



Executive Committee Meeting Report

**8 September 2014
Brussels, BELGIUM**

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I. Decisions

ITEM	BACKGROUND	DECISION
1. Meeting Agenda		The meeting agenda was approved with the caveat to add a separate agenda item on Habitat III to each EXCO and CG agenda for the next two years.
2. April 2014 Meeting Report		The April 2014 EXCO meeting report was approved.
3. Governance Working Group (GWG) Recommendations		
a. General comments		<ol style="list-style-type: none"> 1. Agreed to remove the words “club” and “niche” from the Governance Report 2. Agreed to rename the Board of Directors (former EXCO) the Management Board
b. Clarification of the niche and commitment to the Cities Alliance	<p>Recommendation 1: A concerted internal communications exercise should be undertaken to:</p> <ul style="list-style-type: none"> • Focus on and inform existing members; and • Generate more decisive affiliation to the Alliance among a deeper spread of member organisation staff 	<ol style="list-style-type: none"> 1. Agreed to the recommendation 2. Requested to include the need for external and internal communication exercises to show the added value to existing and prospective members – “Our Cities Alliance”
c. Confirming the new imperatives for Cities Alliance	<p>Recommendation 2: The need for responsiveness to these agendas is critical now. Cities Alliance should build upon the existing business model to diversify and expand income sources, attract new implementation capacity and optimise impact.</p>	<ol style="list-style-type: none"> 1. Agreed to the recommendation 2. Requested to add resilience as one of the critical imperatives for the partnership, and to add knowledge management to the list of organisational imperatives 3. Requested the shorter Governance paper flesh out the ideas behind new implementation capacity
d. Types of Members	<p>Recommendation 3: The EXCO should adopt the proposed simplified way of describing members, and avoid using other terminologies.</p>	<ol style="list-style-type: none"> 1. Agreed to the recommendation 2. Agreed to change Civic to Civil under the Membership Category type 6 3. Agreed to add Regional to Membership Category type 5 4. Agreed to add an additional Membership Criteria around the promotion of accountability, transparency and sustainability 5. It was recommended to look into ways of re-engaging with the World Bank and the European Union which is currently preparing for a more active involvement in urban development.
e. Participation & governance: role of members and Working	<p>Recommendation 4: EXCO should agree that Working Groups are not governance mechanisms, but a means of optimising participation and innovation.</p>	<ol style="list-style-type: none"> 1. Agreed 2. Requested to add Global Advocacy, Leadership and Relevance to the “What it means to be a member of Cities Alliance” section 3. Requested to add Learning to member activities.

Groups		
f. Membership development and growth	<p>Recommendation 5: EXCO should ask the Secretariat to work with a new Cities Alliance Membership Sub-Committee to develop a membership development and growth plan for consideration by the EXCO.</p>	<ol style="list-style-type: none"> 1. Agreed 2. Agreed to remove a set target number of Cities Alliance members 3. Requested to define a Terms of Reference for the Membership Sub-Committee (which is comprised of Management Board Members)
g. Alignment of strategy and governance	<p>Recommendation 6: The Cities Alliance should move towards having:</p> <ul style="list-style-type: none"> • a 4 or 5-year MTS; • 2 or 2.5-year mandates for its Board; and • Assembly chairs with a 2 consecutive term limit. 	<p>Agreed to a 5-year Medium Term Strategy, a 3-year term limit for the Board, with a 2 consecutive term limit for the respective Chairs</p>
h. Respective roles of Board, Secretariat, Assembly, Policy Advisory Board	<p>Recommendation 7: The Governance of the Cities Alliance should be orchestrated around the three key entities of Assembly, Board, and Secretariat.</p>	<ol style="list-style-type: none"> 1. Agreed 2. Requested narrative to be cleaned up to match the number of meetings 3. Agreed to rethink the idea of an Assembly Summit
i. The Assembly and Chair of Assembly	<p>Recommendation 8: The EXCO should agree on the role of the Assembly, Assembly Chair, and means for appointing the Chair of the Assembly.</p>	<p>Agreed</p>
j. The Board, Chair of Board and conduct of good meetings	<p>Recommendation 9: EXCO should:</p> <ul style="list-style-type: none"> • Agree to the definitions of the Board, its roles, responsibilities, membership, and constituencies • Agree to the definition of the role of the Chair of the Board, and methods for selecting the chair. • Request the preparation of a Membership Strategy and the formation of a Membership Working Group to become the Membership Sub-Committee of the Board in due course, and the drafting of the delegation protocols between the Board and the Secretariat for EXCO to review. 	<ol style="list-style-type: none"> 1. Agreed to add the Chair of the Sr. Policy Advisors to the Board 2. Agreed to the tasks of the Board as stated in the GWG text 3. Agreed to regroup the constituencies and decide the exact Board number when redrafting the Charter 4. Agreed that the Chair of the Board will be selected from nominations for an individual received from two sources: (i) Board Members and (ii) an open call for external candidates. 5. Agreed to cover travel and reasonable costs of an Independent Chair, but that the position is not remunerated 6. Agreed that the Chair could appoint an independent facilitator, as needed 7. Agreed to a maximum of 14 Board Members – 12 plus the Chair of Board and the Chair of the Sr. Policy Advisors
k. The Secretariat	<p>Recommendation 10: The EXCO should confirm the definition of the Secretariat's role and seek further details on the working relationship between Chair and Director.</p>	<ol style="list-style-type: none"> 1. Agreed with the GWG text 2. Agreed to work on the role of the Director and clarify the reporting lines and the relation to the Chair

<p>i. The Policy Advisory Forum/Board</p>	<p>Recommendation 11: The EXCO should seek to retain the Policy Advisor(s) and build their number and roles. A paper to develop this should be requested from the Secretariat.</p>	<ol style="list-style-type: none"> 1. Agreed to drop the name Forum and Board and have Sr. Policy Advisors 2. Agreed to emphasise the Ambassadorial role of the Sr. Policy Advisors 3. Agreed to include the Chair of the Sr. Policy Advisors on the Management Board 4. The EXCO requested the Secretariat to develop a Paper about the role of the Sr. Policy Advisors
<p>m. Advocacy role</p>	<p>Recommendation 12: The EXCO should request a short paper to clarify and define the advocacy roles of the Cities Alliance</p>	<p>Agreed</p>
<p>n. Development to support governance</p>	<p>Recommendation 13: The EXCO should request the GWG to make further detailed recommendations on the additional issues raised above in due course, once the new arrangements are agreed, and to draft the revision of the Charter accordingly.</p>	<p>Agreed</p>
<p>4. Next Steps</p>		<ol style="list-style-type: none"> a. Governance Report: Greg Clark will produce a shorter version of the report with the recommendations outlined above for circulation to the EXCO by 19 September 2014. Comments to Greg Clark (greg@gregclark.com) are requested by 26 September 2014 so changes can be incorporated before the Annual Meeting documentation circulation date of 7 October 2014. b. Draft Charter Revisions: The Secretariat will draft the proposed Charter edits in Tracked Changes by 19 September 2014 and then hold a virtual meeting of the GWG if requested by members.
<p>5. Swiss SECO Membership</p>		<p>One new CG Member was approved by the EXCO – Swiss SECO as a full CG member– and will be recommended to the CG for (5 day) no-objection ratification.</p>
<p>6. DFID Future Cities Africa</p>		<p>EXCO approved Ethiopia and Ghana as first two DFID Future Cities Africa Countries.</p>
<p>7. Catalytic Fund</p>		<p>EXCO members requested the Secretariat to provide an options paper for the CATFund based on the Expert Evaluation Panel Chair’s Report for the next meeting.</p>
<p>8. Next Meetings</p>		<ol style="list-style-type: none"> a. The next EXCO meeting will be on 7 November 2014 in Addis Ababa, Ethiopia. b. The next CG Meeting will be held on 8 November 2014 in Addis Ababa, Ethiopia

II. Meeting Summary

Date: 8 September 2014

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

Venue: Philanthropy House, Rue Royale 94, 1000 Brussels, Belgium

Item 1: Opening and Welcome

The meeting was chaired by Emilia Saiz from UCLG, acting on behalf of Josep Roig, the Chairperson of the Executive Committee.

The Members congratulated the Secretariat for the first meeting in Brussels as the new home of the partnership and complimented the team for a successful move, the new premises and excellent facilities. The transition process has taken over two years opening a new page in the history of the Alliance.

As a general remark the Chair praised the new format of presentation of the meeting documentation, which greatly facilitates the preparation of these meetings for members.

The EXCO chair presented the draft meeting agenda (see Annex II) and the April 2014 EXCO Meeting Report for consideration. Members suggested to add a separate agenda item on Habitat III to every EXCO and CG meeting agenda in the coming two years with regular updates of the Habitat III process.

With respect to the minutes, some members underlining the importance of ensuring the accurate phrasing of the decisions and agreements as well as clear records of the discussions. No specific objections were raised in regards to the April 2014 EXCO meeting report and it was approved by the EXCO Members.

DECISIONS

1: The meeting Agenda was adopted with the caveat to add a separate agenda item 'Habitat III Updates' to the next EXCO and CG meeting agendas for the next two years.

2: The April 2014 EXCO Meeting Report was approved.

Item 2: Policy and Strategy

Governance Working Group (GWG)

The Governance Working Group (GWG)¹ of the Cities Alliance (CA) met on two occasions (6 June and 25 July) with the independent facilitator, launching an intense dialogue between the Members covering not only the issue of governance but also a much broader set of issues about the purpose and role of the partnership including mechanisms of participation, growth of membership, identity and communications strategy.. Building upon the Terms of Reference for the Working Group (6 November 2013) and the agreement of its first statement at the EXCO meeting in Medellin on 6 April 2014, the GWG of the CA put forward a set of propositions and recommendations with the aim of repositioning and strengthening the partnership as well as improving Member ownership of the CA.

GWG Recommendations

The Governance Working Group proposed a set of 13 recommendations to the EXCO for consideration. It is recommended that the new Governance arrangements should come into effect on 1 January 2015 and the revision to the Charter should be approved at the Consultative Group meeting in November 2014 in order to make this possible.

The GWG independent facilitator Mr. Greg Clark presented the draft GWG Working Paper highlighting the issues that had already been agreed upon and inviting the Members to deliberate on items that yet need further clarifications and decisions. The main goal is to produce a revised shorter version of this paper with final recommendations to the CG. The Members held detailed discussions and exchanged views regarding each particular recommendation..

As a general remark, Members were concerned by the usage of certain ‘terms’ in the text of the draft GWG Working Paper, such as ‘club’, ‘niche’ and ‘Board of Directors’ and it was agreed to remove the words ‘club’ and ‘niche’ from the report as well as replace ‘Board of Directors’ with ‘Management Board’.

DECISIONS

3: GOVERNANCE RECOMMENDATIONS

- a. General comments
 - Agreed to remove the words “club” and “niche” from the Governance Report
 - Agreed to rename the Board of Directors (current EXCO), the **Management Board**

¹ The GWG is a sub-committee of the CA Executive Committee (EXCO) established by the CA Consultative Group at its 2013 Annual Meeting. The Working Group comprises the following Members: UCLG, UN –Habitat, BMZ (Germany), Sida, Chairperson of the Advisory Panel, Director of the Secretariat and UNEP.

1. Clarification of the niche and commitment to the Cities Alliance

GWG Paper Recommendation 1: *A concerted internal communications exercise should be undertaken to focus on and inform existing members, and seek to generate more decisive affiliation to the Alliance amongst a deeper spread of staff within member organisations.*

The Members agreed a concerted communications exercise should be undertaken for internal and external purposes. It has to show the added value of the Alliance:

1. For existing members: what are the specific services they get from their CA membership?
2. To prospective members: what the CA is promoting to the global community as a public good? This could be described as spanning from operational results (through specific programmes) to international advocacy for better putting urbanisation issues on the multilateral political agenda, through better alignment of member practices and activities (for the sake of better results) and through comprehensive knowledge management (to share and disseminate to best practices among members and beyond).

Some members were cautious about the concepts of resilience and sustainability of the CA, suggesting that the main priority of the CA Secretariat should be its relevance and results rather than anxiety about its own resilience.

DECISIONS

3: b: Agreed to the recommendation.

- Requested to include the need for an **external communication exercise** as well as internal to show the added value to existing and prospective members – “Our Cities Alliance”

2. Confirming the new imperatives for Cities Alliance

GWG Paper Recommendation 2: *GWG proposes that the need for responsiveness to these agendas is critical now. Cities Alliance should build upon the existing business model to diversify and expand income sources, attract new implementation capacity and optimise impact.*

After a brief exchange of views, it was suggested to add resilience in urban development under this recommendation as one of the critical imperatives for the partnership. The CA should not advocate solely for visibility, but also to attract more resources that would make it indeed more resilient. EXCO members underlined the importance of adding a strong knowledge management focus to the list of organizational imperatives, as advocacy alone is insufficient for an ambitious global partnership. It was also requested that the revised paper further develops the ideas behind new implementation capacity which was defined as finding new models to act together.

3: c: Agreed to the recommendation.

- **Requested to add resilience** as one of the critical imperatives for the partnership, and to add a **knowledge management** focus to the list of organizational imperatives
- **Requested** the shorter Governance paper flesh out the ideas behind new implementation capacity

3. Types of Members

GWG Paper Recommendation 3: *the EXCO should adopt the proposed simplified way of describing members, and avoid using other terminologies.*

The Members reflected upon the various proposed types of members and expressed a general view of possibly regrouping the number of constituencies. A few corrections were made to the suggested types of members: type 5 should also include “regional” financial institutions, not only international and type 6 should be corrected to ‘civil’ society and not ‘civic’ society.

It was suggested to amend the text regarding Founding Members to present tense rather than past tense: *‘The Cities Alliance has two founding members’*. In this context UN- Habitat expressed the importance of the Secretariat taking steps to ensure the return of the World Bank as a full Member. UN-Habitat also requested particular recognition as a Founding Member which could be reflected in the creation of a special status of Honorary Member, whereas most members expressed the view that the concept of Founding Members referred to the previous phase/cycle of the Cities Alliance. There was a consensus among the Members regarding the importance and necessity to re-engage with the World Bank if possible, as a major actor on the international development scene, however, the modalities of cooperation and engagement do not necessarily need to imply full membership and representation on the Management Board. It was recommended to look into ways of collaboration with the World Bank as well as the European Union as it is currently preparing for a more active involvement in urban development.

Some members were concerned about the 2 years grace period before being prevented from participating in CA activities, emphasizing that it is too generous and risky. It was suggested to be stricter in this regards, which can also imply reviewing the membership fees. Other Members stressed the importance of enforcing financial responsibility of the members, however, allowing a graduate process of withdrawal in case of non-payment.

As to the category of financial Sustaining Members, the Members were concerned as the discussion of granting these members an automatic seat at the Management Board can be viewed as an unhealthy practice. The EXCO strongly endorsed the proposal that financial Sustaining Members should not receive an automatic seat at the Management Board and it was decided to delete this category from the revised paper. It was also decided to delete the category of Founding Members. The Members agreed to add an additional Membership Criteria around the promotion of accountability, transparency and sustainability. This does not imply that the CA cannot intervene in authoritarian countries, nevertheless, authoritarian countries will not be represented at the Management Board.

DECISIONS

3: d: Agreed to the recommendation

- **Agreed to add Regional to Membership Category type 5**
- **Agreed to change Civic to Civil under the Membership Category type 6**
-
- **Agreed to add an additional Membership Criteria around the promotion of accountability, transparency and sustainability.**
- **It was recommended to look into ways of re-engaging with the World Bank and the European Union which is currently preparing for a more active involvement in urban development.**

4. Participation and Governance: the role of Members and of working groups

***GWG Paper Recommendation 4:** EXCO should agree that Working Groups are not governance mechanisms but are designed to optimise participation and innovation.*

The Members agreed with the recommendation and underlined the importance of participation in various working group formats which should also allow flexibility to engage non-members of the Alliance to bring their expertise, influence and/or resources. A number of members stressed the importance of retaining the sense of ownership amongst Members, and the importance of creating partnerships from the bottom up.

DECISIONS

3: e: Agreed to the recommendation.

- **Requested to add Global Advocacy, Leadership and Relevance to the “What it means to be a member of Cities Alliance” section**
- **Requested to add Learning to member activities.**

5. Membership Development and Growth

GWG Paper Recommendation 5: EXCO should ask the Secretariat to work with a new Cities Alliance Membership Sub-Committee to develop a membership development and growth plan for consideration by the EXCO.

The Members endorsed the idea of being ambitious and not limiting the growth of the partnership to any preset target numbers. The Members recommended creating a Membership Sub-committee (as a structure of the Management Board) and drafting its Terms of References. The Sub-Committee should also concentrate on member retention. The composition of the Sub-Committee will be discussed at a future meeting.

DECISIONS

3: f: Agreed to the recommendation

- **Agreed to remove a set target number of Cities Alliance Members**
- **Requested to define a Terms of Reference for the Membership Sub-Committee (which is comprised of Management Board Members)**

6. Alignment of Strategy and Governance

GWG Paper Recommendation 6: that the Cities Alliance moves to having a 4 or 5 years MTS and 2 or 2.5 years mandates for its Board and Assembly chairs with a 2 consecutive term limit.

The members examined various options and models including the possibility of decoupling the MTS and the mandates of leadership roles, the idea of a deputy-chair or troika system to ensure continuity, mechanisms of replacing the chair in cases of unavailability, and the idea of a professional moderator. Overall, the Members agreed with the principle of linking the terms of the Board and Assembly chairs to the MTS, underlining, however, that the reality can be more challenging thus requiring space for flexibility. The Members agreed to a.) a longer period for the MTS (5 years) as it takes time to actually realise results, and this will possibly also allow for more financial stability; b.) 3 year term for the Board and Assembly Chairs, renewable once and a standard procedure to replace the Chair in cases of absence or unavailability and c.) with 2 consecutive term limits for the Chairs.

7. New Governance: Respective roles of Board, Secretariat, Assembly, Policy Advisory Board

GWG Paper Recommendation 7: The GWG recommends that the Governance of the Cities Alliance be orchestrated around the three key entities of Assembly, Board, and Secretariat.

DECISIONS

3: g: Agreed to the recommendation

- **Agreed to a 5 year Medium Term Strategy, 3 year terms limit for the Board and Assembly Chairs, with a 2 consecutive term limit for the respective Chairs**
-

Members agreed on having the Assembly, the Management Board and the Secretariat as the three elements of the Governance of the Cities Alliance. There was a general concern that organizing a Summit every 24 months is simply adding another extra meeting. The Members agreed that such meetings should be organized in conjunction with some major event in the international arena in different regions of the world, such as for instance the WUF, to raise the profile of the CA and use these opportunities more strategically to advocate for urban and city issues.

DECISIONS

3: h: Agreed to the recommendation

- **Requested narrative to be cleaned up to match the number of meetings**
- **Agreed to rethink the idea of an Assembly Summit**

8. The Assembly and Chair of Assembly

GWG Paper Recommendation 8: *The GWG recommend that the EXCO agree the role of the Assembly, Assembly Chair, and means for appointing the Chair of the Assembly.*

The Members agree that the composition of the Assembly embraces all members of the Cities Alliance. As to the selection of the Chair, it was suggested to amend the phrase to reflect that the Chair should be selected from amongst the leaders associated with the members of the CA, without any reference to the Founding Members (of which only one is currently a member). One of the Members proposed strengthening the role of the Assembly by giving it more executive functions, such as approving not only the MTS, but also the Yearly Work Programme and the Country Programmes. However, this approach was not endorsed, as only a few years ago powers were transferred from the CG to the EXCO. However, the Members also recommended to create communication channels to make sure that the voice of each and every member is heard at the Management Board via the representative of their constituency.

There was a consensus among all Members that the Assembly should be looking outwards, speaking to the rest of the world and have a more political nature providing policy direction to the Alliance, whereas the Management Board should be a slimmer body looking inwards and acting as a sound executive mechanism with typical management functions. The necessity of two chairs was examined, with some Members arguing that two Chairs will only create more confusion both externally and internally. However, given the nature of the organization which represents a partnership, the separation of the two functions between the two bodies and thus the necessity of two different Chairs was endorsed.

DECISION

3: i: Agreed to the recommendation.

9. The Board and Chair of Board and conduct of good meetings

GWG Paper Recommendation 9: *The GWG recommends that the EXCO agree the definitions of the Board, its roles, responsibilities, membership, and constituencies. It also recommends that the EXCO agree the definition of the role of the Chair of the Board, and methods for selection of the chair. The GWG further recommends that the EXCO request the preparation of a Membership Strategy and the formation of a Membership working group to become the Membership Sub-Committee of the Board in due course, and the drafting of the delegation protocols between the Board and the Secretariat for EXCO to review.*

Some Members proposed not to define the composition of the Board at this point and not to formalize an exact number but rather establish a model that would provide a ratio between Assembly and Board. However, this approach was contested by the view that a slim executive body is of utmost importance for a healthy, negotiable and manageable structure. It was suggested to keep the maximum number of the Board to 12 and the Members agreed to add to it also the Chair of the Sr. Policy Advisors and the Chair of the Management Board, thus arriving to a model with a maximum of 12+2 members. It was also agreed that 8 constituencies were too many for use in Board composition. The members recommended to reduce the constituencies to 6 constituencies with 2 representatives each at the Board. As to the representation of each constituency in the Board, it was suggested that it is the duty of the representative of the constituency to liaise between the members of the group.

The selection of the Chair raised an active discussion as to the question of internal or external sourcing. The Members shared the vision of selecting a knowledgeable, senior and eminent person for this important role as well as underlined the importance of neutrality and no conflict of interest. Hence, it was agreed to keep the selection open both to internal and external candidates. Members also agreed to cover the travel expenses of the Chair however, the position will not be a remunerated post. It was also proposed that the Board would establish a Search who would undertake activities to search for an appropriate Chair. EXCO also endorsed the concept that the Board Chair's position would be associated to an individual not to the institution he/she represents and that his/her organization would need to appoint another representative to the Board to allow the Chair to remain neutral.

As a general concern it was outlined that many meetings in the past were not efficient due to the absence of professional moderation, members reopening discussions previously concluded, amongst other reasons, and it was advised to rethink the organization of meetings in the future with the goal of improving the quality and efficiency. The Members recommended that an independent facilitator be involved as and when necessary.

DECISIONS

3: j: Agreed to the recommendation

- **Agreed to add the Chair of the Sr. Policy Advisors to the Board**
- **Agreed to the tasks of the Board as stated in the GWG text**
- **Agreed to regroup the constituencies and decided the exact Board number when redrafting the Charter**
- **Agreed that the Chair of the Board will be selected from nominations for an individual received from two sources: (i) Board Member and (ii) an open call for , external candidates.**
- **Agreed to cover travel and reasonable costs of an Independent Chair, but that the position is not remunerated.**
- **Agreed that the Chair could appoint an independent facilitator, as needed**
- **Agreed to a maximum of 14 Board Members – 12 plus the Chair of Board and the Chair of the Sr. Policy Advisors**

10. The Secretariat

GWG Paper Recommendation 10: *The EXCO should confirm the definition of the Secretariat role and seek further details on the working relationship between the Chair and the Director.*

The recommendation is essentially building upon the existing Charter definition, with no significant changes. Some Members feel the importance of progressing and improving the relationship. There was a general consensus that the Secretariat must be accountable to the Board and report back, but it should not be stopped from being creative and bringing to the table new ideas and initiatives, new collaborations and playing a proactive role in brokering of partnerships between the members. The relation between the Director of the Secretariat and the Chair of the Management Board was discussed, and it was agreed to further clarify this relationship and the reporting lines. Members agreed that the Chair of the Board would be non-Executive, and work through the Board. Also underlined was the importance of providing high quality services to the Members, which is critical for the success and efficiency of the meetings.

DECISIONS

3: k: Agreed to the recommendation

- **Agreed with the GWG text**
- **Agreed to elaborate on the role of the Director and clarify the reporting lines and the relation to the Chair**

11. The Policy Advisory Forum/Board

GWG Paper Recommendation 11: *The EXCO should seek to retain the Policy Advisor(s) and build their number and roles. A paper to develop this should be requested from the Secretariat.*

The EXCO recognizes the very important role played by the Policy Advisory Forum in the past and agrees on the necessity of retaining and expanding this concept. The members underlined that the term ‘Board’ should be deleted as it is misleading and more emphasis put on the ambassadorial nature of the Advisory Forum. There is also some confusion as to the duplication of the ambassadorial role of the Chair of the Assembly and the Senior Policy Advisors. Members recommended to precisely define the roles and to make a clear distinction between the political leadership role of the Assembly Chair and the ambassadorial role of the Senior Policy Advisors.

DECISIONS

3: l: Agreed to the recommendation

- **Agreed to drop the name Forum and Board and have Sr. Policy Advisors**
- **Agreed to emphasize the Ambassadorial role of the Sr. Policy Advisors**
- **Agreed to include the Chair of the Sr. Policy Advisors on the Management Board**
- **The EXCO requested the Secretariat to develop a Paper about the role of the Sr. Policy Advisors**

12. Advocacy Role

GWG Paper Recommendation 12: *The EXCO should request a short paper to clarify the advocacy roles of the Cities Alliance*

Although Members expressed their interest on multiple occasions that the CA plays a strong advocacy and knowledge sharing role, they have different visions and understandings regarding what advocacy the CA needs. It was suggested not to go into details due to lack of time, but to endorse the recommendation and to wait for the paper in order to have a more extensive discussion when it is ready.

DECISION

3: m: Agreed to the recommendation

13. Development to support governance

GWG Paper Recommendation 13: *The EXCO should request the GWG to make a further set of detailed recommendations on the additional issues raised above in due course, once the new arrangements are agreed, and to draft the revision of the Charter accordingly.*

EXCO agreed to the recommendation with no objection.

DECISION

3: n: Agreed to the recommendation

Next Steps

- **Governance Report** – Greg Clark will produce a shorter version of the current Governance report with the above listed specific set of recommendations for circulation to the EXCO by **19 September 2014**. Comments to Greg Clark (greg@gregclark.com) are requested by **26 September 2014** to allow for time to incorporate any changes in time for the Annual Meeting documentation circulation date of **7 October 2014**.
- **Draft Charter Revisions** the Secretariat will draft the proposed Charter edits in Tracked Changes by **19 September 2014** and then hold a virtual meeting of the **Governance Working Group**, if requested by members.

Item 3: Director's Report

Prior to the EXCO meeting, the Secretariat circulated a new document called the Director's Report that provides an overview of CA priorities to EXCO which members found very useful. A verbal report was given touching upon the status of implementation of the MTS 2014-2016, expression of interests of new members, potential corporate partnerships, the DFID-financed Future Cities Africa Programme and finally staffing updates.

In regards to the implementation of the MTS, the Secretariat has commenced the work of commissioning consultants to assist in preparing analytic work for both the Gender and Economic Growth pillars and those members interested in being active members of a Joint Working Group on either pillar to kindly please identify themselves to the Secretariat. Draft framework strategies will be presented at the CG meeting in November. The Secretariat has also commenced a process of formulating Asia and LAC Strategies led by the respective Regional Advisors and has initiated the internal project approval process approved by members in the Standard Operation Procedures (SOP) through the creation of a Project Review Committee.

AfDB, SECO, India and South Korea have expressed interest in becoming full members of the Cities Alliance, while ILO has expressed interest in re- assuming Associate Membership. EXCO approved the application of the

Swiss SECO as a full CG member– and recommend it to the CG for (5 day) no-objection ratification. Members were advised that besides contributing to the core funds, SECO is interested in funding a country programme in a middle income country such as Tunisia. Members expressed emphasized the importance of a thorough discussion before any commitment to the next Country Programme.

A number of members raised concerns about the current functioning of the Catalytic Fund, which is generally regarded as a successful innovation for the Cities Alliance. During the process of the last call (Know your City), many members encouraged their staff to initiate or support a number of applications. However, due to the very significant mismatch between supply (\$2m, max 10-11 successful proposals) and demand (in excess of 230 proposals), many members felt that it may be necessary to review CatFund procedures, to avoid a reoccurrence of this outcome.

The Secretariat was asked to consider the situation, and make recommendations to EXCO prior to the 2015 call.

The DFID-financed Future Cities Africa (FCA) Programme is in preparation with intensive discussions between partners, implementing organisations, UNOPS and DFID itself to shape the structure of the core team, identify deliverables and contractual procedures. Members were presented with a scoring matrix for the selection of the countries for the FCA Programme in Sub-Sahara Africa which are drawn from DFID's own list of priority countries. The FCA programme will operate in four countries, but at this point in time, two countries - Ethiopia and Ghana - were proposed for EXCO approval. The FCA programme has an implementation time of 18 months, and members agreed that it is best to select countries where the CA has existing investments to increase the possible success rate of the programme.

At the request of Germany, it was agreed that Habitat III was an issue of special interest to the members of the Cities Alliance, both individually and as members of the Alliance. Accordingly, it was **agreed** to add Habitat III as a standing item of future EXCO and CG meetings, until Habitat III is over.

Staff recognition.

During the lunch recess, EXCO members were pleased to recognise the outstanding role played by two long-standing members of staff:

1. **Erika Puspa**, Information Management Specialist. Erika has been with the Secretariat for more than thirteen years, and has played a largely unsung role in revolutionising the way in which information is managed in the Cities Alliance. She conceived, designed and implemented the projects database, and was instrumental in facilitating the seamless transition from Washington to Brussels, and the management of one portfolio in two countries and institutions;
2. **Susanna (Sid) Henderson**, Partnerships Officer. Sid was recognised for ten years' service to the Cities Alliance (2004-2014). Very well known to EXCO members, Sid provided key support to the Manager of the Cities Alliance, particularly in the servicing of EXCO and the CG, and the organisation of their

meetings. Since the move to Brussels, Sid has moved into a new and more strategic role as the CA's Partnership Officer.

Both Erika and Sid were both awarded commemorative plaques on by the Chair of the Executive Committee, Josep Roig, Secretary General of United Cities and Local Government.

Next EXCO Meeting

The next EXCO meeting will be held on 7 November 2014 in Addis Ababa, Ethiopia.

Next CG Meeting

The next CG meeting will be held in Ethiopia in early November 2014. The Cities Alliance is required to host a learning event for all Bill & Melinda Gates Foundation Grantees, and the Secretariat is proposing to use the CA's Policy Advisory Forum to host, *Investing in our Common Urban Future: Promoting Sustainable and Inclusive Cities - A Knowledge Exchange of Bill & Melinda Gates Foundation Grantees* in Ethiopia in combination with the CA Annual Meeting. CA members will learn more about the BMGF Intermediation Portfolio, as well as the CA Country Programme grantees (Ghana, Uganda, Burkina Faso, Mozambique, Vietnam and Ethiopia). The Chair of the PAF will host and chair a high-level Ministerial panel, and two site visits have also been organised, one to a secondary city.

DECISIONS

5. **One new CG Member** was approved by the EXCO – Swiss SECO as a full CG member– and will be recommended to the CG for (5 day) no-objection ratification.
6. EXCO **approved Ethiopia and Ghana** as first two DFID Future Cities Africa Countries.
7. EXCO members requested the **Secretariat to provide an options paper for the CATFund** based on Expert Evaluation Panel Chair's Report for the next meeting.
8. **The next EXCO meeting** will be on 7 November 2014 in Addis Ababa, Ethiopia.
9. **The next CG Meeting** will be held on 8 November 2014 in Addis Ababa, Ethiopia.

III. Annexes

Annex I: List of Attendees

<u>EXCO MEMBERS</u>	<u>PARTICIPANT</u>	<u>AFFILIATION</u>
FRANCE	Mr. Marc Trouyet	Ministry of Foreign Affairs
GERMANY	Mr. Franz Marré Ms. Almut Nagel	Federal Ministry for Economic Cooperation and Development (BMZ)
SDI	Ms. Sheela Patel Mr. Nico Keizer	Shack/Slum Dwellers International
Sida	Mr. Mikael Atterhög	Swedish International Development Agency
UCLG (EXCO Chair)	Mr. Josep Roig Ms. Emilia Saiz	United Cities and Local Government
UN-HABITAT	Mr. Alioune Badiane Mr. Jean Christophe Adrian	UN-Habitat
UNOPS	Ms. Maria- Noel Vaeza Ms. Katrin Lichtenberg	UNOPS
GWG Facilitator	Mr. Greg Clark	
ex-officio EXCO MEMBER	Ms. Clare Short	Retired Member of Parliament, UK
ex-officio EXCO MEMBER	Mr. William Cobbett	Cities Alliance Secretariat
<u>SECRETARIAT</u>	<u>PARTICIPANT</u>	<u>AFFILIATION</u>
	Ms. Phyllis Kibui Ms. Susanna Henderson Ms. Nune Karakhanyan Mr. Rene Hohmann	Cities Alliance Secretariat

Annex II: EXCO Agenda

Cities Alliance

Cities Without Slums

Executive Committee Meeting

8 September 2014

AGENDA

Venue: *Rue Royale 94, 5th Floor, Philanthropy House, 1000 Brussels		
9h30	Welcome Coffee/Tea (light snacks)	Venue: Meeting Room
10h00 – 10h30	<p>Item 1: Opening and Welcome <i>Josep Roig, Secretary General, UCLG and EXCO Chair</i></p> <ul style="list-style-type: none"> ➤ Adoption of meeting Agenda ➤ Approval of meeting report – Medellin, Colombia, 6 April 2014 <p>Action: For Approval</p>	<p>Handouts: Draft Agenda; Medellin Meeting Report, 6 April 2014</p>
10h30 – 13h00	<p>Item 2: Policy and Strategy Governance Working Group (GWG) <i>Greg Clark, Facilitator</i></p> <ul style="list-style-type: none"> ➤ Presentation on the Draft Governance Recommendations to EXCO <p>Action: For Discussion and Approval of Next Steps</p>	<p>Handouts: GWG Draft Working Paper; TOR Matrix; powerpoint</p> <p>Background Docs: Working Group TOR ;CA Charter</p>
13h00 – 14h00	Lunch	
14h00 – 15h00	<p>Item 3: Director’s Report <i>William Cobbett, Director, Secretariat</i></p> <ul style="list-style-type: none"> ➤ MTS 2014 – 2016 Update ➤ DFID Future Cities Africa (FCA) Grant <p>Action: For Information</p>	<p>Background Docs: Director’s Report; MTS, 2014 – 2016</p>
15h00 – 16h00	<p>Item 4: Programme Unit <i>Julian Baskin, Head of Programme Unit, Secretariat</i></p> <ul style="list-style-type: none"> ➤ Africa Strategy Update ➤ Country Programmes Update ➤ Catalytic Fund Update ➤ Habitat III JWP Update ➤ BMGF Portfolio Update <p>Action: For Information</p>	<p>Handouts: Africa Strategy Update; Country Programmes Update; CATFund Update; Habitat III JWP Update; BMGF Portfolio Update</p>
16h00 – 16h30	Coffee/Tea	
16h30 – 17h15	<p>Item 5: Finance and Operations <i>Phyllis Kibui, Head of Finance and Operations, Secretariat</i></p> <ul style="list-style-type: none"> ➤ Contribution Agreement Update ➤ 2014 Budget Update 	<p>Handouts: 2014 Financial Update</p>

	Action: For Information	
17h15 – 18h00	Item 6: Partnership Matters <ul style="list-style-type: none"> ➤ Review of EXCO Rotation ➤ Potential New CG Members ➤ Next EXCO Meeting ➤ Next CG Meeting Action: For Discussion and Approval	Handouts: <i>Partnership Matters; Draft PAF Agenda;</i>
18h00	Summary of Recommendations and Closing Remarks <i>Josep Roig, Secretary General, UCLG and EXCO Chairperson</i>	

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