

Cities Alliance Executive Committee Meeting
11 July 2011
Summary

Key Decisions and/or Follow-up Actions:

Item 1: Opening and Welcome/Adoption of Agenda

- a. Request was made to amend the agenda to add a discussion on advocacy, communications and the global role of the Cities Alliance in regards to the next World Urban Forum as well as Rio +20
- b. Agenda adopted with no comments on the meeting minutes from Washington, DC EXCO, March 10 – 11, 2011

Item 2: Cities Alliance Business Matters

- a. Grant Facility Options Paper
 - i. EXCO requested that it be noted and made known to the World Bank, EXCO's appreciation for the Bank's swift attention to the business line of small grants through its establishment of the Small Grants Working Group
 - ii. EXCO requested the Secretariat to continue to work with the World Bank to improve small grant processing, but to also do further research about alternative arrangements that would allow CA to continue funding innovative and experimental initiatives, such as financing cities and organizations of the poor directly
 - iii. EXCO requested the Secretariat to report back information from the outcome of the Bank's Small Grant Working Group, possibly as soon as September 2011
- b. Review of FY11 Financial Report and FY12 Secretariat Budget
 - i. EXCO approved the Secretariat Budget FY12, for recommendation to the CG for ratification
 - ii. EXCO requested that CA cash-basis financial reporting also be included in future prepared meeting documentation

Item 3: Cities Alliance Business Plan

- a. Status and Overview of the Planning Process
 - i. EXCO welcomed the development of a business plan
 - ii. The Secretariat was requested to include a political position in the plan
 - iii. The Secretariat was requested to keep the Cities Alliance innovative, creative and transformative and to not focus exclusively on rigid and quantitative results-based management
 - iv. The Secretariat will redraft Business Plan based on comments received, and circulate to full CG membership as far in advance of Maputo CG meeting as possible
- b. Strategic Choices Across Business Lines
 - i. Country Partnership Programmes (CPP)
 - i. Mozambique selected as the fifth Country Partnership Programme
 - ii. EXCO requested the Secretariat to review the Malawi portfolio to include it as a prospective CPP

- iii. CPP design should include more emphasis on LGAs, with revised draft to be circulated
- ii. Catalytic Fund Update
 - a. EXCO supports the relevance of the Catalytic Fund
 - b. EXCO supports the recommendation that the Catalytic Fund be used thematically, and asked Secretariat to develop recommendation for themes
 - c. EXCO endorsed the recommendation that FY12 would have one global call for proposals, and asked that the experience from FY11 tranche be evaluated
 - d. EXCO agreed that members need to take more responsibility to pre-screen proposals they sponsor, and that clear criteria for sponsorship be agreed
 - 1. A possible dimension for helping prepare proposals should be looked at, as well as a review of the types of demand for funding expressed in full batch of Concept Notes received
- iii. Knowledge Resources/Joint Work Programmes
 - a. EXCO requested that advocacy, communications and the global role of the Cities Alliance be one of the first agenda items at the next meeting in November
 - b. EXCO and the Secretariat need to think about how to operationalize the Policy Advisory Forum to use as an advocacy tool
 - c. CA members should continue to strengthen city-city, South-South cooperation
- iv. Resource Mobilisation and Fundraising
 - i. The FY12-FY14 Baseline Budget was approved, subject to ratification by CG
 - ii. CA has opportunity and capacity to drive change, but needs significantly more resources to scale up efforts, and members' help to mobilize the resources

Item 4: Cities Alliance Partnership Matters

- a. Charter Update
 - i. EXCO Requested for the Secretariat to follow-up with the World Bank lawyer to secure the final language needed for section six, and circulate tracked-change version
 - ii. EXCO requested the Secretariat to review the opening section of the Charter as a sentence on urbanisation seems to have been inadvertently deleted
- b. Membership Issues
 - i. Staffing Matters
 - 1. EXCO recognises that the Secretariat is understaffed
 - 2. EXCO recommends that any and all secondments be filled as soon as possible
 - a. It was noted that secondment positions should be tailored to the needs of the Secretariat, not the desire of the member
 - ii. Member representation at meetings
 - 1. EXCO members agreed that it is each member's corporate responsibility to send the appropriate level staff to attend the EXCO and CG meetings as EXCO not only makes recommendations to the CG, but it also takes corporate decisions
- c. UN-Habitat provided a corporate update

Cities Alliance Executive Committee Meeting
11 July 2011
Full Report

I. Attendance

Executive Committee: Messrs. Ludwig (German Embassy Accra), Linden (BMZ); Berg (Norway); Maphisa (South Africa); Saiz (Co-Chair) (UCLG), Elong Mbassi (Co-Chair) (UCLGA); Badiane and Mbye (UN-Habitat); Allaoua (World Bank); Short (PAF); Cobbett (Secretariat)

Regrets: Messers. Carrasco (Chile) and Smaoun (UNEP)

Policy Advisory Forum: Ms. Clare Short

Presenters: Mr. Anders Richelsen (COWI A/S);

Observers: Messrs. Hewson (UN-Habitat); Feldman (GIZ HQ); Sebastian Sunderhaus (GIZ Accra/ SfDR); Weir and Case (HFHI); Walker (Gates Foundation); Blaustein (Earth Institute); Sarah (SDI); Braimah (People's Federation – SDI)

Secretariat: Messrs .Balachandran, Diagne, Henderson, Milroy and Zeman

Venue: La Palm Royal Beach Hotel, Accra, GHANA

See Annex I for Final Meeting Agenda

II. Morning Session

Chair: Emilia Saiz

Item 1: Opening and Welcome/Adoption of Agenda

Emilia Saiz, EXCO Co-Chair and Chief of Staff, UCLG, opened the meeting, welcomed everyone to Ghana, where the EXCO will experience, firsthand, a Country Partnership Programme of the Cities Alliance. This is the second meeting of the EXCO under the new business model. EXCO members are keen to be close to the business we support; to learn and share experiences.

UCLG has a new Secretary General, Josep Roig, who will bring new blood to the meetings. While the new business model of CA is challenging for UCLG membership in terms of using less resources and choosing focus countries, UCLG thinks it has a lot of merits and want to be part of.

Two large agenda items are on the table for discussion and comment, the draft Business Plan, 2012 – 2014 and the review of the first call of proposals of the Catalytic Fund. As always, members were encouraged to engage in frank and open debates.

It was noted to thank the Secretariat for the clear presentation of the documents and the quality of the support documentation.

- a. Request was made to amend the agenda to add a discussion on advocacy, communications and the global role of the Cities Alliance in regards to the next World Urban Forum as well as Rio +20**

- b. **Agenda adopted, with no comments on the meeting minutes from Washington, DC EXCO, March 10 – 11, 2011**

Item 2: Cities Alliance Business Matters

- a. Grant Facility Options Paper
 - a. In response to the Update on Cities Alliance Grant Making presented to the EXCO at the Washington, DC meeting in March 2011, the Secretariat was requested to present possibilities that could be explored to enable a two-tier system by which Cities Alliance would be able to simplify processes for smaller grants, but also for atypical and experimental/innovation driven experiences that would not usually fit in the strategies of the individual partners.
 - a. Thanks to pressure from Clare Short, Zoubida Allaoua, Inger Anderson (WB VP, SDN), the Secretariat was pleased to report on the very positive developments which are occurring within the World Bank in regards to the formulation of Small Grants Working Group
 - i. It was noted that Cities Alliance has been leading the push for small grants reform within the Bank, with the new business model and the detailed statistics on the time it takes to set up CA grants Grant making have helped move the Bank forward
 - b. Members discussed the idea of an external funding mechanism, such as the Neighbourhood Upgrading Facility, as well as the need to attract new partners and leverage the investments of the private sector
 - c. **EXCO requested that it be noted and made known to the World Bank, EXCO's appreciation for their swift attention to the business line of small grants**
 - d. **EXCO requested the Secretariat to continue to work with the World Bank to improve small grant processing, but to also do further research about alternative arrangements that would allow CA to continue funding innovative and experimental initiatives, such as financing cities and organizations of the poor directly**
 - e. **EXCO requested the Secretariat to report back information from the outcome of the Bank's Small Grant Working Group, possibly as soon as September 2011**
- b. Review of FY11 Financial Report and FY12 Secretariat Budget
 - i. At the Washington, DC March EXCO meeting, the Secretariat was asked to prepare the proposed FY12 work programme and budget in the outcome-oriented format proposed for the Plan.
 - ii. The report provides estimate FY11 financial results for the Cities Alliance fiscal year ending 30 June 2011, and proposed Secretariat budget for FY12. A financial summary is also provided for FY06 – FY11.
 - iii. In accordance with the Cities Alliance Charter, EXCO's responsibility includes approval of the annual work program and budget, subject to ratification by the Consultative Group.
 - iv. The EXCO was asked to:
 - 1. Review FY11 Financial Report
 - 2. Review and approve proposed FY12 Secretariat Budget, for recommendation to the Consultative Group for ratification.
 - 3. Review of FY12 proposed total CA budget. Approval of budget deferred to Business Plan agenda item.
 - v. **EXCO approved the Secretariat Budget FY12, for recommendation to the CG for ratification**

- vi. **EXCO requested that CA cash-basis financial reporting also be included in future prepared meeting documentation**

Item 3: Cities Alliance Business Plan

- a. Status and Overview of the Planning Process
 - a. In response to the recommendations from the GHK Evaluation on the Implementation Modalities of the CA, the Secretariat was asked to develop an annotated outline of the Business Plan for the next EXCO meeting (July 2011).
 - b. The Secretariat has developed the annotated outline and has drafted much of the Business Plan, FY2012 – FY2014. The draft plan focuses on “Baseline” work programme and budget by product line, and options for scaling up each of the product lines, subject to fundraising.
 - c. In accordance with the Cities Alliance Charter, EXCO responsibilities include providing guidance to Secretariat on matters of policy and strategy, and to approve the annual work program and budget, subject to ratification by the Consultative Group.
- b. EXCO was asked to:
 - a. Provide guidance to the Secretariat on the steps to take to further develop the business plan
 - b. Provide guidance to the Secretariat on the strategic choices and options presented.
 - c. Review and approve proposed FY12 CA budget, which has been developed as part of the business planning process
- v. Discussion and Decisions
 - i. **EXCO welcomed the development of a business plan**
 - ii. **The Secretariat was requested to include a political position in the plan**
 - iii. **The Secretariat was requested to keep the Cities Alliance innovative, creative and transformative and to not focus exclusively on rigid and quantitative results-based management**
 - iv. **The Secretariat will redraft Business Plan based on comments received, and circulate to full CG membership as far in advance of Maputo CG meeting as possible**
- c. Strategic Choices Across Business Lines
 - iii. Country Partnership Programmes (CPP)
 - iv. Discussion and Decisions
 - i. **Mozambique selected as the fifth country partnership programme**
 - ii. **EXCO requested for the Secretariat to review the Malawi portfolio to include as a prospective CPP**
 - iii. **CPP design should include more emphasis on LGAs, with revised draft to be circulated**
 - v. Catalytic Fund Update
 - vi. Discussion and Decisions
 - i. **EXCO supports the relevance of the Catalytic fund**
 - ii. **EXCO supports the recommendation that the Catalytic Fund be used thematically, and asked the Secretariat to develop recommendation for themes**
 - iii. **EXCO endorsed recommendation that FY12 would have one global call for proposals, and asked that the experience from FY11 tranche be evaluated**
 - iv. **EXCO agreed that members need to take more responsibility to pre-screen proposals they sponsor, and that clear criteria for sponsorship be agreed**

1. A possible dimension for helping prepare proposals should be looked at, as well as a review of the demand expressed in full batch of Concept Notes received
- v. Knowledge Resources/Joint Work Programmes
 - i. Cities Alliance has supported more than 200 projects, mostly for City Development Strategies (CDSs) and Slum Upgrading (SU). The ongoing country programmes, joint work programmes and projects from the catalytic Fund continue generating how-to-knowledge, based on experiences on the ground. This wealth of experiences puts the Cities Alliance in a unique position to provide coherent and field tested approaches, methodologies and experiences to urban practitioners as well as to policy makers.
 - ii. Cities Alliance has invested significant resources in knowledge generation, which need to be matched with the necessary resources for processing and effective dissemination.
 - iii. Given the current budget situation, priorities will need to be made balancing requests for capitalizing the knowledge potential from on-going or recently completed projects, for the extension of existing joint work programmes and for new joint work programmes
 - vi. EXCO was asked to provide guidance on:
 - i. capitalizing the knowledge potential from the legacy portfolio,
 - ii. potential member's contribution to Joint Work Programmes, and
 - iii. thematic and/or geographic priorities
 - vii. Discussion and Decisions
 - d. EXCO requested that advocacy, communications and the global role of the Cities Alliance be one of the first agenda items at the next meeting in November**
 - e. EXCO and the Secretariat need to think about how to operationalize the Policy Advisory Forum to use as an advocacy tool**
 - f. CA members should continue to strengthen city-city, South-South cooperation**
 - viii. Resource Mobilisation and Fundraising
 - i. EXCO approved the FY12 Cities Alliance Budget**
 - ii. CA has opportunity and capacity to drive change, but needs significantly more resources to scale up efforts, and members' help to mobilize the resources

III. Afternoon Session

Chair: Jean-Pierre Elong Mbassi

Item 4: Cities Alliance Partnership Matters

- a. Charter Update
- b. The Cities Alliance Charter was approved by the Consultative Group in November 2011 at the Mexico City CG Meeting. The World Bank Legal Department made some minor edits to the document and the EXCO reviewed and cleared the Charter at the March 2011 EXCO meeting in Washington, DC.
- c. The World Bank Legal Department is finalizing the language in Section VI – General, on amending the Charter and no objection decision-making.

- i. **EXCO Requested for the Secretariat to follow-up with the World Bank lawyer to secure the final language needed for section six, and circulate tracked-change version.**
 - ii. **EXCO requested the Secretariat to review the opening section of the Charter as a sentence on urbanisation seems to have been inadvertently deleted**
 - d. Membership Issues
 - i. Staffing Matters
 - ii. The Secretariat is currently going through a process of gradual re-staffing, due to a number of factors. These include:
 - 1. **Completed Secondments.** At the end of June, 2011, Günter Meinert returned to Germany, after four very eventful and influential years with the Secretariat;
 - 2. **Young Professionals:** The two staff supported by Norway (Hilde Refstie and Ricardo Jimenez) have returned to their home countries, after two successful years;
 - 3. **Developmental Assignment:** Andrea Merrick is on development assignment elsewhere in the Bank;
 - 4. **Unfilled secondments:** We still have a vacant post due to be filled by UN-Habitat, since March 2010;
 - 5. **Forthcoming secondments:** We look forward to the secondment from French Ministry of Foreign Affairs, expected around September 2011;
 - 6. **New Secondments:** We welcome the recent arrival of Rene Hohmann, seconded by GIZ.
 - 7. **VOICE Secondee:** The Secretariat has hosted Issene Mouhoro of the Government of Chad for six months, March to August 2011
 - 8. **EXCO recognises that the Secretariat is understaffed.**
 - 9. **EXCO recommends that any and all secondments be filled as soon as possible**
 - a. **It was noted that secondment positions should be tailored to the needs of the Secretariat, not the desire of the member**
 - iii. Member representation at meetings
 - 1. Members would like to maintain the depth of the discussions and the debates at the EXCO meetings through continuity of member representatives
 - 2. **EXCO members agreed that it is each member's corporate responsibility to send the appropriate level staff to attend the EXCO and CG meetings as EXCO not only makes recommendations to the CG, but it also takes corporate decisions**
 - e. UN-Habitat provided a corporate update
 - i. Current hiring freeze will end in September 2011 upon the completion of a staffing review
 - ii. 400 projects have been compressed into 170
 - iii. The new Executive Director does not want to deal with any programme under \$300,000

Initially launched in 2009 with support from CHF International, the Ghana Urban Forum aims to become a permanent forum for all stakeholders in Ghana's urban sector to establish a national consensus on dealing with the challenges and opportunities of rapid urbanisation.

According to the most recent census, more than half of all Ghanaians now live in cities.

The Forum brought together senior Ghanaian officials, local authorities, international development organisations, NGOs and community-based organisations and was the first such major event devoted to urban development issues hosted by the Ministry of Local Government and Rural Development, an indication of the ownership the Ministry has taken of Ghana's urban agenda.

Ms. Clare Short, Mr. Alioune Badiane and Mr. William Cobbett of the EXCO were invited by the Government to speak panelists.

Further information on the Forum can be found on the Cities Alliance Website.

Executive Committee Meeting, 11 July 2011

AGENDA

Venue: La Palm Royal Beach Hotel,
No. 1 La Bypass, PO Box OS 3000, Accra, GHANA,
Tel: 233 233 217 71700

MONDAY, 11 JULY 2011		
08h30 - 09h00	Welcome Coffee/Tea	Venue: Kundum Room
09h00 – 09h30	Item 1: Opening and Welcome/Adoption of Agenda ➤ UCLG, EXCO Chairperson ➤ William Cobbett, Manager	Handouts: 3, 4 & 5 Agenda, Participant List, March 2011 Meeting Report
09h30 – 11h00	Item 2: Cities Alliance Business Matters William Cobbett and Kevin Milroy, Secretariat ➤ Grant Facility Options ➤ Review of FY11 Financial Report and FY12 Secretariat Budget	Handouts: 6 & 7 Grant Facility Options Paper, FY11 Financial Report and Draft FY12 Secretariat Budget
11h00 – 11h30	Coffee/Tea Break	
11h30 - 12h30	Item 3: Cities Alliance Business Plan William Cobbett and Kevin Milroy, Secretariat ➤ Status and Overview of the Planning Process	Handouts: 8 Draft Business Plan 2012-2014
12h30 – 14h00	Lunch	Venue: Continental Restaurant
14h00 – 15h30	Item 3: Cities Alliance Business Plan continued William Cobbett and Kevin Milroy, Secretariat ➤ Strategic Choices Across Business Lines <ul style="list-style-type: none"> ○ Country Programmes <ul style="list-style-type: none"> ❖ Fifth Country Programme Selection ○ Catalytic Fund (CATF) ○ Knowledge Resources/Joint Work Programmes ➤ Resource Mobilisation and Fundraising	Handouts: 9 – 13 CPP Progress Report, CPP Concept Note, CPP Fifth Country Selection Memo, CATF Update, JWP Summary

15h30 – 16h00	Coffee/Tea Break	
16h00 – 17h00	<p>Item 4: Cities Alliance Partnership Matters <i>William Cobbett and Kevin Milroy, Secretariat</i></p> <ul style="list-style-type: none"> ➤ Charter Update ➤ Membership Issues <ul style="list-style-type: none"> ○ Secretariat Staffing Update ○ Member Representation at CA Meetings ➤ UN-Habitat Corporate Update ➤ MENA: Member Responses ➤ Next EXCO Meeting and Consultative Group Meeting ➤ Update on the Independent Evaluation 2011 <ul style="list-style-type: none"> ○ Anders Richelsen, Sr. Project Manager, COWI A/S ➤ Any other business 	Handouts: 14 – 18 Charter, Independent Evaluation 2011 TOR, Staffing Update, Site Visit Programme, Ghana Urban Forum Programme
17h00 – 17h30	<p>Closing Remarks <i>UCLG, EXCO Chairperson</i></p>	
19h00	Group Dinner	Venue: Ghanaian Village Restaurant

Executive Committee Meeting, 11-13 July 2011

ACCRA METROPOLITAN ASSEMBLY
SITE VISITS

TUESDAY 12 JULY 2011		
8h30	Welcome Coffee	<i>Venue:</i> La Palm Royal, Kundum Room
09h00 – 11h00	Ghana Country Program Presentation and Discussion <ul style="list-style-type: none"> ➤ Secretariat Overview ➤ Core Programme Activities: UDU, ILGS, People’s Dialogue, KNUST ➤ Aligned Investments/Initiatives: GIZ, World Bank, AFD, MCI, CHF, UN-Habitat, HFHI 	<i>Venue:</i> La Palm Royal, Kundum Room
11h30 – 13h00	Site Visits <ul style="list-style-type: none"> ➤ Old Fadama Walking Tour (led by People’s Dialogue/Federation) 	
13h00 – 14h00	Lunch	
14h30 – 17h00	Site Visits continued <ul style="list-style-type: none"> ➤ Visit/Discussion with AMA Mayor & City Officials ➤ Bus tour of Accra (led by Mayor of AMA) 	
17h00	Day Wrap up and return to La Palm Royal Beach Hotel	

**Presentation of the Ghana Country Partnership Programme
“Land, Services and Citizenship for the Urban Poor”**

Date: Tuesday, 12 July 2011

Time: 9:00 am – 11:00 am

Venue: La Palm Royal Hotel, Kundum Room

Agenda

09h00 – 09h05	Welcome Billy Cobbett
09h05 – 09h15	Overview of Programme Andrea Zeman
09h15 – 10h00	<p>Core Programme Activities</p> <ul style="list-style-type: none"> ➤ Developing a National Urban Agenda <ul style="list-style-type: none"> – UDU and GIZ ➤ Municipal Training & Capacity Building <ul style="list-style-type: none"> – ILGS ➤ Community Empowerment <ul style="list-style-type: none"> – Peoples Dialogue ➤ State of the Cities Report <ul style="list-style-type: none"> – Kwame Nkrumah University of Science and Technology ➤ Advocacy and Awareness Raising <ul style="list-style-type: none"> – Consultant, CA Secretariat
10h00 – 10h45	<p>Aligned Investments & Initiatives</p> <ul style="list-style-type: none"> ➤ Urban Back-Up Initiative <ul style="list-style-type: none"> – ILGS and GIZ ➤ GAMA Water & Sanitation Project <ul style="list-style-type: none"> – World Bank ➤ Ghana Urban Management Pilot Project <ul style="list-style-type: none"> – AFD ➤ Accra Millennium City Initiative <ul style="list-style-type: none"> – Millennium Cities Initiative, Earth Institute ➤ SCALE-UP Project <ul style="list-style-type: none"> – CHF International ➤ Neighborhood Infrastructure and Upgrading Facility <ul style="list-style-type: none"> – UN-HABITAT, HFHI & MCI
10h45 – 11h00	Questions and Answers

MINISTRY OF LOCAL GOVERNMENT
AND RURAL DEVELOPMENT



GOVERNMENT OF GHANA

Cities Alliance
Cities Without Slums

Special Session of the Ghana Urban Forum
“Planning for Ghana’s Urban Future”

*Venue: La Palm Royal Beach Hotel

WEDNESDAY 13 JULY 2011		
08h30 -09h00	Registration	Venue: La Palm Royal Beach Hotel, Adae Kesie Room
09h00 – 09h05	Introduction of Chairman and other Dignitaries <i>Dr. Esther Ofei – Aboagye, Director, Institute of Local Government Studies</i>	
09h05 – 09h15	Chairman’s Opening Remarks <i>Professor Naa Nabila, Member of Council of State and Chairman</i>	
09h15 – 09h35	Welcome Address <i>Honourable Samuel Ofose-Ampofo, Minister of Local Government and Rural Development</i>	
09h35 - 10h25	Statements <i>Mr. Jean-Pierre Elong Mbassi, United Cities and Local Government-Africa</i> <i>Mr. William Cobbett, Manager, Cities Alliance</i> <i>Mrs. Ruby Sandhu-Rojon, UN-Resident Coordinator</i> <i>Alioune Badiane, UN-Habitat, Director, Regional Office for Africa and Arab States (ROASS) and Acting Director, RTCD</i> <i>Honourable Alban S. K. Bagbin, Minister for Water Resource, Works and Housing</i>	
10h25 – 10h50	Keynote Address <i>“Planning for Ghana’s Urban Future”</i> <i>Mr. Steve Akuffo, Member, National Development</i>	

<i>Planning Commission</i>		
10h50 – 11h10	Brief Remarks <i>Ms Clare Short, Policy Advisor for Cities Alliance and Professor Naa Nabila, Member of Council of State and Chairman</i>	
11h10 – 11h30	Coffee/Tea/Light Snack	
11h30 -13h30	Roundtable Session: <i>Presentations and Debate: Local government and community responses to urbanization in Ghana and in Africa</i> <i>Session Facilitators: Ms. Clare Short</i> Roundtable Participants <i>Hon. Alfred Okoe Vanderpuije, Mayor of Accra</i> <i>Hon. Nubyl Kakra Van-Lare, Mayor of Adenta</i> <i>Mr. Farouk Braimah, People’s Dialogue/SDI</i> <i>Ms. Juliana Brown-Afari, Director of StreetNet</i> <i>Ms. Sarah Ibanda, ACTogether, Uganda</i> <i>Mr. Jean-Pierre Elong Mbassi, UCLGA</i>	
13h30 – 13h40	Questions and Answers The Way Forward <i>Professor Naa Nabila, Member of Council of State and Chairman</i>	
13h40 – 14h00	Closing Remarks <i>Chairman</i>	
14h00-15h30	LUNCH	Venue: Royal Dragon

***La Palm Royal Beach Hotel Address:**

No. 1 La Bypass, PO Box OS 3000, Accra, GHANA, Tel: 233 233 217 71700