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Cities Alliance

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26 October 2010

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

In the last 20 years, the world urban population has grown from 2.25 billion to 3.5 billion. It is expected that it will reach 4.9 billion in 2030. On the other hand, the annual urban growth rate is declining in many parts of the world, reflecting the advancement of the urban transition.

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

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

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

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

The Cities Alliance is a global partnership for urban poverty reduction and the promotion of the role of cities in sustainable development. It aims at supporting cities, local and national governments and their partners[1] in the developing world in addressing the above challenges to capture the gains of urbanization and taking advantage of the above opportunities, for the benefit of their citizens.

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[1] Partners include civil society organizations, NGOs, university and research institutes, private enterprises, etc.

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Cities Alliance Objectives

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Cities Alliance is governed by three over-arching objectives:

- To strengthen and promote the role of cities in poverty reduction, and in sustainable development; and
- To capture and strengthen the synergies between and among members and partners; and
- To improve the quality of urban development cooperation and lending.

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

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

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

Cities Alliance Activities

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

Citywide and nationwide slum upgrading programmes;

City development strategies; and

National policies on urban development and local government

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

86 priorities, including subjects related to three pillars of sustainable development (economic, social and
87 environmental) as well as investments, governance systems and physical implementation.

88 Cities Alliance activities are limited to those countries listed in the OECD Development Assistance
89 Committee's list of Aid Recipients[2], as amended. Any city, national association of cities and/or national
90 government or their partners can approach the Cities Alliance for support, either through one or more
91 members of the Cities Alliance, or through the Secretariat, which will attempt to identify appropriate
92 member(s) to provide such support. Cities Alliance members may also apply for support.

93 Any programme of assistance by Cities Alliance should be determined by the priorities of the city and its
94 residents, local government association and national government

95 In general, the Cities Alliance offers the following types of support, subject to the availability of funds:

96 *Country Programmes*
97 Longer-term programmatic support, at a multiple city / national scale.

98 *Catalytic Projects*
99 Shorter-term activities designed to catalyze change;

100 *Knowledge activities*
101 Activities designed to fill knowledge gaps at local, national, regional and global levels

102 *Communication support, and advocacy*
103 Activities designed to improve awareness of relevant policies or activities, and contribute to dynamic
104 local, national, regional and global debates.

105 ## Membership of Cities Alliance
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107 Cities Alliance membership is open to national governments, the global organized representatives of
108 local authorities (represented by UCLG and Metropolis), international networks of organizations
109 engaged in urban development and other partners.

110 There are two categories of membership (a.) full members and (b.) associate members.

111 CG full members include government representatives, multi-lateral organizations, local government
112 representatives (thru UCLG), and international networks of partners.

113 Associate members including foundations, NGOs, private companies and other partners are invited to
114 participate in the CG sessions. They are entitled to participate in the CG session without voting rights.

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[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

115 Observers interested in Cities Alliance activities may be invited to attend the CG sessions and participate
116 in the Policy Advisory Forum without fees.

117 The current membership of the Consultative Group (as of 30 June 2010) is listed as **Annex I**;

118 Prospective full members and associate members of the Cities Alliance can apply for membership of the
119 organization, provided they (i.) are sponsored by 3 (three) members of the Consultative Group; (ii.)
120 endorse the Cities Alliance Charter and (iii.) undertake to meet their financial contributions to the Cities
121 Alliance Trust Fund. .

122 Their applications are reviewed by the Executive Committee for recommendation to the Consultative
123 Group. With the exception of UCLG and Metropolis, all members will be required to make a financial
124 contribution to the core funds of the Cities Alliance, according to the Schedule of Contributions listed as
125 **Annex II.**

126 Members that fail to make their agreed financial contribution for two consecutive financial years will no
127 longer be members of the Consultative Group.

128 In their discretion, the Co-chairs of the Consultative Group can invite interested organizations as
129 Observers to a meeting of the Consultative Group.

130 ## Governance of the Cities Alliance
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132 The Cities Alliance is comprised of four structures:

133   1. The Consultative Group (CG)
134   2. The Executive Committee (EXCO)
135   3. The Policy Advisory Forum (PAF); and
136   4. The Secretariat

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138 ### 1. The Consultative Group
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140 The Consultative Group is comprised of all members of the Cities Alliance, and is the supreme decision-
141 making body of the organization;

142 The Consultative Group meets at least once a year. Two thirds of the membership constitutes a quorum
143 of the Consultative Group. Decisions in the Consultative Group are taken by consensus.

144   The Consultative Group is co-Chaired by the Founding Members of the Cities Alliance: the World Bank[3]
145   and UN-Habitat[4]
146

1.1 Primary Duties of the Consultative Group

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149   The CG's primary duties are to:

150   i.   Adopt, and amend, the Charter;
151   ii.   Guide the long and medium term strategic direction of the organization;
152   iii.   Approve the criteria to be used in selecting and approving CA activities;
153   iv.   Review and evaluate the overall performance of the Cities Alliance;
154   v.   Establish the membership fees for different membership categories;
155   vi.   Confirm pledges and help raise additional resources;
156   vii.   Appoint an Executive Committee;
157   viii.   Appoint the Chairperson of the Policy Advisory Forum;
158   ix.   Approve the application of new members; and
159   x.   Decide on the location of the Secretariat.

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2. The Executive Committee

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163   The CG appoints an Executive Committee, and delegates the following powers and functions to the
164   Committee. The Executive Committee is accountable to the Consultative Group in all matters.

2.1 Composition of the Executive Committee

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167   The Executive Committee is comprised of a combination of Permanent Members Rotating members and
168   non-voting, ex-officio Members, *viz.,*

169   **Permanent Members:**

170   UCLG, UN-Habitat and World Bank

171   **Rotating Members:**

172   Three representatives from external support countries/agencies

173   One developing country representative

174   One other member, elected by the CG

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[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

175 **Non-Voting and Ex-Officio Member**

176 Manager of the Secretariat

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178 The Chairperson of the PAF is invited to participate in the discussion of the EXCO in an advisory capacity.

179 Rotating members are elected by the CG for three year terms, appointed on a staggered basis. The UCLG
180 representative acts as the Chairperson of the Executive Committee. If, for any reason, the UCLG
181 delegate is not available, the members will elect a Chairperson for that meeting.

182 **2.2 Primary Duties of the Executive Committee**
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184 The EXCO's primary duties are to:

185   i.   Provide guidance to the Secretariat on matters of policy and strategy;
186   ii. Approve the annual work plan and budget of the Cities Alliance, including that of the Secretariat,
187   monitor progress, and make recommendations to the CG;
188   iii. Approve an annual work plan and budget for the Policy Advisory Forum;
189   iv. Approve the appointment of the Manager of the Secretariat;
190   v.   Approve any procedural manuals produced by the Secretariat;
191   vi. Identify and select countries for country programmes;
192   vii. Nominate the Chairperson of the Policy Advisory Forum;
193   viii. Undertake such duties and responsibilities delegated by the CG; and
194   ix. Consider applications for membership and makes recommendation to the Consultative Group.

195 The Executive Committee meets as often as necessary, but no less than twice per year. One of the EXCO
196 meetings precedes the CG meeting.

197 Absence at two consecutives meetings results in removal from the EXCO. EXCO will then make a
198 recommendation for replacement to the CG.

199 ## 3. The Policy Advisory Forum
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201 The Policy Advisory Forum is the Cities Alliance platform for public discussion, debate and knowledge
202 sharing. The Forum promotes dialogue between CA members and invited partners on key policy and
203 strategic issues of city and urban development, and advises the Cities Alliance on appropriate policies
204 and strategies.

205 The PAF has a Chairperson for a period of three years. In formulating the work programme and activities
206 of the PAF, the Chairperson will work in close consultation with the Chairperson of the EXCO, and the
207 Manager of the Secretariat.

208 The PAF provides a platform for members of the Cities Alliance and a range of partners, including:

209 • Country partners of the Cities Alliance

210 • Universities and training institutions

211 • Non-governmental organizations

212 • Foundations

213 • Private sector organizations.

214 The main PAF meeting immediately precedes the annual meeting of the Consultative Group. The PAF
215 can also be convened at a country or city level.

216 The PAF reports to the CG through its Chairperson

4. The Secretariat

219 The Secretariat carries out the Cities Alliance mandate, and manages its day-to-day operations. A
220 primary function of the Secretariat is to actively facilitate the participation of members in the activities
221 of the organization. It also provides appropriate services to its members, and generally facilitates the
222 work of the Partnership

4.1 Institutional Set-up
224 The Secretariat is directed by its members and administered by and within the World Bank on behalf of
225 its members. The Cities Alliance secretariat manager and staff are part of the Finance, Economics &
226 Urban Development Department of the Sustainable Development Network, Vice Presidency of the
227 World Bank. This set-up will be reviewed by the CG as needs occur.

229 Cities Alliance secretariat staff are World Bank staff members recruited and managed according to
230 World Bank policies. The secretariat may accept staff members on secondment from other organizations
231 and through junior professional and similar programs.

233 The manager of the secretariat has dual reporting lines to the Executive Committee and to the World
234 Bank.

4.2 Primary Duties of the Secretariat
237 Under the overall direction of the Manager, the Secretariat has the following duties and functions:

238   i. Facilitate member involvement in the activities of the Cities Alliance;
239   ii. Screen and evaluate project proposals, in accordance with criteria approved by the CG;
240   iii. Provide secretariat services to the CG, EXCO and PAF;
241   iv. Prepare and present medium and long term strategies, for consideration by EXCO and
242   the CG;
243   v. Mobilize support to the CG and EXCO in fundraising on behalf of the Cities Alliance;
244   vi. Maintain a database of existing projects of the Cities Alliance;
245   vii. Maintain appropriate procedures and ensure sound financial management;

246   viii.   Monitor the implementation of projects and disseminate lessons learned from CA and
247   other activities, including an Annual Progress Report;
248   ix.   Draft the Work Programme and budget by EXO and administer funds; and
249   x.   Prepare and present status reports on progress and results.

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Annex I: Members of the Cities Alliance (30 June 2010)

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254   In Alphabetical Order:

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256   Australia
257   Brazil
258   Chile
259   Ethiopia
260   European Commission
261   France
262   Germany
263   Habitat for Humanity International
264   Italy
265   Metropolis
266   Netherlands
267   Nigeria
268   Norway
269   Philippines
270   Slum Dwellers International
271   South Africa
272   Spain
273   Sweden
274   World Bank
275   United Cities and Local Governments (UCLG)
276   United Nations Environment Programme (UNEP)
277   UN-Habitat
278   United Kingdom
279   United States of America

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Annex II: Schedule of Membership Fees[5]

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Multilateral Organizations:	$250,000[6]
External Support Agency/ Countries:	$250,000
Developing Country Governments:	$ 50,000
International Non-Governmental Organizations and Networks:	$ 50,000
Foundations, Private Sector and Universities:	$ (250,000)

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[5] 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) should be aligned with the CA mandate and priorities.
[6] For UN agencies, this can be combined as $100,000 cash, and $150,000 in-kind (e.g. Staff secondment)