

1

2 Cities Alliance Charter 2011
3 Information Sheet
4 Executive Committee Meeting
5 Accra, Ghana
6 11 July 2011

7

8 Agenda Item No. 4: Cities Alliance Partnership Matters

9 Support Document: Cities Alliance Charter 2011

Background:

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.

The World Bank Legal Department is finalizing the language in Section VI – General.

10

Recommended Action:

For information

11

Cities Alliance

12

13

CHARTER

14

15

16

DRAFT

17

18

11 March 2011

19

20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36

Table of Contents

- I. Introduction** pg. 2

- II. Cities Alliance Objectives** pg. 3

- III. Cities Alliance Activities** pg. 3-4

- IV. Membership of the Cities Alliance** pg. 4-5

- V. Governance of the Cities Alliance** pg. 5-9
 - a. Consultative Group pg. 6
 - b. Executive Committee pg. 6-8
 - c. Policy Advisory Forum pg. 8
 - d. Secretariat pg. 9-10

- VI. General** pg. 9

- Annex I: Members of the Cities Alliance
(30 June 2010)** pg. 11-12

- Annex II: Schedule of Membership Fees** pg. 13

37 I. Introduction

38 **The Cities Alliance is a global partnership for urban poverty reduction** 39 **and the promotion of the role of cities in sustainable development.** 40

41 1 In the last 20 years, the world urban population has grown from 2.25 billion to 3.5 billion. Most
42 of this growth has occurred in developing countries. It is expected that it will reach 4.9 billion in 2030.
43 At the same time, the annual urban growth rate is declining in many parts of the world.

44 2 Local governments have grown in importance in recent decades and their role is widely
45 recognised, but their political, institutional and financial resources and powers do not match their
46 mandate. Urban governance and decentralisation have progressed in all regions of the world to the
47 benefit of urban dwellers. However, local government capacities remain underdeveloped in many
48 countries, particularly in secondary cities, and there is enormous room for south-south and city-to-city
49 cooperation for urban development.

50 3 Economically and culturally, cities are effective engines of growth and innovation allowing
51 people to access a variety of job opportunities and personal development at large scale. However,
52 especially in low income countries, many of these jobs are provided by the informal sector and decent
53 work remains a challenge in many cities.

54 4 Cities, large and small, are also places of growing inequalities and sometimes of squalid poverty,
55 in terms of both income poverty and inadequate access to shelter and basic services. But their
56 neighbourhoods are often marked by human solidarities, community networks and citizen initiatives.

57 5 By their density, compact cities offer the potential for sustainable development and the efficient
58 use of natural resources. But most cities witness harmful environmental pollution hazards. They are a
59 major contributor to and victim of climate change and related disasters. Sustainable urban development
60 strategies should be matched by adequate investment and resources.

61 6 The Cities Alliance is a global partnership for urban poverty reduction and the promotion of the
62 role of cities in sustainable development. It aims at supporting cities, local and national governments
63 and their partners¹ in the developing world in addressing the above challenges to capture the gains of
64 urbanisation and taking advantage of the above opportunities, for the benefit of their citizens.

65

¹ Partners are non-CG members and may include cities, national association of local governments, national governments, civil society organisations, NGOs, university and research institutes, private enterprises, etc.

66 II. Cities Alliance Objectives

67

68 7 Cities Alliance is governed by three over-arching objectives:

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

73 8 The Cities Alliance is primarily a vehicle for partnership, seeking to improve the quality and
74 coherence of support being provided to city and national governments in the developing world, as well
75 as the quality of members' own urban programmes. To this end, the Cities Alliance will not develop
76 separate implementation capacity, but work through the existing capacity of its members, as well as
77 other partners, to promote the vision of '**Sustainable Cities without Slums**'. To achieve this vision, the
78 Cities Alliance will promote new partnerships between local and national government, slum dwellers,
79 private foundations, the private sector, NGOs and other partners.

80 9 The Cities Alliance prioritises support to cities, local authorities, associations of local authorities
81 and/or national governments that are committed to:

- 82 a) Improving their cities, and local governance, for all residents;
- 83 b) Adopting a long-term, comprehensive and inclusive approach to urban development;
- 84 c) Implementing those reforms necessary to effect systemic change, and to achieve delivery
- 85 at scale; and
- 86 d) Decentralising resources to empower local government

87 III. Cities Alliance Activities

88

89 10 Support provided by the Cities Alliance falls within the following broad categories:

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

93

94 11 Within these broad categories, Cities Alliance members and partners are able to respond to a
95 range of developmental challenges, which are identified as priorities by the city or national government,
96 slum dwellers, and other members or partners.

97

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

102 12 Cities Alliance country-specific activities are limited to those countries listed in the OECD
103 Development Assistance Committee’s list of Aid Recipients², as amended (Developing Countries). Any
104 city, national association of cities, or national government with their partners can approach the Cities
105 Alliance for support, either through one or more members of the Cities Alliance, or through the
106 Secretariat, which will attempt to identify appropriate member(s) to provide such support. Cities
107 Alliance members may also apply for support. Cities Alliance will make specific efforts to increase the
108 focus on least developed countries and secondary cities and mobilise the expertise of middle income
109 countries. Programmes of assistance by the Cities Alliance strive to reflect the priorities of the city and
110 its residents, local government association and national government.

111 13 In general, the Cities Alliance offers support to meet its objectives, including the following types
112 of activities, subject to the availability of resources:

113 *a) Country Programmes*

114 Longer-term programmatic support, at a multiple city / national scale;

115 *b) Catalytic Projects*

116 Shorter-term activities designed to catalyse change;

117 *c) Knowledge activities*

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

120 *d) Communication support, and advocacy*

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

124 **IV. Membership of Cities Alliance**

125

126 14 Membership of the Cities Alliance is open to representatives of (i) national governments; (ii)
127 multi-lateral organisations; (iii) the global organisations of local authorities, UCLG and Metropolis; (iv)
128 international networks of organisations engaged in urban development; and (v) other partners as
129 described below.

130

² The DAC List of Aid Recipients, as updated from time to time, can be found on the OECD homepage:
http://www.oecd.org/document/45/0,3343,en_2649_34447_2093101_1_1_1_1,00.html.

131 15 There are two categories of membership (a.) Full Members and (b.) Associate Members, both of
132 which are entitled to participate in the Consultative Group meeting of the Cities Alliance.

133
134 16 Consultative Group (CG) Full Members include representatives of (i) national governments; (ii)
135 multi-lateral organisations; (iii) the global organisations of local authorities; UCLG and Metropolis, and
136 (iv) international networks of organisations.

137 17 CG Associate Members may include representatives of (i) foundations, (ii) NGOs, (iii) private
138 companies, (iv) local authorities and (v) other partners as defined by the CG. They are entitled to
139 participate in the CG session without participation in the decision-making process.

140 18 Others interested in Cities Alliance activities may be invited by the CG Co-Chairs to attend
141 specific CG sessions as Observers and to participate in specific Policy Advisory Forum sessions. Observers
142 are non-decision making and do not need to pay annual membership fees.

143 19 The current membership of the Consultative Group (as of 30 June 2010) is listed as **Annex I**.

144 20 Prospective Full Members and Associate Members of the Cities Alliance can apply for
145 membership of the Consultative Group, provided they (i) are sponsored by 3 (three) existing Full
146 Members of the Consultative Group (ii) endorse the Cities Alliance Charter and (iii) undertake to meet
147 their financial contributions to the Cities Alliance Trust Fund.

148 21 Their applications are reviewed by the Executive Committee for recommendation to the
149 Consultative Group. With the exception of UCLG and Metropolis, all members are required to make a
150 financial contribution to the core funds of the Cities Alliance, according to the Schedule of Annual
151 Membership Fees listed as **Annex II**. The CG, upon recommendation by the EXCO, may decide upon
152 other exceptions to the rule.

153 22 Members that fail to make their agreed financial contribution for two consecutive financial
154 years will no longer be members of the Consultative Group, and they will be notified by the EXCO.

155 **V. Governance of the Cities Alliance**

156

157 21 The Cities Alliance is composed of four structures:

- 158 a) The Consultative Group (CG);
- 159 b) The Executive Committee (EXCO);
- 160 c) The Policy Advisory Forum (PAF); and
- 161 d) The Secretariat.

162

163 a) The Consultative Group

164

165 22 The Consultative Group comprises Full Members and Associate Members of the Cities Alliance,
166 and is the primary decision-making body of the organisation.

167 23 The Consultative Group meets at least once a year. Two thirds of the membership constitutes a
168 quorum of the Consultative Group. Decisions in the Consultative Group are taken by Full Members by
169 consensus. Consensus means no objection to agreement, but does not preclude the ability to dissent on
170 the record without objecting. It has the authority to form Working Groups.

171 24 The Consultative Group is co-Chaired by the founding members of the Cities Alliance: the World
172 Bank³ and UN-Habitat.⁴

173 25 Primary Roles and Responsibilities of the Consultative Group:

- 174 a) Adopt, and amend, the Charter;
- 175 b) Approve the long- and medium-term strategic direction of the Cities Alliance;
- 176 c) Ratify the annual work plan and budget of the Cities Alliance, including that of the
177 Secretariat and the Policy Advisory Forum, following approval by the Executive
178 Committee;
- 179 d) Approve the criteria to be used in evaluating and approving Cities Alliance activities;
- 180 e) Review and evaluate the overall performance of the Cities Alliance;
- 181 f) Establish the membership fees for different membership categories;
- 182 g) Help raise additional resources;
- 183 h) Appoint Rotating Members of the Executive Committee;
- 184 i) Appoint the Chairperson of the Policy Advisory Forum;
- 185 j) Approve the applications of new CG members; and
- 186 k) Decide on the physical location of the Secretariat.

187

188 b) The Executive Committee

189

190 26 The CG appoints the Executive Committee. The Executive Committee is accountable to the
191 Consultative Group in all matters.

³ Represented by the Vice President of Sustainable Development, or his/her designated representative

⁴ Represented by the Executive Director or his/her designated representative

192

193 27 The Executive Committee comprises representatives from a combination of Permanent
194 Members, Rotating Members and an Ex-Officio Member and a potential Observer, *viz.*,

195 **a) Permanent Members:**

196 a. UCLG, UN-Habitat and the World Bank

197 **b) Rotating Members:**

198 a. One national government from Developing Countries

199 b. Two national governments from non-Developing Countries

200 c. Two other Full Members or Associate Members

201 **c) Ex-Officio Member**

202 a. Manager of the Secretariat

203 28 The Chairperson of the EXCO may invite the Chairperson of the PAF to participate in the
204 discussion of the EXCO as an Observer.

205 29 Permanent Members and Rotating Members are decision making and the Ex-Officio Member
206 and Observer are non-decision making.

207 30 Rotating Members are selected by the CG, for three-year terms, appointed on a staggered basis.
208 The UCLG representative acts as the Chairperson of the Executive Committee. If, for any reason, the
209 UCLG representative is not available, the EXCO members will elect a Chairperson for that meeting.

210 31 The EXCO's primary roles and responsibilities are to:

211 a) Provide guidance to the Secretariat on matters of policy and strategy;

212 b) Approve the Business Plan, annual work plan and budget of the Cities Alliance, including
213 that of the Secretariat and the Policy Advisory Forum, subject to ratification by the CG;

214 c) Monitor progress and make recommendations to the CG;

215 d) Participate in the selection of the Manager of the Secretariat⁵;

216 e) Approve any operating manuals produced by the Secretariat;

217 f) Select countries for country programmes;

218 g) Nominate the Chairperson of the Policy Advisory Forum for CG appointment;

219 h) Respond to requests from the CG; and

220 i) Consider applications for membership and makes recommendation to the CG.

⁵ The Manager of the Secretariat is selected and appointed by the World Bank in accordance with World Bank policies and procedures. The Executive Committee participates in endorsing the position's terms of reference and is involved in shortlisting and interviewing candidates.

221 32 The Executive Committee meets as often as necessary, but no less than twice per year. It has the
222 authority to form Working Groups. One of the EXCO meetings precedes the CG meeting.

223 **c. The Policy Advisory Forum**

224
225 33 The Policy Advisory Forum is the Cities Alliance platform for public discussion, debate and
226 knowledge sharing of activities that improve awareness of relevant policies or activities, changing
227 policies and behaviour.

228 34 The Forum promotes dialogue between CG members and invited partners on key policy and
229 strategic issues of city and urban development, and advises the Cities Alliance on appropriate policies
230 and strategies.

231 35 The PAF has a Chairperson for a period of three years. In formulating the work programme and
232 activities of the PAF, the Chairperson will work in close consultation with the Chairperson of the EXCO,
233 the Co-Chairs of the Consultative Group and the Manager of the Secretariat.

234 36 The PAF provides a platform for Full Members and Associate Members of the Consultative
235 Group to engage in policy dialogue with other parties, including but not limited to representatives of:

236 a) Country partners of the Cities Alliance, particularly cities and local authorities;

237 b) Universities and training institutions;

238 c) Non-governmental organisations;

239 d) Community-based organisations;

240 e) Foundations; and

241 f) Private sector organisations.

242 37 The main PAF meeting is held in conjunction with the annual meeting of the Consultative Group.
243 In between meetings, the PAF can also be convened, in coordination with the Secretariat and the
244 Chairperson of the PAF, at a country or city level.

245 38 The PAF Chairperson provides reports to the Chairperson of the EXCO, the Co-Chairs of the
246 Consultative Group and the Manager of the Secretariat.

247 d) The Secretariat

248

249 39 The Secretariat carries out the Cities Alliance Work Programme and manages its day-to-day
250 operations. A primary function of the Secretariat is to actively facilitate the participation of members in
251 the activities of the organisation. It also provides appropriate services to its Members, and generally
252 facilitates the work of the partnership.

253 40 The Secretariat is administered by and within the World Bank, and the World Bank serves as
254 trustee of Cities Alliance financial resources. The Cities Alliance Secretariat Manager and staff are part of
255 the Finance, Economics & Urban Development Department of the Sustainable Development Network,
256 Vice Presidency of the World Bank.

257 41 Cities Alliance Secretariat staff are World Bank staff members recruited and managed according
258 to World Bank policies and procedures. The Secretariat may accept staff members on secondment from
259 other organisations and through junior professional and similar programmes.

260

261

262 42 Under the overall direction of the Manager, the Secretariat has the following roles and
263 responsibilities:

- 264 a) Facilitate Member involvement in the activities of the Cities Alliance;
- 265 b) Screen and evaluate project proposals, in accordance with criteria approved by the CG;
- 266 c) Provide Secretariat services to the CG, EXCO and PAF;
- 267 d) Prepare and present medium- and long-term strategies, for consideration by EXCO and
268 the CG;
- 269 e) Support the CG and EXCO in fundraising on behalf of the Cities Alliance;
- 270 f) Maintain a database of projects of the Cities Alliance;
- 271 g) Monitor the implementation of projects and disseminate lessons learned from CA and
272 other activities, including an Annual Progress Report;
- 273 h) Draft the Work Programme and budget for EXCO approval and CG ratification, and
274 facilitate its implementation; and
- 275 i) Prepare and present status reports on progress and results.

276

277

278 **VI. General**

279

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

283
284 2. [describe adoption and amendment procedure] WB Legal Counsel to provide
285 language....such as: The EXCO will draft and provide the recommendation to the CG. The
286 CG adoption shall be by consensus. The same process shall be applied to amendments.

287
288 3. WB Legal Counsel to provide language to capture No-objection decisions making process

289

290

291 **Annex I:**

292 **Full Members of the Consultative Group (30 June 2010)**

293

294 In Alphabetical Order, by type of member:

295

296 National governments – Developing Countries

297 Brazil

298 Chile

299 Ethiopia

300 Nigeria

301 Philippines

302 South Africa

303 National governments – non-Developing Countries

304 Australia

305 France

306 Germany

307 Italy

308 Netherlands

309 Norway

310 Spain

311 Sweden

312 United Kingdom

313 United States of America

314 Multi-lateral organisations

315 European Commission

316 United Nations Environment Programme (UNEP)

317 UN-Habitat⁶

318 World Bank⁷

319 Global organisations of local authorities

320 Metropolis

321 United Cities and Local Governments (UCLG)

322 International networks of organisations

323 Habitat for Humanity International

324 Slum/Shack Dwellers International

⁶ Founding member

⁷ Founding member

325 **Associate Members of the Consultative Group (30 June 2010)**

326 None

327

328 **Annex II: Schedule of Minimum Annual Membership Fees**

329 These fees constitute the core resources of the Cities Alliance and are used to fund the annual Work
330 Programme for the Cities Alliance. Members are encouraged to contribute more than the minimum.

331	Multilateral Organisations:	\$250,000 ⁸
332	National Governments (non-Developing Countries):	\$250,000
333		
334	National Governments (Developing Countries):	\$ 50,000
335		
336	Global Organisations of Local Authorities, UCLG and Metropolis	N/A
337		
338	International Non-Governmental Organizations and Networks:	\$ 50,000
339		
340	Foundations, Private Sector and Universities:	\$ 250,000
341	Other Partners (as defined by the CG)	\$ TBA

⁸ For UN agencies, this can be combined as a minimum of \$100,000 cash, and the remainder in-kind (e.g. Staff secondment)