

Cities Alliance

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26 **The Cities Alliance is a global partnership for urban poverty reduction**
27 **and the promotion of the role of cities in sustainable development.**
28

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

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

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

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

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

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

53

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

54

55 **Cities Alliance Objectives**

56

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

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

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

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

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

76 **Cities Alliance Activities**

77

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

79 Citywide and nationwide slum upgrading programmes;

80 City development strategies; and

81 National policies on urban development and local government

82

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

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

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

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

99 ***Country Programmes***

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

101 ***Catalytic Projects***

102 Shorter-term activities designed to catalyze change;

103 ***Knowledge activities***

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

105 ***Communication support, and advocacy***

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

108 **Membership of Cities Alliance**

109

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

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

114 Consultative Group (CG) full members include government representatives, multi-lateral organizations,
115 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

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

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

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

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

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

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

132 **Governance of the Cities Alliance**

133

134 The Cities Alliance is comprised of four structures:

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

139

140 **1. The Consultative Group**

141

142 The Consultative Group is comprised of all members of the Cities Alliance, and is the primary decision-
143 making body of the organization;

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

146 The Consultative Group is co-Chaired by the Founding Members of the Cities Alliance: the World Bank³
147 and UN-Habitat⁴
148

149 **1.1 Primary Duties of the Consultative Group**

150

151 The CG's primary duties are to:

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

162

163 **2. The Executive Committee**

164

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

167 **2.1 Composition of the Executive Committee**

168

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

171 **Permanent Members:**

172 UCLG, UN-Habitat and World Bank

173 **Rotating Members:**

174 Two representatives from external support countries/agencies

175 One developing country representative

176 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

177 **Non Decision-Making and Ex-Officio Member**

178 Manager of the Secretariat

179 The Chairperson of the PAF may be invited to participate in the discussion of the EXCO in an advisory
180 capacity.

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

184 **2.2 Primary Duties of the Executive Committee**

185

186 The EXCO's primary duties are to:

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

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

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

202 **3. The Policy Advisory Forum**

203

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

206 The Forum promotes dialogue between CG members and invited partners on key policy and strategic
207 issues of city and urban development, and advises the Cities Alliance on appropriate policies and
208 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.

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

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

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

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

220 The PAF reports to the CG through its Chairperson

221

222 **4. The Secretariat**

223

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

228 **4.1 Institutional Set-up**

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

233

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

237

238

239 **4.2 Primary Duties of the Secretariat**

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

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

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

254
255

256 **Privileges and Immunities**

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

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

264

265 In Alphabetical Order:

266

267 Australia

268 Brazil

269 Chile

270 Ethiopia

271 European Commission

272 France

273 Germany

274 Habitat for Humanity International

275 Italy

276 Metropolis

277 Netherlands

278 Nigeria

279 Norway

280 Philippines

281 Slum Dwellers International

282 South Africa

283 Spain

284 Sweden

285 World Bank

286 United Cities and Local Governments (UCLG)

287 United Nations Environment Programme (UNEP)

288 UN-Habitat

289 United Kingdom

290 United States of America

291

292

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

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295	Multilateral Organizations:	\$250,000 ⁷
296	External Support Agency/ Countries:	\$250,000
297		
298	Developing Country Governments:	\$ 50,000
299		
300	International Non-Governmental Organizations and Networks:	\$ 50,000
301		
302	Foundations, Private Sector and Universities:	\$ 250,000

303

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)