

**Cities Alliance Steering Committee
MEETING REPORT
11 September 2005
New York City, USA**

The Steering Committee met on 11 September 2005 in New York one the eve of the 2005 World Summit. In attendance: Plessis-Fraissard (World Bank), Reutersward (UN-HABITAT); Gateau (UCLG); Yamane, Kanokogi (Japan); and Hildebrand, Milroy (Secretariat). The outcomes of each of the agenda items is summarized below.

1. Resource Mobilisation Update

The Secretariat briefed members on the status of member financial contributions, including the increase in World Bank funding to \$3 mil. for FY06, and the Bank's inclusion of the CA into the long-term funding window of the Development Grant Facility (DGF). It is anticipated that nearly \$10 mil. in core funds will be available for allocation in FY06, including approximately \$3 mil. in funds carry-forwarded from FY05.

2. FY05 Financial Summary and proposed FY06 Secretariat budget

The SC endorsed the proposed Secretariat budget of \$2.685 million for FY06, which includes \$1.75 million in Core funding. This is approximately a 15% increase from the FY05 actual Secretariat costs, much of which relates to the addition of one new senior staff position (on secondment from SIDA), and a proposed mid-year hire of a junior-level professional staff position to systematically analyse the substantive content coming out of the work programme and to help link it with the website and other dissemination channels.

The Secretariat also briefed the SC on the following:

>> FY05 contributions were up 10% from FY04, including a 12% increase in Core contributions. Total disbursements in F05 were \$12.2 mil., down 8% from FY04. Core disbursements were down 2.6%. There was a significant increase of \$8.2 mil. in total approved funding allocations, to a total of \$14.4 mil. Of this amount, Core allocations increased by \$3.1 mil. (66%), to \$7.8 mil.

>> It is anticipated that disbursements will increase significantly in FY06, following the trend of the increasing funding allocations.

>> The pipeline of new funding allocations remains strong, with more than \$7.5 mil. of work programme proposals currently in process for FY06.

>> The Secretariat cited stronger engagement from CA members in working with cities to prepared funding applications, and noted the good example of USAID's "Guide to the

Cities Alliance” that was distributed to USAID mission worldwide, and the positive impact of Habitat Programme Managers.

>> The SC discussed the topics of environmental sustainability and municipal finance (as part of CDS and slum upgrading programmes), for which demand for funding is expected to increase. Members noted the linkages between economic development and sustainable environmental development, and between CDSs and Clean Development Mechanisms (CDMs),

>> The Secretariat briefed the SC on plans to improve the financial reporting of grants administered by the CA’s multi-lateral members, in follow-up to discussions at the 2004 meeting of the CG in Durban.

3. Large Proposals for SC recommendation

No large proposals were ready for SC review, but several are expected before the CG meeting in Morocco.

4. Discussion on the current US\$500,000 proposal limit for Core funds

The SC discussed various implications of the current limit on Core funds, including the impact of the CA’s co-financing criteria; the need for more data to consider the matter; the possibility of establishing criteria to approve proposals over this limit; and consideration of the issue within the broader context of scaling up.

It was recommended that consideration of this issue be included in the TOR for the 2006 independent evaluation, with no recommendation being made by the SC to the CG at this time.

5. Briefing on tasks/timetable for the 2006 independent evaluation of the Cities Alliance

The schedule of tasks for the independent evaluation was discussed. At its November meeting in Morocco, the CG will be asked to review the TOR for the evaluation, as well as a long-list and proposed short-list of evaluators.

6. Briefing on arrangements for the 7-11 November PPF/CG events in Marrakech

The Secretariat briefed the SC on planning for the meetings. The PPF will focus on Morocco’s national Cities Without Slums programme.

7. Staffing/ Personnel matters

Jörg Haas – Secretariat staff member

The SC endorsed the nomination of Jörg Haas to be seconded from GTZ to the CA Secretariat, for the post of CDS Advisor. He will replace Peter Palesch, whose

secondment from GTZ ended on 30 June 2005. Jörg's appointment is targeted to begin on December 1.

Succession arrangements for Programme Manager

Mark Hildebrand briefed the SC on his intention to retire on February 21, 2006, at the end of his current employment contract. He informed the SC that he will announce his pending retirement to the full CG in the days immediately after the SC meeting.

The SC discussed the arrangements for succession, including an international recruitment effort. CG members will be asked to help promote the vacancy through their own organizational networks. Maryvonne Plessis-Fraissard briefed the SC on the WB procedures for selection of managers of global programmes administered by the WB. The CG will be engaged in this process during the CG meeting in Morocco, as specified below. The SC agreed on the following recruitment and selection steps:

Announcements to Consultative Group – as soon as possible

Mark Hildebrand to announce his intention to retire. Report of SC meeting issued. SC to clear advertising notice and TOR draft. Maryvonne Plessis-Fraissard to circulate procedures, TOR draft and job announcement to CG and request comments and to help promote vacancy.

Advertising -- September 21-October 15

Advertise position internationally, including through Economist and CG member websites and networks.

Short-listing -- October 17-28

WB Human Resource office screens applicants to eliminate those not meeting minimum qualifications, and provides long list of applications to Short-listing Committee. Short-listing Committee selects approximately six candidates to be interviewed (could be more or less according to the responsiveness of the market and strength of candidates pool).

Short-listing committee is chaired by the WB Human Resources officer in charge of external hiring and includes:

- One representative of the WB hiring network (Infrastructure)
- One representative of the CA Consultative Group
- One representative of the WB Urban Sector Board (a regional urban sector manager)

The Short-listing committee ensures the responsiveness of candidates to the selection criteria, as necessary, by conducting preliminary telephone interviews (e.g., to ascertain language capacity or some other aspect of the CV).

The Committee rates all candidates on a scale (1-5) on each of the key required skills:

- Technical-1– depth and breadth of sector knowledge, relevance of professional experience.
- Technical-2 – analytical skills, vision

- Managerial – ability to lead a multi-cultural team; leadership
- Behavioral – ability to engage with staff, partners and clients; conflict resolution
- Communication – written and verbal

Short-list is agreed based on overall ratings and other considerations (e.g., diversity)

Consultation with CG -- November 10-11

The succession process is discussed by the full CG, including:

- Review and agree on TOR.
- Short-listing committee briefs CG on composition and characteristics of the Short-list.
- CG selects its representatives on the Selection Panel, and provides any guidance to the Panel on what qualities and qualifications it would like to see in the new Manager.

Candidate interviews and selection – November 21 – December 2

Interviews conducted, utilizing video conferencing facilities as necessary.

Selection Panel is chaired by the hiring manager (in this case, Director of Transport and Urban Development – Plessis-Fraissard), and includes:

- Three representatives from the Consultative Group (the SC recommends that the CG representatives include UCLG, UN-Habitat and one other member.
- One representative from the hiring unit (in this case, CA Secretariat)
- One representative from the sector network (one urban sector manager)
- One representative of support staff

Members of the Short-listing committee are excluded from the Selection Panel.

Selected candidate notified – week of December 5

Candidate notified of conditional selection, pending CG consensus.

Consultative Group notified – week of December 12

CG is informed of selected candidate and credentials and asked to endorse selection.

Hiring process – December 19 until completed

The steps include salary negotiations, security clearance, etc.