

CITIES ALLIANCE ORGANIZATION

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developing-country members.*

In accordance with the charter of the Cities Alliance, its governance and organizational structure includes the Consultative Group, the Policy Advisory Board, and the Secretariat.

The Consultative Group

The Consultative Group—the Alliance’s board of directors—is responsible for setting the Alliance’s long-term strategy, approving its annual work programme and budget, and reviewing its achievements. The Consultative Group consists of financial contributors to the Cities Alliance Trust Fund and the political heads of United Cities and Local Governments (UCLG, the global organization of local authorities) and Metropolis (a world association of major metropolises), who have pledged their commitment to achieving Alliance goals. The Consultative Group is co-chaired by the World Bank’s vice president for sustainable development and UN-Habitat’s deputy executive director. Prospective financial contributors may serve as associate members for two years.

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The Consultative Group has also set up the six-member Steering Committee, a subset of its members, to provide guidance to the Secretariat.

Meetings

Consultative Group meetings are held annually in connection with a public policy forum designed to share the lessons learned from experience and inform policy orientations and standards of practice in areas related to the Alliance’s goals. The following Consultative Group meetings have been held:

- **Berlin, December 1999**—Inaugural meeting, at which the *Cities without Slums* action plan was launched and the charter of the Cities Alliance and its 2000 work programme were approved.
- **Montréal, June 2000**—First Public Policy Forum (“Political Dimensions of Support for Cities”), at which the Consultative Group reviewed application guidelines and approved the Cities Alliance Vision statement.
- **Rome, December 2000**—Second Public Policy Forum (“Local Partnerships: Moving to Scale”), at which the Consultative Group approved amendments to the charter of the Cities Alliance Charter, the 2001 work programme, and procedures to establish the Policy Advisory Board and the Steering Committee.
- **Kolkata, December 2001**—Third Public Policy Forum (“Sustainable Partnerships for City Development”), at which the Consultative Group reviewed procedures for the independent evaluation of the Cities Alliance and approved the 2002 work programme.
- **Brussels, October 2002**—Panel discussion at the European Commission (“Achieving the Millennium Development Goal of Cities without Slums”), at which the Consultative Group reviewed the independent evaluation of the Cities Alliance and approved the 2003 work programme.
- **São Paulo, October 2003**—Fourth Public Policy Forum (“Sustainable Financing Strategies for Cities and Financial Services for the Urban Poor”), at which the Consultative Group approved procedures for developing-country membership in the Consultative Group and approved the 2004 work programme.

- **eThekweni, November 2004**—Fifth Public Policy Forum (“Making City Development Strategies Come Alive in South Africa”), at which the Consultative Group approved new Policy Advisory Board members and the 2005 work programme.
- **Marrakech, November 2005**—Sixth Public Policy Forum (“Morocco’s Cities Without Slums Programme”), at which the Consultative Group reviewed procedures for the second independent evaluation of the Cities Alliance and approved the 2006 work programme.

Members as of June 2006

The Consultative Group includes representatives of the following groups:

■ Local authorities

- United Cities and Local Governments
- Metropolis

■ Governments

- Brazil
- Canada
- Ethiopia
- France
- Germany
- Italy
- Japan
- the Netherlands
- Nigeria
- Norway
- South Africa
- Sweden
- United Kingdom
- United States

■ Multilateral organizations

- Asian Development Bank
- United Nations Environment Programme
- UN-Habitat
- World Bank

The Policy Advisory Board

The Policy Advisory Board of the Cities Alliance is composed of eminent urban experts from each

region. They provide guidance to the Consultative Group on key strategic, policy, and regional issues and support the implementation of Alliance activities. The Consultative Group established the composition, terms of office, and operating procedures of the Policy Advisory Board at the December 2000 Second Public Policy Forum meeting. The board brings together civic leaders and policy advisers with a formidable range of public and private sector expertise that spans the leadership of community-based organizations, nongovernmental organizations (NGOs) and their networks, local authority organizations, community banks, community savings and credit schemes, commercial banks, and public sector financial institutions. What they have in common is political experience and practical knowledge from working with poor cities and the urban poor worldwide.

The board meets twice a year and has eight members: two from Africa, two from Asia, one from the Arab States, one from Eastern Europe, one from Latin America and the Caribbean, and one from the industrial countries. The members serve on a rotating basis, typically between two and four years.

For the Alliance’s November 2005 Public Policy Forum, held in Marrakech, the board’s representative from the Arab States, Yousef Hiasat, then Minister of public works and housing for Jordan, led a session on regional experiences in urban upgrading.

In May 2006, the board gathered in Amman, Jordan, for its annual spring meeting, organized by board member and chief executive officer of Beit Al-Mal Saving and Investment for Housing (Beitna), Yousef Hiasat, and hosted by the Greater Municipality of Amman. Board members took advantage of the occasion to gain direct exposure to the strategic development planning and urban upgrading policies of the municipality and to learn of the innovative financing scheme that Beitna had



Cities Alliance

PAB members mingle with residents during a visit to an urban upgrading site in Amman, Jordan.

introduced for ground-breaking private development projects in the city.

The board meeting in Amman marked the second rotation of the Policy Advisory Board members, as incoming members, José Forjaz, of Mozambique, and Clare Short, of the United Kingdom, filled the regional representative positions of exiting members Akin Mabogunje and Mary Houghton, respectively. Cities Alliance partners hope to continue drawing on the wealth of experience and knowledge its two exiting members have offered since the board's formation:

- **Akin Mabogunje** is an internationally renowned African development scholar who has published and lectured widely on urban management and spatial perspectives in the development process. He is chair of the Presidential Technical Board of the Federal Mortgage Bank of Nigeria and former executive chair of the Development Policy Centre.
- **Mary Houghton** is the president and director of ShoreBank Corporation, in Chicago, a commercial bank holding company with \$1.7 billion in assets, organized to implement community development strategies in targeted urban neighbourhoods and rural areas. She is also an adviser to private banks and microcredit lending institutions in developing and transition countries.

Members as of June 2006

- **Juanita D. Amatong** is a member of the Monetary Board of the Central Bank of the Philippines; former secretary of finance of the Philippines; and a former executive director of the World Bank Group. With an educational background in business, economics, and public administration, she has worked with international consultancies, in academia, and as a tax economist at the International Monetary Fund. She is a prime proponent of strong local government finance in the Philippines.
- **José Forjaz** is the chief executive officer and founder of José Forjaz Arquitectos in Maputo, Mozambique; former senior adviser for the Mozambican minister for public works and housing, dealing with housing policy, human settlements, planning, training, and institution building; former national director of housing, responsible for regional and urban planning, housing, and social equipment, as well as training programmes for basic and mid-level rural and urban planning technicians; former secretary of state for physical planning; and a former member of parliament. Widely published, he has lectured at universities around the world and is now in his 15th year as director of the Faculty of Architecture and Planning at Universidade Eduardo Mondlane, in Maputo.

- **Yousef Hiasat** is the chief executive officer of Beitna, a leading investment and financial firm in Amman; former minister of public works and housing in Jordan, with responsibility for the country's road networks, government buildings, and construction and housing sectors; former director-general of Jordan's Housing and Urban Development Corporation, the public institution responsible for housing and urban development policies and housing schemes directed at middle- and low-income households; former principal adviser to the prime minister of Jordan, on housing and urban development issues; founding member and current president of the Morocco-based Near East and North Africa Urban Forum; and president of the Jordan Urban Management Society.
- **Jean-Pierre Elong Mbassi** is secretary-general of the Municipal Development Partnership for Africa, based in Cotonou, Benin; secretary-general of United Cities and Local Governments of Africa; and an experienced practitioner in urban management and slum upgrading. He is the organizer of the Africities Summit, the most important dialogue on decentralization in Africa.
- **Sheela Patel** is founding director of the Society for the Promotion of Area Resource Centres, in Mumbai, India, working in alliance with the National Slum Dwellers Federation and Mahila Milan in a federation of community-based organizations of the urban poor, facilitating their direct participation in addressing the problems of cities and their relationship with informal settlements; and chair of Shack Dwellers International, a global alliance of grassroots community federations of the urban poor.
- **Clare Short** is the United Kingdom's former secretary of state for international development. A Member of Parliament for more than 20 years, she continues to represent the constituency of Birmingham Ladywood. Former director of the Youthaid and the Unemployment Unit, she also worked at the Home Office and as director of All Faiths for One Race, a community-based organization promoting racial equality in Birmingham. A former opposition spokesperson on overseas development, shadow minister for women, and shadow secretary of state for transport, she is a member of the Helsinki Process on Globalisation and Democracy and an associate of the Oxford Research Group.
- **Paulo Teixeira** is a councillor for the Municipality of São Paulo, Brazil; former secretary of housing and urban development of the Municipality of São Paulo, responsible for the development of a large-scale slum upgrading and land tenure programme; a member of the United Nations Millennium Task Force 8 on Improving the Lives of Slum Dwellers; and a member of the UN-Habitat Advisory Group on Forced Evictions.
- **Ana Vasilache** is founding director of the Partners Romania Foundation for Local Development, a Bucharest-based NGO that supports democratic processes of governance and decentralization and works to strengthen the managerial capacities of local governments in central, eastern, and south-eastern European countries; and former head of the Settlements Management Office in the Ministry of Public Works and Regional Planning in Bucharest. She has extensive experience with planning legislation and designing and facilitating participatory strategic planning processes.

BOX 13. MARK HILDEBRAND, MANAGER, 1999–2006



As manager of the Cities Alliance Secretariat from its inception in 1999 until his retirement in February 2006, Mark Hildebrand was instrumental in establishing the Cities Alliance as a global coalition of cities and their development partners.

Following the establishment of the Alliance's *modus operandi* and the criteria for governing its activities, the Cities Alliance produced the *Cities without Slums* action plan, under Mark's personal direction. Launched in December 1999 by President Nelson Mandela of South Africa, who had agreed to act as patron of the Cities without Slums action plan, it went on to be adopted by the world's heads of state in the *United Nations Millennium Declaration*.^a

The action plan was short, and it was bold. Noting that slums and squatter settlements were growing at an alarming rate and projected to double in 25 years, it stated that "slums are the product of failed policies, bad governance, corruption, inappropriate regulation,

dysfunctional land markets, unresponsive financial systems and a fundamental lack of political will."^b The plan put forward six foundational key actions to improve the lives of 100 million slum dwellers by 2020. It was the first time anyone had presented the challenge of slums so directly, or so clearly articulated a global urban development target.

The target subsequently became Target 11 of the Millennium Development Goals and as such, slum upgrading became one of the world's development priorities, something on which all national governments would be required to report progress, both to the General Assembly and, far more importantly, to their own populations.

The Cities Alliance's members thank Mark Hildebrand for his leadership and vision.

a. Office of the United Nations High Commissioner for Human Rights, *United Nations Millennium Declaration*, General Assembly Resolution 55/2 (September 8, 2000),

b. Cities Alliance, *Cities without Slums: Action Plan for Moving Slum Upgrading to Scale*, (Berlin, December 1999) p. 1.

The Secretariat

The Alliance Secretariat, housed at the World Bank headquarters, carries out the Alliance's mandates and manages its operations.

Staff as of June 30, 2006

Akporji, Chii – Communications Officer
Aubry-Kendall, Françoise – Resource Management Assistant
Chabrilat, Pascale – Urban Economist
Cobbett, William – Manager

Csorba, Ildiko – Programme Assistant
Einfeldt, Christiane – Research Analyst
Haas, Jörg – Senior Programme Officer
Henderson, Susanna – Programme Assistant
Merrick, Andrea – Programme Officer
Milroy, Kevin – Senior Operations Officer
Persson, Pelle – Senior Programme Officer
Puspa, Erika – Knowledge Management Analyst
Rajivan, Krishnaswamy – Senior Urban Finance Adviser
Rama Krishnan, Venkateswaran – Financial Management Specialist