

Partnership Charter

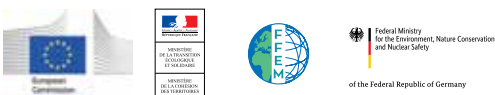
(as taken note by the
4th Steering Committee on 13/06/2018)



This Charter serves as orientation for conduct of implementation, mutually shaped by the several partners involved in the MobiliseYourCity Partnership.

It shall be emphasized, that this Charter shall have no legally binding effect on any of the Partners, as the MobiliseYourCity Partnership shall explicitly not be understood as a legal entity.

Supported by:



Implemented by:



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1. GENERAL AND ABOUT

The MobiliseYourCity Partnership (hereinafter also referred to as “MobiliseYourCity” or “Partnership”) was politically launched in December 2015 at COP 21 in Paris as a global climate partnership for integrated urban mobility planning, and as an international transport initiative under the UN Marrakesh Partnership for Global Climate Action (formerly known as the Lima–Paris Action Agenda / Global Climate Action Agenda).

MobiliseYourCity has emerged as a global and inclusive network of cities and countries as well as an umbrella brand of European development cooperation (i.e. technical assistance) with emerging, developing and EU neighbourhood countries particularly related to assisting in the planning and implementation of effective measures to decarbonize urban transport. By doing this, the Partnership links the goals set forth under the UNFCCC dialogue and many urban-related goals specified in the New Urban Agenda as well as the Sustainable Development Goals (SDGs).

MobiliseYourCity is a multi-donor action, initially co-financed by the European Commission’s Directorate-General for International Cooperation and Development (DG DEVCO), the French Ministry of Ecological Transition and Solidarity (MTES), the French Facility for Global Environment (FFEM), and the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU).

The Partnership was founded by Agence de l’Environnement et de la Maitrise de l’Energie (ADEME), Agence Française de Développement (AFD), Coopération pour le Développement et l’Amélioration des Transport Urbains et Périurbains (CODATU), Centre d’études et d’expertise sur les risques, l’environnement, la mobilité et l’aménagement (Cerema) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

2. OVERALL APPROACH

More than a quarter of all energy-related emissions in the world are caused by transport of people and goods. With a projected increase of 70% by 2050, it is the fastest growing of all sources. Urban trips create a large portion of these emissions and will greatly increase with urban growth; in 2050, 70% of the global population is estimated to live in cities. Tackling urban mobility emissions is necessary to achieve the 2 degree target for global temperature rise.

Congestion of road infrastructures paralyzes urban areas in many developing and emerging countries. Improving transport systems lays the foundation for social equity, economic prosperity and quality of life in cities.

About 1.3 million people die yearly due to traffic accidents and 3.3 million deaths are attributed to outdoor air-pollution each year, with urban populations being the far most vulnerable.

Significant investments in urban transport infrastructure are needed over the next few decades, especially in the rapidly growing regions of Africa, Asia and Latin America.

In urban transport great opportunities can be tapped by shifting towards low-carbon vehicle technologies, as far as low-carbon energy sources can be made locally available. However, technology advancement of individual motorized vehicles in non-OECD countries might in many cases be difficult to achieve in medium term due to often unfavourable economic conditions, as population growth and urbanization rates are going to remain. In such cases emphasis to be put on avoiding transport demand through sensible urban structuring and shifting passenger transport to sustainable transport modes such as public transport –particularly high-capacity mass-rapid-transit systems–, and attractive non-motorized transport.

Investments must be enabled through sustainable urban mobility policies and investment programs in order to generate a catalytic effect. Sustainable, low-carbon transport requires comprehensive financial, institutional and technical capacity and comprehensive institutional coordination. Particularly enabling the local level is considered key to effectively develop sustainable urban mobility infrastructure and services. That requires the development of capacities both for people as for institutions. In addition, supportive framework conditions need to be prepared (at national level), to enable local governments to take action through enhanced regulations, institutional responsibility allocation, budgeting and access to finance.

MobiliseYourCity aims to promote the positive momentum to tackle local and global challenges. More than three out of four Nationally Determined Contributions (NDCs) explicitly identify the transport sector as a mitigation source, and almost two thirds of NDCs propose transport sector specific mitigation measures. Working on sustainable urban mobility policies can facilitate the implementation and improvement of more than a hundred NDCs. In addition, transport plays a substantial role in numerous Sustainable Urban Development Goals (SDGs) and the New Urban Agenda – transport is key for the access to health facilities, education, jobs and social life as well as to fight against extreme poverty.

The Partnership aims at assisting Beneficiary Partners – i.e. national and local governments – in the preparation of National Urban Mobility Policies and Investment Programs (NUMPs) and Sustainable Urban Mobility Plans (SUMPs) at city level. It facilitates the establishment of framework conditions for effective investment and sustainable development of urban transport infrastructure and services as well as regulatory soft measures.

MobiliseYourCity assists its Beneficiary Partners to raise the ambition level and to effectively shape urbanization and transport development in a sustainable and climate-friendly manner. Mitigation measures are prepared through integrated planning and consultation with different stakeholders at an early stage. MobiliseYourCity supports as investment project preparation facility budgeting (i.e. technical assistance incubator for financial assistance) the development of financial mechanisms and initiation of national and international funding to ensure successful implementation. And the Partnership promotes and activates city-to-city cooperation (south-south, north-south) and exchange between peers to make maximum use of long-term cooperation relationships beyond the duration of individual technical assistance support-programs.

3. OBJECTIVES

The overall objective of the MobiliseYourCity Partnership is as follows:

“National urban mobility policies and investment programs and integrated multimodal and participatory planning at local level establish a solid base for the transition of cities in emerging and developing countries towards sustainable, low-carbon urban mobility.”

The specific objectives of MobiliseYourCity are the followings:

- ✔ A methodological framework tailored to the challenges and constraints of emerging and developing countries facilitates urban mobility planning at national and local level. This framework and pertaining tools are used by partners to strengthen participatory and integrated urban mobility planning.
- ✔ National partner countries engage to develop national urban mobility policies and investment programs (NUMPs), and partner cities engage to develop sustainable urban mobility plans (SUMPs) including sound financing schemes. The SUMPs and NUMPs enable or accelerate the implementation of ambitious actions for a sustainable, low carbon and inclusive urban mobility. They establish clear funding and financing action plans for sustainable urban mobility policies and setting-up monitoring, reporting and evaluation systems in order to assist local and national decision-making processes. They aim to improve urban mobility systems in MobiliseYourCity partner cities to deliver positive results in terms of quality of life including poverty alleviation and climate change mitigation. SUMPs aim at reduction of urban transport related greenhouse gas emissions in MobiliseYourCity partner cities. Under the MobiliseYourCity Partnership technical assistance may be offered by Contributing Partners to beneficiary Partners, if budget is available, to support planning and implementation of NUMPs and SUMPs as well as pilot projects thereunder.
- ✔ General knowledge and best practices for urban mobility policies and planning are shared among partners through a Community of Practice, enabling key stakeholders to play an active and effective role in the formulation and implementation of SUMPs and NUMPs. The network platform enhances institutional coordination between various national/local governments and other stakeholders (incl. knowledge and network partners) and aims to strengthen their human and technical capacity;
- ✔ MobiliseYourCity is established as an internationally active, reputable and well known multi-stakeholder partnership, operating efficient and effectively, monitoring delivery of defined outputs and coordinating the dialogue between the various donors and stakeholders of the Partnership. As such it also serves as a network of national and local governments in emerging and developing countries as well as the EU Neighbourhood.

4. GOALS

The **MobiliseYourCity Partnership** shall aim at achieving the following goals:

- ✔ At least **100 cities/local governments** engage in substantially reducing their greenhouse-gas emissions through the development of ambitious integrated sustainable urban mobility plans
- ✔ At least **20 countries/national governments** commit themselves to introduce sustainable urban mobility policies and/or investment programs

More detailed targets are defined in the MobiliseYourCity log frame.

5. GUIDING PRINCIPLES

MobiliseYourCity Partners recognize the necessity to secure universal access to low-carbon, safe, clean, reliable and affordable mobility systems for all, by:

- ✔ Implementing mobility policies to:
 - Reduce unnecessary urban travel, particularly trips made by cars and motorbikes, notably through land use and transport integration, reallocation of the use of public space, and demand management measures;
 - Encourage the use of low-carbon and non-pollutant transport modes through incentive and/or coercive measures;
 - Stimulate the shift towards low-carbon vehicle technologies through investment in pertaining infrastructures and advancement of regulatory framework conditions;
- ✔ Prioritizing sustainable urban mobility systems that integrate public transport, cycling, walking and low carbon solutions in planning, policy development, and allocation of public budgets;
- ✔ Focusing efforts on the movement of passengers and goods instead of mere vehicle flow and infrastructure construction;
- ✔ Achieving high quality standards for accessibility to transport systems in order to improve economic competitiveness and urban liveability of cities;
- ✔ Rationalizing the use of public space and considering the interests of all population groups in order to assure a high quality and a fair share of urban transport and road systems;
- ✔ Taking advantage of new technologies and solutions such as vehicle-sharing, intelligent transport systems, digitalisation and open data in order to enhance the efficiency and the quality of transport services, together with access to information for all.

- ✔ Financing sustainable, low-carbon transport while acknowledging mobility as a public service, supporting a coherent policy framework, following the transport-finances-transport principle, pricing transport to moderate excessive demand and setting clear investment priorities in favour of sustainable, low-carbon transport.

In order to foster the above, MobiliseYourCity partners recognize the need for:

- ✔ Supporting the transparency of data and information to enable rational and better informed decision making
- ✔ Cooperating with interdisciplinary stakeholders and supporting participatory approaches in all decision-making processes.
- ✔ Creating synergies and increase efficiency of progresses with applicable tools, peer-learning and dialogue platform.
- ✔ Mainstreaming the use of the Enable-Avoid-Shift-Improve approach (EASI), as a comprehensive approach towards sustainable, low-carbon transport.
- ✔ Emphasizing the importance of NUMPs and SUMPs as core tools to promote sustainable, low carbon urban mobility.

6. PARTNERS

6.1 PARTNERSHIP CATEGORIES

The Partnership brings together various types of partners in developed countries, emerging and developing countries, the EU neighbourhood as well as supranational partners. The modes of participation can be distinguished in three different partnership categories:

- ✔ **Contributing Partners**
- ✔ **Beneficiary Partners**
- ✔ **Knowledge and Network Partners**

Partners from all categories may consider themselves as integral members of the Partnership and may take advantage as follows:

- ✔ Access a wide International Community of Practice (in the sense of a technical dialogue platform and vivid practitioners' forum to facilitate policy/strategy improvement, which is undertaken by the Partnership);
- ✔ Access urban mobility documentation generated, and statistical mobility data gathered through the activities conducted within the Partnership, wherever feasible;

- ✔ Access technical guidance, including e.g. an overview of existing guidelines and trainings, support packages on key elements of SUMP/NUMP, MRV methodology, and support on financing.
- ✔ Coupling with twinning partners to enable international dialogue, peer-learning, knowledge exchange and lessons learned. Active involvement in the MobiliseYourCity partner community and knowledge exchange beyond a project duration;
- ✔ Assuming sectoral strategic reputation and high visibility through the MobiliseYourCity Partnership, which undertakes comprehensive outreach activities.

It shall be emphasized, that management and coordination functions within the Partnership as well as its overarching representation lies only with Contributing Partners.

6.2 CONTRIBUTING PARTNERS

Definition: Either direct donors or not-for-profit organizations / implementing agencies with substantial delegated funds, which implement assistance / support-programs immediately aligned with MobiliseYourCity Partnership branding (with technical relevancy in relation to the MobiliseYourCity methodical framework), as well as those organizations, which were directly involved in founding the Partnership (i.e. ADEME, AFD, Cerema, CODATU and GIZ).

Contributors facilitate the realization of activities under the Partnership through financial or in-kind contributions (significant logistics and/or human resources).

Entry criteria: Entry threshold of EUR 1M total budget/contract value for technical assistance activities, which is aligned with MobiliseYourCity, i.e. using methodological tools, outreach/logo, aggregated reporting, etc.; it needs to be emphasized, that the actual implementation and disbursement of such budgets always remains with the individual Contributing Partner organization, respectively its commissioned implementing agency; there is no sharing of budgets foreseen within the MobiliseYourCity Partnership. Validation as partner subject to discretion of the MobiliseYourCity Steering Committee.

Rights connected to the partnership status: Seat in the MobiliseYourCity Steering Committee to directly engage in strategic steering of the Partnership as well as in dialogue with donors; exchange with other partners on complementary support and utilization of each other's results in beneficiary partner countries and cities; utilization of the MobiliseYourCity brand for outreach.

Permanent obligations: No fee foreseen. All Partners are obliged to act in line with the MobiliseYourCity Declaration and this Charter and related process documents maintained by the MAC. There is expectation that Contributing Partners actively engage regionally and internationally in dialogues within the Community of Practice, refer to MobiliseYourCity in their own outreach activities and make speakers or representatives available to Mobi-

liseYourCity event coordination, where suitable. It is expected that Contributing Partners maintain relevant activities and budgets aligned with MobiliseYourCity; for any support-program newly started under MobiliseYourCity brand umbrella (based on specific funding for that), it is expected that such programs shall contribute in a suitable and apportionate extent to the further subsistence and advancement of the Partnership (i.e. contributing to management & coordination, methodological framework advancement, management of the global Community of Practice, aggregated results monitoring etc.).

Remark: Urban mobility projects already commissioned at the time when a Contributing Partner joins MobiliseYourCity, and which shall become explicitly aligned with the MobiliseYourCity brand umbrella to qualify towards the in-kind contribution threshold of minimum EUR 1M, may be exempted by the Steering Committee from a contribution to the further subsistence and advancement of the Partnership for strategic reasons for a duration of 2 years. If no in-kind contribution is rendered by such Partners after that period, the case shall be reviewed and decided again by the next Steering Committee.

Application process: No standardized procedure. Applicant submits application letter to the Steering Committee (via MobiliseYourCity Secretariat), in which ambition is stated and suggested in-kind project contribution is explained. The MobiliseYourCity Steering Committee responds with approval or rejection at its own discretion during a next meeting.

6.3 KNOWLEDGE & NETWORK PARTNERS

Definition: Knowledge & Network Partners usually operate based on own funds (i.e. without any financial or commercial interest in partnering up with MobiliseYourCity) and actively contribute to MobiliseYourCity based on own resources, expertise and with their knowledge products driven by an own technical interest in mutual activities. Common contributions of Knowledge & Network Partners are e.g. workshops jointly organized, delivered and co-branded with the Partnership, publications jointly prepared, experts and staff participating/contributing/reviewing MobiliseYourCity outputs etc.

Entry criteria: Internationally or regionally operating or country-focused not-for-profit organizations, institutions, think tanks, affiliated technical assistance programs or other organizations associated with MobiliseYourCity. Submission of a duly signed application form, in which ambition to join is stated as well as suggested suitable fields of collaboration. Willingness to actively associate with the Partnership and to shape own outreach activities accordingly. Validation of Applications subject to the Steering Committee's discretion.

Rights connected to the partnership status: No seat in the MobiliseYourCity Steering Committee, but Knowledge & Network Partners may be invited by the Steering Committee for single attendance (in rotating pattern). Will be provided occasional updates about the development and activities of MobiliseYourCity, will have access to its global Community of Practice once in place, and may possibly participate and actively engage in capacity development activities to Beneficiary Partners.

Permanent obligations: No fee foreseen. All Partners are obliged to act in line with the MobiliseYourCity Declaration and this Charter and related process documents maintained by the MAC. There is expectation that Knowledge & Network Partners actively engage regionally and internationally in dialogues within the Community of Practice, refer to MobiliseYourCity in their own outreach activities and make speakers or representatives available to MobiliseYourCity event coordination, where suitable.

Application process: Applicant submits “Knowledge & Network Partner Application” (form) filled and signed at leadership level to the Steering Committee of the MobiliseYourCity Partnership (via MobiliseYourCity Secretariat), in which ambition is stated and in-kind project contribution or collaboration potential is explained.

6.4 BENEFICIARY PARTNERS

Definition: Countries and cities ambitious in the field of effectively developing sustainable urban mobility.

Entry criteria: National or local governments in emerging and developing countries or the EU neighbourhood, which express a strong and substantial desire –born both by the political leadership as well as the responsible administration – to join a network of peers and to engage in a comprehensive strategic dialogue about urban mobility policy and planning, and to activate substantial sector investments as well as to tackle own relevant institutional and regulatory advancement (as stipulated in the “MobiliseYourCity Declaration” form). Furthermore, application to be compliant with provisions set forth in the document “Beneficiary Partnership Application Process”.

Advantages and rights connected to the partnership status: International “visibility” of their ambitions, progress and accomplishments; becoming part of MobiliseYourCity’s global and regional Community of Practices (web-based networking platform currently still in development); possibility to be considered for regional events and conferences, will be provided occasional updates about the development and activities of MobiliseYourCity; furthermore, the MobiliseYourCity Secretariat will attempt to identify funding for specific technical assistance on SUMPs, NUMPs or pilot projects and potentially financial assistance, if desired by a partner (no guarantee though; fund allocation is always an individual decision of any contributing partner).

Permanent obligations: No fee foreseen. All Partners are obliged to act in line with the MobiliseYourCity Declaration and this Charter and related process documents maintained by the MAC. There is expectation that Beneficiary Partners actively engage regionally and internationally in dialogues within the Community of Practice, refer to MobiliseYourCity in their own outreach activities and make speakers or representatives available to MobiliseYourCity event coordination, where suitable.

If specific technical assistance is provided under the Partnership umbrella, additionally a specific implementation agreement between the Beneficiary Partner and the responsible Contributing Partner may be established to specify mutual roles and responsibilities further.

Application process: As outlined in the separate document "Beneficiary Partnership Application Process". Validation as partner subject to the Steering Committee's discretion.

6.5 Mobilise- YourCity PARTNERSHIP CERTIFICATE

Once new Partners are formally validated by the steering committee, the partnership status is appreciated through issue of a MobiliseYourCity Partnership Certificate, which may be handed over for ceremonial purposes. That Partnership Certificates do not impose any rights or obligations related to the Beneficiary Partner or any Contributing Partner beyond those general provisions related to the Partnership stipulated in this Charter.

Partnership Certificates are prepared by the MAC and signed jointly by:

- ✔ The Chairperson of the Steering Committee (on behalf of the Steering Committee, not on behalf of its individually employing institution)
- ✔ The MAC Coordinator
- ✔ If specific funding for the Beneficiary Partner is available to implement a support-program, the designated Project Manager of the responsible implementing agency

For Contributing Partners Partnership Certificates are only issued on special request by the Partner.

6.6 TERMINATION OF PARTNERSHIP

A Partner may terminate its partnership by notifying the Partnership (via the MAC) in writing. A partnership can also be terminated by decision of the Steering Committee, if the requirements for a partnership as set forth in this Charter are not any more met, if a partner is obviously inactive within the Partnership over a period of more than 6 months, or if any other due cause arises.

If the situation arises, that all formally acknowledged contributions of a Contributing Partner with voting right have expired and no soon continuation of support can be confirmed, the Contributing Partner will instantly lose the voting right at the date of expiry of its last support program. As per discretion of the Steering Committee the Partner may remain Contributing Partner without voting right, or its status may be transferred to the status of a Knowledge & Network Partner or even cease completely.

7. STEERING COMMITTEE

7.1 FUNCTIONS AND MANDATE

The Steering Committee is in charge of strategic steering of the Partnership towards the involved implementing agencies regarding the overall orientation and organization of the Partnership, its linkage with political priorities of the several direct donors as well as international agendas, and the strategic focus and alignment of implementation activities in the several geographically specific support-programs to ensure overall consistency. It is responsible for taking core decisions required for the joint operation of the Partnership and the validation of any new Partners. The Steering Committee is assisted by the Management and Coordination Unit (MAC) and the representatives of the several support-programs.

Specific functions are as follows:

- ✔ Review and acknowledgement of the documents specifying the Partnership's institutional framework and governance, and any amendments to these, e.g. Declaration, Charter, Joint Declaration between Contributors, Ambition Statement, log frame and any other core process documents;
- ✔ Review and approval of new MobiliseYourCity partners (i.e. Contributing Partners, Beneficiary Partners, Knowledge and Network Partners) and the related application/governance documents prepared and assisted by MAC;
- ✔ Provision of strategic orientation for the use of funds in the Partnership's components and support-programs, ensuring consistency with the Partnership's objectives and governance documents;
- ✔ Review and approval of Steering Committee meeting agendas and meeting minutes, annual progress reports, methodological framework, work plans and progress reports;
- ✔ Appointing the Chairperson of the Steering Committee as well as any Honorary Ambassadors;
- ✔ Acknowledgement of the budgeting of the MAC and other governance bodies on an annual basis;
- ✔ Outreach to the political level of the several existing and potential future donor organizations for connecting and developing the Partnership further;
- ✔ Review and approval of strategic orientation and communications of the MAC in terms of the Partnership's communication and "high-level" representation;

- ✔ Guidance of the MAC with respect to any operational engagement of the Partnership as a whole, e.g. acknowledgement of outreach engagement along international events, engagement in international sector discussions on topics relevant to the Partnership's methodological framework etc.;
- ✔ Review and approval of new support-programs to be branded under the Partnership;

The Steering Committee has no direct or operational decision-making power over the specific use of funds and implementation modalities, which always remains in the sole responsibility of the several contributing partners directly in charge for individual funds.

7.2 STEERING COMMITTEE COMPOSITION

Steering Committee Members

The Steering Committee will comprise of members with and without voting rights.

- ✔ **Members with voting right** include only direct donors (validated as Contributing Partner), which finance ongoing support programs including as a mandatory element a substantial contribution to the overarching management & coordination of the Partnership; the Steering Committee approve individual exemptions from requirements for strategic reasons; such members have one vote per institution. Direct donors may delegate their vote to another Contributing Partner, if the direct donor is prevented to exercise it by itself. Any organization holding a voting right can exercise one vote only. Delegation of votes need to be announced to the Chairperson of the Steering Committee or the MAC Coordinator at least 24 hours prior an Steering Committee meeting in writing (or per email).
- ✔ **Members without voting right** include
 - Representatives of all Contributing Partners, which do not have a voting right; each institution can hold one seat only.
 - the MAC Coordinator (who generally does not represent any one Contributing Partner)
 - Honorary Ambassadors (see below)

Nomination of representatives of Contributing Partners shall be made to the Chairperson of the Steering Committee (via the MAC Coordinator) in writing (or by email). Nominated representatives remain in place until the respective Contributing Partner advises the Steering Committee differently.

Chairperson

The Steering Committee shall be chaired by a representative of the Contributing Partners, preferably by a Member with voting right. The Chairperson will be elected (or confirmed) every two-years along an ordinary scheduled Steering Committee meeting. Multiple re-election of the same candidate is possible.

The Chairperson has the following tasks:

- ✔ Coordinate the agenda and minutes of SC meetings (assisted by the MAC)
- ✔ Moderate SC meetings
- ✔ Support follow-up to SC meeting agreements
- ✔ Initiate and moderate any dedicated task forces of the SC on selected topics
- ✔ Represent the SC between meetings towards any third parties
- ✔ Co-sign MobiliseYourCity Partnership Certificates on behalf of the SC, in addition to the MAC Coordinator; this task item explicitly excludes any implied obligation of the Contributing Partner itself.
- ✔ If needed, act between the SC meetings as the counterpart for the MAC Coordinator and advise on overarching conduct or management activities undertaken by the MAC

In case the Chairperson is prevented to attend meetings, the function shall be temporarily assumed by the MAC Coordinator, until the SC has appointed an interim Chairperson.

Honorary Ambassadors

The MobiliseYourCity SC may appoint one or more Honorary Ambassadors. Candidates are “VIP”-type of individuals well known in the international public sphere or in selected focus regions of the Partnership. Candidates should have thorough knowledge about the Partnership, its strategic goals and objectives, and they need to personally identify themselves with it in their public communication.

Honorary Ambassadors will be validated or confirmed by the SC for two-year terms, based on a preceding candidate identification and nomination process coordinated by the MAC. Re-election is possible.

All Honorary Ambassadors have a seat in the SC without voting right. In cases Honorary Ambassadors attend the SC, they may assume the co-chair.

Honorary Ambassadors have the following tasks:

- ✔ Actively promote MobiliseYourCity and its signature topics such as protection of the global climate, supporting sustainable development at the local level, as well as sustainable, low carbon urban mobility development particularly along international, regional or national events and at high level in politics, business, academia and civil society; their affiliation with the Partnership may be displayed at MobiliseYourCity out-reach materials, where suitable;
- ✔ Give the Steering Committee and the MAC advice on the strategic development of the Partnership e.g. to further advance its alignment with international political agendas;
- ✔ May attend and co-chair the Steering Committee meetings.

7.3 DECISION MAKING

The SC makes decisions guided by consensus between the members with voting rights, based on unanimity.

Decisions will be based on the decisions made only by attending members with voting rights, or delegated votes, if such delegation has been duly announced to the Chairperson of the SC or the MAC Coordinator at least 24 hours prior an Steering Committee meeting in writing (or per email).

At least 70% of the voting members (and/or their delegated votes) shall be present as a precondition for decision making.

7.4 MEETINGS

A regular meeting of the Steering Committee shall be held every 6 months. At least one meeting per year will be conducted as a physical meeting.

The Steering Committee can convene for extraordinary meetings upon request by of any one of the contributing partners.

The logistics of the meetings will be coordinated and covered by the MAC and MAC budget. A draft agenda and tentative participant list to be circulated to all Contributing Partners at least 2 weeks prior a meeting.

The Steering Committee can invite through the MAC to its meetings Observers. Observers can include e.g. surplus representatives of MobiliseYourCity Contributing Partners, selected Beneficiary Partners, selected Knowledge & Network Partners, MAC staff members, potential new partners or any third party with a reasonable interest in the Partnership. Particularly with respect to participation of Beneficiary Partners and Knowledge & Partners the Steering Committee attempts a rotating participation of all interested partners.

7.5 MINUTES OF MEETINGS

Minutes of Steering Committee meetings will be prepared by the MAC and circulated as draft versions and as final versions to all Contributing Partners in due course.

8. MANAGEMENT & COORDINATION UNIT (SECRETARIAT)

8.1 FUNCTIONS AND MANDATE

The Steering Committee will establish agreement, which Contributing Partners install the Management and Coordination Unit (MAC; colloquial “Secretariat”) through assigning or delegating staff members. The selected Contributing Partners commit to specify and individually provide resources so that the MAC can execute its prerogatives. Such resources shall cover all direct and indirect costs and expenses (including staff cost, travel and out-of-pocket expenses, procurement costs, communication costs etc.) incurred by the MAC in connection with the performance of its scope of work and fulfilment of its responsibilities, as defined in this document.

The MAC serves as the “Secretariat” for the Partnership and manages the Partnership with a view to translating the expectations of all partners into specific outcomes in line with the MobiliseYourCity objectives, governance documents (Declaration, Charter, Log frame, etc.) and methodological framework. Furthermore, the MAC facilitates the perfect communication and exchange between all Partners and with third parties.

Specific functions are as follows:

- ✔ Supporting the Steering Committee by providing basic secretariat functions;
- ✔ Organizing, preparing and documenting the Steering Committee meetings, supporting/assisting decision-making by the Steering Committee in coordination with the

Chairperson of the Steering Committee;

- ✔ Facilitating and activating the dialogue between all Partners and partnership categories within the Partnership;
- ✔ Processing and evaluating new partnership applications and presenting them to the Steering Committee for validation; conducting the entire partnership management including processing of MobiliseYourCity Partnership Certificates, maintaining a contact database about all validated partners, and conducting continuous communications related to potential and validated partnerships;
- ✔ Informing Steering Committee members on progress in between the Steering Committee meetings, where suitable;
- ✔ Preparing annual work plans incl. planned budget allocation and progress reports;
- ✔ Organizing the Partnership's international and regional outreach; representing the Partnership in public relations (e.g. at international events), communication;
- ✔ Mobilizing new MobiliseYourCity partners including fund raising to expand the Partnership;
- ✔ Coordinating development and continuous improvement of the methodological framework and related capacity development and international learning activities, in cooperation with technical and institutional partners;
- ✔ Setting up and managing the international networking platform ("Community of Practice") between the Partnership's various partners (website administration, common knowledge management, web-based networking and communication platform, decentralized coordination of cooperation, organization of workshops, etc.)
- ✔ Reviewing the content and outputs of the support-programs as defined in the individual grant agreement with regards to consistency with the MobiliseYourCity Partnership guidelines and providing recommendations to respective donors, beneficiaries and implementing agencies;
- ✔ Developing and operating an aggregated impact monitoring and management system, realization of selective evaluations to assess effectiveness and efficiency of the Partnership;
- ✔ Consolidating and reporting on measures implemented at international and country level; reporting on greenhouse gas emissions avoided and further benefits generated within the framework of the Partnership;
- ✔ Establishing and managing MAC office facilities including any potential satellite premises.

8.2 STAFFING AND MANAGEMENT

The MAC is staffed and funded by several Contributing Partners. If not differently agreed, MAC staff members work most of their assigned work time at the premises of the MAC, and maintain a self-understanding and communication routine towards third parties as coordination body for the Partnership as a whole, neutrally with respect to their individual affiliation with Contributing Partners. Mutual understanding is established, that MAC staff is expected to form one team in its collaboration, to develop joint team spirit, MobiliseYourCity corporate identity and dedication to develop MobiliseYourCity as one joint Partnership of all parties.

For the initiation phase of the Partnership (2016–2020), 4–6 full-time staff members are foreseen for the MAC, subject to availability of resources. Core staff functions to comprise of:

- ✔ Overarching Coordination, Governance, Partnership Management, Fundraising
- ✔ Outreach including Communications, Web Management, Social Media, Design and Print Matters
- ✔ Technical Advisory, Methodology and Capacity Development
- ✔ Monitoring and Evaluation, aggregated Reporting
- ✔ Support-program management for in-country implementation
- ✔ Office assistance and support

Individual MAC staff members assigned from their several Contributing Partner organizations will remain at any rate responsible for maintaining the communication linkages to their individual employer in technical and HR administration matters, and will remain responsible for due delivery of any work outputs arising from their individual functions within the MAC. They may be responsible for the management of any delegated funds of their individual employer to an extent, as they are explicitly assigned by it to do so. Individual work arrangements and scope of responsibility of individual MAC staff members to be disclosed within the Steering Committee meetings to maintain proper transparency.

MAC staff is expected to support the Coordinator in her/his tasks and to abide to her/his functional coordination.

8.3 COORDINATOR

For the purpose of overarching management and coordination of the Partnership and coordination of collaboration within the MAC and between all its team members, the Steering Committee appoints a Coordinator of the MAC, who also represents MobiliseYourCity towards third parties. Managerial responsibility for MAC staff members regarding their tasks and responsibilities within MobiliseYourCity shall be understood as delegated from the employing implementing agency to the MAC Coordinator, who establishes work routines, communication procedures, office organization etc., attends to the needs of the team members and provides technical and methodological guidance related to execution of MAC tasks. Organization as well as management and operations processes of the MAC will be developed by the MAC Coordinator based on participatory principles to adequately involve the entire MAC staff team as far as suitable.

Coordination units of multi-stakeholder partnerships are generally prone to overshooting stakeholder expectations, particular in settings with shared staff positions and various employers involved, which follow MAC operations just indirectly. Careful management of resources and stakeholder expectations is crucial for team effectiveness and health. As this challenge may reach beyond the influence of the MAC Coordinator due to the contractual staffing structure, Contributing Partners employing any MAC staff are obliged to establish effective coordination procedures with each other, to balance out the several expectations, and to maintain a professional work environment for the entire MAC team.

8.4 FINANCIAL STRUCTURE

The MAC will apply administrative procedures (administration of funds, fiduciary management, etc.) specific to the several organizations / funds granted within the framework of the Partnership and regarding the procedures of the commissioned implementing agencies (principle of parallel financing).

Planned and disbursed budget contributions of individual contributors to the MAC shall be transparently summarized in a joint MAC budget overview, which is to be periodically, updated by involved Partners prior each Steering Committee meeting.

The general principal is agreed, that all direct donors involved in the Partnership bear their individual share of MAC funding to ensure subsistence and further advancement of the Partnership – usually via their commissioned implementing agencies; such individual shares should be broadly apportionate to the total volume of the actual alignment of their several support-programs. It may be individually agreed between the direct donors to what extent such individual shares include in-kind MAC staff contributions, operating budget contributions, or a combination of both.

The Steering Committee may exempt from the above requirement of apportionate MAC contributions those support-programs, which have been already commissioned to an implementing agency prior its joining as Contributing Partner, and which shall become explicitly aligned with the MobiliseYourCity brand umbrella for strategic purposes.

8.5 OFFICE PREMISES AND REGIONAL SUBSIDIARIES

The **Management & Coordination Unit** of MobiliseYourCity, its so-called “Secretariat”, is established in Brussels, Belgium.

The Steering Committee may decide to open regionally-focused satellite premises in order to seek geographical proximity to selected focus regions or to selected Contributing Partner organizations. Such satellite premises are deemed as integral components of the MAC; they may optionally be accommodated within project management units responsible for regional in-country implementation activities. The MAC will establish suitable work and communication procedures to ensure full cohesion with and between decentralized satellite premises. For satellite premises involved Contributing Partners will prepare separate overviews of planned and disbursed MAC staff and budget contributions, which can be consolidated transparently into the joint MAC budget overview prior each Steering Committee meeting.

9. SUPPORT- PROGRAMS

Support-programs are grants or other forms of commissions related to individual Contributing Partners (i.e. from direct donors and/or to implementing agencies) for region-, country- and/or city-specific activities for the benefit of one or more Beneficiary Partners immediately or loosely aligned with the methodological framework of MobiliseYourCity. Branding as “MobiliseYourCity support-program” implicates consistency with the MobiliseYourCity methodological framework and pertaining quality proposition, and hence is subject to Steering Committee acknowledgement.

Support-programs represent the technical assistance rendered under the MobiliseYourCity Partnership and capitalize from the Partnership’s methodological framework, tools and guidance for support-program implementation, monitoring and evaluation framework as well as the annual aggregated results monitoring, the MAC service offer including its partnership administration, communication, outreach activities etc.

Each support-program is individually managed by a support-program manager designated by the responsible Contributing Partner. Each support-program is based on individual budgeting and report provisions towards the respective contracting donor. Progress of support-program implementation to be regularly reported to the Steering Committee along its ordinary meetings.

Support-program managers ensure adherence of support-programs to the above methodological framework and operating, reporting as well as outreach procedures. Details of their role and responsibilities are specified in the process document “MobiliseYourCity Internal Work Organization: Roles and responsibilities in support-program implementation”. Furthermore, support-program managers are encouraged to adhere to the “MobiliseYourCity Guidelines for technical quality assurance”.

10. METHOD- OLOGICAL FRAMEWORK

The Contributing Partners have jointly prepared and validated the methodological framework of the Partnership, which is anchored in numerous publications branded under the Partnership, such as:

- ✔ Factsheet “National Urban Mobility Policies and Investment Programs (NUMPs)”
- ✔ Factsheet “Sustainable Urban Mobility Plans (SUMPs)”
- ✔ Factsheet “Capacity Development”
- ✔ Factsheet “12 Messages for Beneficiary Partners”
- ✔ Brochure “Monitoring and Reporting Approach for Emissions”
- ✔ Guidelines for technical quality assurance (Guidelines to be applied by support-program managers for each individual support program)
- ✔ And any future Partnership publications of similar nature

All pertaining methodology publications, which are collectively accessible via www.MobiliseYourCity.net/resources/, form in its entirety the MobiliseYourCity methodological framework.

Furthermore, the MobiliseYourCity methodological framework is based on relevant knowledge products, publications and training materials prepared by the several Contributing Partners. Hence all such relevant materials shall be deemed as integral component of the MobiliseYourCity methodological framework. In case of conflict, knowledge products immediately published under the MobiliseYourCity partnership brand are the reference.

The MAC is responsible to coordinate any further advancement of the methodological framework as well as individual contributions of Partners. The MAC monitors coherence of delivery across support-programs and advises support-program managers accordingly.

11. CORPORATE DESIGN AND OUTREACH

For the MobiliseYourCity Partnership a consistent corporate design and communication toolbox has been established, which is maintained and kept up to the needs of all Partners by the MAC. Every Partner is encouraged to comply with such guidance including logos, templates, the Partnership’s web-applications, standard boilerplates, standard PowerPoint presentations etc. to promote the Partnership as a whole as well as individual own activities and contributions aligned with MobiliseYourCity.

All corporate design and guidance materials are available with the MAC and shall be actively requested by all Partners and support-programs. The MAC shall peer-review (on design conformity) any draft documents of individual Partners or support-programs prior its publication. That applies on studies, fact sheets and other written materials for public display, as well as for PowerPoint presentations.

With respect to visibility of Partners and logo usage, following guiding principles are agreed:

- ✔ The Partnership logo may be used stand alone for simple communication and outreach purposes;
- ✔ For more formal or comprehensive outreach or communication purposes, the Partnership logo may be supported through displaying the complete set of logos of all contributing partners, first rank in sequence of their budgetary stake in the Partnership direct donors, second rank in alphabetical sequence any other Contributing Partners;
- ✔ Alternatively where appropriate, for more formal or comprehensive outreach or communication purposes, the Partnership logo may be supported through displaying the complete set of flags or colours of all validated direct donor countries respectively the European Union;
- ✔ The complete set of logos of Knowledge & Network Partners are only displayed for communications and outreach material, if appropriate;
- ✔ The complete set of logos or colours of Beneficiary Partners is usually not displayed in any outreach or communications without a specific need for it;
- ✔ The Partnership logo in conjunction with only selected logos of any Partner may be displayed for selected purposes in outreach and publications, if individual materials are only funded or implemented by or with those selected Partners. However, in these cases such materials always have to clearly display a contextualization of the Partnership in a text block, explaining its background in an appropriately visible way (e.g. by means of an explanatory page, diagram or slide), and at least listing the other Contributing Partners.

12. COMMUNIC- ATIONS, INTELLECTUAL PROPERTY, TRADEMARK

12.1 COMMUNIC- ATIONS

All Partners shall endeavour to promote the Partnership through their communications activities.

Partners may refer to the existence of MobiliseYourCity on their website and in their presentation and communication documents, as well as in their in-house communications.

Generally publications and communications arising from the activities of the MAC and Steering Committee, support-program activities branded as MobiliseYourCity etc. shall be jointly agreed within Steering Committee meetings and may specify each Partner's contribution to it.

Publications prepared by Partners under MobiliseYourCity brand shall be generally brought latest in the stage of draft finalization to the attention of the MAC for coordination and design review purposes. The MAC advises on the MobiliseYourCity layout and publication requirements and coordinates requests for approval by the Steering Committee.

Each Contributing Partner undertakes to reply to any proposal for a publication or communication made by another Contributing Partner within a period of one month. Thereafter, the publication or communication is deemed to have been approved, except where the results may lead to the creation of economic value.

The MAC is responsible to coordinate any further advancement of the methodological framework as well as individual contributions of Partners. The MAC monitors coherence of delivery across support-programs and advises support-program managers accordingly.

12.2 INTELLECTUAL PROPERTY

In the event that this Partnership leads to the creation of any economic authors' rights, and in particular any rights of reproduction, display, use, adaptation and, more generally, rights of exploitation resulting from the activities of the MAC, the Steering Committee or support-programs, the Partners shall share the said rights held or to be held in the reports, research, studies and documents carried out and produced within the framework of this Partnership, on a worldwide basis and for such time as the said rights are protected.

The Partners shall not publish any documents relating to MobiliseYourCity individually without formal involvement of and review by the MAC. However, brief descriptions of the order and the scope of activities for a Partner's PR work do not require approval. Each Partner shall ensure that its subcontractors also comply with this provision.

Data and indicators (particularly concerning mobility and the use of urban transport and GHG emissions) carried out and produced within the framework of a support-program of MobiliseYourCity shall give rights of reproduction, display, use, adaption and, more generally, rights of exploitation. Beneficiary Partners (i.e. cities and countries) accept the principle that the MAC can publish indicators on urban mobility and related GHG emissions issued from these data, and integrate such indicators in a global

12.3 TRADEMARK

MobiliseYourCity is registered by AFD as mark within the European Union. That trademark is deemed as jointly owned by all Contributing Partners. All Partners endeavour to protect "MobiliseYourCity" as a mark against misuse by any third parties.

13. CHANGES IN CORE DOCUMENTS

Changes in core governance documents (i.e. Joint Declaration, Declaration, Charter, etc.) require approval by the Steering Committee. If updates are needed for operations reasons, the MAC may circulate respective recommendations to all SC members accordingly.

14. ANNEXES

Following technical documents of the Partnership are considered integral components to this Charter:

- ✔ Log frame
- ✔ Beneficiary Partnership Application Process
- ✔ MobiliseYourCity Internal Work Organization: Roles and responsibilities in support-program implementation
- ✔ Guidelines for technical quality assurance

About MobiliseYourCity

MobiliseYourCity is a global climate partnership for integrated urban development planning in emerging and developing countries, and the EU neighbourhood. It supports and engages local and national partner governments in improving urban mobility by providing a methodological framework and technical assistance, through capacity building, and by enabling access to funding at both local and national levels.