

Cities Alliance Organisation

As indicated earlier the adoption of the new Cities Alliance Charter meant significant changes to the structure and governance of the Cities Alliance. In contrast to the hitherto tripartite arrangement between a Consultative Group, a Policy Advisory Board of eminent urban jurists and a Secretariat the new structure now comprises a Consultative Group (CG), a strengthened Executive Committee (ExCo), a Policy Advisory Forum (PAF) and a Secretariat more in tune with the operational environment of its host, the World Bank Group.

The Consultative Group

The Consultative Group remains the primary decision-making body of the organisation, with chairmanship jointly shared by the by UN-Habitat and the World Bank. The CG comprises both Full and Associate members of the Cities Alliance, both categories of which are entitled to participate in the Consultative Group meeting of the Cities Alliance:

- > **Full Members** include representatives of national governments; multi-lateral organisations; the global organisations of local authorities; UCLG and Metropolis; and international networks of organisations.
- > **Associate Members** may include representatives of foundations, NGOs, private companies, local authorities and other partners as defined by the CG.

Primary roles and responsibilities of the CG include:

- > Adopt, and amend, the Charter;
- > Approve the long- and medium-term strategic direction of the Cities Alliance;
- > Ratify the annual work plan and budget of the Cities Alliance, including that of the Secretariat and the PAF, following approval by the ExCo;
- > Approve the criteria to be used in evaluating and approving Cities Alliance activities;
- > Review and evaluate the overall performance of the Cities Alliance;
- > Establish the membership fees for different membership categories;
- > Help raise additional resources;
- > Appoint Rotating Members of the ExCo;
- > Appoint the Chair of the PAF; and
- > Approve the applications of new CG members.

Membership of the Consultative Group as of 30 June 2010 is shown below:

Consultative Group Members as of 30 June 2011

Umbrella Organisations of Cities and Local Authorities



United Cities and Local Governments



Metropolis

Organisations of the Urban Poor



Shack/Slum Dwellers International



Habitat for Humanity International

Multilateral Development Organisations



The European Union



United Nations Environment Programme



United Nations Human Settlements Programme



The World Bank Group

Governments



Australia



Germany



South Africa



Brazil



Italy



Spain



Chile



Nigeria



Sweden



Ethiopia



Norway



United Kingdom



France



Philippines



United States

- > **Umbrella Organisations of Cities and Local Authorities** – United Cities and Local Governments (UCLG), and Metropolis.
- > **Governments:** Australia, Brazil, Chile, Ethiopia, France, Germany, Italy, the Netherlands, Nigeria, Norway, Philippines, South Africa, Spain, Sweden, United Kingdom, United States of America.
- > **Organisations of the Urban Poor:** Shack/Slum Dwellers International (SDI), Habitat for Humanity International (HFHI).
- > **Multilateral Development Organisations:** European Commission, United Nations Environment Programme (UNEP), United Nations Human Settlements Programme (UN-Habitat), the World Bank Group.

The Executive Committee

Appointed by the CG and accountable to it in all matters the Executive Committee (ExCo) has been strengthened to provide more targeted guidance to the Secretariat on its work programme. ExCo comprises representatives from a combination of Permanent Members, Rotating Members and an Ex-Officio Member and a potential Observer. The Charter's renewed focus on cities is underscored by the decision to appoint UCLG as the permanent Chairperson of the Executive Committee. Permanent Members are UCLG, UN-Habitat and the World Bank. Rotating members comprise a representative from the national government of a developing country, two national government representatives from industrialised economies and two other full members or associate members.

The one Ex-Officio member is the Programme Manager of the Cities Alliance. Permanent and Rotating members are part of the decision-making process while the Ex-Officio Member and the Observer are not. Rotating Members serve for three-year terms, appointed on a staggered basis.

Primary roles and responsibilities of the ExCo are to:

1. Provide guidance to the Secretariat on matters of policy and strategy;
2. Approve the Business Plan, annual work plan and budget of the Cities Alliance, including that of the Secretariat and the PAF, subject to ratification by the CG;
3. Monitor progress and make recommendations to the CG;
4. Participate in the selection of the Manager of the Secretariat;
5. Approve any operating manuals produced by the Secretariat;
6. Select countries for country programmes;
7. Nominate the Chair of the PAF for CG appointment;
8. Respond to requests from the CG; and
9. Consider applications for membership and makes recommendation to the CG.

The Policy Advisory Forum

The Policy Advisory Forum (PAF) serves to advance the Alliance's knowledge-sharing and public advocacy goals. It is reconstituted as a platform for public discussion, debate and knowledge sharing of



Slum Scene in Bogota, Colombia

activities to sensitise target audiences to relevant urban trends, policies or activities, and to influence change in policies and behaviour. The PAF promotes dialogue between CG members and invited partners on key policy and strategic issues of city and urban development, and advises the Cities Alliance on appropriate policies and strategies. PAF meetings are held in conjunction with the annual meeting of the Consultative Group. In between meetings, the PAF can also be convened, in coordination with the Secretariat and the Chairperson of the PAF, at a country or city level.

In July 2011 the first PAF was held in Accra, Ghana as part of a Special Session of the Ghana Urban Forum. The Forums were set up by the national government to provide permanent space for all urban stakeholders to debate the issues arising from the nearly four per cent growth rate of Ghana's urban population. Estimates are that 51 percent of the population of 24 million lives in cities and towns, up from 23.1 percent in 1960 and 43.8 percent in 2000. Projections are that with an annual growth rate of 3.6 percent, Ghana's urban population will more than double between 2000 and 2025. Forty-five percent of urban residents live in slums with limited access to urban services.

The Secretariat

Under the new structure the Secretariat continues to execute the Cities Alliance Work Programme and to manage its day-to-day operations. It is administered by and within the World Bank, which serves



Clare Short, Chair, PAF and Zoubida Allaoua, Director, FEU with Ghanaian Queen Mothers Nana Afia Benewaa and Nana Dede Afriyie at the Special Session in Accra, July, 2011

BOX 8

Changing Negative Attitudes to Urbanisation: The Ghana Urban Forum

Hosted by the Ministry of Local Government and Rural Development the Special Session of the Ghana Urban Forum held 13 July 2011 was the first such major event devoted to urban development issues. Attendees included senior Ghanaian government officials, local authorities, international development organisations, NGOs and community-based organisations in addition to Cities Alliance officials in Accra for the Executive Committee meetings. In his opening remarks, Minister for Local Government and Rural Development, Samuel Ofose-Ampofo informed that his Ministry is spearheading the development of a comprehensive national urban policy, as well as an action plan to implement the policy. Both have been submitted to Cabinet for approval. He also urged local authorities in Ghana to work together with other urban stakeholders to ensure that the needs of the people are met: "I wish to use this opportunity to call on all [Metropolitan, Municipal and District Assemblies] to use your mandate as planning authorities to ensure proper planning to better the well-being of the people by collaborating with traditional authorities, land owners, civil society groups and the private sector to ensure effective organisation of economic and socio-cultural activities."

His counterpart in the Ministry of Water Resources, Works and Housing, Alban S. K. Bagbin called for the establishment of a new Ministry responsible for Housing and Urban Development. The Forum also provided local government leaders and communities with an opportunity to take the first steps towards establishing a dialogue. Mayors from three cities and representatives from community-based organisations such as People's Dialogue and StreetNet participated in a joint panel discussion moderated by Clare Short, former Secretary for International Development DFID and Chair of the Cities Alliance PAF. Local authorities, including Accra Mayor Alfred Vanderpuije—who has previously been criticised for his administration's efforts to evict slum dwellers in the city—and Cape Coast Mayor Anthony Egyir Aikins as well as Sekondi-Takoradi Mayor Anthony R. Cudjoe engaged positively on alternative solutions and agreed on the benefits of consultation with affected communities.

as trustee of Cities Alliance financial resources. The Cities Alliance Secretariat Manager and staff are part of the Finance, Economics and Urban Development Department of the Sustainable Development Network, Vice Presidency of the World Bank. Under the overall direction of the Manager, the Secretariat has the following roles and responsibilities:

- > Facilitate Member involvement in the activities of the Cities Alliance;
- > Screen and evaluate project proposals, in accordance with criteria approved by the CG;
- > Provide Secretariat services to the CG, ExCo and PAF;
- > Prepare and present medium- and long-term strategies, for consideration by ExCo and the CG;
- > Support the CG and ExCo in fundraising on behalf of the Cities Alliance;
- > Maintain a database of projects of the Cities Alliance;
- > Monitor the implementation of projects and disseminate lessons learned from Cities Alliance and other activities, including an Annual Progress Report;
- > Draft the Work Programme and budget for ExCo approval and CG ratification, and facilitate its implementation; and
- > Prepare and present status reports on progress and results.

For the year under review the Secretariat witnessed some major staff movements as a number of staff on secondment to the Secretariat from different member organizations came to the end of their stay. Professor Günter Meinert of GIZ completed his secondment with the Cities Alliance and returned to GIZ as head of the urban unit. Günter made major contributions to the Cities Alliance work programme beginning with his formulation of the Cities Alliance Results Framework and his Theory of Change. Most recently, he brought added structure and clarity of purpose to the Alliance's work programme through the efficient leadership of the Global Programme Operations team.

Having completed their two-year terms as Research Analysts under a programme funded by the Government of Norway, Alex Ricardo Jimenez Cruz and Hilde Refstie left Cities Alliance for their respective home countries of Colombia and Norway. Both made significant contributions to the Cities Alliance work programme: Hilde as a member of the CPs team and as the Team Lead for Cities Alliance's initial forays into urban youth and gender issues, and Alex Ricardo as the focal point for the knowledge and learning part of the Global Programme Operations team.

In addition, the Secretariat also bid farewell to Celine D' Cruz, who returned to SDI; to Iraj Hettiarachchi of the Communications team and also to Anaclaudia Rossbach Centeno, who had headed the Cities Alliance São Paulo office.

The Secretariat is in the process of rebuilding its staff strength to cope with the predictable demands to be made by the implementation of the new Business Plan. With the departures and consequent reorganisation of the Secretariat, the staff profile as at 30 June 2011 was as follows:



Youths Parrecurring in São Paulo, Brazil

Work Unit	Responsibilities	Staff
Partnership Operations Team	<ul style="list-style-type: none"> • Secretariat management • Member relations and resource mobilisation • Governance support, Consultative Group and Executive Committee • Communications and Advocacy • Human resources administration • Office administration 	<ul style="list-style-type: none"> • William Cobbett – <i>Programme Manager, Team Lead</i> • Susanna Henderson – <i>Senior Programme Assistant</i> • Chii Akporji – <i>Communications Officer</i> • Juliet Bunch – <i>Web Editor</i>
Programme Administration Team	<ul style="list-style-type: none"> • Financial administration (financial reporting, budgeting, etc.) • Resource management • Grant administration (Financial management, procurement, grant agreements, etc.) • Information management 	<ul style="list-style-type: none"> • Phyllis Kibui – <i>Programme Coordinator – Team Lead</i> • Madhavan Balachandran – <i>Financial Management Specialist</i> • Oksana Mushtatenko – <i>Resource Management Analyst</i> • Viorica Revutchi – <i>Programme Assistant</i> • Regianne Henriette Bertolassi – <i>Programme Assistant</i> • Erika Puspa – <i>Information Management Analyst</i> • Rodolfo Gaspar – <i>Information Management Assistant</i>
Global Programme Operations	<ul style="list-style-type: none"> • Catalytic Fund • Knowledge and learning • Special projects (e.g., <i>Financing African Cities</i>) • Results reporting • Evaluation 	<ul style="list-style-type: none"> • Kevin Milroy – <i>Sr. Operations Officer/Deputy Programme Manager – Team Lead</i> • Rene Hohmann – <i>Urban Specialist</i> • Federico Silva – <i>Junior Professional Officer</i> • Adele Hoskens – <i>Regional Advisor, Southern and Eastern Africa</i> • Mariana Kara Jose – <i>Regional Advisor, Brazil</i> • Phoram Shah – <i>Extended Term Consultant</i> • Neelam Tuteja – <i>Program Assistant</i>
Country Programmes Operations	<ul style="list-style-type: none"> • CPs in selected countries • Land, Services, and Citizenship programme • Regional programmes 	<ul style="list-style-type: none"> • Julian Baskin – <i>Senior Urban Specialist – Team Lead</i> • Andrea Zeman – <i>Urban Specialist</i> • Susanna Henderson – <i>Senior Programme Assistant</i> • Dhiraj Ajay Suri – <i>Regional Advisor – South Asia</i> • Tewodros Tigabu – <i>Regional Advisor – East and Central Africa</i> • Mamadou Diagne – <i>Regional Advisor – West Africa</i> • Adele Hosken – <i>Regional Advisor – Southern Africa</i> • Mariana Kara Jose – <i>Regional Advisor – Brazil</i>



The Gateway