Cities Alliance
Cities Without Slums

Executive Committee

Meeting Report

24 – 25 June 2013
Copenhagen,
DENMARK

Contents

I. Outcomes

1. **Language change in Brussels Meeting Report.** Change the language in EXCO Brussels Meeting report in Key Decision/Follow-up Actions Item 2 from "…EXCO decided to approach *identified* members of the Cities Alliance through a direct appeal for financial support for the relocation" to "…EXCO decided to approach *all* members of the Cities Alliance through a direct appeal for financial support for the relocation."

2. **Working group for CA Governance Structure to be organised.** Members agreed to organise a small working group to consider the Governance of the Cities Alliance in preparation for a discussion at the Burkina Faso CG Meeting, November 2013. Background documentation includes statements from UN-Habitat and the World Bank.

3. **Transition documents approved.** The six transition documents, as amended in the meeting, were approved by EXCO on 25 June 2013 and sent to the Consultative Group on 25 June 2013 for no-objection approval by 10 July 2013.

4. **MFA France first to contribute to new UNOPS grant account.** MFA France offered to be the first to contribute to the new UNOPS Grant Account to trigger the transfer of Cities Alliance funds from the World Bank to UNOPS.

5. **Staffing update.** The Secretariat will provide an update on staffing, budget and likely revenue stream to the CG meeting in Burkina Faso in November 2013.

6. **Interim budget, Work Programme approved.** EXCO approved the budgets and six-month work programme, but requested further discussion of allocations at the CG meeting in Burkina Faso in November 2013.

7. **Full budget & Work Programme to be presented in November.** A full budget and work programme for FY 14 will be presented in Burkina Faso. On moving to UNOPS, the CA will move to a calendar financial year.

8. **TOR for Director approved.** EXCO amended and approved the Terms of Reference for the position of Director of the Cities Alliance.

9. **Results Framework being finalised.** Members decided to put together a small working group of interested members to finalise the Results Framework, including indicators and assumptions to be concluded at the CG meeting in Burkina Faso in November 2013.

10. **JWP on Advocacy to be developed.** The CA Secretariat, in conjunction with UCLG and SDI Secretariats, will develop a Joint Work Programme (JWP) on Advocacy to include Habitat III and the post 2015 Agenda.

11. **Paper on CA Governance to be drafted.** The Secretariat will draft a paper on the Governance of the Cities Alliance, circulate to EXCO members and look for an appropriate meeting date and time. Sometime in late September 2013, was suggested.

II. Meeting Summary

Date: 24-25 June 2013

EXCO Attendance: EXCO Chair: Roig (UCLG) and Saiz (UCLG); Maehara (French Ministry of Foreign Affairs), Nagel (BMZ), Meinert (GIZ) (Germany); Nishimori (Philipines); Bolnick (SDI); Atterhög (Sida) (Sweden); Badiane, Jonsson, Adrian (UN-Habitat); Short (24 June only) (Policy Advisory Forum Chair); Cobbett (Secretariat)

Participating Observers: Allaoua (24 June only), Stumpf, Wahba (World Bank)

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

Venue: UN City, Marmorvej 51, 2100 Copenhagen, Denmark

The Chairperson opened the EXCO meeting by observing that this marked the culmination of a process that was initiated during the EXCO meeting in Kampala in June 2012 and continued through the EXCO meetings in Naples (September 2012), Hanoi (November 2012) and Brussels (February 2013) to find a new host for the Cities Alliance.

It is to the credit of CA members that this process was handled with skill, professionalism, and with the Partnership intact. Very appropriately, this meeting was hosted at the HQ of the new Trustee of the Cities Alliance, UNOPS. It is recognised that the success of the transition is due in large part to the direct interaction between the World Bank and UNOPS, who have both contributed to the resolution of a number of challenges.

Day 1 (24 June)

Item 1: Opening and Welcome

   a. The meeting Agenda was adopted. (See Annex II for the final meeting agenda).
   b. The February 2013 Brussels EXCO Meeting Report was approved subject to changing the language in Key Decision/Follow-up Actions item 2

 Statement by Dr. Joan Clos, Executive Director of UN-Habitat presented by Alioune Badiane, Director of UN-Habitat Project Office (see Annex III for full statement). In the letter, Dr. Clos called on the Cities Alliance to act as a critical convening platform in the context of the post-2015 MDG process and Habitat III.

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OUTCOMES

1: Request to change the language in EXCO Brussels 2013 meeting report in Key Decision/Follow-up Actions item 2 from "…EXCO decided to approach *identified* members of the Cities Alliance through a direct appeal for financial support for the relocation" to "…EXCO decided to approach *all* members of the Cities Alliance through a direct appeal for financial support for the relocation."

2: Working Group on CA Governance Structure to be organised. Members also agreed to organise a small working group to explore Governance options for the Cities Alliance to prepare for a discussion at the Burkina Faso CG Meeting, November 2013

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Item 2: UNOPS Presentation

- Presenter: Bruce McCarron, Regional Director of the Asia, Europe, Middle East and Oceania Office (AEMEO), UNOPS (Under UNOPS, the Cities Alliance Secretariat reporting line will be to the Director of AEMEO.)
- A UNOPS informational brochure was provided to all members.
- The presentation was followed by a Q&A from Cities Alliance members.

UNOPS strives to deliver Sustainable Procurement, Project Management and Infrastructure. Its business approach is low profile. UNOPS is a part of the UN and is supervised by an Executive Board (36 member rotating board) and the Executive Director of UNOPS reports to the UN Secretary General and the Executive Board.

UNOPS does not receive Core Funding from Member States, but is financed through the fees earned from providing efficient services. 47% of UNOPS's work is from the UN family, while the World Bank accounts for 7% of the UNOPS portfolio. UNOPS works through member states and implements approximately 1,000 projects around the world at any one time. UNOPS has 7,000 staff, 5,700 of which are national hires. Partners use UNOPS to support their implementation efforts.

It was made clear to CA members that UNOPS is not a competitor of the Cities Alliance or any Cities Alliance member. UNOPS will offer implementation support, and not urban policy support, to the Cities Alliance.

UNOPS is focused on achieving world-class accreditation so that it can provide world-class service to its clients. It has achieved accreditation from the Charter Institute of Purchasing and Supply, UK; and the four most prestigious Project Management certifications available. It also complies with the International Aid Transparency Initiative (IATI) and was the first UN agency to receive ISO9001, 14001, 18001 for quality management, environment, and health and safety, respectively.

The UNOPS Brussels office will liaise with the Cities Alliance team, supported by the UNOPS Copenhagen CA Liaison Officer and Associate. The Copenhagen-based staff will be the key interface with the CA team in Brussels and with Washington, wherever UNOPS support is required.

The Director AEMEO concluded by confirming that the image of Cities Alliance in Brussels will be that of the Cities Alliance, and not that of UNOPS.

Item 3: Draft Transition Documentation Presentation

Background: At the November CG meeting in Hanoi and the February EXCO meeting in Brussels, the key decisions were made to transfer the CA to UNOPS with a Brussels location. The transition documentation will enable these decisions to be carried out.

The transition documentation was circulated to CA members on 17 and 24 May, respectively. The Secretariat also provided a Briefing Note (see Annex V) highlighting key areas for consideration, as well as a matrix of member comments received for documents 1-3 (Standard Operating Procedures (SOP), Contribution Agreement template, and Charter). Members were provided with a Transfer Document timeline (see Annex VI) as well.

At the meeting, EXCO reviewed each matrix of comments received and discussed any final comments, recommendations and/or requests for clarification for each of documents. Agreed-upon tracked changes to the SOP, the Contribution Agreement and the Charter were reviewed on the morning of Tuesday, 25 June and the full package of transfer documents showing the new tracked changes was sent to the Consultative Group on 25 June 2013 for no-objection approval by 10 July 2013.

1.) Standard Operating Procedures (SOP)
   a. Members requested language reflecting that UNOPS *provides* the Secretariat, and *is not* the Secretariat of the Cities Alliance. This was agreed by UNOPS representative;
   b. The status of each SOP annex is listed in the SOP Table of Contents. Some Annexes will be ready for review by the CG meeting in November 2013.
2.) Contribution Agreement template
3.) Charter amendments
   a. Language was added to article 18 of the Charter to including *Participating Observer*, which has been proposed as the new status for the World Bank.
4.) Legacy operations proposal
   a. Once the CA Secretariat Manager resigns and relocates, the legacy portfolio will be managed by the Sector Manager for Urban and Disaster Reduction (UDR) at the World Bank.

b. The World Bank will continue to report to EXCO and the Consultative Group on the remaining portfolio.

5.) Residual grant transfer proposal

6.) Intellectual Property (IP) MOU/ Handover agreement

a. Some additional language was added to clarify the point about publically classified information and its use. If the information is public, World Bank permission is not needed to use it.

There was a lengthy discussion in terms of the Charter and the new role of the World Bank, that of Participating Observer. The World Bank plans to be active, but non-decision making. It will continue to contribute funding to the Cities Alliance and will review its role periodically based on the priorities of the World Bank. Members reiterated their desire for the World Bank to remain engaged with the Cities Alliance.

OUTCO | **3: Transition documents approved.** On 25 June**,** EXCO recommended each of the six transfer documents, as amended, to the CG for no-objection approval by 10 July.

Item 4: Transition Timeline Updates

During this session, the Secretariat briefly explained the key next steps for transfer of the CA to UNOPS, focusing on the next 2-3 months.

➢ Establishing a UNOPS Cities Alliance account
  o The no-objection resolution that will be received from the Consultative Group on 10 July will allow for the establishment of the new account.
  o The Secretariat will begin preparing individual Contribution Agreements for signature.
  o In order for the World Bank to transfer the Cities Alliance funds to UNOPS, UNOPS must enter into an agreement with one of the donors to trigger the account first. EXCO members warmly welcomed the offer of the Ministry of Foreign Affairs (France) to be the first member to sign the new Contribution Agreement.

➢ Manager Terms of Reference (TOR): Closed Session
  o The draft version of the TOR for the Cities Alliance Director was presented to the members of the Executive Committee.
  o The UNOPS Human Resources specialists explained the need to change the title from Manager to Director as the current TOR and competences would be equivalent to a Director post in the UN System.

- o The World Bank noted that this position would not qualify for a Director´s position in their institution and requested this to be noted in the records.

- o The members agreed that the change of title did not imply any other content changes and that the proposed TOR answered well to the work carried out currently by the CA Manager and linked well with the Charter of the Alliance.

- o Three key issues were suggested to be included and strengthened in the draft:
  - Duration of the contract
  - Reporting lines to the Executive Committee and Consultative Group
  - The important role to be played by the Director in expanding the partnership and resource mobilisation.

- o UNOPS HR will compile EXCO edits to the Director's TOR and circulate to EXCO members for final discussion on Tuesday, 25 June 2013.

➢ Intellectual Property (IP) Transfer
  - o The effective date of transfer of Intellectual Property is to be confirmed.

➢ Brussels Office Space (temporary)
  - o UNOPS has entered into a six-month lease on behalf of the Cities Alliance at 6/5 Rond Schuman Place, Brussels – the same building where the UNOPS Brussels Liaison Office is located – for "plug and play" offices.

  - o The Secretariat will continue to look for more permanent space upon arrival in Brussels, including possible co-location with a CA member.

➢ Staffing
  - o Eight CA staff will transfer from Washington, DC to Brussels, from the World Bank to UNOPS, at the same time. UNOPS HR has received the necessary salary information directly from World Bank HR. Once UNOPS HR receives the draft TORs for the transferring staff, UNOPS HR will begin discussing offers with those staff. The current Cities Alliance Manager, as a World Bank staff, is not in a position to staff in regards to their offers, and neither can World Bank HR. UNOPS HR offered to meet with all present transfer staff from Wednesday, 26 June 2013 onwards and be available by email and phone. EXCO requested that transfer staff be given time to consider their UNOPS.

  - o The Structure of the Secretariat will depend on member priorities and available funding, but the draft outline consists of a Front Office for External Affairs and Partnership Management and two main divisions: (i) Operations, including financial management and budgeting, monitoring and evaluation and information management; and (ii) Programmes, including the Country Programmes, the Catalytic

Fund, the intermediation portfolio of the Bill & Melinda Gates Foundation, and Analytical and Strategic Activities

o The creation of a Deputy Director position and other posts, such as secondments, will be submitted to EXCO for approval. In conclusion, EXCO thanked the members of the Secretariat for their continued excellent service and commitment. Members stressed the importance of handling staffing issues in a sensitive and efficient manner, mindful of the staff's personal and professional interests.

> **OUTCOMES**
>
> **4: MFA France first to contribute to new UNOPS grant account.** MFA France offered to be the first to contribute to the new UNOPS Grant Account to trigger the transfer of Cities Alliance funds from the World Bank to UNOPS
>
> **5: Staffing.** The Secretariat will provided staffing, budget and estimated revenue stream update to the CG meeting in Burkina Faso in November 2013

Item 5: Business Matters

The Secretariat presented two budgets – one for the team based in Washington (including two months of full staff costs), and the second for the UNOPS/Brussels team, which commences in July to allow necessary expenses to be incurred prior to the full start in September.

➢ Secretariat and Programme budgets (July – Dec 2013)
➢ WB administered budget (July – August 2013)
➢ UNOPS administered budget (July – December 2013)
➢ Six-Month Secretariat Work Programme (July – Dec 2013)

The representative from Sida indicated that he is not in a position to approve budgets which include Sida allocations, and therefore recused himself from the approval of the budgets.

> **OUTCOMES**
>
> **6: Decision: Short-term budgets and WP approved.** EXCO approved the budgets and six-month Work Programme (WP), but requested for further discussion of allocations at the CG meeting.
>
> **7: Full budget and WP to be presented in November 2013.** A full draft budget and draft work programme for FY 14 will be presented in Burkina Faso. On moving to a UNOPS platform, the CA will move to a calendar financial year.

Day 2 (25 June)

Transition Documentation discussion (continued from Day 1)

➢ Review of proposed changes to the Standard Operating Procedures, the Contribution Agreement template and the Cities Alliance Charter

➢ Director Terms of Reference (TOR) continued (closed session)
   o UNOPS circulated the revised TOR. The proposed amendments to the Director Terms of Reference were all adopted. A new version of the Terms of Reference is attached (see ANNEX VII).

OUTCOME

8: TOR for Director cleared by EXCO. EXCO members also reviewed all the proposed changes to the Standard Operating Procedures, the Contribution Agreement template and the Cities Alliance Charter from 24 June 2013 and approved the documentation for circulation to the CG for no-objection

Item 6: 2014 Work Programme Discussion

The Secretariat provided an update on its Results Framework (RFW).

➢ Results Framework background
   o The Results Framework chain was first presented at the Uganda EXCO meeting in June 2012 (2 chains: the Alliance and Sec);
   o The RFW was presented in a simplified version (5 tiers) at the CG meeting in Vietnam in November 2012;
   o A further simplified version (4 tiers and indicators) was presented as an Annex to the SOP (ANNEX E) in preparation for the EXCO meeting.

➢ Results Framework suggested way forward
   o July-August: Universalia will provide a final report to be circulated to EXCO.
      ✓ RFW with indicators, assumptions and narrative;
      ✓ Operationalise into a Project Monitoring System (PMS):
         ▪ Recommendations around data collection and validation;
         ▪ Recommendation on tools.
   o November: At CG meeting, the Secretariat will present for approval and guidance:
      ✓ RFW, indicators and assumptions (approval);

- ✓ Work plan on the way forward to roll out the PMS (including resources, baseline data collection, tools adjustment) (approval);
- ✓ Guidance from CG will be sought on corporate reporting: e.g. scorecard;
- ✓ Guidance from CG will be sought on setting targets for Tiers IV and III, both of which will need to be incorporated in the CA Business Plan and funded.

Members would like to place the CA RFW in the larger debate around Habitat III and post 2015. Members also had initial comments around the indicators and comments on the Tier III intermediate outcomes.

It is noted that while the CA RFW should indeed take into outcome discussion around the larger debates of Habitat III and the post 2015 Agenda, as well as the future direction of the Alliance, some CA members such as Sweden and Norway require a RFW to secure funding contributions. It was also noted that this RFW discussion began in 2007 and is an outcome of numerous discussions around the CA Theory of Change and new Charter. Moreover, the draft RFW presented to the EXCO should be recognised as the outcome of a lengthy and comprehensive process.

Business Plan, FY 12- FY 14 and Prospective 2014 Programme Budget (UNOPS admin)

➢ While the Secretariat has been focused on the transfer documentation package required to transfer to UNOPS over the past six months, the team has stayed on track and accomplished most of the agreed-upon items for the current Work Programme.

- o Country Programmes are showing results, not least of which is leveraging a USD130million World Bank loan to the government of Uganda to expand the CA's Secondary Cities Programme.
- o Some Catalytic Fund grants have been delayed by the move, but the team anticipates that as from the next call, the Fund will benefit from the transfer.
- o The Secretariat partnered with UN-Habitat to raise awareness and make the case for incremental approaches to low-income housing, especially in Asia and Africa.
- o The Secretariat commissioned a draft on Global Secondary Cities which has been circulated for Peer Review and will link with a smaller report based on Secondary cities in SSA.
- o The gap is in developing the role of the private sector in the CA. However, with a focused Charter, four clear business lines, specific initiatives and a three-year business plan, the Secretariat is committed to development and engagement.
- o The outlines of an Africa Strategy have been circulated to the CG. Partners have developed five key focus areas. The next meeting will be in South Africa in September 2013, and CA members are keen for the Secretariat to continue this process.
- o The MENA JWP is on hold until the transfer to UNOPS, but AFD and GIZ are ready to move forward.

- o Cities Alliance as a Global Partnership. Brazil, for example, would like to continue its Joint Work Programme with the Cities Alliance as does the Philippines. To be a global partnership the Cities Alliance needs to be active in South Asia.
- o CA's role in Disaster Risk Reduction Recovery was also raised as a potential business line but it was cautioned against stretching the Secretariat too thin.
- o The CA Secretariat's new role in Brussels, as an EU liaison working strongly with UN-Habitat and other CA members with Brussels liaison offices, was also discussed. Members and the Secretariat need to optimise this relationship for the benefit of the partnership.
- o Along with forthcoming events – UCLG's World Congress (October 2013), CA CG Meeting (November 2013), the post 2015 process (ongoing), the Habitat III process (ongoing), and WUF 7 (April 2014), CA members must prioritise the 2014 Work Programme of the Secretariat, especially considering the forthcoming staff transfer in late August/early September will cause some delays as staff settle in to Brussels and UNOPS systems.
- o The Manager welcomed the offer of support from the SDI Secretariat during the transition.

- ➢ Advocacy
    - o UCLG World Congress and the Post 2015 Process
        - ▪ UCLG presented its work on the post 2015 process and members expressed a desire for the Secretariat to contribute some collective thinking from the Cities Alliance to the process.
        - ▪ UCLG recommends that each CA member standardise language, reinforce each other's messages, and work together to ensure that urban and city issues feature in the post 2015 agenda.
        - ▪ UCLG offered their Global Taskforce as a platform for CA members to collectively contribute to the post 2015 process as well as the Habitat III process
            - • SDI would like to join the Global Task force as their board is encouraging them to engage in global advocacy debates.
    - o Agreed Milestones for post 2015
        - ▪ 23-24 September 2013 NYC: High-level political forum meeting, UN special event on the revision of MDGs—agenda, participants and mandate.
        - ▪ 1-4 October Rabat: UCLG World Congress; in conjunction with UCLG's development partners the goal is to define priorities – 2015 and Habitat III; how local agenda relates
            - • CA members were asked to mobilise government representatives
            - • CA is a key player at the Congress

- • UCLG will share its TOR and priority messages to solicit feedback from members and discuss at the World Congress
  - ▪ 4-6 November Burkina Faso CA CG meeting
    - • We need a concrete road map – commitment for Advocacy and define tracks of dialogue with the Global Taskforce and some concrete proposals to develop collective thinking.
    - • UCLG is setting up a small team of experts for their Global Taskforce, and EXCO members were requested to contribute names of experts.
  - ▪ December 2013 invitation-only political meeting in NYC
    - • It was suggested that some CA members attend in order to strengthen the Global Taskforce.
  - ▪ 2014 is already set out
    - • UN high level meeting in January and WUF April 5-11 Medellin
- o Habitat III (2016) and WUF 7 (April 2014)
  - ▪ It was agreed at the CG meeting in Hanoi that the Cities Alliance would focus on supporting Member inputs into the Habitat III process.
  - ▪ UN-Habitat sees the Habitat III agenda as a bottom-up agenda, not just focused on housing;
  - ▪ Urban development is a pillar of sustainable development, not simply a driver.
  - ▪ After July, UN-Habitat will share more information about its approach to Habitat III, including proposed national frameworks and UN-Habitat ambassadors.

- ➢ 2013 Burkina Faso Consultative Group Meeting

  - o Ouagadougou, Burkina Faso, 4-6 November 2013

  - o This will be the last of the Country Programme Annual Meetings.

  - o The Secretariat welcomes any logistical support from members, as this meeting will be organised by both Washington World Bank staff and Brussels UNOPS staff

  - o SDI offered to organise a site visit with their local partner, Citizens Laboratory, as they are currently implementing a joint programme with UCLGA, "Know Your City" with some CA funding.

  - o UN-Habitat will provide support on logistics and also requested that the Secretariat prioritise the processing of the USD800,000 grant for the Burkina Faso Country Programme as soon as the transfer to UNOPS and Brussels is complete;

  - o UN-Habitat also requested for the members to make time to honour the previous Mayor, Hon. Simon Compaoré.

    o   Along with discussions around the Governance of the CA, members requested the Secretariat to allow ample time for discussions around Habitat III and the Post- 2015 development agenda.

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OUTCOMES

9: Results Framework working group established. Members decided to put together a small working group of interested members to finalise the Results Framework, including indicators and assumptions to be finalised at the CG meeting in Burkina Faso in November 2013.

10: JWP on Advocacy to be developed. The CA Secretariat in conjunction with UCLG and SDI Secretariats will develop a Joint Work Programme (JWP) on Advocacy to include Habitat III and the post 2015 Agenda.

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Item 7: Partnership Matters

An update on current expected resource flows will be presented. In addition, members will be asked to identify any additional potential sources of members, and funding.

➢ Governance
  - o A number of Governance issues arose from the meeting. These include the issue of the Chair (with the WB withdrawal), categories of membership, including the private sector.
  - o Members agreed to form a small working group to flesh out the Governance issues of the Cities Alliance leading up to the Burkina Faso CG meeting to allow for substantive and substantial discussions to take place.
  - o As part of this process, the Secretariat will draft a paper on the Governance of the Cities Alliance, circulate to EXCO members and look for an appropriate meeting date and time. Sometime in late September 2013 was suggested.

➢ Resource Mobilisation and New Members
  - o The Secretariat is in discussions with the Swiss (SECO), DFID and Korea, all of whom have expressed interested in joining the Cities Alliance
  - o Members are asked to send any recommendations for members to the Secretariat.

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OUTCOMES

11: Paper on CA Governance to be drafted. The Secretariat will draft a paper on the Governance of the Cities Alliance, circulate to EXCO members and look for an appropriate meeting date and time. Sometime in late September 2013, was suggested.

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III. Annexes

Annex I: List of Attendees

EXCO MEMBERS	PARTICIPANT	AFFILIATION
FRANCE	Ms. Emilie Maehara	Ministry of Foreign Affairs
GERMANY	Ms. Almut Nagel	Federal Ministry for Economic Cooperation and Development (BMZ)
GERMANY	Mr. Günter Meinert	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
SDI	Mr. Joel Bolnick	SDI Secretariat
SIDA	Mr. Mikael Atterhög	Swedish International Development Agency
UCLG	Mr. Josep Roig	United Cities and Local Government
	Ms. Emilia Saiz	
UN-HABITAT	Mr. Alioune Badiane	
	Ms. Asa Jonnsson	
	Mr. Jean-Christophe Adrian	
ADVOCACY PANEL	Ms. Clare Short	Retired Member of Parliament, UK
PARTICIPATING OBSERVERS	Ms. Zoubida Allaoua	World Bank
	Ms. Andrea Stumpf	
	Mr. Sameh Wahba	
UNOPS	Mr. Vitaly Vanshelboim Mr. Bruce McCarron Mr. Moin Karim Ms. Benedetta Audia Ms. Magdalena Balocova	UNOPS
SECRETARIAT	Mr. William Cobbett Ms. Susanna Henderson Ms. Phyllis Kibui Mr. Kevin Milroy Ms. Erika Puspa Mr. Federico Silva	Cities Alliance Secretariat

Annex II: Agenda

Cities Alliance
Cities Without Slums

Executive Committee Meeting
24-25 June 2013
AGENDA

Venue: UN City, Marmorvej 51, P.O. Box 2695, 2100 Copenhagen, DENMARK, Tel: +45 45 33 75 00		
DAY 1: MONDAY, 24 June 2013		
9h30 - 10h00	*Welcome Coffee/Tea (light snacks)*	*Venue: VIP Conference Room 0.2.20*
10h00 – 10h15	**Item 1: Opening and Welcome** *Josep Roig, Secretary General, UCLG and EXCO Chair* ➢ Adoption of meeting Agenda ➢ Approval of meeting report - Brussels – February 2013	*Handouts:* *Agenda;* *Feb 2013 EXCO Meeting Report*
10h15 – 11h15	**Item 2: UNOPS Presentation** *Bruce McCarron, Regional Director of the Asia, Europe, Middle East and Oceania Office, UNOPS*	*Handout:*
11h15 – 11h30	*Coffee/Tea Break*	
11h30 – 13h00	**Item 3: Draft Transition Documentation presentation** *Secretariat* 7.) Standard Operating Procedures (SOP) 8.) Contribution Agreement template 9.) Charter amendments 10.) Legacy operations proposal 11.) Residual grant transfer proposal 12.) Intellectual Property (IP) MOU/ Handover agreement **Action: EXCO Member Discussion and recommendation to CG**	*Handouts:* *Draft SOP, Contribution Agreement template, Charter, Legacy Portfolio Analysis, Residual Grant Transfer proposal, IP MOU- handout at meeting*
13h00 - 14h00	*Lunch*	*Venue: VIP Conference Room 0.2.17*
14h00 – 15h00	**Item 3: Transition Documentation (continued)**	
15h00 – 15h30	*Coffee/Tea Break*	
15h30 – 16h30	**Item 4: Transition Timeline** ➢ Establish UNOPS Cities Alliance account	*Handout:* *Director TOR*

	➢ Director Terms of Reference (TOR) 　　o Closed Session ➢ Intellectual Property (IP) Transfer ➢ Brussels Office Space ➢ Staffing **Action: EXCO Member Discussion and comment**	
16h30 – 17h30	**Item 5: Business Matters** ➢ Secretariat and Programme Budgets – July-Dec 2013 　　o WB administered budget (July – August) 　　o UNOPS administered budget (July – December) ➢ 6 Month Secretariat Work Programme (July – Dec 2013)	*Handouts: Secretariat/Programme Budgets – July – Dec 2013;*
17h30 – 18h00	**Closing Remarks** *Josep Roig, Secretary General, UCLG and EXCO Chairperson*	
19h00 – 22h00	**Dinner at Restaurant Groften**	*Venue: Restaurant Groften, Tivoli Gardens*
DAY 2: TUESDAY, 25 June 2013		
8h30 - 9h00	*Welcome Coffee/Tea (light snacks)*	*Venue: VIP Conference Room 0.2.20*
9h00 – 9h15	**Opening** 　*Josep Roig, Secretary General, UCLG and EXCO Chairperson*	
9h15 – 10h45	**Transition Documentation discussion** **(continued from Day 1)** ➢ Review of proposed changes to the Standard Operating Procedures, the Contribution Agreement template and the Cities Alliance Charter ➢ Director Terms of Reference (TOR) continued 　　o Closed Session **Action: For Final EXCO recommendation to CG for no-objection**	*Handouts at meeting: Standard Operating Procedures, Contribution Agreement template, Cities Alliance Charter all showing tracked changes from 24 June 2013*
1045h – 11h00	*Coffee/Tea Break*	
11h00 – 12h30	**Item 6: 2014 Work Programme Discussion** ➢ Business Plan, FY 12- FY 14 ➢ Prospective 2014 Programme Budget (UNOPS admin) ➢ Results Framework	*Handouts at meeting: Prospective est. 2014 programme budget (UNOPS admin); Results Framework/ M&E*

	➢ Africa Strategy ➢ Poverty Paper MIC/LIC debate ➢ Advocacy ○ UCLG World Congress ○ Post 2015 Process ○ WUF 7 (April 2014) ○ Habitat III (2016) ➢ 2013 Burkina Faso Consultative Group Meeting **Item 7: Partnership Matters** ➢ Governance ➢ Resource Mobilisation ➢ New Members	*System Update*
12h30 - 13h00	**Closing Remarks** *Josep Roig, Secretary General, UCLG and EXCO Chairperson*	

Annex III: Statement by Dr. Joan Clos

UN⊛HABITAT
FOR A BETTER URBAN FUTURE

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Statement by Dr. Joan Clos,
Under-Secretary-General of the United Nations
Executive Director of UN-HABITAT
on the occasion of
Cities Alliance Executive Committee Meeting
Copenhagen, 24-25 June 2013

Delivered by Mr. Alioune Badiane, Director, Project Office

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Dear EXCO members,

As Cities Alliance gets closer to the transition date and move to Brussels, allow me to congratulate you on behalf of UN-Habitat, as one of the Co-founding members of the Alliance, on the notable progress made so far. I would like to express our thanks and gratitude to the World Bank for the excellence work in hosting and funding the work of the Alliance during these years.

Having been a founding member in 1999, we note and respect the complex process that the Cities Alliance Secretariat is undergoing, and believe it to be one of excellent opportunities for all of us involved to continue to enhance the relevance and effectiveness of its operations.

In reviewing the Charter and key functions of Cities Alliance, UN-Habitat looks forward to contributing to the dialogue on the core functions of the Alliance, and how to optimize its impact, in particular as a critical convening platform in the context of the post-2015 MDG process and the upcoming Habitat III.

The transition provides an important opportunity to consider carefully the role of Cities Alliance. There are two sets of issues that I believe the Exco and eventually the Consultative Group should consider: the substantive focus of the Cities Alliance, and the system of governance.

It is our hope and expectation that Cities Alliance will focus on its core mission of city to city cooperation and facilitation role with the global and regional development parent banks. This may require some strategic prioritization in the work-plan. From UN-Habitat's point of view, we would argue for a careful look at how Cities Alliance can further support the quadripartite relationship between cities represented by UCLG, global and regional development banks represented by the World Bank, relevant donors and the United Nations Human Settlements Programme (UN-Habitat).

In UN-Habitat's vision, the consultative body of Cities Alliance could become a more powerful consultative mechanism in giving a voice to a number of urban stakeholders, to be heard by the global and regional development Banks, UCLG, relevant donors and UN-Habitat. Perhaps a certain degree of enlargement or rotation can be considered in order to facilitate the role and function of the consultative body.

UN-Habitat believes it is time to re-examine the system of governance. If the Consultative Group becomes an

actual 'consultative group', then what would the decision making body look like? It would certainly need to serve the interests of the stakeholders of Cities Alliance, and ensure that Cities Alliance has the best possible guidance and decision making mechanism. Such a mechanism would obviously have to be fit for purpose, according to the requirements of the donors in the governing structure, the UN system and the World Bank / regional banks.

UN-Habitat would like to recommend that the next Consultative Group meeting, scheduled to be held in Burkina Faso in November 2013, be committed to a substantive discussion on the renewed objectives and work programme of the Alliance to achieve the results it has set out to undertake.

Through UN-Habitat's representative at the EXCO we recommend that this suggestion be tabled at the Copenhagen EXCO to ensure a two-pronged approach of establishing the new direction for the Secretariat.

We thank you for your consideration on the above, and wish you every success in the deliberations of your meeting.

Together, in partnership, UN-Habitat looks forward to contributing its part to enhance the new era of Cities Alliance.

Dr. Joan Clos,
Under-Secretary-General of the United Nations
Executive Director of UN-HABITAT

17 May 2013 12:45PM

World Bank's new role and confirmation of support to the Cities Alliance under UNOPS hosting

Zoubida Allaoua
80993
UDR

to: Rohan.Nandan, Marcus.Howard, Brian.Dowling, Julian.Leibrandt, junia.santarosa, imagalhaes, snh, celso.carvalho, julia.bittencourt, camila.silva, vigov, geast10, amoneth, psiclari, mvial, sissay_dejene2003, belayfile, marc.trouyet, emilie.maehara, agnes.rousseau, paulaist, tirotf, LEFEVRES, franz.marre, Kerstin.Hugler, Almut.Nagel, Annette.Baehring, Antje.Kinkel, guenter.meinert, SWeir, JKatz, CVincent, Qle, Mauro.Massoni, Nicola.pisani, Alessandro.Gaudiano, Loredana.Stalteri, anna.zambrano, ednatobi, sola_obadare, erierikberg, cel.alba, league.cities.philippines, lenbarrientos, gemavisado, bggozun, jtn.lcp, cpablo, nokuthula.mbeje, neville.chainee, cebsim, Martin.Maphisa, Monika.glinzler, Cebile.Simelane, zoleka, mikael.atterhog, mirjam.palm, Caroline.Thidell, bolnick, joel, bolnick, jockina, sheela, mithila, celinedcruz, sparcssns, rose, wilma, s-ratcliffe, s-young, jrosen, nleahy, kilaparti.ramakrishna, Soraya.Smaoun, arab.hoballah, Yamou.Jagne, j.roig, j.roig, e.saiz, emiliasaiz, e.saiz, r.martinez, elongmbassi, alesaux, oed, Rhoda.Kalaule, Diana.Lopez, Alioune.Badiane, Theresa.Mailu, Asa.Jonsson, Thomas.melin, Milka.Ngari, raf.tuts, Eduardo.moreno, clarissa.augustinus, Mohamed.el-sioufi, martinez, ana.moreno, Zallaoua, hsahraoui, mtorres1, Urban Sector Board Principals, shortclare, CA Tech

Sent by: **Hafida Sahraoui**

Cc: William John Cobbett, Kevin A. Milroy, Andrea Emily Stumpf, Michele A. Armitage, Lydia Kruse Tietz, Peggy Wilhide Nasir, Hafida Sahraoui

Dear Friends and Members of the Consultative Group,

As we get closer to the transition date and details of the move to Brussels fall into place, I wanted to take a moment, on behalf of the Bank, to congratulate the initiative of the partnership. It has been an energizing process that has brought us this far, as we see UNOPS embracing its new role and Cities Alliance poised for a new phase. With the package of establishment documents slated to reach you shortly for comment and ultimately approval, I thought it would be helpful to take stock of the Bank's role and reassure you of our continuing support.

The Bank has been with you since Cities Alliance began in 1999, and together we have traveled far during this time. We have fortified the partnership, broadened activities, gained experience, strengthened our efforts and resolve and, all the while, seen concrete results. This is a time to keep building on achievements and rallying greater support towards a new and streamlined structure, one that will potentially let the partnership come into its own.

With the decision to move to Brussels and UNOPS, the center of gravity has shifted. Even during this formative phase, when key decisions are being made, including on how funds are to be used and allocated, how support services are to be set up, and how the CG and EXCO will step up, the Bank understands its role is to step back to provide space for these changes.

Encouraged by the accelerating movement and sustained donor support, we hope to remain as supportive as possible and want to assure the partnership that the Bank's input going forward will be of an advisory nature, rather than seeking in any way to dictate or require certain outcomes. Starting at the next EXCO meeting, where we would be pleased to continue to contribute, the Bank will participate in an observer role, so as to leave ample room for UNOPS, the Secretariat and

Members to set their own parameters. In the same spirit, at the next CG meeting, the Bank will pass the chairmanship baton at the end of the meeting and take up an observer role for the future. In both cases, we will seek to be an active observer, but without needing to shape every consensus around Bank requirements. This will free us to be open and frank, and it will free Cities Alliance to chart its own course.

The Bank remains fully committed to managing the legacy portfolio under the existing MDTF through to completion. We will continue to provide full reporting on existing terms and expect active coordination with the Secretariat. Steps are being taken for UNOPS to have access to the Bank's historical database and software platforms, for narrative reporting, lessons learned and continuity of management. We intend to carry out our MDTF work while fully empowering UNOPS and the Secretariat to pick up their work through the new UNOPS multi-donor fund.

The Bank also hopes to stay an active partner in sharing experience and expertise from our urban, resilience and social practice areas. We will work with UNOPS with the objective of creating an efficient, streamlined channel through which the Bank can provide services, if desired in future.

Knowing that financial constraints pose the greatest near-term challenge for the Cities Alliance transition, we have also worked hard to find a way – with your approval – to transfer unallocated funds from the existing MDTF directly to UNOPS, freeing legacy funds now rather than waiting until the MDTF winds down several years from now. This would allow all MDTF donors to realize their contribution to the initial financial requirement and make the transition a reality.

And finally, we hope to preserve Development Grant Facility funding for three more transition years, based on annual approvals by the Bank's Board, the first one to be confirmed by the end of June. These funds will be our tangible contribution of basic funds to strengthen Cities Alliance at the start of the initiative.

We believe this provides an appropriate level of engagement for this new and exciting time in the life of Cities Alliance, deep on content, but light on requirements. We applaud this reform initiative and look forward to contributing to a future where now all of you will be founding members of the new Cities Alliance.

With warmest regards,

Zoubida

Zoubida Allaoua
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Urban and Disaster Risk Management Department
Sustainable Development Network
The World Bank
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Annex V: Briefing Note

Secretariat responses to comments received from CG and EXCO members on the Cities Alliance transition package

Documents under review: (1) Form of Contribution Agreement; (2) Standard Operating Procedures (SOP); (3) CA Charter; (4) Proposal on Administration of CA Legacy Operations; (5) Grant of Residual Funds from CA MDTF.
Distributed on: May 17 (Documents 1, 2 and 3); May 24 (Documents 4 and 5)

Comments received by: Australia (06/06/2013), Germany (10/06/2013), Sweden (07/06/2013), UN Habitat (12/06/2013).

Through two separate emails on the 17th and 24th of May, the Cities Alliance Secretariat circulated the above-listed key documents for consideration by EXCO at its forthcoming meeting in Copenhagen on the 24th and 25th of June. Due to the significance of the contents of these documents, all CG members received copies and were invited to comment.

Detailed comments were received from the members mentioned above. These have all been compiled into a separate matrix accompanying this Briefing Note, showing the source and substance of each comment, and recording the Secretariat's and UNOPS' recommendations for addressing the comment.

A number of comments were either repeated by different members or are of sufficient importance to be accorded additional attention.

The purpose of this memo is to highlight those issues, offer something of a narrative and background, as well as an explanation for the proposed recommendations. We expect that these issues will most probably require further airing in the EXCO meeting, which is why the Secretariat, in coordination with UNOPS, has prepared this background document.

A. The role of UNOPS as Secretariat

Status.

A number of members raised issues about the relationship between the Cities Alliance, the Secretariat and UNOPS and, in particular, some confusion or overlap between the presentation of UNOPS as the Secretariat, and that of Cities Alliance Secretariat. We think this would be a useful issue to discuss at the EXCO meeting, as this will serve to clarify roles and relationships, and the nomenclature.

As Trustee, UNOPS was assigned, and accepted, the responsibility for the running of the Programme, for the creation and maintenance of an appropriate legal and financial framework, the setting of appropriate rules and procedures, and generally facilitating the interests of the Programme. Cities Alliance secretariat staff will be recruited by UNOPS, will perform their functions as UN employees, and will be required to follow all applicable rules and policies of UNOPS. On behalf of the Cities Alliance members and staff, UNOPS provides the Secretariat, and ultimately carries the Cities Alliance Programme legal, financial and fiduciary risks.

Once based in Brussels, the Cities Alliance Secretariat will continue to be the public and operational face of

the Partnership, just as it was when based in Washington.

2. Application of UN policies.

Since UNOPS will provide the Secretariat, UNOPS organisational directives (OD) and administrative instructions (IA) and other applicable UN legislation will apply to the CA Secretariat as the World Bank Operational Policies (OP) and Bank Procedures (BP) currently apply to Secretariat staff and operations.

UNOPS legislative framework covers, among others, HR, Financial Rules and Regulations, Procurement, Anti-corruption, Ethics. References to these policies and rules have been provided, where appropriate, in the Contribution Agreement and in the SOP. This set of policies and rules are publicly available at http://www.unops.org/english/whoweare/Pages/policies-procedures.aspx.

3. Technical Supervision of Grants.

Throughout its history, the Cities Alliance Secretariat has hired staff with internationally recognized skills and experience, and who have provided the necessary technical inputs to, and oversight of, the Cities Alliance portfolio. Where appropriate and necessary, inputs have been sought from members including, but not limited to, the World Bank.

The Secretariat has also benefitted by working closely with technical staff of other CA members and implementing partners, most obviously through a number of Joint Working Programmes. In many cases, members and partners have called on the Secretariat staff for technical advice and support, sometimes on joint missions, including with the World Bank.

With the move to UNOPS and to Brussels, the Secretariat will continue to have the primary responsibility for the technical supervision of grants, while continuing to engage with the full range of technical expertise in the CA network.

Moving beyond the issue of grant supervision, we believe that the new institutional and geographical arrangements for the Secretariat will open up a host of additional opportunities for the Secretariat to engage substantively with a much wider range of CA members, as well as the very significant number of organizations in Brussels and throughout Europe (cities, local government organizations, Universities, policy institutes, private sector organisations, etc).

B. Charter

4. Articles 26, 29 and 31, and Annex 1. The current proposed Charter amendments are needed to facilitate the smooth transition of the Programme and within the targeted timeframe.

The Secretariat suggests that EXCO recommend that the larger governance questions raised by the transition deserve more time, and time should be reserved for a wider discussion for the full membership at the 2013 CG meeting in Burkina Faso (Nov 2013). This would allow the EXCO meeting to stay focused on the pressing decisions needed for a smooth and successful transition, and to afford all CG members the extra time necessary to consider some of the wider ramifications arising from this process.

C. Contribution Agreement

5. Anti-corruption. A number of members have raised the importance of incorporating appropriate text outlining the anti-corruption measures that have been approved by UNOPS, and have suggested some specific issues and/or text for inclusion. A new section has been added to the Contribution Agreement.

6. Disclosure of Information. With respect to the Disclosure of Information, UNOPS joined the International Aid Transparency Initiative (IATA) in September 2011 and it was the first UN body to publish its operational data in the IATI format. UNOPS now publishes project-level information on a quarterly basis, including all related financial transactions, for over 1,000 activities around the world.

UNOPS Disclosure policy can be found at:

http://www.unops.org/SiteCollectionDocuments/Accountability%20documents/OD%2030%20(rev%201)%20 Information%20Disclosure%20Policy.pdf

In line with UNOPS disclosure policy, the Contribution Agreement under Clause 6.3 will mention that project information including legal documents, financial and procurement information will be made available to the members.

D. SOP: The purpose, content and its amendments

7. Purposes.

Most of the procedures outlined in the SOP have been built around the consolidated practices of the Secretariat. The draft SOP draws upon many of the procedures that the Secretariat has been applying in the current institutional environment at the World Bank.

The SOP is the core operational manual which aims at providing a complete overview of Secretariat administration and operations within the new UNOPS platform. It serves different purposes and audiences:

- Clarify to the future Trustee the operational and grant making procedures which will be used by the Secretariat to fund CA activities;
- Clarify to CA members which procedures would be retained from the current institutional environment as well as capture non-written but well established and consolidated practices; and
- Provide a "one stop shop" for guiding and informing new staff and prospective donors.

8. Overlapping with other documents.

In order to serve a range of different purposes and audiences, the SOP has a very comprehensive nature. However, this should not be confused with its status. In fact, despite being a key document, the SOP, as specified in Paragraph 12, remains legally subordinate to UNOPS policies, the Charter and the Contribution Agreement. To avoid conflicting language, where applicable, language from other documents has been cited with *verbatim* quotes. In its current format, the Secretariat views the SOP as a major advance in having a single place that refers to all relevant policies and procedures.

9. Amendments.

Some members have suggested that amendments to the body and Annexes be approved by EXCO and

ratified by the CG. However, we would propose that various amendments should be guided by the different roles and responsibilities allocated through sections 27 (CG) and 33 (EXCO) of the Charter, as well as the content of the different sections of the SOP.

Some of the Annexes are standard institutional templates which are not subject to changes by the CA governance if not otherwise agreed (e.g. for UNOPS: UN to UN Agency Contribution Agreement; Memorandum of Understanding between UNOPS and a Government; Grant Support Agreement. For the World Bank: the Externally Financed Outputs Agreement)

Some of the guidelines for the business lines (Annexes B, C and D) are very detailed and might be subject to periodic updating by the Secretariat, subject to approval by EXCO.

E. Audit and reporting

10. Audit.

At the entity level, UNOPS is adopting International Public Sector Accounting Standards (IPSAS) as of 1 January 2012. This change to full accrual accounting within UNOPS is in line with a General Assembly resolution that approved the adoption of IPSAS by the United Nations system organizations. UNOPS is ISO9001 certified, which will extend to the Cities Alliance when UNOPS provides the Secretariat.

Project Audits.
Within the World Bank, the CA has employed a suite of risk mitigation measures in the operation of its grant-making business, which we propose to continue within UNOPS. Within this risk framework, project audit is one of the tools used, the efficacy and efficiency of which varies based on the capacity and track record of the recipient and a variety of other factors. What is proposed in the SOP is the standard followed by the Cities Alliance at the World Bank: most cases will include completion audits for grants above USD 100,000 and annual audits for grant of two years or more of duration.

11. Reporting templates.

The Secretariat will work with the Members to develop or adapt reporting formats that meet their common needs (for instance on annual budget format, financial statements). It is recommended that this is a matter where EXCO can provide guidance to Secretariat in future meetings.

Annex VI: Transition Next Steps

CITIES ALLIANCE TRANSITION – PROPOSED NEXT STEPS as of May 31, 2013

MAIN ACTION	DATES	COMMENTS
To: CG for review and comment: 1) Contribution Agreement template 2) SOP draft 3) Charter amendments	Sent **May 17** Comment deadline June 9	
To: CG for review and comment: 4) Legacy operations proposal 5) Residual transfer proposal and agreement	Sent **May 24** Comment deadline June 9	
Deadline for comments on Documents 1 through 5	**June 9**	Please ensure full internal review by this date. New substantive comments provided after this date may be difficult to accommodate.
Compilation of comments received, and proposed edits made to all documents.	June 10-June 14	By the Secretariat (with UNOPS and WB)
To: CG for review and comment, copied to EXCO Documents 1 through 5, as revised 6) Intellectual Property (IP) MOU/Handover Agreement	**June 17**. with comment deadline June 23	Edits to documents made based on first round of comments will be shown in tracked changes. Members will be invited to review and provide any last comments on the revisions made. Unresolved comments and proposed edits will be tabled at EXCO meeting for deliberation, resolution and recommendation.

To: EXCO for review at June 24-25 meeting
7) Secretariat/program budgets – July-Dec 2013
   a. WB administered budget
   b. UNOPS administered budget
8) Prospective est. 2014 program budget (UNOPS admin)
9) Secretariat Manager's TOR
10) Results Framework / M&E System update
	Targeted to be sent **June 17**	Additional documents might be added to this list as meeting agenda is finalized.

EXCO meeting	**June 24-25**	EXCO would review close-to-final drafts, addressing and resolving any

For deliberation and recommendation: Documents 1 through 6 For review and approval: Documents 7 and 9 Other documents for discussion and guidance to Secretariat		outstanding issues or edits, and make recommendations to CG on final set of documentation for Documents 1 through 6. Documents 7 would be subject to CG ratification at the regular CG meeting. Document 8 is for EXCO guidance, to inform development of 2014 budget that will be tabled at next EXCO meeting.
To: CG for no objection Documents 1 through 6	Targeted to send **June 26**, with deadline July 10	Could be sent June 27, if additional time needed, with July 11 deadline. If no objections are received by the deadline, the documents are approved.
Announcement of Approvals	July 11 (or July 12)	
Signing of first donor contribution agreements to UNOPS MDF	July (targeted)	
Signing of residual transfer agreement	July (targeted)	Effective after signing of first donor contribution agreement to new UNOPS MDF
Concluding Secretariat operations at WB	July-Aug 31	Including handover from transferring staff
Relocation of Secretariat commences	September 2	
Beginning of Legacy operations at WB	September 3	Including new TORs for staff

Annex VII: Director Terms of Reference

UNOPS

Job Description

I. Director: Cities Alliance	
Post Title: Director Organizational Unit: Cities Alliance, AEMO, UNOPS Supervisor/ Grade:D2 Source of Funding (*project/non-project)*:Project	Proposed Grade: D2 Duration: One year, renewable Duty station: Brusseles, Belgium

II. UNOPS and the Cities Alliance

UNOPS is an operational arm of the United Nations, helping a range of partners implement $1 billion worth of aid and development projects every year. By implementing around 1,000 projects for our partners at any given time, UNOPS makes significant, tangible contributions to results on the ground.UNOPS mission is to expand the capacity of the UN system and its partners to implement peacebuilding, humanitarian and development operations that matter for people in need.Working in some of the world's most challenging environments, UNOPS vision is to always satisfy partners with management services that meet world-class standards of quality, speed and cost effectiveness.

As part of its mandate, UNOPS is able to act as Trustee and provide the Secretariat of a range of international organisations. The Consultative Group of the Cities Alliance, an internationally-recognised global partnership, has selected UNOPS to perform these functions. The Cities Alliance is global partnership for urban poverty reduction ad the promotion of cities in sustainable development. The Cities Alliance is governed by a Charter adopted by its members. The Consultative group is the primary decision-making body of the organisation, and has delegated a number of roles and responsibilities to the Executive Committee

The Cities Alliance Secretariat will be provided by UNOPS, and based in Brussels, Belgium.

The Cities Alliance Secretariat will operate under the guidance and authority of the Director, recruited by UNOPS. Whilst the Director is accountable to the EXCO and the CG for the Cities Alliance substantive aspects, he/she reports to the Regional Director, AEMO

and is required to follow UNOPS organizational directives and administrative instructions. The Director will also be expected to interact at a senior level with technical and political counterparts in international organisations, and governments.

UNOPS is committed to achieving a truly diverse workforce.

III. Main Functional Responsibilities

Strategic Leadership and direction.
The Director provides overall strategic guidance for the Cities Aliance as a multi-stakeholder partnership.
At a partnership level, this includes responsibility for improving the strategic alignment and synergies of the membership, securing adequate resources for the organisation and its activities, and recruiting and managing an internationally respected Secretariat.

The Director will be responsible for promoting the Cities Alliance, and being an active, visible and effective advocate both for the organisation, and also for the role of cities and the importance of urban development.

Supporting and servicing Members, and convening strategic partnerships.

The Director leads in the identification and development of strategic partnerships of CA members and other partners at a project or programme level, and also at the national and global level. The Director facilitates a range of partnerships, which are built around operational activities, the mobilization of knowledge networks, and global advocacy initiatives.

Technical Assistance.
The Director oversees the delivery of high quality technical assistance to Cities Alliance partners, and members, and which improves the quality of urban development cooperation and lending. The Director ensures that the grants are monitored and evaluated on a regular basis, and ensures maintenance of the highest standards of financial and technical probity.

Knowledge and learning, communications and advocacy.
The Director oversees the Cities Alliance's role in addressing knowledge gaps and building capacity at local, national, regional and global levels. The Director ensures that knowledge and learning products are appropriately and effectively disseminated, and promotes policy dialogues amongst and between targeted audiences.

Effective Management
The Director is responsible for the effective management of the Secretariat staff and financial resources, and for the management of the Cities Alliance as a global partnership. The Director ensures the efficient management of the project cycle, and the provision of timely and effective support to the members and structures of the Cities Alliance, and adherence to the governance and procedures of the partnership.

IV. Impacts and outcomes

The Director is responsible for the Secretariat's contribution to the Results Framework, and for supporting the members to achieve organisational results. Key partnership/programme outcomes include the development of national policy frameworks to promote inclusive urban development, the development of pro-poor strategies and plans, the better engagement of all citizens in city governance, resource mobilization and enhanced governance and management capacities at the city level.

V. Competencies

- In addition to UN/UNOPS core values/competencies, proven ability to provide strategic direction and create a work environment that enables achieving results.
- Demonstrated leadership and management skills, including the ability to work under pressure, provide sound judgment, to inspire and lead people, enabling team work, collaboration and excellent team performance, and sustain momentum.
- Demonstrated ability to develop and execute business strategies, achieving goals through market focus, innovative approaches, and entrepreneurial spirit while bearing in mind calculated risks.
- Superior client service orientation with good understanding of the operational environment of partners and their mandates.
- Global mind-set with sensitivity to diverse culture/workforce and a high level of energy and enthusiasm
- Excellent communication and negotiation skills, with the ability to persuade and influence others.
- Expert understanding and experience of urban development and local government issues in developing regions;
- Demonstrated ability to develop and execute organizational strategies, achieving goals through Members, innovative approaches and an entrepreneurial approach, with calculated risks;
- Demonstrated experience of urban development issues, and ability to articulate UNOPS positions on sustainability;
- Proven ability to provide strategic direction, exercise sound and consistent judgement, and foster a work environment that enables the organization to achieve results;
- Demonstrated leadership and management skills; ability to stay focused under pressure, to lead despite ambiguity, and to create an enabling environment by maintaining trust and open communication;
- Established networking skills demonstrated through existing international links to, *inter alia*, urban development institutions and agencies, local governments and their national and international associations, relevant private sector organisations, universities and professionals;
- Demonstrated ability to build relationships with strategic partners, highly developed communication and negotiation skills, with the ability to influence and persuade others;
- Ability to create a knowledge-sharing environment, ability to ensure effective teamwork, collaborative behaviour and team spirit;
- Results focused, with the energy and ability to manage multiple competing priorities;
- Ability to promote integrity, sensitivity and empathy, as well as managerial courage;
- Global mind-set, with appreciation of importance and sensitivity to cultural and workforce diversity;
- Working experience in a second UN language (preferably French or English) is a distinct asset.

VI. Recruitment Qualifications

Education:	Postgraduate degree in Planning, international development or other related discipline

Experience:	Mininum of fifteen (15) years of appropriate national and international experience, with at least seven (7) at senior management level. In the case of a candidate with an Undergraduate degree, twenty years (20) of appropriate experience, with at least ten (10) at senior management level.
Language Requirements:	Fluency in English is required, working knowledge of French and/or Spanish is desirable.

VII. Signatures- Post Description Certification

Incumbent *(if applicable)*

Name   Signature   Date

Supervisor

Name / Title   Signature   Date

Chief Division/Section

Name / Title   Signature   Date