



Executive Committee Meeting Report

6 April 2014
Medellin, COLOMBIA

Contents

I. Decisions 3

II. Meeting Summary 4

 Day 1 (6 April) 4

III. Annexes 14

 Annex I: List of Attendees 14

 Annex II: EXCO Agenda 15

 Annex III: Site Visit Agenda 17

 Annex IV: Cities Alliance at WUF7 18

I. Decisions

1. **The meeting agenda was approved.**
2. **The November 2013 EXCO – CG meeting report was approved.**
3. EXCO members endorsed the **direction** of the draft Medium Term Strategy, 2014 – 2016.
4. The Secretariat will **redraft the MTS, cutting the length significantly and restructuring the presentation.**
5. **The revised MTS will then be circulated to the EXCO on 16 May for 10 business days for comments (due by 30 May 2014).**
6. **Version 2 of the draft MTS will be sent to the CG for comment/no-objection approval on 9 June for 10 business days (due by 23 June 2014),** and the November 2014 CG meeting will include a discussion of the MTS, 2014-2016.
7. **The EXCO approved hiring a facilitator** for the Governance Working Group.
8. EXCO stipulated that the **Terms of Reference (TOR) for the Governance Working Group Facilitator build upon the work already accomplished** by the Working Group.
9. **The Secretariat will update the Governance Working Group Facilitator TOR and circulate to EXCO.**
10. **Members initially approved the Work Programme for 2014.**
11. **CATFund Theme 1, “Know Your City”** was selected for the next call in April 2014.
12. Members agreed to **decrease the CATFund maximum grant amount from US\$250,000 to US\$200,000.**
13. The Secretariat will **circulate the Expert Evaluation Panel profile** to EXCO members to solicit **recommendations for alternates.**
14. **The Africa Strategy was approved in principle,** with the request by members to review the final version and adopt it on a no-objection basis. Activities would be approved through regular grant-making standard procedures.
15. **Ethiopia was selected as the next Country Programme.**
16. **The 2014 Budget increase was approved** and will be circulated to the CG for (10 day) no-objection ratification.
17. **Three new CG Members** were approved by the EXCO – DFID as a full CG member, and UNICEF and Ford Foundation as Associate Members – and will be recommended to the CG for (10 day) no-objection ratification.
18. **The next EXCO meeting** will be on 8 September 2014 in Brussels and the Secretariat’s new offices – 94 Rue Royale, 3rd Floor, 1000 Brussels.
19. **The next CG Meeting** will be held in Ethiopia either during the first or second week of November. The Secretariat will confirm dates by the end of April 2014.

II. Meeting Summary

Date: 6 April 2014

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

Venue: Sheraton Four Points Hotel, Carrera 43C # 6 Sur 100, Medellin, Antioquia, Colombia

Day 1 (6 April)

Item 1: Opening and Welcome

Chaired by Josep Roig, UCLG Secretary-General, and Chairperson of the Executive Committee

A special welcome was given to Mayor Joet Garcia, League of Cities of the Philippines Vice Chairman who was also representing the Housing and Urban Development Coordinating Council (HUDCC) and the Department of the Interior and Local Government (DILG).

Members would like to thank UN-Habitat for organising the World Urban Forum 7 in Medellin. The site visit on Saturday, 5 April clearly demonstrated how bold and innovative social interventions in the poorest areas can have big impact on the lives of citizens.

The EXCO chair presented the draft meeting agenda and the November 2013 EXCO/CG meeting report for consideration.

DECISIONS

1: The draft meeting Agenda was adopted.

2: The November 2013 EXCO – CG Meeting Report was approved.

Item 2: Policy and Strategy

Draft Medium Term Strategy (MTS), 2014 – 2016

The current MTS of the Cities Alliance expires on 30 June 2014 as it was based on the World Bank’s Financial Year (1 July – 30 June). At the November 2013 combined EXCO- CG meeting in Burkina Faso, the Director of the Secretariat gave a PowerPoint presentation reviewing the transition from the World Bank and Washington, DC to UNOPS and Brussels and presented the initial proposed core building blocks for the 2014 – 2016 MTS and Business Plan. Both were roundly endorsed by members with the request to increase advocacy activities. The Secretariat subsequently extrapolated the presentation into a full draft MTS, 2014 – 2016 for the Cities Alliance and circulated it to EXCO members for comment and discussion at the 6 April 2014 meeting. This is a significant document, and proposes that the CA pay more attention to the essential conditions that promote cities’ economic growth, and facilitate job creation. The presentation by the Director changed the structure and flow of the MTS document, which was seen as too lengthy.

Member Discussion

Members appreciated the fact that the draft MTS builds on what has already been accomplished by the Cities Alliance and has a universal focus. The MTS is an evolution of what the CA has already learned, builds upon the approved Results Framework, and anticipates what will be relevant in the future. Members welcomed the focus on economic growth, and strongly endorsed the emphasis on inclusivity and equity. Members particularly stressed the importance of slum upgrading strategies in this respect. Members agreed with the attention to informality, city resilience, strengthening governance and re-emphasising the importance of secondary cities. Members stressed the importance of the role of associations of local governments as partners in CA's work to align with the post 2015 agenda. While some members expressed some initial caution over the proposed two emerging priority themes of migration and children, after some discussion the relevance and importance of these two areas were generally agreed. The Secretariat will clarify the language to ensure that these emerging areas are reflected as cross-cutting.

Members were critical of the MTS in two specific areas: (i) It paid insufficient attention to gender issues, which needed to be central to the work of the Cities Alliance and (ii) Members were also displeased at the inclusion of non-members into the text of the MTS. The Secretariat accepted the validity of both sets of criticism, and will ensure that both are addressed in the revised MTS. The Secretariat indicated that it would significantly shorten the length of the document and stress the links to the Results Framework, identify the key actors for the success of the MTS, and clearly demonstrate linkages to the three areas of support provided by the Cities Alliance: a) Citywide and nationwide slum upgrading programmes; b) City development strategies; and c) National policies on urban development and local government.

While members appreciate that Habitat III is in 2016, and thus a three-year MTS is appropriate, in future members would like to see a longer strategy, possibly for five years.

Next Steps

The overall framework and direction of the draft MTS, 2014 – 2016, was welcomed and endorsed by EXCO. The MTS needs to be operational by 1 July 2014, and according to the Charter, will need to be circulated to the Consultative Group (CG) for final approval. The Secretariat will redraft the MTS based on EXCO feedback, cutting the length significantly and restructuring the presentation. The revised draft will be circulated to EXCO on 16 May for comments by 30 May. The version two of the MTS, incorporating EXCO comments, will be sent to the CG on 9 June for comment/no-objection approval by 23 June 2014. It was further agreed that the MTS would be discussed and, if necessary, refined at the November 2014 CG meeting.

DECISIONS

3: EXCO welcomed and endorsed the overall framework **direction** of the draft MTS, 2014 – 2016.

4: The Secretariat will **redraft the MTS, incorporating EXCO comments, cutting the length significantly and restructuring the presentation**

5: **The revised MTS will then be circulated to the EXCO on 16 May for 10 business days for comments (due by 30 May 2014).**

6: **Version 2 of the draft MTS will be sent to the CG for comment/no-objection approval by no later than 9 June for 10 business days (due by 23 June 2014),**

The November 2014 CG meeting will include a discussion of the MTS, 2014-2016.

Item 3: Report back from the Governance Working Group

The Governance Working Group held a very open and productive session on 31 January 2014¹ to discuss section **3.1 of its Terms of Reference: Membership of the Cities Alliance**. The meeting was chaired by BMZ and the draft report comprising Recommendations to EXCO was circulated to EXCO members for discussion and comment. The chair of the Working Group presented the report to EXCO at the meeting highlighting the initial recommendations.

The Secretariat tabled a draft Terms of Reference, based on the Working Group Terms of Reference, for an external, neutral Facilitator to help the Governance Working Group of the Cities Alliance deliver a draft report to the EXCO in September and a comprehensive draft report on Recommendations for Improving the Internal Governance Structures of the Cities Alliance to the full Consultative Group in November 2014 at the Cities Alliance Annual Meeting in Ethiopia.

Member Discussion

Members agreed with the recommendations put forward by the Working Group that there is a need to separate Membership and Financial Sustainability. Members also agreed with the proposed roadmap, including the hiring of a Facilitator. As stipulated by EXCO, the Secretariat will update the draft Terms of Reference for the Facilitator to reflect the work that has already been done by the Working Group, and re-circulate to the EXCO. The Secretariat will hire a neutral facilitator who will be expected to interact with individual Members to facilitate a comprehensive report and set of recommendations. The September EXCO meeting will focus mainly on Governance, with the aim of finalising the new Governance structure by the CG meeting in November.

¹ The Second Governance Working Group meeting was attended by **Australia** (DFAT) Benjamin Williams via phone; **Germany** (BMZ) Almut Nagel (Chair); **Sida** Mikael Atterhog via phone (not for the last hour+ of the meeting); **UCLG** Emilia Saiz; **UN-Habitat** Frederic Saliez; **UNEP** Soraya Smaoun; **UNOPS as Observers:** Marie Noel Vaeza and Carmen Colitti (morning session only); **CA Secretariat:** William Cobbett, Phyllis Kibui, Susanna Henderson, Nune Karakhanyan

DECISIONS

- 7: The EXCO approved hiring a facilitator** for the Governance Working Group.
- 8: EXCO stipulated that the Terms of Reference (TOR) for the Governance Working Group Facilitator build upon the work already accomplished** by the Working Group.
- 9: The Secretariat will update the Governance Working Group Facilitator TOR and circulate to EXCO.**

Item 4: Business Matters, 2014 Work Programme and Budget Update

2014 Work Programme Update

Incorporating comments from the Consultative Group received at the Annual Meeting in Ouagadougou, November 2013, the Secretariat extrapolated the 2014 Work Programme PowerPoint presentation into a detailed document to guide CA work during the year. The FY 14 Work Programme was approved with a one-week, no-objection period in November 2013.

The presentation of the 2014 Work Programme is based on the Results Framework and bridges the old MTS and the new draft, documenting the activities of the Secretariat (Tier 4 of the Results Framework).

Member Discussion

Members provided initial approval of the Work Programme 2014; UN-Habitat asked to discuss the details of the thinktank linked to the Africa Strategy, prior to finalising the 2014 Work Programme approval. (The Africa Strategy was approved in principle, with the request by members to review the final version and adopt on a no-objection basis). Activities will be approved through regular grant-making procedures.

Members pointed out that the “Review of National Urban Policies” listed in the Work Programme for 2014 is not a global review.

Members would like to see the MENA Joint Work Programme revitalised and activities planned against the US\$250,000 budget.

Performance Indicators and Monitoring System Report

At the EXCO and CG meetings in Burkina Faso in November 2013, the Secretariat presented the initial plan to operationalise the Result Framework (RF) (Annex A) into a Performance Indicators and Monitoring System (PIMS). A set of indicators and definitions, initial baselines and targets/performance standards for Tiers III and IV were also shared with the members. The implementation plan is expected to lead to the development of CA’s first corporate scorecard in November 2014, which will be incorporated into the first Effectiveness Report of the Cities Alliance. In Burkina Faso the CG approved Tiers III and IV systems and a pilot phase for Tiers I and II within the universe constituted by the CA Country Programmes.

The Secretariat highlighted ANNEX B which provides an overview of the Secretariat indicators for 2013, and could possibly be used as a basis example for the future official score card for 2014.

Member Discussion

Members were very pleased to see the Results Framework in action. They asked for further analysis to see what types of conclusions could be drawn from the outcomes and are very keen to dig deeper into the data.

In terms of Tier 3, the Secretariat may be able to provide an update by the next EXCO in September, but will most definitely be able to report at the CG meeting in November 2014. The Secretariat is very interested in engaging with members like SDI, who have been participating in the Country Programmes as active partners, in the data analysis.

Catalytic Fund Update (for decision)

The Catalytic Fund replaced the old grant facility in 2010 as one of the core elements of the new Cities Alliance business model under the revised Charter. First presented to EXCO in July 2010, the Catalytic Fund model was discussed amongst members at the November 2010 Consultative Group meeting in Mexico City, and the final design of the Catalytic Fund was adopted in January 2011. The first global Call for Proposals of the Catalytic Fund was issued in January 2011 as a pilot test of the new instrument. The second Call for Proposals, the first with a thematic focus, was issued in February 2012 under the title 'Youth and the City'. However, many of the projects were significantly delayed due to procedural difficulties at the World Bank and transition of the CA.

After the extremely positive response to the Catalytic Fund 'Youth and the City', the CG and EXCO recommended that the 2014 Call for Proposals also feature an innovative thematic approach. EXCO mandated the CA Secretariat to develop a shortlist of themes.

At the Annual Meeting in Burkina Faso, CG members agreed with a proposal for one CATFund call for 2014 with potential for two if the new UNOPS platform supports significant improvements in grant-making, and if the necessary funding is available. Based on member feedback from the Annual Meeting in Burkina Faso in November 2013, the Secretariat circulated a short list of five Themes. The Secretariat sought three EXCO decisions:

1. **Selection of the next Theme**
2. **Approval to decrease the grant amount from US\$250,000 to US\$200,000**
3. **Nominations for alternates for the Expert Evaluation Panel**

Member Discussion

Members would like to see two calls for Catalytic Funds this year, if possible, and would like to see them linked to the global debate. After a comprehensive discussion, Theme 1, "Know Your City" was selected for the next call in April 2014. Themes 4, "Valuing the Private Sector in Informal Economies of Cities" and 5, "Adaptive Strategies for Resilient Communities: Local Adaptation Strategies and Disaster Risk Prevention in Slums" were identified as possibilities for the next call. The option of an Open Call was also raised. Members agreed to decrease the grant amount from US\$250,000 to US\$200,000, and requested the Secretariat to circulate the Expert Evaluation Panel profile to EXCO members after 15 April.

Africa Strategy Update (for decision)

Cities Alliance members proposed developing and implementing an Action Plan to **improving the relevance**, impacts, efficiency and efficacy of on-going and future CA-funded activities in Africa, **address key strategic gaps** where the CA has comparative advantages to deliver, and **mobilise resources and support CA members**

to fill these gaps.

German Cooperation provided seed money to kick start the process.

The Secretariat presented a draft Three-Year Africa Strategy at the Annual Meeting in November 2013 in Ouagadougou. CG members asked the Secretariat to prepare further detail as to the activities in the Africa Strategy and to resubmit the proposal to EXCO for consideration at the April 2014 meeting.

The Secretariat circulated an updated Africa Strategy document, including key activities and budget estimates. The EXCO was requested to endorse the overall direction – **specific proposals will be developed for approval through normal procedures.**

Member Discussion

Members welcomed the revised version of the Strategy, which was much clearer and more focused.

Once again, members identified gender as an essential focus missing from the strategy. Also missing were children/youth and land tenure. Members would like to be certain that this strategy links with other initiatives in the region, such as the strategy for a new Urban Agenda, and is driven by our African members and partners. Members also stressed the importance of clearly demonstrating the linkages to the MTS, 2014 – 2016.

Members raised some concerns with some of the recipients of the allocated funds, in particular, the AfDB. However, EXCO felt that these issues were satisfactorily explained by the Secretariat. The Africa Strategy was approved in principle, with the request by members to review the final version and adopt on a no-objection basis.

Country Programmes (for decision)

The Cities Alliance has received a proposal to support a Country Programme in Ethiopia, itself a Member of the CG since 2006. The Secretariat strongly endorses this request, and circulated a Selection Memo to EXCO in support of this application as well as the formal request from the Minister of Urban Development, Housing and Construction (MUDHCO).

Member Discussion

Members welcomed and approved the request for a Country Programme from Ethiopia, especially because the population is at 90million, with less than 20% residing in urban areas. The country is experiencing one of the highest urbanisation rates in Africa, ranging between 3.7% and 4.3% per annum. Given Ethiopia's size, status and leadership role, members felt that a Country Programme would also be good for the region. Members stressed the importance of applying the full range of activities, including community organising, a key component of the Country Programme model.

Members cautioned against land speculation that is often associated with urbanisation and stressed the importance of the Secretariat continuing Country Programme cross-learning.

2013 Financial Report - Actuals

The Secretariat circulated the 2013 financial report (unaudited) for information. The format was the old format used in the World Bank and was consistent with the budget approved in June 2013 at the EXCO meeting in Copenhagen.

Member Discussion

Members were interested in any preliminary observations the Secretariat had to offer in terms of value for money in Brussels. The Secretariat indicated that grant making is going well; two large grants, US\$1million each, were made within the first six months and that by the end of eight months, the Secretariat expects to have made more grants than in 2013. The Secretariat expects the core business of the Cities Alliance to become more efficient. The Secretariat will begin collecting the data and provide the feedback in the Performance Indicators and Monitoring System report. The aspect that requires continuous improvement to gain more efficiency in overall grant-making process is in the proposal evaluation and approval phase.

2014 Budget Update (for decision)

The Secretariat presented a draft 2014 Budget at the annual meeting in Burkina Faso in November 2013, which was approved. **Since then, the Secretariat has reviewed the budget estimates for reasonableness and has revised a few cost items as indicated in updated budget circulated to EXCO. The Secretariat is seeking approval of an increase of \$414,000 for staff costs; technical supervision and monitoring of projects and new office build and set-up; and ICT equipment and set-up.**

Member Discussion

Collectively, members have to look at what we want: the CA to be effective; have geographical activities – regional strategies and decide where and what. In 2015 and 2016 there needs to be a balancing out of the Country Programmes between Francophone and Anglophone countries. Members recognised that the rather high 21% overhead will be redressed through increased allocation for programme activities, especially grants, as well as increased budgetary contributions. It was further clarified that the staff position for Africa is a pre-arranged transfer from the World Bank, covering Anglophone Africa. It was agreed that the Secretariat will seek to source resources for a second bilingual post in Africa. As members would like to see the Cities Alliance expand outside of SSA, it was suggested that recruitment for a bi-lingual advisor could also cover North Africa.

The budget 2014 budget increase was approved.

As per the Charter, once the EXCO approves the 2014 Annual Budget update, it will have to be circulated to the CG for (10 day) no-objection ratification.

Contribution Agreement Update

The Secretariat circulated an update on the Actual Contributions received in 2013 and the 2014 Contributions expected and received to date. For information. The Secretariat also provided the following update on membership.

Australia – AusAID has been closed and incorporated into DFAT – Department of Foreign Affairs and Trade. They were unable to secure budget for this year, but will try again in June. We have three very strong interlocutors in DFAT, all urban specialists.

Chile – we should conclude they are no longer a member.

Italy – inconclusive, but not encouraging. They are still interested in working in Tunisia and in tripartite relationships.

Nigeria – has only paid once in ten years.

USAID – similar to Italy; no staff, no budget and not much interest inside USAID corporate; we will continue to engage them as part of the US network of CA partners.

DECISIONS

10: Members initially approved the Work Programme 2014.

11: CATFund Theme 1, “Know Your City” was selected for the next call in April 2014.

12: Members agreed to decrease the CATFund maximum grant amount from US\$250,000 to US\$200,000.

13: The Secretariat will circulate the Expert Evaluation Panel profile to EXCO members to solicit **recommendations for alternates.**

14: The Africa Strategy was approved in principle, with the request by members to review the final version and adopt it on a no-objection basis.

15: Ethiopia was selected as the next Country Programme.

16. The 2014 Budget increase was approved.

Item 5: Partnership Matters

Review of EXCO Rotation

While the Governance discussion is underway within the Cities Alliance, the Secretariat will continue to follow the rules laid out in the existing Charter.

New EXCO nominations will be needed at this year’s Annual Meeting in November 2014 to replace three members:

- a) France - Two national governments from non-Developing Countries

- b) The Philippines - One national government from Developing Countries
- c) SDI - Two other Full Members or Associate Members

Potential New CG Members

The Secretariat has received formal requests from:

- **DFID** for full membership – supported by France, Germany and HFHI; and
- **UNICEF and Ford Foundation**, to join as an Associate Members (non-paying, non-decision making).

Ongoing Discussions

At the same time, there are a range of ongoing conversations, at different stages, including those with:

1. **SECO**, which is likely to apply to join as a full member in the next couple of months. (This was already notified both in the EXCO meeting in Kampala in June 2012, and in the Hanoi CG later that year);
2. The **African Development Bank** has indicated its intention to join, but has not yet formalised its application;

Exploratory Discussions

1. S. Korea via Korea Research Institute for Human Settlements (KRIHS); and
2. EU – the Secretariat is in regular contact with relevant officials, and actively contributed to EC's draft communication on Empowering Local Authorities

Member Discussion

All three new members were approved by the EXCO. All three members approached the Secretariat about membership. DFID will join at the entry fee of US\$250,000/year for the first year and then intends to review its contribution based on a three-year Work Programme.

Following some discussion on the procedure for recruiting new members, EXCO agreed that it was primarily the role of the Secretariat to seek and advocate for new members to join the CA. However, it was also stressed that Members themselves can also play a positive and pro-active role in this regard.

The membership status of Country Programme governments was also raised as members would like to see them take ownership of the Country Programmes and feel responsible for the Cities Alliance.

As per the Charter, membership applications are reviewed by the Executive Committee for recommendation to the Consultative Group. The Secretariat will circulate the EXCO recommendation of DFID (full membership), UNICEF and Ford Foundation (associate membership) as new members of the CG for (10 day) no-objection ratification.

Next EXCO Meeting

The next EXCO meeting will be held on 8 September 2014 in Brussels as the new CA office – 94 rue Royale, 3rd Floor, 1000 Brussels, 10:30AM start time.

Next CG Meeting

The next CG meeting will be held in Ethiopia in early November 2014. Based on member feedback, the Secretariat will clarify the dates: either 3-7 November or 10-14 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 and be exposed to a variety of programmes and site visits in secondary cities in the new CA Country Programme country.

DECISIONS

17: New Members: DFID as full member, and UNICEF and Ford Foundation as Associate Members were approved and will be recommended to the CG for no-objection ratification.

18: Next EXCO meeting will be on 8 September 2014 in Brussels at the CA offices, 94 rue Royale, 3rd Floor, 1000 Brussels, 10:30AM start.

19: Next CG meeting will be held in Ethiopia in early November 2014; the Secretariat will clarify the dates via email by the end of April.

III. Annexes

Annex I: List of Attendees

<u>EXCO MEMBERS</u>	<u>PARTICIPANT</u>	<u>AFFILIATION</u>
FRANCE	Mr. Marc Trouyet Ms. Emilie Maehara	Ministry of Foreign Affairs
GERMANY	Mr. Franz Marré Ms. Almut Nagel Mr. Günter Meinert	Federal Ministry for Economic Cooperation and Development (BMZ) Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
PHILIPPINES	Hon. Joet Garcia Vaughn delos Reyes	League of Cities of the Philippines
SDI	Benjamin Bradlow	Shack/Slum Dwellers International
Sida	Mr. Mikael Atterhög Ms. Ana Gren	Swedish International Development Agency
UCLG (EXCO Chair)	Mr. Josep Roig Ms. Emilia Saiz Mr. Mohamed Bousari Mr. Frederic Vallier Mr. Jean Pierre Elong Mbassi	United Cities and Local Government Council of European Municipalities and Regions (CEMR) United Cities and Local Government Africa
UN-HABITAT	Mr. Alioune Badiane Mr. Andrew Cox Ms. Asa Johnsson	UN-Habitat
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>
	Mr. Serge Allou Ms. Susanna Henderson Ms. Nune Karakhanyan Ms. Phyllis Kibui Ms. Alexa Kurth Ms. AnaClaudia Rossbach	Cities Alliance Secretariat

Annex II: EXCO Agenda

Cities Alliance

Cities Without Slums

Executive Committee Meeting

6 April 2014

FINAL AGENDA

Venue: *Sheraton Four Points Medellin		
8h30	Welcome Coffee/Tea (<i>light snacks</i>)	Venue: Salon Santa Fe
9h00 – 9h15	Item 1: Opening and Welcome <i>Josep Roig, Secretary General, UCLG and EXCO Chair</i> <ul style="list-style-type: none"> ➤ Adoption of meeting Agenda ➤ Approval of meeting report – Ouagadougou, Burkina Faso, 3-6 November 2013 	Handouts: Draft Agenda; Ouagadougou Meeting Report, 3-6 November 2013
9h15 – 11h15	Item 2: Policy and Strategy <i>William Cobbett, Director, Secretariat</i> <ul style="list-style-type: none"> ➤ Draft Medium Term Strategy, 2014-2016 presentation Action: For Discussion and Approval of Next Steps	Handouts: Draft MTS
11h15 – 11h45	Coffee Break	
11h45 – 12h30	Item 3: Report back from Governance Working Group <ul style="list-style-type: none"> ➤ Presentation by the WG on the Draft Governance Recommendations to EXCO Action: For Discussion and Approval of Next Steps	Handouts: Draft Recommendations to EXCO Background Docs: Minutes from 31 January 2014 Meeting; Working Group TOR ;CA Charter
12h30 – 13h00	Item 4: Business Matters 2014 Work Programme and Budget Update <i>Phyllis Kibui, Secretariat</i> <ul style="list-style-type: none"> ➤ 2014 Work Programme Update <ul style="list-style-type: none"> ○ Performance Indicators Monitoring System Quarterly Report ➤ Catalytic Fund Update (<i>for decision</i>) <ul style="list-style-type: none"> ○ Theme Selection 	Handouts: 2014 Work Programme; Performance Indicators and Monitoring System Quarterly Report; CATFund Update;
13h00 – 14h00	Lunch	
14h00 – 15h00	Item 4: Business Matters (continued) 2014 Work Programme and Budget Update	Handouts:

	<p><i>Secretariat</i></p> <ul style="list-style-type: none"> ➤ Africa Strategy Update (for decision) <ul style="list-style-type: none"> ○ Think Tank Concept Note ➤ Country Programmes (for decision) <ul style="list-style-type: none"> ○ Next Country Programme Selection <p>Action: For Discussion and Approval of Next Steps</p>	<p><i>Africa Strategy Update; Think Tank Concept Note; Country Programme Selection Memo</i></p> <p>Background Docs: <i>Final Work Programme Update 2013; Habitat III JWP Update; BMGF Portfolio Update</i></p>
15h00 – 15h30	<p>Item 4: Business Matters (continued) 2014 Work Programme and Budget Update <i>Phyllis Kibui, Head of Finance and Operations, Secretariat</i></p> <ul style="list-style-type: none"> ➤ 2013 Actuals ➤ 2014 Budget Update (for decision) ➤ Contribution Agreement Update <p>Action: For Information, For Approval</p>	<p>Handouts: <i>2013 Actuals; 2014 Budget Update; Contribution Agreement Update</i></p>
15h30 – 16h00	Coffee/Tea	
16h00- 16h30	<p>Item 5: Partnership Matters</p> <ul style="list-style-type: none"> ➤ Review of EXCO Rotation ➤ Potential New CG Members ➤ Next EXCO Meeting ➤ Next CG Meeting <p>Action: For Discussion and Approval</p>	<p>Handouts: <i>Partnership Matters</i></p>
16h30	<p>Summary of Recommendations and Closing Remarks <i>Jean Pierre Elong Mbassi, Secretary General, UCLGA and acting EXCO Chairperson</i></p>	

*Carrera 43C # 6 Sur 100, Medellín, Antioquia, Colombia, +57 3218088



Annex III: Site Visit Agenda

Site Visits in Medellin

Saturday, 5 April 2014

10h00 – 16h30

Departure Place: Sheraton Four Points Hotel Lobby

Carrera 43C # 6 Sur 100, Medellín, Antioquia, Colombia, +57 3218088

The number one pro-poor global case study on social inclusion

The Cities Alliance Secretariat is proud to offer ExCo Members a unique field trip on **Saturday, the 5th of April**, to the neighbourhoods of Medellín to visit some of the most prominent examples of integrated upgrading efforts in Colombia. Led by representatives of the City of Medellín and a team of architects, we will be introduced to the achievements of the Urban Integrated Projects (UIs) in Public Library Park that turned around some of the most deprived areas into connected communities benefiting from a range of new services provided by the local authority.

The field trip is scheduled for **10 am- 4.30 pm**. A bus will wait at the hotel to bring us to the metro station. The first part of the trip will take us to the City Centre to visit some of the regenerated public spaces of the City. After lunch we start a short hike through a neighbourhood next to the Public Library San Javier, which was famously reconnected to the city by the construction of a cable car that we will use after the walk. Wearing light footwear is recommended. Representatives from Urban Development Enterprise from the City of Medellín and from the International Cooperation Agency of Medellín have been asked to join us for this trip.

Please RSVP to Sid Henderson (shenderson@citiesalliance.org)

Annex IV: Cities Alliance at WUF7



The Cities Alliance is gearing up for the seventh World Urban Forum (WUF) in Medellin. Representatives of the CA Secretariat will be present from the 2nd to the 11th of April 2014. The CA will have a large booth in the Exhibition Hall of Plaza Mayor and organize a number of events during the forum. We are looking forward to meet you there!

Events	Time	Location
Launch of the Fifth annual reducing urban poverty competition including presentation of former winners organized by the Cities Alliance, USAID, the Wilson Centre, the World Bank, and the International Housing Coalition	Tuesday, April 8 th : 11-1pm	Cities Alliance Booth
Cities Alliance with the participation of the Inter-American Development Bank networking event: Secondary Cities – Key Links for Equitable and Sustainable City Systems	Tuesday, April 8 th : 2-4pm	NE3, Yellow Pavilion, Room#3
UNEP/Cities Alliance joint report launch: Integrating the Environment in Urban Planning and Management	Tuesday, April 8 th : 5.30-6.30pm	Cities Alliance Booth
Cities Alliance cocktail reception and book launch: The Systems of Secondary Cities	Wednesday, April 9 th : 5-6.30pm	Cities Alliance Booth
Presentation from the Dakar Municipal Finance Project - The City of Dakar, Senegal, is pioneering an effort to be one of the first cities in sub-Saharan Africa to launch a municipal bond in the regional market	Thursday, April 10 th : 11-12pm	Cities Alliance Booth
WIEGO/SDI/Cities Alliance joint “City Walk” around the CA booth – Citizens and the City Working Together	Thursday, April 10 th : 5-6.30pm	Cities Alliance Booth

Events we are participating in:

Events	Participant	Time	Location
World Urban Youth Assembly	Serge Allou	Monday, April 7 th : 8.30-4pm	Meeting Room
African Centre for Cities, <i>The Urban Legal Guide – Growing a</i>	William	Tuesday, April	City Changer

<i>dialogue between Latin America and African Countries</i>	Cobbett	8 th : 2.45-4.45pm	Room
Ministry of Water Resources Works and Housing of Ghana, <i>Scaling Up Informal Settlements Upgrading and Prevention through National Housing Policies and Programmatic Approaches: Lessons learned from 12 countries</i>	Rene Hohmann	Tuesday, April 8 th : 4.30-6.30pm	Red Pavilion, Room#22
Shack/Slum Dwellers International, <i>Know Your City: Creating Resilient & Equitable Cities through Partnerships for Community-Collected Data</i>	Ana Claudia Rossbach	Tuesday, April 8 th : 4.30-6.30pm	Yellow Pavilion Room#11
N-Aerus (Network-Association for European Researchers on Urbanization in the South), side Event: <i>Urban Equity – Looking Back, Moving Forward</i>	Serge Allou	Wednesday, April 9 th : 12-1pm	Yellow Pavilion Room#8
Global Urban Development (GUD), Global Housing Indicators, <i>Policy Knowledge and Empirical Data to Promote Equitable, Affordable, Sustainable, and Resilient Housing and Community Development</i>	William Cobbett	Thursday, April 10 th : 2-4pm	Red Pavilion, Room#22
Universities Roundtable	Rene Hohmann	Thursday, April 10 th : 2-4pm	Meeting room

Contact: For any further information please contact Florence Lozet at events@citiesalliance.org.