

1 **Cities Alliance**

2

3 **CHARTER**

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6 *DRAFT*

7

8 16 November 2010

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24 **The Cities Alliance is a global partnership for urban poverty reduction**
25 **and the promotion of the role of cities in sustainable development.**
26

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

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

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

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

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

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

51

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

52

53 **Cities Alliance Objectives**

54

55 Cities Alliance is governed by three over-arching objectives:

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

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

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

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

74 **Cities Alliance Activities**

75

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

77 Citywide and nationwide slum upgrading programmes;

78 City development strategies; and

79 National policies on urban development and local government

80

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

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

87 Cities Alliance activities are limited to those countries listed in the OECD Development Assistance
88 Committee's list of Aid Recipients², as amended. Any city, national association of cities and/or national
89 government or their partners can approach the Cities Alliance for support, either through one or more
90 members of the Cities Alliance, or through the Secretariat, which will attempt to identify appropriate
91 member(s) to provide such support. Cities Alliance members may also apply for support. Cities Alliance
92 will make specific efforts to increase the focus on least developed countries and secondary cities, and to
93 mobilize the expertise of middle income countries. Any programme of assistance by Cities Alliance
94 should be determined by the priorities of the city and its residents, local government association and
95 national government

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

97 ***Country Programmes***

98 Longer-term programmatic support, at a multiple city / national scale.

99 ***Catalytic Projects***

100 Shorter-term activities designed to catalyze change;

101 ***Knowledge activities***

102 Activities designed to fill knowledge gaps at local, national, regional and global levels

103 ***Communication support, and advocacy***

104 Activities designed to improve awareness of relevant policies or activities, influencing policies and
105 behaviour and contribute to dynamic local, national, regional and global debates.

106 **Membership of Cities Alliance**

107

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

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

112 Consultative Group (CG) full members include government representatives, multi-lateral organizations,
113 local government representatives (thru UCLG), and international networks of organisations.

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

114 Associate members including foundations, NGOs, private companies, local authorities and other
115 partners are invited to participate in the CG sessions. They are entitled to participate in the CG session
116 without direct participation in the decision making process. .

117 Similar partners interested in Cities Alliance activities may be invited by the Co-Chairs to CG attend CG
118 sessions as Observers and to participate in the Policy Advisory Forum without fees.

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

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

124 Their applications are reviewed by the Executive Committee for recommendation to the Consultative
125 Group. With the exception of UCLG and Metropolis, all members will be required to make a financial
126 contribution to the core funds of the Cities Alliance, according to the Schedule of Contributions listed as
127 **Annex II**. The CG, upon recommendation by EXCO, may decide upon other exceptions to the rule.

128 Members that fail to make their agreed financial contribution for two consecutive financial years will no
129 longer be members of the Consultative Group, and will be notified by EXCO.

130 **Governance of the Cities Alliance**

131

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

137

138 **1. The Consultative Group**

139

140 The Consultative Group is comprised of all members of the Cities Alliance, and is the primary 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 Bank³
145 and UN-Habitat⁴
146

147 **1.1 Primary Duties of the Consultative Group**

148

149 The CG's primary duties are to:

- 150 i. Adopt, and amend, the Charter;
- 151 ii. Approve 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 CG members; and
- 159 x. Decide on the location of the Secretariat.

160

161 **2. The Executive Committee**

162

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.

165 **2.1 Composition of the Executive Committee**

166

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

169 **Permanent Members:**

170 UCLG, UN-Habitat and World Bank

171 **Rotating Members:**

172 Two representatives from external support countries/agencies

173 One developing country representative

174 Two other members, elected by the CG

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 Decision-Making and Ex-Officio Member**

176 Manager of the Secretariat

177 The Chairperson of the PAF may be invited to participate in the discussion of the EXCO in an advisory
178 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, EXCO members will elect a Chairperson for that meeting.

182 **2.2 Primary Duties of the Executive Committee**

183

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 which will be put to the CG for ratification at its next meeting, monitor progress, and make
188 recommendations to the CG;
- 189 iii. Approve an annual work plan and budget for the Policy Advisory Forum;
- 190 iv. Participate in the selection of the Manager of the Secretariat⁵; Approve any procedural manuals
191 produced by the Secretariat;
- 192 v. Identify and select countries for country programmes;
- 193 vi. Nominate the Chairperson of the Policy Advisory Forum;
- 194 vii. Undertake such duties and responsibilities delegated by the CG; and
- 195 viii. Consider applications for membership and make recommendations to the Consultative Group.

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

198 Absence at two consecutive meetings can result in removal from the EXCO. EXCO will then make a
199 recommendation for replacement to the CG.

200 **3. The Policy Advisory Forum**

201

202 The Policy Advisory Forum is the Cities Alliance platform for public discussion, debate and knowledge
203 sharing

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

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.

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

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

- 211 • Country partners of the Cities Alliance, particularly cities and local authorities
- 212 • Universities and training institutions
- 213 • Non-governmental organizations
- 214 • Foundations
- 215 • Private sector organizations.

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

218 The PAF reports to the CG through its Chairperson

219

220 **4. The Secretariat**

221

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

226 **4.1 Institutional Set-up**

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

231

232 Cities Alliance secretariat staff are World Bank staff members recruited and managed according to
233 World Bank policies. The secretariat may accept staff members on secondment from other organizations
234 and through junior professional and similar programmes.

235

236

237 **4.2 Primary Duties of the Secretariat**

238 Under the overall direction of the Manager, the Secretariat has the following duties and functions:

- 239 i. Facilitate member involvement in the activities of the Cities Alliance;
- 240 ii. Screen and evaluate project proposals, in accordance with criteria approved by the CG;

- 241 iii. Provide secretariat services to the CG, EXCO and PAF;
242 iv. Prepare and present medium and long term strategies, for consideration by EXCO and
243 the CG;
244 v. Mobilize support to the CG and EXCO in fundraising on behalf of the Cities Alliance;
245 vi. Maintain a database of existing projects of the Cities Alliance;
246 vii. Maintain appropriate procedures and ensure sound financial management;
247 viii. Monitor the implementation of projects and disseminate lessons learned from CA and
248 other activities, including an Annual Progress Report;
249 ix. Draft the Work Programme and budget for consideration by EXCO, and administer
250 funds; and
251 x. Prepare and present annual status reports on progress and results.

252
253

254 **Privileges and Immunities**

255

256 Nothing in this Chair is intended to be a waiver of, or impair or limit, any privileges or
257 immunities of any [member] under its respective Articles of Agreement or equivalent
258 documents, or any applicable law, all of which are expressly reserved.

259

260

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

262

263 In Alphabetical Order:

264

265 Australia

266 Brazil

267 Chile

268 Ethiopia

269 European Commission

270 France

271 Germany

272 Habitat for Humanity International

273 Italy

274 Metropolis

275 Netherlands

276 Nigeria

277 Norway

278 Philippines

279 Slum Dwellers International

280 South Africa

281 Spain

282 Sweden

283 World Bank

284 United Cities and Local Governments (UCLG)

285 United Nations Environment Programme (UNEP)

286 UN-Habitat

287 United Kingdom

288 United States of America

289

290

291 **Annex II: Schedule of Membership Fees⁶**

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293	Multilateral Organizations:	\$250,000 ⁷
294	External Support Agency/ Countries:	\$250,000
295		
296	Developing Country Governments:	\$ 50,000
297		
298	International Non-Governmental Organizations and Networks:	\$ 50,000
299		
300	Foundations, Private Sector and Universities:	\$ 250,000

301

⁶ 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.

⁷ For UN agencies, this can be combined as \$100,000 cash, and \$150,000 in-kind (e.g. Staff secondment)