

# Cities Alliance

Cities Without Slums

Cities Alliance Executive Committee Meeting

6 June 2012

Kampala, Uganda

## *Meeting Report*

### **Key Decisions and/or Follow-up Actions:**

- Members were pleased and impressed with the Uganda Country Programme, and the overall country programme model. Members indicated that they now had a fuller appreciation of the scope and potential of the model. It was noted that the founding principles of the Cities Alliance in 1999 have been more effectively realized through the Country Programmes.
- UCLG led the discussion on the Independent Evaluation and overall, members were satisfied with the outcome, and in particular, noted the continued importance of maintaining the Cities Alliance as a multi-stakeholder partnership.
- In response to the IE Findings and Recommendations, the Secretariat briefed EXCO on addressing key recommendations, including: (a) moving forward on implementing a Results Framework, progress of which was endorsed by the EXCO, with the caveat to decrease the number of indicators; and (b) development of a Knowledge and Learning Strategy as well as an Advocacy and Communications strategy. (c) EXCO also stressed the need to monitor the ongoing relationship between the Cities Alliance and its host organization, the World Bank, and asked the Secretariat to present EXCO with alternatives in this regard;
- The priorities of the FY12-FY14 Business Plan were reviewed and discussed, including consolidation of Country Programmes, development of Africa regional work plan, and increased attention to knowledge dissemination and utilization;
- The **FY13 Budget** was approved by EXCO, at similar levels as FY12 except for small increases in KM and M&E budgets, and will be presented to the Consultative Group for ratification in October 2012.
- Updates were given on the Catalytic Fund Batch Two: **Youth and the City** as well as the MENA Joint Work Programme
- Members expressed their disappointment with the slow and complex processing of small grants under the existing procedures. Members were also briefed on the new World Bank Small Grants Procedures, which reflect a number of improvements;
- Cities Alliance membership was discussed and it was agreed to formally end the membership of those that had not paid the required dues for two consecutive financial years, as per the new Charter;
- Fundraising and membership are two different issues. It was agreed to develop a Fundraising Strategy, which should be a priority for the Manager, but with the active support of members;
- EXCO members were briefed on changes in World Bank HR policies in regards to *coterminous* staff contracts, and will be kept briefed on the potential implications for staff recruited by the CA.

## Meeting Summary

### Attendance:

**Executive Committee:** Caillat (French Embassy, Kampala); Berg (Norway); Nishimori (Philippines); Arputham, Bolnick (SDI); Roig (meeting Chair) and Saiz (UCLG); Elong-Mbassi (UCLGA); Mbye, Kessler, Wegulo (UN-Habitat); Allaoua (World Bank); Cobbett (Ex-Officio) (Secretariat)

**Regrets:** AusAID

**Observers:** Ms. Clare Short (Chair, Policy Advisory Forum); Samuel Mabala (Commissioner for Urban, Uganda Ministry of Lands, Housing and Urban Development)

**Secretariat:** Henderson, Milroy

**Venue:** Sheraton Kampala Hotel, Kampala, Uganda

**See Annex I for Final Meeting Agenda**

**See Annex II for Final Participant List**

### Item 1: Opening and Welcome/Adoption of Agenda/Clearance of Previous Meeting Report

- At the invitation of the Chair, members made a *tour de table* and contributed their reactions to the previous two days of activities. Members were extremely pleased and impressed with the Uganda Country Programme, and the overall country programme model. Members indicated that they now had a full appreciation of the scope and potential of the model. It was noted that the founding principles of the Cities Alliance in 1999 have been realized through the Country Programmes.
- The meeting agenda was adopted with no comments.
- No additions/comments were made to the November 2011 EXCO report. The report was approved.

### Item 2: Review and Secretariat Response to Independent Evaluation 2011

The 2011 independent evaluation was commissioned by the CA Consultative Group and conducted during 2011 by COWI A/S of Denmark as required by the World Bank's Development Grant Funding (DGF). The preliminary findings and recommendations were presented to the CG at the November 2011 annual meeting in Maputo. The draft final report was circulated to EXCO members for comment on January 6, 2012, and the Final Report was released to the full CG on April 16, 2012. (The Final Report is part of the background documentation for the meeting.).

The Secretariat prepared a Summary of the Key Findings/Recommendations and Secretariat comments background document for EXCO discussion.

In an exchange led by UCLG, members discussed the strong relevance of the Cities Alliance and reinforced their support for the Alliance to remain a multi-stakeholder partnership; the efficiency of the partnership as it relates to its Results Framework reporting; the Alliance's international impact as it relates to its Advocacy Strategy and ability to raise funds; accountability in terms of alignment with the World Bank and procedures for moving funds; the new Governance structure that delegates more decision making authority to the Executive Committee; the new business plan that calls for diversifying partners and possibly membership; and country programmes and the necessity for a strong M&E programme to capture their lessons.

### **Item 3: Proposed actions in response to Evaluation Findings and Recommendations**

In response to the IE Findings and Recommendations, EXCO endorsed progress being made by the Secretariat on implementing a Results Framework, with the caveat to decrease the indicators, as well as plans to develop a Knowledge and Learning Strategy as well as an Advocacy and Communications strategy. EXCO also noted its on-going responsibility to monitor the efficiency of hosting the partnership at the World Bank, and asked the Secretariat to explore viable alternatives.

### **Results Architecture and Performance Monitoring System Update**

The Manager presented the draft Results Framework, using the Uganda Country Programme to illustrate. Overall, the Results Framework was very well received, and praised for its clarity and simplicity

Members stressed the need to raise awareness of the framework and get buy-in and involvement of local and international partners. In County Programmes, this should be a crucial part of the planning process. Members found the Advocacy and Communications topic missing from the draft Results Framework, and made specific recommendations on changing a few of the terms in the framework (e.g., *client* and *corporate*). In FY 13, the Secretariat plans to develop a Results Framework for each of the Country Programmes, a performance monitoring and reporting system, and an initial set of indicators.

While confirming the importance of sound evaluation tools, partners also called for realistic monitoring systems that will answer to objectives and that will not change objectives in order to make them measurable.

### **Development of Knowledge and Learning Strategy**

The Secretariat briefed EXCO on progress for development of a knowledge strategy and improved knowledge management systems. This includes not only knowledge products but also knowledge engagements and use of knowledge networks. The distribution of the products and dissemination of knowledge and experience will be key issues in the future of the Alliance.

### **Development of Advocacy and Communications Strategy**

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Following up on the discussions held in Maputo in November 2011, where the CG decided to create an Advocacy Working Group led by UCLG, the EXCO held discussion as to the seriousness to which the Cities Alliance should address Advocacy. With Rio+20 in a few weeks and Habitat III approaching in 2016, the EXCO members would like to see the Cities Alliance mandate changed into policy.

The CA must approach this as a multi-stakeholder partnership, and pay particular attention to the process leading up to Habitat III in 2016.

UN-Habitat has a team working on the Habitat III agenda and will keep the Cities Alliance members informed. UCLG will prepare a proposal to elaborate on the idea of an Urban Think Tank that will create collective thinking on a revitalized Habitat Agenda.

The Cities Alliance Secretariat will continue to finalise an Advocacy and Communications Strategy.

### Item 4: Business Plan FY12-FY14 Update

The priorities of the FY12-FY14 Business Plan were reviewed and discussed, including consolidation of Country Programmes, development of the Africa regional work plan, and increased attention to knowledge dissemination and utilization.

The Manager made a short presentation on the progress the Secretariat has made in the implementation of the FY12-14 business plan. The business plan was first presented in Maputo in November 2011 and will be updated for each annual Consultative Group meeting.

The priorities of the Cities Alliance are the continued implementation of:

- Country Programmes: **Uganda; Vietnam** – ACVN/multi-partners – CG meeting in November; **Burkina Faso** – UNH, AFD/**Ghana** – lead GIZ – SDI, WB, AFD, non CA members – the EU; **Mozambique**– lead –WB/very crowded development community. We need to find the value added of SDI, UN-Habitat and find a constructive role for a non-implementing partner like Norway. A lot of time, resources and effort are required by the Secretariat to establish the Country Programmes.
- Country Partnership Programmes: The Cities Alliance has large, existing portfolios in the Philippines, South Africa and Brazil, where we have continued ongoing support. There is interesting work happening in these countries such as a piece of work in Brazil, working with the Government to develop a framework of involuntary resettlement in the context of the Football World Cup and Olympics as these large hosting events always lead to controversy. Brazil is providing leadership on a difficult issue, and the policy is expected to be legislated. The Cities Alliance will then have an opportunity to share the Brazil experience worldwide.
- The Cities Alliance Africa Strategy: UCLGA is the primary partner and the objective of Sub-Saharan Africa is the strategic priority for the CA – moving forward to develop an Africa work programme – strengthen association of cities and cities – not in all 54 countries, but to build around our existing work programme in the Country Programmes and through our members in 8-10 countries. UCLG, UCLGA and the CA SEC will develop the framework for a strategic work programme – WBI and UN-Habitat will contribute to the knowledge agenda, and this can be strengthened country by country and regionally with the World Bank on potential leverage in loans.

### **Review of FY12 Financial Report and Proposed FY13 Budget**

The Secretariat reviewed the FY12 financial performance with EXCO members, drawing attention to stable Core contributions, variances from budget for approved funding allocations (\$1.25m less than budgeted), and financial costs of the Secretariat. The FY13 proposed budget was reviewed against programme outputs planned for the year (organized around the CA results framework), and approved by EXCO with small increases from FY12 levels for knowledge and learning and monitoring and evaluation, and a Secretariat budget at the same staffing levels as FY12. The budget will be presented to the Consultative Group for ratification in October 2012.

### **Catalytic Fund Update**

The Secretariat presented the results from the second call for proposals, Youth and the City.

- 203 applications were received, 101 of those met all the criteria and considered eligible for further processing.
- The Main reason for proposal ineligibility is lack of CA member sponsoring
  
- Most CA members sponsored applications this year. UN-Habitat sponsored 45% of eligible proposals (last year 36%).
- 9 proposals sponsored by France (MFA, AFD) and 8 from Germany (BMZ., GIZ, KFW), an increase from previous year (none from AFD and only one from GIZ among the 73 proposals received).
- 1 proposal from East Europe/Central Asia region versus 52 from Sub-Saharan Africa.
- 5 proposals from Kenya, most represented country among the 101 eligible proposals.
- Max number of members supporting a proposal: 5 (Egypt - FY12\_158). Average Member No. per proposal is 1.3.
- Good representation of secondary cities (none last year)
- Very good geographic distribution with 51% of the eligible 101 applications coming from SSA
- Very good distribution across OECD Country Classification with 38% of the 101 eligible applications coming from LDCs

Next steps: The Expert Evaluation Panel (EEP), which consists of last year's panel members along with a replacement for Serge Allou, who is now on secondment by the French Ministry of Foreign Affairs, will meet in mid June and the CA Management decision meeting will be held at the end of June.

France thanked the Secretariat for the selection of Marie-Alice Lallemand-Flucher to the EEP.

### **MENA Joint Work Programme**

As reported on during the Maputo EXCO and CG meetings, several CA members active in the Middle East and North Africa region have come together around a joint work programme for the region.

The JWP members are: Agence Française de Développement (AFD), European Investment Bank (EIB), French *Caisse des Depots* (CDC), French Ministry of Foreign Affairs, German Federal Ministry for

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Economic Cooperation and Development (BMZ), and the *Deutsche Gesellschaft fuer Internationale Zusammenarbeit* (GIZ), Italian Ministry of Foreign Affairs, MedCities, UN Habitat, United Cities and Local Governments (UCLG), and the World Bank.

The primary objective of this Programme is to strengthen the process of democratization through inclusive city governance supported by enabling national frameworks in selected partner countries of the MENA Region.

The first partner country will be Tunisia, with a particular focus on promoting subsidiarity. The first objective is advocacy on the constitution which will create an opportunity for the local government to speak to the central government.

JWP Meetings have been held in Marseille, Tunis and the next meeting will be held in Rome, in conjunction with the World Urban Forum.

### **Item 5: Cities Alliance Partnership Matters**

#### **Small Grant Processing Update**

The Secretariat briefed EXCO on the Small Grants Guidance Note issued by the Bank, which should bring improved efficiencies through standardization of procedures and more streamlined processes during grant set up stage. However, it was noted that new procedures have also been introduced during the project approval stage, which will add additional transaction steps but should result in improved alignment with Bank operations and improved support from Bank country management units. The Small Grants procedures are just beginning to be implemented, so it is still too early to assess their overall impact. During FY13, most CA grants to recipients will be made from DGF funds. Improved efficiencies are also being realized through consistent training of CA staff on Bank procedures, and through administration of the Catalytic Fund.

#### **Membership Update**

As per the Cities Alliance Charter, Section IV, para. 22, “Members that fail to make their agreed financial contribution for two consecutive financial years will no longer be members of the Consultative Group, and they will be notified by the EXCO”.

The following members have not paid for two or more years:

Asian Development Bank  
Canada (CIDA)  
Japan  
Netherlands  
Spain  
UK-DFID  
UNEP

At risk:

Ethiopia and Nigeria

The Secretariat proposed the following:

1. Lapsed members are notified and removed from Membership
2. Country Programme governments (Burkina Faso, Ghana, Mozambique, Uganda and Vietnam) are invited to sit as observers on the Consultative Group while the programmes are in progress so that they are able to contribute to the substantive discussions;
3. Bilateral delegations be encouraged to bring representatives of local government to Consultative Group meetings; and
4. The Cities Alliance should allocate resources to ensure that least developed country members are able participate

EXCO noted with caution that membership issues are difficult. Shrinking membership could be viewed negatively by potential new members, but carrying dead weight is unfair to the core, contributing members and detracts from the focus of the multi-stakeholder partnership.

Some of the expired members are the focus of the new fundraising strategy of the Cities Alliance and will be re-engaged in terms of the new business model; others are important to keep, if possible, such as Ethiopia and Nigeria, in light of the Cities Alliance Africa Strategy.

**DECISION:** It was agreed to notify all non-paying members as per the new Charter.

### **Fundraising**

Until present, Membership and Fundraising have been synonymous. The Secretariat recognizes that membership fees are needed, but we also need a separate Fund Raising strategy.

On 1 July 2013, the World Bank will become a regular member of the Cities Alliance, possibly contributing only at the minimum membership level. The EXCO noted the decrease in contribution and noted that the Bank had been the Alliance's biggest donor. The EXCO also noted the potential for changing roles within the partnership.

The new business model, including Country Programmes, require a significant injection of stable funding, which is one of the goals of the Secretariat Management to move into multi-year fund raising.

### **Staffing**

It was brought the EXCO's attention that effective 1 July 2013, there will be a change to World Bank's human resources policy. There is a move away from open-ended contracts towards term contracts. Within term contracts, there are two types of contracts: a formal term and co-terminus contract. A co-

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terminus contract is funded by the programme, not on the World Bank's budget. For good HR reasons, the World Bank wants to remove the co-terminus category; all staff will become term staff. The actual implementation of these policies are still being developed within the Bank, and the Secretariat will keep EXCO briefed on the possible impact this might have on multi-stakeholder programmes whose staff were hired specifically for the Secretariat.

It was noted that the Secretariat could use more technical staff, in particular, in the area of Municipal Finance.

**ANNEX I**

**Executive Committee Meeting  
6 June 2012  
FINAL AGENDA**

**Meeting room: Lake Room, Sheraton Kampala Hotel, Ternan Avenue, Kampala**

**8:30 a.m. Tea/Coffee**

**9:00–9:30 a.m. Item 1: Opening and Welcome**

- Josep Roig, UCLG and EXCO Chair
- William Cobbett, Manager, Cities Alliance

*Approval of Meeting Report – November 2011, Maputo*  
*Approval of Agenda*

**Item 1 Handouts:** November 2011 Meeting Report; June 2012 Agenda

**9:30–10:30 a.m. Item 2: Review and Secretariat Response to Independent Evaluation 2011**

- Kevin Milroy, Cities Alliance

**Item 2 Handouts:** Summary of Key Findings/Recommendations and Secretariat Comments;  
Independent Evaluation of the Cities Alliance: Final Report

**10:30–11:00 a.m. Tea/Coffee Break**

**11:00 a.m.–1:00 p.m. Item 3: Proposed actions in response to Evaluation Findings and Recommendations**

- William Cobbett, Cities Alliance

*Results Architecture and Performance Monitoring System Update*  
*Development of Knowledge and Learning Strategy*  
*Development of Advocacy and Communications Strategy*

**Item 3 Handouts:** Managing for Results

**1:00–2:00 p.m. Lunch at Paradise Terrace, Sheraton Kampala Hotel**

**2:00–3:30 p.m. Item 4: Business Plan FY12-FY14 Update**

- William Cobbett, Manager, Cities Alliance

*Review of FY12 Financial Report and Proposed FY13 Budget*  
*Catalytic Fund Update*  
*MENA Joint Work Programme*

**Item 4 Handouts:** Cities Alliance Financial and Budget Report FY12-FY13; CA Business Plan FY12-FY14;  
MENA Region Joint Work Programme Synopsis

**3:30–4:00 p.m.**

**Tea/Coffee Break**

**3:30–5:00 p.m.**

**Item 5: Cities Alliance Partnership Matters**

- William Cobbett, Manager, Cities Alliance  
*Small Grant Processing Update*  
*Membership Update*  
*Fundraising*

**Item 5 Handouts:** [Membership Contributions Status Report](#)

**5:00–5:30 p.m.**

**Closing Remarks by Josep Roig, UCLG and EXCO Chair**

**7:30 p.m.**  
taxi ride)

**Dinner at Khana Khazana** Plot 20, Acacia Avenue Kololo, Kampala (five minute

**ANNEX II**

**List of Participants**

<b><u>MEMBER</u></b>	<b><u>PARTICIPANT</u></b>	<b><u>AFFILIATION</u></b>
FRANCE	Ms. Maria Caillat	French Embassy, Kampala
NORWAY	Mr. Erik Berg	Royal Ministry of Foreign Affairs
SDI	Mr. Joel Bolnick Mr. Jockin Arputham	SDI Secretariat SDI Secretariat
PHILIPPINES	Mr. Jeremy Nishimori	League of Cities of the Philippines
UCLG	Ms. Emilia Saiz Mr. Josep Roig	United Cities and Local Governments United Cities and Local Governments
UCLGA	Mr. Jean-Pierre Elong Mbassi	United Cities and Local Governments Africa
UN-HABITAT	Mr. Doudou Mbye Ms. Rocio Kessler Mr. Peter Wegulo	UN-Habitat UN-Habitat UN-Habitat
WORLD BANK	Ms. Zoubida Allaoua	World Bank
<b><u>ADVOCACY PANEL</u></b>		
	Ms. Clare Short	Retired Member of Parliament, UK
<b><u>OBSERVERS</u></b>		
UGANDA	Mr. Samuel Mabala	Ministry of Land, Housing and Urban Development
<b><u>SECRETARIAT</u></b>		
	Mr. William Cobbett Ms. Susanna Henderson Mr. Kevin Milroy	Cities Alliance Secretariat Cities Alliance Secretariat Cities Alliance Secretariat