedures, political instability, etc. In all circumstances partnership arrangements between recipient countries/cities and supporting CA members should be well defined at the start of the project in order to ensure satisfactory and timely implementation as well as quality reporting. The aim is indeed to put into practice the "alliance of cities and their development partners" which is at the core of the CA approach.

Decision: The first two sentences were deleted as redundant. The rest of the text was accepted, and it was agreed to place the text on page 10 at the end of the first full paragraph:

“However, these are considered exceptions - in the majority of cases, it will be the city or country that enters into a grant agreement with the Cities Alliance. The Cities Alliance expects exceptions to the policy of client execution to systematically reduce and, ultimately, disappear. In all circumstances partnership arrangements between recipient countries/cities and supporting CA members should be well defined at the start of the project in order to ensure satisfactory and timely implementation as well as quality reporting. The aim is indeed to put into practice the “alliance of cities and their development partners” which is at the core of the CA approach.”

4) Page13: Delete reference to non-existing Annex 3

Decision: Adopted.

5) Page15: Under “specific activities” delete reference to PAB and correct Guidelines to read “Guidelines on Decentralisation and the Strengthening of Local Authorities” (not GOLD which is an observatory).

Decision: Adopted.

6) Page16: Redraft the section on UCLGA to make it more tentative (in view of the current problems)

Decision: Adopted.

7) Page17-18: Replace the section on UN-Habitat by the correct text provided by UN-Habitat itself on 31 January.

Decision: Adopted.

8) Page 23: Include UN-Habitat in the section on climate change.

Decision: Adopted.

9) Page 25: Under “Regional staff” clarify that the advisors mentioned will be national officers and add at the end of the section: UN-Habitat Programme Managers can play a supporting function in many countries.

Decision: Adopted.

Presentation by the Secretariat (Mr. Günter Meinert):

Enhancing Monitoring and Evaluation for the Cities Alliance

The Cities Alliance Secretariat circulated a Draft Monitoring and Evaluation (M&E) Policy paper prior to the Executive Committee meeting presenting a results framework for enhancing M&E within the Cities Alliance following up to discussion held at the 2007 Consultative Group Meeting in Manila.

It is important to enhance M&E within the Alliance as it will contribute to improved accountability, learning, advocacy and results based management. The Cities Alliance should aim to determine what it wants to know, needs to know, can afford to know and who the audience will be. M&E could/should take place at the operational level (project proponent level), the portfolio level (the Secretariat core business practices) and the institutional level (the value added by the Alliance to urban development).

The main challenge for enhancing M+E in the CA is not to improve its technical design, but to increase its benefits for the stakeholders. Additionally, implementing M+E on broader scale will be gradual and in response to initiatives of members and partners. Implementation of most of M+E activities in the Cities Alliance will depend largely on the commitment of members and partners. The secretariat can only assume a complementary role.

The next steps in the M&E process are for the Members to discuss and approve both an M&E strategy for the Alliance as well as a Results Framework at the 2008 Consultative Group meeting. The Secretariat will present a Portfolio Report at the 2008 CG meeting and an M&E status report will be made to Executive Committee in 2009. The Secretariat will begin to develop tools and to streamline guides and templates and an M&E field test of operations is recommended (selected cities, sponsors and secretariat).

Executive Committee Comments on the presentation:

The Executive Committee praised the Secretariat for beginning to incorporate M&E into the work of the Alliance and thanked the Secretariat and in particular, Mr. Günter Meinert, for a very comprehensive presentation that captured the latest thinking of the challenges of M&E.

Members will be offered the opportunity for a detailed discussion of the M&E Policy at a side event in Barcelona, prior to consideration at the Consultative Group meeting.

The Executive Committee agrees with the next steps in the process as suggested by the Secretariat but would like to caution that M&E and Results Frameworks can be quite costly both in terms of time and money. The Secretariat was encouraged to do due diligence on existing available resources such as the World Bank's city indicators programme, instead of building new databases. The UN, UN-Habitat and UNEP are also working on Results Frameworks, and it could be helpful to ensure coherence of effort and promote compatibility in Barcelona.

Portfolio evaluation of the Secretariat's work programme, past, current and future would assist in developing a synthesized view and should remain a focus of the Alliance. Undertaking an M&E analysis by region would also be an interesting approach to the portfolio. It is important to build monitoring and evaluation components into the slum upgrading and city development strategies supported by the Alliance so as to ensure viable results and outputs which can further learning.

It could also be useful to undertake a synthesis of the enormous amount of information and numerous evaluations already undertaken on the subject of slum upgrading, slum eradication and city development strategies as well as evaluate the effectiveness of policies on Urban Development made by donors as well as recipient countries.

It was suggested that the Secretariat could use the M&E process to evaluate the performance of the MTS in terms of achieving its goal and objectives in line with the institutional monitoring. The process could also be used to determine gaps and then orient the Alliance's focus accordingly. Monitoring and evaluation can assist in developing the criteria the Alliance is looking for to support the objectives of the MTS and engage with cities, countries and partners for an extended period of time.

The Chair of the Executive Committee thanked the former Policy Advisory Board members for their contributions to the meeting as well as their continued support and the closed session of the Executive Committee commenced.

Staffing and Personnel matters, Secretariat Budget, Membership Matters and Update on 2008 Public Policy Forum and Consultative Group Meeting

Staffing and Personnel Matters:

Secretariat Position:

Along with the challenges of implementing the MTS, the Secretariat is also faced with the reality of having to rebuild its staff as four senior level members have left or are preparing to leave by the end of June 2008.

The Senior Municipal Finance Specialist left the Cities Alliance Secretariat in March 2008, the LED specialist will be leaving at the end of May, and in June, the Senior CDS

Specialist, the Senior Slum Upgrading Specialist will also be departing as secondments come to an end.

While the Secretariat values the varied perspectives and in-depth field experience of seconded staff from Alliance members, the Programme Manager would like to see the key substantive posts of Senior Slum Upgrading Specialist and Senior City Development Strategy Specialist become permanent, international hires so as to maintain continuity and stability within the Secretariat. The Secretariat would like to make use of secondments via the Young Professionals programme that was approved in Manila, and has subsequently requested candidates from members, of which both Norway and Brazil have expressed intent.

In order to help ensure a smooth transition in regards to the upcoming changes amongst the staff, the Programme Manager has reviewed all current staff Terms of Reference and has made adjustments to responsibilities where necessary and applicable.

The Programme Manager asked the Executive Committee for approval of two staff positions:

- Mr. Kevin Milroy, who has been charged with implementing much of the MTS, as the new Deputy Manager of Cities Alliance Secretariat.
- Mr. Jean-Christophe Adrian, a CDS and environmental specialist, as the new secondment from UN-Habitat, to lead the Secretariat CDS Team.

The Programme Manager also requested the Executive Committee to recognise that the Secretariat will not only take a loss in terms of experienced personnel, but will also take a net loss on funding as the Senior Municipal Finance Specialist as well as the Senior CDS Specialist position funding will not be renewed.

The Programme Manager requested that the members take into consideration making non-core funds available to attract staff.

The Secretariat also requested clarification from the Committee in regards to secondment funding. Members who currently fund secondments do so out of additional non-core funds, an informal practice, which, in the opinion of the Secretariat, should become mandatory. New members interested in providing secondments to the Secretariat have questioned the practice and the Programme Manager petitioned the Executive Committee for a formal decision.

Executive Committee Decisions:

The Executive Committee thanked the Secretariat for the presentation and unanimously endorsed the Programme Manager's recommendation for Mr. Kevin Milroy, as the Deputy Programme Manager as well as Mr. Jean-Christoph Adrian, as the new secondment from UN-Habitat, to lead the CDS Team. The Committee also took note of

the fact that the rebuilding of the Secretariat, due to secondment departures, will affect the ability of the Secretariat to maintain its current level of productivity for at least six months.

The Executive Committee also supported the immediate recruitment of a permanent, international hire for the position of Senior Slum Upgrading Specialist. The Secretariat was asked to develop the Terms of Reference.

The Executive Committee made the formal decision to require all secondment funding from members to be made from additional non-core funds.

The Committee requested the Secretariat to create an Organisation Chart of the Secretariat to provide to all members.

Budget:

Secretariat Presentation:

Prior to the meeting, the Secretariat circulated the Cities Alliance Secretariat Budget Report and Request (26 March 2008) that contained FY07 actual expenditures, FY08 budget, FY08 estimated actual expenditures, and FY09 draft budget. Also circulated was the list of FY08 Funding Allocations approved as of 26 March 2008.

(Cities Alliance Secretariat fiscal year is 1 July through 30 June.)

FY08 BUDGET STATUS:

It is projected that actual FY08 secretariat expenditures will be close to what was budgeted. A small carry-forward balance is expected.

Three of the six new staff positions approved under the MTS have been hired, and a fourth has been hired on a probationary basis:

- Knowledge Management Officer – Ms. Anne Carlin (Extended Term Consultant Appointment)
- Urban Specialist / CDS Team Coordinator – Ms. Andrea Haer (Extended Term Consultant Appointment)
- Grant Administration Assistant – Ms. Viorica Revutchi (2 year Fixed Term)
- Team Assistant – Ms. Loubna Ennadir (Short Term Temporary)

Recruitment for a Communications Assistant will be conducted during the coming quarter, and the Web Editor early in FY09.

It had been estimated in the MTS budget that the costs in FY08 for these new positions, to be phased in during the year, would be US\$210,000. The revised estimate is \$180,000,

because one post scheduled for FY08 is not yet filled. It is currently estimated that the cost of the six posts next year (FY09) will be US\$494,000. This is greater than the \$435,000 budgeted in the MTS, because the Knowledge Management post was more costly than estimated.

FY09 BUDGET REQUEST

The Core secretariat budget request for FY09 is \$567,000 more than that approved for FY08. However, the overall budget request is only \$205,000 more than the FY08 budget, reflecting the loss of Non-Core funding for two secretariat posts (Norway, for finance advisor; and Sida, for CDS advisor).

The FY09 budget includes a request for new Core funding of \$2,650,000, plus a budget carryover estimated at \$87,000. The FY08 budget was \$2,120,000, of which \$220,000 was from carry-forward funds from FY07.

Of this increase, approximately \$315,000 is related to the six new posts approved during FY08. An additional US\$180,000 of the increase is for the transfer of the post of Slum Upgrading Advisor from Non-Core funding (currently a UN-Habitat secondment, retiring from the UN) to Core funding. The proposed new UN-Habitat secondment will be moved to the CDS Team, based on his profile.

A small increase (\$68,000) is also requested for an additional administrative/ operations assistant to support the resource management, grant monitoring and reporting functions.

Following up on a comment from a new, non-English speaking member of the Alliance, the Secretariat requested advice on establishing a document translation policy that could better increase dissemination of material to produce the desired effect of increasing access to the Alliance as well as improving its capacity for advocacy.

Executive Committee Comments:

The Executive Committee approved the FY09 budget and reminded the Secretariat that it is not advisable for administration costs to be much over 15% of the total budget. In terms of a Translation Policy, it was agreed that while translation can be very costly, key documents such as the upcoming Slum Upgrading Policy and Resource Guide, should be translated into French and Spanish to reach a broader audience. The Secretariat was encouraged to look outside Washington, DC for translators to keep costs to a minimum.

The Committee requested that the Secretariat improve presentation of the budget documents as the current style is difficult to interpret.

Membership Matters

Update:

The Secretariat is not actively seeking out new members but discussions are continuing with the African Development Bank and Australia. Membership of the Inter-American Development Bank is on hold.

Brazil is meeting with the Government of India next month and will pursue the membership issue with them. Simultaneously, the Secretariat is following up with delinquent members

Because there is an absence of criteria for membership, the newer members are inadvertently subsidizing those older members whose contribution levels have remained unchanged.

Updated on 2008 Public Policy Forum and Consultative Group Meeting

The dates for the Barcelona, Spain 2008 Public Policy Forum and Consultative Group meeting are yet to be set due to conflicts of pre-existing events such as the World Urban Forum IV in Nanjing, China, 3-7 November 2008 as well as a large event involving UCLG, the co-sponsor of this year's meetings, late in the year.

The meetings may have to be moved to early 2009. Further information will be provided as soon as it is available.

Close of Meeting

The Chair of the Executive Committee thanked the Committee members for their active participation, the Secretariat for its openness and meeting preparations and looks forward to reconvening in Barcelona. The Programme Manager thanked the Chair for her leadership.

Meeting adjourned.

**The Cities Alliance
Joint Executive Committee and Policy Advisory Board Meeting
10-11 April 2008
Radisson SAS Royal Garden Hotel*
Trondheim, NORWAY**

WEDNESDAY 9 April 2008		
	Arrival day	
THURSDAY 10 April 2008		
08h45	Depart for Norwegian University of Science and Technology (NTNU)	<i>Venue: Hotel Lobby</i>
09h15	<p>Presentation by NTNU to Cities Alliance EXCO, PAB and Secretariat</p> <p style="text-align: center;">Welcome Remarks <i>Prorector Astrid Læg Reid</i></p> <p style="text-align: center;">Overview of urban related activities and capacities <i>Director Knut Stenberg</i></p> <p style="text-align: center;">Close up on three examples:</p> <ul style="list-style-type: none"> ➤ Urban Design and Planning with focus on Urban Ecological Planning <i>Post doc. Rolee Aranya and Associate Professor Hans Skotte</i> ➤ “Growing up in Cities” <i>Senior Researcher, Per Egil Mjaavatn, Norwegian Centre for Child Research</i> ➤ Water management and distributed water recycling <i>Professor Hallvard Øedegaard</i> 	<i>Venue: Main Administration Building, the Board Room, Gløshagen</i>
12h30	<p>*****</p> <p style="text-align: center;">Lunch</p> <p>*****</p>	<i>Venue: NTNU</i>
13h45	Depart for Site Seeing Activity at Nidaros Cathedral	<i>Venue: Nidaros Cathedral</i>

14h45	Depart for Hotel	
15h00	<p style="text-align: center;">***** Joint Executive Committee and Policy Advisory Board Meeting *****</p> <p style="text-align: center;">Context: Role and Results - Policy Advisory Board</p> <p>Findings and recommendations from recent evaluations and SC/ CG meeting</p> <p>Update on Medium-Term Strategy: communications, advocacy, and knowledge dissemination</p> <p style="text-align: center;">Discussion</p> <p style="text-align: center;">Coffee/Tea Break</p> <p style="text-align: center;">Assessment of Options and Opportunities</p>	<p style="text-align: center;"><i>Venue: Radisson SAS Royal Garden Hotel</i></p> <p style="text-align: center;"><i>Secretariat</i></p>
	FRIDAY 11 April 2008	
09h00	<p style="text-align: center;">***** Executive Committee Meeting *****</p> <p>Discussion of Implementation of Medium Term Strategy</p> <ul style="list-style-type: none"> ➤ Joint Working Programmes with UCLG, UN-Habitat, World Bank/World Bank Institute ➤ Emerging Work Programmes with Ghana, Ethiopia, Nigeria, Brazil and the Philippines ➤ Criteria for country/city selection ➤ Need for increased translation and dissemination of basic CA materials, including knowledge products (“Language Policy”) 	<p style="text-align: center;"><i>Venue: Radisson SAS Royal Garden Hotel</i></p> <p style="text-align: center;"><i>Secretariat: Billy Cobbett Kevin Milroy Günter Meinert</i></p>

<p>11h00</p> <p>11h15</p> <p>14h00</p>	<p>➤ Presentation of draft Monitoring and Evaluation framework</p> <p style="text-align: center;">Work Programme for 2008/2009 Including recommendations on PAB, and review of approved allocations to date</p> <p style="text-align: center;">***** Coffee/Tea Break *****</p> <p style="text-align: center;">Staffing / Personnel matters</p> <p>➤ Staff turnover and new hires under MTS ➤ Young Professionals ➤ Proposed secondment from UN-H (review of TOR) ➤ Other staffing matters</p> <p style="text-align: center;">Secretariat budget</p> <p>➤ Review of FY08 actual expenditures ➤ Proposed FY09 budget</p> <p style="text-align: center;">Membership Matters</p> <p>➤ Update on membership status ➤ Discussion on criteria for engaging with potential new members</p> <p style="text-align: center;">Update on 2008 Public Policy Forum and Consultative Group Meeting</p> <p>➤ December in Barcelona, Spain</p> <p style="text-align: center;">***** Lunch *****</p>	<p style="text-align: right;"><i>Secretariat</i></p> <p style="text-align: right;"><i>Secretariat: Billy Cobbett</i></p> <p style="text-align: right;"><i>Secretariat: Kevin Milroy Françoise Aubry- Kendall</i></p> <p style="text-align: right;"><i>Secretariat</i></p> <p style="text-align: right;"><i>UCLG and Secretariat</i></p> <p style="text-align: right;"><i>Venue: Hotel</i></p>
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