

**Cities Alliance**

Cities Without Slums

## **Consultative Group Meeting Report**

**7 November 2014**

**Addis Ababa,**

**ETHIOPIA**

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## I. Decisions

1. The updated draft meeting Agenda was adopted.
2. The November 2013 Ouagadougou CG/EXCO Meeting Report was approved.
3. 2015 Budget and Annual Work Plan were ratified.
4. The tabled SOP updates were adopted.
5. Medium-Term Strategies will have a four-year duration.
6. The Gender Equality Strategy was endorsed; the Secretariat will produce an Executive Summary.
7. An Interim Management Board comprising UCLG, UN-Habitat, Brazil, Ethiopia, Sida, Germany, UK and HFHI was elected.
8. Mr. Jean Pierre Elong-Mbassi from UCLGA was elected as Interim Chair of the Interim Management Board for a period of one year. The Chairperson acts in a personal capacity.
9. The Secretariat will present an assessment of the Catalytic Fund to the first meeting of the Interim Management Board.
10. Members agreed on the guiding principles of the JWP for Habitat III.

## II. Meeting Summary

**Date: 7 November 2014**

**Attendance:** *(See Annex I for full list of Members and Observers participating in the meeting).*

**Venue:** Capital Hotel and Spa, Haile Gebresellasie Street, Bole Subcity, Kebele 04/06, PO Box, Addis Ababa, Ethiopia

Apologies were received from Norway, France, Nigeria, the Philippines, Shack/Slum Dwellers International (SDI) and the Ford Foundation.

A special welcome was given to Hon. Mekuria Haile, Minister of Urban Development, Housing and Construction (MUDHCo), Ethiopia.

### Background:

Last year's Annual Meeting consisted of a special combined Executive Committee (EXCO) – Consultative Group (CG) meeting. In 2014, separate EXCO and CG meetings were held as anticipated with a slight deviation in agendas. As the EXCO meeting lasted longer than initially planned, it was decided to cover the remaining agenda items, namely the Director's Report and the Programme Unit Updates, at the CG meeting on 7 November. An updated agenda was circulated to all Members on 6 November *(See Annex II)*.

On 6 November 2014, Members participated in a day-long site visit in Addis Ababa (see Annex III for programme), organised by MHUDCo and which concluded with a discussion facilitated by Julian Baskin, Head, Programme Unit, members of MHUDCo and the local authority. Members found the day very informative and useful, and they recognised the great strides Ethiopia is taking to respond to urbanisation and promote growth and employment. Some members also visited a secondary city, Adama, on 8-9 November, also organised by MHUDCo, where they met with the Mayor, learned about New York University's Urban Expansion Programme, and the labour-intensive cobblestone activities being implemented by many cities across Ethiopia.

### **Item 1: Opening and Welcome**

**Chaired by Alioune Badiane, UN-Habitat, Director, Programme Division and Co-Chair of the**

## Consultative Group

A short statement from UN-Habitat was read by Mr. Badiane (*See Annex IV for full statement*).

*“We would like to warmly welcome our observers and the newest members of Cities Alliance – DFID and Swiss SECO, both as full members. UNICEF and Ford Foundation have also joined us as Associate Members. Ford Foundation sends their regrets due to their own Annual Meeting and we look forward to their participation next time. We also warmly welcome our World Bank colleagues.”*

After the introductory statements the following decisions were taken:

- a. The updated draft meeting Agenda was adopted.
- b. The November 2013 Ouagadougou CG/EXCO Meeting Report was approved.

### DECISIONS

**1: The updated draft meeting Agenda was adopted.**

**2: The November 2013 Ouagadougou CG/EXCO Meeting Report was approved.**

## Item 2: Report Back: Executive Committee April, September and November Meetings

### ***a) Amendments to the Charter***

At the 2013 Annual Meeting, Members approved a Terms of Reference to establish a Governance Working Group (GWG) to review and make recommendations on the Governance of the Cities Alliance (the TOR was circulated as part of the meeting documentation). Members of the GWG included Germany, Sida, SDI, UCLG, UN-Habitat, UNEP, Clare Short and the Director of the Secretariat. The GWG met four times (with excellent facilitation by Greg Clark for two of these meetings), and produced a draft Report to the EXCO for its 7 September 2014 meeting in Brussels. Following the Brussels EXCO meeting, a total of 13 recommendations were adopted – these were

subsequently circulated to the CG on 29 September 2014. The draft Charter revisions, arising from these 13 recommendations, were subsequently circulated by the Secretariat on 13 October 2014. At the Addis EXCO meeting of 5 November 2014, the recommendations and Charter revisions were reviewed, and further revisions suggested.

The outcome of this entire process was presented to the CG by the Acting EXCO Chair, Emilia Saiz, UCLG, who introduced the draft Report, summarised the whole process and requested the Secretariat to present the conclusions of the Report. The EXCO Chair and Secretariat then went through the main amendments to the Charter that needed redrafting, summarising the key discussions and conclusions on each recommendation.

During the ensuing discussion, Members expressed the need for a clear, more concise and enabling Charter that would support an ambitious, flexible and effective Cities Alliance. Members actively participated to further streamline the Charter by deleting sections or recommending their insertion into the Standard Operating Procedures (SOP). A very strong consensus amongst Members emerged in support of the spirit of the amendments and, by proceeding through all 13 recommendations, the new Charter was unanimously approved. *(See Annex V).*

The key changes to the Charter include:

1. Gender was recognised as a corporate priority
2. The CG was replaced by the CA Assembly, comprising six constituencies
3. There is no distinction among national governments
4. Members can expand implementation capacity through nominees
5. The three components of the CA are Assembly, Management Board and Secretariat

**DECISION**

**2: Charter revisions were adopted.**

***b) 2014 Budget Actuals and Annual Work Plan, 2015 Budget and Draft Work Plan, PIMS Update, SOP Update, World Bank Legacy Portfolio Update***

Since November last year, EXCO has held three meetings – April in Medellin; September in Brussels and Addis on 5 November. EXCO Chair Emilia Saiz, UCLG, briefed the CG Members on the main highlights of the Addis Ababa meeting, summarised the extensive documentation provided by the Secretariat, and presented the EXCO recommendations.

First, EXCO reviewed the 2014 Budget and Annual Work Plan, and discussed their implementation in some detail. Members suggested amendments to the reporting format, and stressed the need to share the financial burdens of the Cities Alliance budget. The Finance and Membership Sub-Committees approved in the new Charter will play a key role in addressing this issue.

The 2015 draft Budget was approved by EXCO. Members viewed it as supporting an ambitious work plan which included the LAC Regional Strategy, Asia Regional Strategy and implementation of the Medium-Term Strategy (MTS) (economic growth and gender equality strategy). Members also recommended the creation of a reserve fund for the Cities Alliance.

The 2015 draft Work Plan was accompanied by the Performance Indicators and Monitoring System (PIMS), which received very positive feedback from the Members. The PIMS will be incorporated into an Annual Scorecard which will be finalised during the first week of January 2015 and circulated to the Members.

The Secretariat provided an update on the Standard Operating Procedures (SOP) which will be further revised due to the adoption of the new Charter. Several sections of the Charter that were removed will find their place in the SOP, where they are more pertinent.

A progress report on the World Bank Legacy Portfolio showed that portfolio execution is well underway: grants are advancing smoothly, following agreed development objectives, disbursement and implementation. A 2015 priority will be to ensure the consolidation of Cities Alliance information, lessons and knowledge across the whole portfolio.

At the end of this session, the EXCO chair invited Members to reflect upon transitional solutions as the current bodies will cease to exist by the end of the meeting. It was suggested that an Interim Management Board be installed to manage the transition through 2015, and that it

should meet very soon. The Director proposed that the outgoing Chairs of the CG, EXCO and the Policy Advisory Forum suggest mechanisms of nominating 6-8 new members of the Interim Board. Proposals would be made following the lunch break.

### ***Member Discussion***

Members raised a few questions regarding the revisions of the SOP. Specifically it was requested to clarify the issue of *sponsoring* proposals: it is currently unclear whether this refers to co-financing or a simple endorsement. Members requested the two annexes of the Charter – Members of the Cities Alliance and Schedule of Membership Fees – be moved to the SOP. It was further recommended that the Cities Alliance strive for gender balance in the composition of the new Board and the selection of Senior Policy Advisors. It was also suggested that Country Programme Governments should automatically join the Cities Alliance Assembly. The 2015 Budget and Work Plan were ratified.

#### **DECISIONS**

**3: 2015 Budget and Annual Work Plan were ratified.**

**4: SOP updates were adopted with a set of recommendations to be amended for the next meeting.**

### **Item 3: Medium-Term Strategy, 2014-2016**

As an introduction to the Director's Report, the key achievements of a very important year in the history of the Cities Alliance were highlighted. Overall, in the view of the Secretariat, the CA is in excellent health: the organisation has an approved MTS,<sup>1</sup> a Results Framework, a Corporate Scorecard, a first-rate platform through UNOPS which includes all anti-corruption and transparency safeguards previously provided by the World Bank, a tested grant-making

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<sup>1</sup> *Consideration should be given to extend the current MTS to 2017.*

machinery, an outstanding Secretariat of top professionals, and well-located permanent premises. In 2015 the final staffing processes will be the addition of a Senior Communications Officer and the recruitment of a Deputy Director, the TOR of which will be presented to the first meeting of the Interim Management Board. One of the main priorities among many in the coming year will be to close a longstanding gap within the Cities Alliance, *viz.*, to comprehensively capture, file, analyse and disseminate the knowledge from our projects including those managed by the Legacy Team.

Contextually, the last years have witnessed a major shift in the global urban focus and numerous new players have emerged and are joining the scene. The Cities Alliance has been engaging actively in discussions with various organisations that shifted towards development policies: humanitarian agencies (IRC, UNHCR, OCHA); the private sector; and foundations (Omidyar; Legatum; McArthur Foundation; the European Foundation Centre, which is also our landlord in Brussels; Realdania; and the Rockefeller Foundation, which has requested an MOU with the Cities Alliance). The Secretariat will need the guidance of the Interim Management Board and the newly formed Membership Committee to establish clear mechanisms of engagement with these organisations, and to establish priorities for 2015.

The Director of the Secretariat gave a PowerPoint presentation reviewing the progress made so far in implementing the MTS. The Report included the following highlights:

❖ **MTS Pillar 1: Equitable Economic Growth**

- Under overall direction of colleagues in DFID, the Secretariat initiated the first set of activities in support of the development of a Joint Work Programme.
- Prof. Andres Rodrigues Pose (LSE) was competitively recruited to draft the concept paper, which will provide a definition of equitable economic growth.
- An international Peer Review committee has been established to review the Concept Note.
- A draft Concept paper will be finalised by the end of December 2014.

- A series of workshops with CA members and potential partners will commence in 2015 to move the work programme forward.

❖ **MTS Pillar 2: Promotion of Gender Equality, CA's Draft Gender Equality Strategy**

- The Gender Equality Strategy (GES) will contribute to the following Cities Alliance corporate outputs:
  - National policy frameworks developed and/or enhanced that address urban development needs in sustainable, equitable and gender-responsive ways;
  - Local pro-poor, gender-equitable and climate-resilient strategies and plans developed, and resources mobilised;
  - Tailored mechanisms to engage both men and women in city/urban governance developed;
  - Capacities of cities in pro-poor, gender equitable and climate resilient governance and management strengthened.
- To operationalise the work under this pillar, the Secretariat has produced and circulated a draft of the first Cities Alliance Gender Equality Strategy 2014-16 for member review and endorsement. The GES will guide the work of the second pillar, including a proposed member working group and Joint Work Programme on Gender Equality for Sustainable Urban Development.
- At least one call for gender-related applications to the Catalytic Fund will take place before the end of 2016.
- There is a need to establish and nominate members for a Joint Work Programme on Gender Equality.

❖ **Future Cities Africa**

- The CA-DFID MOU was signed in London on 2 September 2014.
- The Project: *Future Cities Africa: Developing Action Plans and Tools for Sustainable Growth Project (FCA)* will be undertaken in a total of 8 cities, selected within four countries.
- The value of the grant is £4.81m, to be disbursed over 18 months.
- Duration: 7 September 2014 – 7 March 2016
- Control Documents:
  - Business Case and Intervention Summary
  - Log frame
- Partners:
  - CA Members
  - The Ecological Sequestration Trust (TEST) & Gaiasoft
- Cities Alliance Members will manage the programme through the Interim Management Board, and also have the possibility to be involved through Advisory Committees established in each of the four countries.

❖ **BMGF Intermediation Portfolio**

- As part of a global redesign process at the Bill & Melinda Gates Foundation (BMGF), the Foundation selected the Cities Alliance as manager for its urban poverty portfolio in 2013.
- The portfolio amounts to over US\$75million in BMGF assets and includes 19 high-risk, experimental, and learning projects across a range of issues.
- The beneficiaries include diverse actors in urban development globally: national governments (Ethiopia, Uganda); city governments (Ville de Dakar, Monrovia City Corporation); networks of the urban poor (SDI, WIEGO, AVINA); and development partners (GIZ and KfW).
- The portfolio closes in January 2017.

In addition to this presentation, the Director also emphasised that a considerable amount of work is planned for 2015 to develop two new regional strategies for LAC and Asia. These strategies are both of great importance for the CA, and the Secretariat will be reporting on progress at the next meetings.

### ***Member Discussion***

Members welcomed the great progress that was demonstrated in the Director's Report and unanimously supported the proposal of extending the MTS to 2017 as requested. Sida welcomed the GES and complimented the work done so far, however, requested a simpler version of the document. Sida, UCLG, HFHI, UCLGA and UN-Habitat expressed interest in participating in the Gender Equality Joint Work Programme, and Brazil, SECO and DFID supported the strategy. DFID would like to see a strong link between the Economic Growth Joint Work Programme and the Gender Equality one, and will check internally to see if they are in a position to join the GES JWP. Brazil, HFHI, UCLGA, and SECO were keen to participate in the Economic Growth JWP. The Secretariat was invited to reflect upon the question of coherence of effort that members are investing in to promote gender equality in their respective work. UN-Habitat expressed interest in supporting the Arab states, particularly the idea of launching a country programme in Tunisia, which SECO also supported.

Members were requested to nominate or self-nominate themselves for the Interim Management Board. Following the lunch break the Chair announced the selection of the members of the Interim Management Board: UCLG, UN-Habitat, Brazil, Ethiopia, Sida, Germany, UK, and HFHI.

### **DECISIONS**

- 5: Medium-Term Strategies are extended to four years.**
- 6: The Secretariat will produce a simpler version of the Gender Equality Strategy.**
- 7: An Interim Management Board comprised of UCLG, UN Habitat, Brazil, Ethiopia, Sida, Germany, UK and HFHI was elected.**
- 8: The Secretariat will present an assessment of the CAT Fund resource management gap, with recommendations, to the Interim Management Board.**

#### **Item 4: Advocacy Habitat III JWP – Post 2015**

At the request of BMZ, a separate agenda item on the post- 2015 process/ towards Habitat III will be included in each meeting of the Cities Alliance for the next two years.

Following the recommendation of the Consultative Group Meeting in Hanoi in November 2012 to initiate the development of Joint Work Programme (JWP) in support of the preparation process of the Third United Nations Conference on Housing and Sustainable Development (Habitat III), the Cities Alliance Secretariat facilitated an agreement among designated members on the principles, objectives, outputs and main activities of the prospective JWP. The JWP is designed to complement Members' activities. In the larger picture, three key processes are underway and present opportunities to raise the urban issue:

1. Following up the sustainability agenda
2. Following up the MDGs – what do we do after 2015?
3. Towards Habitat III and the sustainability agenda

The representatives from the Joint Working Group on Habitat III made three presentations during the meeting focusing on the rationale, objectives, achievements and the next steps. All Members were invited to join the core group in this collective effort. Members received handouts on Habitat III Roadmap 2014 – 2016.

#### ***Member Discussion***

Members congratulated the team for consistent work over the past two years and the preparations for the coming intense years. Members agreed that the JWP is proving to be an excellent platform. The coordinator of the Habitat III Secretariat will participate in future meetings, which will further strengthen the group. DFID particularly expressed interest in engaging in the work of the JWP and raised the question of clarifying the key outcomes the Cities Alliance would like to see from Habitat III. Members felt that there is a need for a revised concept on sustainable urban development, not only to introduce innovative and cross-cutting city

programmes, preferred policy options, goals, targets and indicators but also substantive implementation modes. The topic was not exhausted but Members felt they have more food for thought and more effort will be made in the future in the framework of the JWP.

At the end of the session, an Interim Chair of the Interim Management Board was selected to facilitate the transition period. The candidacy of Mr. Jean Pierre Elong-Mbassi from UCLGA was proposed by the Interim Management Board and approved unanimously for a period of one year. The Chairperson of the Management Board is selected to act in his/her personal capacity.

DECISIONS

**9: Members agreed on the guiding principles of the JWP for Habitat III.**

**10: Mr. Jean Pierre Elong-Mbassi was elected as Interim Chair of the Interim Management Board for a period of one year. The Chairperson acts in his/her individual capacity.**

#### **Item 5: Programme Unit Updates**

##### ***Ethiopia Country Programme (ECP): A partnership framework in support of prosperous and inclusive cities by 2025***

Members received the Draft Ethiopia Country Programme Framework. Julian Baskin, Head of the Secretariat's Programme Unit, and Ato Alemakef Tassew, Head, Dept. of Statistics, Research and Development, MHUDC, made a joint PowerPoint presentation. H.E Mekuria was present during the session.

The Ethiopia Country Programme is designed to help implement the well formulated framework already put in place by the government to establish green, resilient and well governed cities to achieve middle income country status by 2025. The main objective of the Country Programme is to promote sustainable cities driven by resilient economic growth by implementing equitable

urban land and affordable housing delivery systems at scale, enabling asset and wealth creation for all.

Four major outputs have been identified:

1. Institutional capacity and effective, transparent urban land management systems;
2. Significant increase in the number of low income households acquiring secure tenure and gaining access to affordable housing;
3. Implementation of climate-resilient integrated urban infrastructure design and operation through local capital investment programmes; and
4. Strengthening urban governance to ensure inclusive rapid urban growth.

The Secretariat proposed the following arrangements for implementing the ECP:

- ✓ MHUDC assumes the overall lead responsibility;
- ✓ Establishment of an ECP Steering Committee and ECP Secretariat;
- ✓ UN Habitat provides cross support; and
- ✓ Specialised grants linked to agreed members and partners.

### ***Member Discussion***

H.E. Minister Mekuria expressed his gratitude to the Secretariat for this ambitious initiative and the excellent work undertaken in such a short period of time. He thanked Mr. Julian Baskin in particular for the Secretariat's excellent collaboration, commitment, availability and consideration of the particularities of Ethiopia. Members were excited by the programme, expressed interest in participation and wanted to learn more about its implementation. The Secretariat invited Members to submit proposals which will be examined by the Project Review Committee. The process starts with the dialogue around the specifics of the programme and the elaboration of strategies to realise these objectives.

The Chair closed the meeting by thanking all participants, the Secretariat and H.E. Mekuria for excellent preparations and very successful meetings. The Ministry of Housing, Urban Development and Construction presented gifts to the Chairs of the Cities Alliance: UN-Habitat, UCLG, UCLGA, Clare Short and the Director of the Secretariat.

A short closing statement from UN-Habitat was read by Mr. Badiane (*See Annex IV for full statement*).

## III. Annexes

### Annex I: List of Attendees

<b><u>EXCO MEMBERS</u></b>	<b><u>PARTICIPANT</u></b>	<b><u>AFFILIATION</u></b>
GERMANY	Mr. Franz Marré	Federal Ministry for Economic Cooperation and Development (BMZ)
	Mr. Günter Meinert	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
SIDA	Mr. Mikael Atterhög	Swedish International Development Agency
UCLG (EXCO Chair)	Ms. Emilia Saiz	United Cities and Local Government
UCLGA	Mr. Jean Pierre Elong-Mbassi	United Cities and Local Government, Africa
UN-HABITAT (CG Co-Chair)	Mr. Alioune Badiane	UN-Habitat
UN-HABITAT	Ms. Asa Jonsson	UN-Habitat
ex-officio EXCO MEMBER	Ms. Clare Short	Chairperson, Policy Advisory Forum
ex-officio EXCO MEMBER	Mr. William Cobbett	Director, Cities Alliance Secretariat
<b><u>CG MEMBERS</u></b>	<b><u>PARTICIPANT</u></b>	<b><u>AFFILIATION</u></b>
BRAZIL	Ms. Ines Magalhaes	Ministry of Cities
	Ms. Fernanda Teodoro Pontes	Caixa Economica Federal
ETHIOPIA	Hon. Mekuria Haile	Ministry of Urban Development, Housing and Construction

	Mr. Alemakef Tassew	Ministry of Urban Development, Housing and Construction
HFHI	Mr. Steve Weir	Habitat for Humanity International
METROPOLIS	Ms. Lia Brum	Metropolis
SOUTH AFRICA	Mr. William Jiyana	National Department of Human Settlements
	Mr. Silumko Sokupa	National Department of Human Settlements
SWITZERLAND	Ms. Nicole Suhner	SECO
UNEP	Ms. Soraya Smaoun	UNEP
UNICEF	Mr. David Anthony	UNICEF
UN-HABITAT	Ms. Asa Johnsson	UN-Habitat
	Mr. Mathias Spaliviero	
UNITED KINGDOM	Mr. Tony Burdon	DFID
	Ms. Rubbina Karruna	DFID

**OBSERVERS**

**PARTICIPANT**

**AFFILIATION**

Germany	Mr. Tim Sauler	Special Unit 'One World – No Hunger', BMZ
HFHI Ethiopia	Ms. Desirée Bartosiak	Habitat for Humanity International
HFHI	Mr. Ezekiel Esipisu	Habitat for Humanity International
	Mr. Connor Hanan	
	Ms. Sanjeevani Singh	
NYU	Mr. David DeGroot	New York University
	Ms. Tsigereda Tafesse	
World Bank	Mr. Sameh Wahba	World Bank
	Mr. Kevin Milroy	

**SECRETARIAT**

**PARTICIPANT**

**AFFILIATION**

Mr. Julian Baskin

Cities Alliance Secretariat

Ms. Susanna Henderson

Ms. Phyllis Kibui

Mr. Federico Silva

Ms. Anaclaudia Rossbach

Ms. Nune Karakhanyan

**Annex II: CG Agenda**



**Consultative Group Meeting,  
7 November 2014  
FINAL AGENDA**

<b>DAY 3, FRIDAY, 7 NOVEMBER 2014</b>		
<b>08h30 – 9h00</b>	<b>Opening and Welcome</b>	
<b>9h00 – 9h30</b>	<p><b>Item 1: Introductory Statements and Welcome</b>  <i>Chair: UN-Habitat – Alioune Badiane, Director of Programme Division, UN-Habitat</i></p> <ul style="list-style-type: none"> <li>➤ Adoption of Meeting Agenda</li> <li>➤ Approval of Meeting Report – November 2013, Ouagadougou, Burkina Faso</li> <li>➤ Welcome to new Members/Observers</li> </ul>	<p><b>Handouts:</b>            Agenda;            November Meeting Report 2013</p>
<b>9h30 – 10h30</b>	<p><b>Item 2: Report Back: Executive Committee April, September and November Meetings</b>  <i>EXCO Chair: UCLG – Emilia Saiz, Director, UCLG</i></p> <ul style="list-style-type: none"> <li>➤ Amendments to the Charter</li> <li>➤ 2014 Budget Actuals and Annual Work Plan</li> <li>➤ 2015 Budget and Work Plan Draft (<b>for ratification</b>)</li> <li>➤ Performance Indicators Monitoring System (PIMS) Update (<b>for information</b>)</li> <li>➤ Standard Operating Procedures (SOP) Update (<b>for ratification</b>)</li> <li>➤ World Bank Legacy Portfolio Update (<b>for information</b>)</li> </ul> <p><b>Action: Ratification</b></p>	<p><b>Handouts:</b>            April, September 2014 EXCO Meeting Reports; 2014 Budget Actuals and Annual Work Plan; 2015 Budget and Work Plan draft; PIMS report; SOP Update; World Bank Legacy Portfolio Report; Charter Amendments</p>
<b>10h30 – 11h00</b>	<b>Coffee/Tea Break</b>	
<b>11h00 – 12h30</b>	<p><b>Item 3: Medium-Term Strategy, 2014 – 2016</b>  <i>William Cobbett, Director</i>  <i>Presentation and Update</i></p> <p><b>Progress Report and Discussion</b></p>	<p><b>Handouts:</b> Director's Report; Draft Gender Equality Strategy</p>

	<ul style="list-style-type: none"> <li>➤ Economic Growth</li> <li>➤ Gender Equality Strategy</li> </ul> <p><b>Action: For Discussion and Endorsement</b></p>	<b>Background Doc: MTS, 2014 – 2016</b>
<b>12h30 – 13h30</b>	<b>Lunch</b>	
<b>13h30 – 15h00</b>	<p><b>Item 4: Advocacy Habitat III JWP – Post 2015 Joint Work Programme Representative</b></p> <ul style="list-style-type: none"> <li>➤ Presentation and Discussion</li> </ul> <p><b>Action: For Discussion</b></p>	<b>Background Doc: Programme Unit Update</b>
<b>15h00 – 15h30</b>	<b>Coffee/Tea Break</b>	
<b>15h30 – 17h00</b>	<p><b>Item 5: Programme Unit</b>  <b>Julian Baskin, Head, Programme Unit</b>  <i>Presentation and Update</i></p> <ul style="list-style-type: none"> <li>➤ <b>Ethiopia Country Programme</b> <ul style="list-style-type: none"> <li>○ <i>Alemakef Tassew, Head, Dept. of Statistics, Research and Development, Ministry of Urban Development, Housing and Construction</i></li> </ul> </li> </ul>	<b>Background Doc: Draft Ethiopia Country Programme Framework</b>
<b>17h00 – 17h30</b>	<p><b>Summary of Recommendations and Closing Remarks</b>  <i>Chair: Alioune Badiane, Director of Programme Division, UN-Habitat</i></p>	
<b>17h00 – 19h00</b>	<b>Cocktail Reception</b>	<b>Pool Bar</b>

## Annex III: Site Visit Agenda

**Thursday, 6 November 2014**  
**Departure Place: Capital Hotel and Spa Lobby**

### ***Exploring Addis Ababa through the CA Medium Term Strategy prism***

In conjunction with the Ministry of Urban Development, Housing and Construction, the Cities Alliance Secretariat is pleased to offer CG Members a site visit on **Thursday, the 6<sup>th</sup> of November**, to view Addis Ababa, often referred to as the political capital of Africa due to its historical and political significance. An exciting programme comprised of four parts will guide us through the different neighbourhoods of the city discovering the blurring lines between the past and present of Ethiopia that has set itself a very bold transformative agenda framed around becoming a middle-income country by 2025 with a carbon-neutral, climate-resilient economy.

Led by representatives of the Ministry of Urban Development and Construction and the CA Team we will be introduced to **the city rail system**. The Ethiopian Railway Corporation began construction of 34.25 km double track, electrified light rail transit project in December 2011. We will discuss this in relation to the three key areas identified in the CA Medium Term Strategy: gender equality, resilience and economic growth.

Next, we will visit the famous **cobblestone construction sites**. The initiative has boosted the country's efforts to create additional employment opportunities and produce alternative road construction materials.

The site visit will then continue to Addis Ababa's **36 hectare municipal landfill**, open for over 40 years and currently 85% full, which will now be closed and transformed into the Repi landfill gas project under the Clean Development Mechanism (CDM) of the Kyoto Protocol.

We will also have the opportunity to get acquainted with the **Ethiopian Civil Service University**. The University was established as a college in 1995 and upgraded to a university in 2011 with the objective of building the capacities of the Ethiopian Civil Service by providing specialised education, training, research and consultancy services. Special attention is given to women and disadvantaged regions.

The field trip is scheduled for **10 am- 5.30 pm**. A bus will wait at the hotel. Wearing light footwear is recommended.

***Please RSVP to Ms. Nune Karakhanyan:***  
***[nkarakhanyan@citiesalliance.org](mailto:nkarakhanyan@citiesalliance.org)***

## **Annex IV: Statements from UN-Habitat (7 November 2014)**

**Statement by Mr. Alioune Badiane Director, Programme Division, UN-HABITAT  
on the occasion of the opening of the Cities Alliance Consultative Group Meeting  
Addis Ababa, Ethiopia, 7 November 2014**

### **Opening and Welcome Statement**

Good morning ladies and gentlemen,

It gives me great pleasure to welcome you to the Consultative Group Meeting here in Addis Ababa. Let me start my thanking our hosts for having us here and for the excellent preparations by them and the CA Secretariat.

I am sure that you agree with me that we have once again chosen an excellent venue for our meeting. With their commitment towards sustainable urbanization, Ethiopia was at the EXCO in April this year selected as the next Cities Alliance Country Programme.

We look forward later this afternoon to the presentation and discussion of the Draft Ethiopia Country Programme Framework, especially after our excellent field visit yesterday where we saw the soon to be launched light rail train system; the Repi Land Fill project; met with youth working on the labour-intensive cobblestone programmes; and the Ethiopian Civil Service University-- all as key components of Ethiopia's impressive efforts to manage its cities.

We would like to warmly welcome our observers and the newest members of Cities Alliance – DFID and Swiss SECO, both as full members. UNICEF and Ford Foundation have also joined us as Associate Members. Ford Foundation sends their regrets due to their own Annual Meeting and we look forward to their participation next time. We also warmly welcome our World Bank colleagues.

The cities in Ethiopia showcase notable attempts to proactively address urbanisation in line with the principles and practices of our Alliance. We are all noting the great and impressive strides that Ethiopia is making to this end with great determination and capacity development of its urban sector actors.

We are focusing attention to Addis Ababa, our host city, but also to developments in secondary cities with the

launch that took place this week of the new Cities Alliance book on *Managing Systems of Secondary Cities*.

Looking at these positive urban development efforts is critical at a time when Africa as a continent is once again facing large political as well as health challenges. We are all aware of the terrible toll that the Ebola virus is taking and it is clear that our urban centers are particularly vulnerable to the rapid spread of the disease.

The Economist last month highlighted that *“the disease may have been helped by urbanisation and development, which strengthen the transport links that shuttle the virus from villages to the towns”... and “perhaps it is only a matter of time before Ebola would find its way to a slum too chaotic and vast to cope.”*

Cities Alliance operations such as the recently selected Catalytic Fund in Liberia to support the Monrovia City Cooperation have already witnessed the impacts of this unprecedented challenge for these countries. We are grateful for the extension that was given to this group in submitting the full project document.

Similarly, we look at the developments in Burkina Faso, which was the venue of our Consultative Group meeting exactly a year ago, and hope that the country will find a peaceful solution.

Ladies and gentlemen,

This is a very important and milestone Consultative Group meeting. During this opening Session, EXCO will present their Recommendations on the Governance of the Cities Alliance to the CG for discussion and decision today. This is the last set of reforms undertaken by the members, which commenced with changing the business model in 2009, rewriting the Charter in 2010 and changing the platform of the partnership in 2013.

UN-Habitat has been an active member in the Working Group on Governance and we would like to commend the process that has been undertaken leading up to the decisions being taken today.

Having the governance structure approved is critical to empower Cities Alliance to operate as effectively as it can in this crucial time for the urban community. We note the positive progress being made in the negotiations of an urban Sustainable Development Goal, which need continuous support prior to adoption in September 2015.

The Cities Alliance partnership also has an instrumental role in the preparations for Habitat III, and the CA Joint Work Programme is already starting to undertake a number of activities to this end. We note in particular a

very well received event by the JWP on Habitat III at the first Prep Com in New York.

With the move to Brussels complete and the governance structure in place, UN-Habitat looks forward to a very active next phase for the Alliance together.

It is my pleasure to welcome everybody for our important discussions today-- we have a full programme and wish us a good success in the proceedings of the CG 2014.

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**Statement by Mr. Alioune Badiane Director, Programme Division, UN-HABITAT**  
**Closing of the Cities Alliance Consultative Group Meeting**  
**Addis Ababa, Ethiopia, 7 November 2014**

**Closing Statement**

H.E. Minister Mekuria, Minister of Urban Development, Housing and Construction,  
Honorable fellow Cities Alliance members,

Good afternoon,

This has, as all of you know, been a milestone Consultative Group meeting.

We have **approved the new Charter of the Cities Alliance**, and we start 2015 with a new era for the Alliance. After extensive discussion on the new governance structure through the Working Group on Governance, we have come to the closure in a successful manner today. We congratulate the Working Group members in particular for the months of effort that have been put into this process.

The new Charter is lean and clear, and we intend it to be a lasting document to take us through the coming years of operations. We have endorsed today the new **Cities Alliance Assembly** and the **Management Board**. This will immediately create new dynamics for the Alliance and what we hope to be an even more effective partnership. The **Interim Management Board** has also been launched today constituting eight Members, and we wish them all the best in their responsibilities during this transitional period.

We have successfully covered several other important topics for the CA Secretariat to continue supporting the work of the partnership. This includes the 2014 budget actual and 2015 budget and work plan, as well as the impressive Performance Indicators Monitoring System. The gender equality pillar has also become strong and prominent in this year's meeting, for which we congratulate the Secretariat.

We look forward to continuing and sharpening our position as an Alliance in the preparation for **Habitat III**. UN-Habitat will continue our contributions through the **Joint Work Programme**, which we know will start becoming more prominent in terms of activities in 2015.

Let me once again take the opportunity to thank our **hosts in Ethiopia**—for hosting an excellent meeting, but also and most importantly, for sharing with us such an inspiring determination of setting their path to sustainable urbanization. We will be carrying home with us this inspiration, and an encouragement of what is possible when there is the political will.

Ladies and gentlemen,

This is also a **milestone for UN-Habitat and for me personally**. UN-Habitat has been one of the founding parents of this Alliance, and today we see both new family members, which we warmly welcome, and a change in the role of UN-Habitat as we step down as Chair for the Consultative Group.

We have **come a long way in 15 years**. Perhaps further than we ever thought. It is a special moment to be here with some of you that were there from the start.

UN-Habitat welcomes the new governance structure, and look forward to an even stronger engagement as we move into this new chapter of the partnership.

Thank you and wishing you all a good and safe journey back.

# Cities Alliance

## CHARTER

As adopted 7 November 2014

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## I. Introduction

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

- 1 In the last 20 years, the world urban population has grown from 2.25 billion to 3.5 billion. Most of this growth has occurred in developing countries. It is expected that it will reach 4.9 billion in 2030. At the same time, the annual urban growth rate is declining in many parts of the world.
- 2 Local governments have grown in importance in recent decades and their role is widely recognised, but their political, institutional and financial resources and powers do not match their mandate. Urban governance and decentralisation 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.
- 3 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.
- 4 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 neighbourhoods are often marked by human solidarities, community networks and citizen initiatives.
- 5 Gender-based inequalities deprive cities of a significant source of human potential while directly undermining the rights of women and men. These inequalities impact stability, inclusiveness and sustainability of urban development. However, women act as a major force of positive change in cities, promoting household economic resilience and more equitable decision making.
- 6 By their density, compact cities offer the potential for sustainable development and the efficient use of natural resources. Most cities, however, 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 poverty reduction and the promotion of cities in sustainable development. It aims at supporting cities, local and national governments and their partners in addressing the above challenges to capture the gains of urbanisation and take advantage of the above opportunities, for the benefit of their citizens.

## II. Cities Alliance Objectives

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

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

## III. Cities Alliance Vision

8 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 work through the existing capacity of its members, as well as other 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, private foundations, the private sector, NGOs, knowledge institutions and other partners.

## IV. Cities Alliance Mission

9 The Cities Alliance prioritises 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;
- c) Implementing those reforms necessary to effect systemic change, and to achieve delivery at scale; and
- d) Decentralising resources to empower local government.

## V. Cities Alliance Activities

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

- a) *Citywide and nationwide slum upgrading programmes;*
- b) *City development strategies; and*
- c) *National policies on urban development and local government.*

11 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, and other members or partners.

12 City development strategies are generally multi-sectoral and citywide, and can encompass a wide range of priorities on sustainable urban development, including subjects related to three pillars of sustainable development (economic, social and ecological) as well as investments, governance systems and physical implementation.

13 Any city, national association of cities, or national government with its partners can approach the Cities Alliance for support, either through one or more members of the Cities Alliance, or through the Secretariat, which will attempt to identify appropriate member(s) to provide such support. Cities Alliance members may also apply for support. Cities Alliance will make specific efforts to increase the focus on least developed countries and secondary cities and mobilise the expertise of middle and higher income countries. Programmes of assistance by the Cities Alliance strive to reflect the priorities of the city and its residents, local government association and national government.

14 In general, the Cities Alliance offers support to meet its objectives, including the following types of activities, subject to the availability of resources:

**a) Country Programmes**

Longer-term programmatic support, at city and/or national scale;

**b) Catalytic Projects**

Shorter-term activities designed to catalyse change;

**c) Knowledge activities**

Activities designed to fill knowledge gaps and build capacity at local, national, regional and global levels; and

**d) Communication support, and advocacy**

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

## **VI. Membership of the Cities Alliance**

15 Membership of the Cities Alliance is open to representatives from the following Constituencies, which will be represented in the Cities Alliance Assembly:

- a) National governments;
- b) Inter-governmental and Multi-lateral Institutions, International or Regional Financial Institutions and Development Banks;
- c) Associations of Local Governments;
- d) Civil Society and Non-Governmental Organisations;
- e) Private Sector and Foundations; and
- f) Universities, Research Centres and Knowledge Networks.

16 Membership of Cities Alliance is available to all organisations within these categories who are committed to the overarching objectives of the Cities Alliance of improving the role of cities in sustainable development and poverty reduction. In particular, Cities Alliance members:

- a) Provide long-term commitment to cities and urban development, including the role of cities in driving national poverty reduction;
- b) Promote equality in general, and gender equality in particular, and tackling the uneven consequences of urbanisation;
- c) Support decentralisation and strengthening the role of local government;
- d) Are committed to partnership and innovation, and the promotion of accountability, transparency and sustainability.

17 All members, and their nominees, are encouraged to participate in the activities of the Cities Alliance. Members may also propose activities that further the aims of the Cities Alliance. The Secretariat will broker and establish partnerships between different Members.

18 There are two categories of membership:

- a) Full Members, who participate in decision making and are eligible to serve on the Management Board; and
- b) Associate Members, who participate in the proceedings of the Cities Alliance.

19 Other organisations interested in Cities Alliance activities may be invited by the Assembly Chair, in consultation with the Secretariat, to attend specific Assembly sessions as Observers and to participate in particular policy sessions. Observer status is non-decision making.

20 Prospective Members of the Cities Alliance wishing to apply for membership of the Assembly will need to (i) be sponsored by 3 (three) existing Full Members of the Assembly; (ii) endorse the Cities Alliance Charter; and (iii) undertake to meet their financial contributions to the Cities Alliance Trust Fund.

21 All membership applications are reviewed by the Membership Sub-Committee of the Management Board for recommendation to the Management Board and ratification by the Assembly.

22 All members pay an annual membership fee to the Cities Alliance Trust Fund. The level of these fees will be determined by the Management Board.

23 Members who do not pay their fees for two consecutive years will cease to be members of the Cities Alliance.

## VII. Governance of the Cities Alliance

24 The Cities Alliance governance structure is composed of three structures:

- a) The Assembly;
- b) The Management Board (the Board); and
- c) The Secretariat.

### a) The Cities Alliance Assembly

25 The Assembly comprises Full Members and Associate Members of the Cities Alliance, and is the sovereign body of the organisation.

26 The Assembly provides leadership and overall direction for the Cities Alliance and deliberates on sustainable urban development and related issues.

27 The Assembly meets at least once a year. Fifty per cent plus one of the membership constitutes a quorum of the Assembly. Decisions in the Assembly are taken by Full Members by consensus. Consensus means no objection to agreement, but does not preclude the ability to dissent on the record without objecting. The Assembly **has the authority to form Working Groups**.

28 The Chair of the Assembly is selected by the Members, and should be a person of substantial standing in the global community. The mandate of the chair is three years, which may be renewed once. The Chairperson of the Assembly will not represent his/her organisation, but will act as an independent and neutral chair on behalf of the Cities Alliance.

29 The Assembly may appoint Senior Policy Advisors to advise the Assembly, Board and Secretariat. They are appointed for a mandate of three years, renewable once.

30 Primary Roles and Responsibilities of the Assembly:

- a) Adopt, and amend, the Charter;
- b) Adopt the Medium-Term Strategy of the Cities Alliance;
- c) Appoint members of the Management Board;
- d) Ratify the applications of new members;

- e) Approve the rules of procedure of the Assembly; and
- f) Review and evaluation the overall performance of the Cities Alliance.

## **b) The Management Board**

31 The Assembly appoints the Management Board. The Management Board is accountable to the Assembly.

32 The Management Board comprises a maximum of fifteen members. Each constituency will be represented. The overall allocation and balance of the Board is by decision of the Assembly.

33 The Management Board will appoint a Chairperson to serve for a period of three years.

34 Nominations for the post of Chairperson must be supported by a minimum of three members.

35 The Chairperson of the Management Board will not represent his/her organisation, but will act as an independent and neutral chair on behalf of the Cities Alliance. The Chairperson may be selected from outside the membership of the Cities Alliance.

**36 If a chair is selected from amongst the Board Members, s/he will relinquish his/her representative role for that Member, which role will be performed by another representative of that Member.**

*37 A representative of the Senior Policy Advisors will participate ex-officio in meetings of the Management Board.*

**38 Management Board Members are appointed for three-year terms, renewable once.**

39 The Management Board provides operational oversight. It approves the business plan, annual work plans and budget of the Cities Alliance.

**40 The Management Board meets as often as necessary, but no less than three times per year.**

**41 The Management Board shall establish standing committees to deal with**

## **Finance, and Membership.**

### **c.) The Secretariat**

**42 Under the overall direction of the Director, the Secretariat shall implement the Cities Alliance Work Programme and manages its day-to-day operations. A primary function of the Secretariat is to actively facilitate the participation of members in the activities of the organisation. It also provides appropriate services to its Members, and generally facilitates the work of the partnership.**

43 The United Nations Office for Project Services (UNOPS) acts as the Trustee, provides the Secretariat, and administers the Cities Alliance financial resources.

44 Cities Alliance Secretariat staff are UNOPS staff members recruited and managed according to UNOPS policies and procedures. The Secretariat may accept staff members on secondment from other organisations and through junior professional and similar programmes.

## **VIII. General**

45 Nothing in this Charter is intended to be a waiver of, or impair or limit, any privileges or immunities of any Member under its respective Articles of Agreement or equivalent documents, or any applicable law, all of which are expressly reserved.